



## Manager SJT

A recruitment report for:

**Sam Sample**

Created 6<sup>th</sup> October 2022



## Introduction

This report is confidential and is intended for those involved in recruiting Sam Sample, who completed the Manager SJT on 28/07/2021. The test is designed to assess areas of critical importance for success in the role of a manager. The competencies assessed are defined below.

### Manager Competencies

**Inspiring Leadership:** Maximising the aspirations and commitment of others.

1. Building and maintaining caring and supportive relationships with individuals
2. Inspiring and motivating others to be courageous and perform at their best
3. Promoting a collaborative culture that fuels innovation and delivers results
4. Being persuasive when advocating change or dealing with challenging situations
5. Creating a 'team ethic', harnessing strengths across relevant groups of individuals

**Business Vision:** Gathering sufficient information in order to make valid decisions.

1. Understanding the company (i.e. culture, priorities, etc.)
2. Defining ambitious and compelling objectives
3. Embracing complexity, tackling multiple routes to transformative change
4. Demonstrating sound judgement, based on shared ideas
5. Demonstrating insight into own (and others') strengths and development needs

**Business Management:** Maximising the performance of others in the business.

1. Establishing clear, client-focused goals
2. Having an effective system for monitoring progress in meeting goals and expectations
3. Having an effective approach or system for managing change and challenges (e.g. struggling or difficult individuals, and complex situations)
4. Being organised and timely in approach to all aspects of work (i.e. systematic and well-paced planning, delivery and review)
5. Being strongly focused on maximising individual and business performance, as well as managing risk

**Professional Integrity:** Demonstrating a genuine commitment to company standards and priorities.

1. Demonstrating genuine, visible commitment to company goals
2. Demonstrating genuine respect for others (i.e. knowledge, expertise, opinions, etc.)
3. Ensuring all decision-making is fair and appropriate
4. Maintaining company values and priorities in high-pressure situations
5. Welcoming constructive challenge, recognising the need to keep learning

The results of the test are valid for 12 months and should be kept confidential.

## How To Use This Report

This report contains 'percentile scores', 'behavioural interpretation' and 'interview questions' that can be used to explore a candidate's results in more detail:

### Percentile Scores

Percentile scores represent how a candidate's performance on a test (i.e., their score) compares to the performance of other candidates that have also taken the same test (i.e., the comparison group or norm group). Percentile scores range from the 1st to 99th percentile, where 1 is a very low score and 99 is very high.

The overall percentile score is the most predictive of a candidate's likely performance in a job. The report also contains percentile scores for each competency assessed, and these should be considered as a guide to help you identify where a candidate has excelled or might need to improve a specific behavioural skill. It is not a score, in isolation, that should drive your final recruitment decision. This is because the competency percentile scores are produced by a subset of the test questions, whereas the overall percentile score is produced from all of the test questions.

### Behavioural Interpretation

For each competency, an interpretation (four bullet points) has been provided to help you better understand the decisions a candidate has made on the assessment. Not every bullet point may apply equally to all candidates, but you should consider them all to be relevant as they are based on the specific choices a candidate has made on the assessment.

### Interview Questions

For each competency, interview questions are provided to help you explore a candidate's results in more detail. You can select the question you believe is most appropriate and you should use the relevant "four behavioural indicators" to guide your evaluation of a candidate's response. Note, you do not need to ask all four questions - usually one is sufficient, but more are provided if needed. It is also good practice to follow up with additional questions. To help with this you may wish to use the STAR method. This is described below with some additional probing questions you can use.

- **S = Situation:** What was the situation? What were the circumstances or context?
- **T = Task:** What were you trying to achieve? What was your task?
- **A = Actions:** How did you approach it? What did you do? Who did you involve? What challenges did you face, and how did you overcome these? What else did you do?
- **R = Results:** What was the outcome? How did you establish the benefit of what you did?

You should aim to spend more time asking 'Action' questions as these are the ones that typically produce behavioural responses.

### Rating Scale

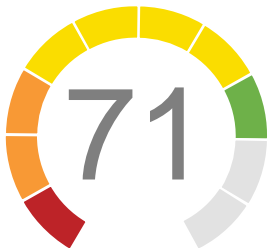
The Rating Scale below can be used to evaluate a candidate's responses to the competency questions provided in this report. During the interview you should aim to establish a pattern of positive & negative evidence for each competency. The final rating you give should be a 'weighted' decision, based on the collective evidence you obtain for each competency.

1 - Significant Development	2 - Development	3 - Mixed	4 - Strength	5 - Significant Strength
A strong and dominant pattern of negative behaviour (in relation to the indicators)	A clear pattern of negative behaviour (in relation to the indicators), and little evidence of positive behaviour to weigh against this – none significant	Balanced evidence of both positive and negative behaviour (in relation to the indicators)	A clear pattern of positive behaviour (in relation to the indicators), and little evidence of negative behaviour to weigh against this – none significant	A strong and dominant pattern of positive behaviour (in relation to the indicators)

# Profile

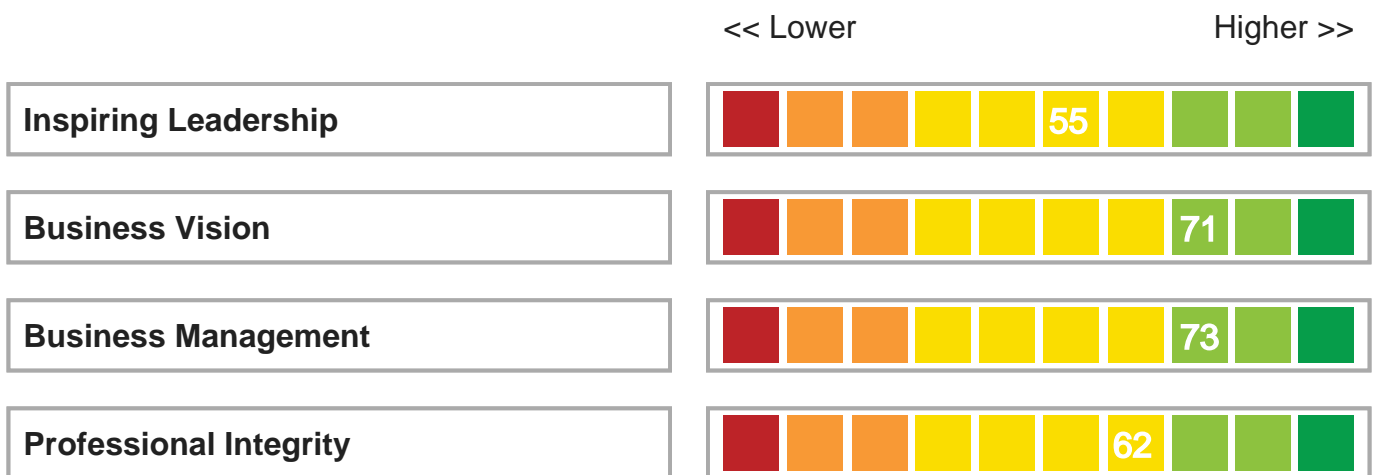
The following summarises Sam's performance on the Manager SJT. It provides:

- An overall score, expressed as a percentile based on an individual's responses to all questions.
- A percentile score for each of the competencies assessed



## Manager SJT Competencies

The scores shown below are Sam's percentiles for each of the competencies.



## Performance

The following provides a detailed description of Sam's performance, evaluating her responses for each competency as skilled, proficient or unskilled.

### **Business Vision**

Sam has strengths in Business Vision. Sam's responses suggest she:

- Focuses on establishing a long-term perspective in order to guide decision-making
- Will establish a broad amount of information before making important decisions
- Proactively considers innovative ideas and new alternatives / possibilities
- Will carefully establish how best to resolve challenges and complex problems

#### *Exploring Business Vision*

The questions below are designed for interviewers to explore Sam's results in more detail.

- Can you tell me about a time when you developed a plan for your team to achieve a long-term objective?
- Can you give me an example of when you have established a new strategy to drive your team's performance?
- How do you typically encourage others to consider the 'big picture' or come up with fresh ideas? Can you share a specific example?
- Describe a complex business issue you have resolved recently. How did you tackle it?

### **Business Management**

Sam has strengths in Business Management. Sam's responses suggest she:

- Will respond promptly to address performance issues and is prepared to have challenging conversations as needed
- Will proactively involve others when setting objectives or when establishing a new direction for her team
- Is highly supportive when team morale is low, and performance is suffering
- Will routinely invest time coaching others to improve their performance

#### *Exploring Business Management*

The questions below are designed for interviewers to explore Sam's results in more detail.

- Can you tell me about a time when you have coached an individual to improve their performance?
- Can you give me an example of when you have given someone challenging performance feedback?
- How do you typically develop the capabilities of your team? Do you have a specific example you can share when you have done this?
- Tell me about a time when you needed to manage someone who was underperforming? How did you deal with them?

## Inspiring Leadership

Sam is well-practiced at Inspiring Leadership. Sam's responses suggest she:

- Will consider what support individuals need when motivating others to achieve challenging outcomes
- Will encourage others to share their ideas, especially during team meetings
- May create a team environment that encourages both competition and collaboration
- Will balance giving direction with seeking input from others

### *Exploring Inspiring Leadership*

The questions below are designed for interviewers to explore Sam's results in more detail.

- Can you tell me about a time when you have built a caring and supportive relationship with a colleague?
- Can you give me an example of when you have inspired or motivated someone to perform at their best?
- How do you typically encourage teamwork and collaboration? Do you have a specific example you can share when you have done this?
- What are some of the qualities and approaches that you could learn from others that would help you connect or work more effectively with people?

## Professional Integrity

Sam is well-practiced at **Professional Integrity**. Sam's response suggest she:

- Will persevere with a task, even if she considers it to be mundane or unimportant
- Can encourage others to share their ideas and participate in discussions
- Will promote both competition and collaboration, when working in a team
- Will seek input from and give advice to others

### *Exploring Professional Integrity*

The questions below are designed for interviewers to explore Sam's results in more detail.

- Can you tell me about a time when you have openly challenged behaviour you felt was inappropriate?
- Can you give me an example of when you had a difficult conversation with someone about their performance?
- How do you ensure everyone in your team is treated fairly? Have you ever needed to speak up about how people are treated?
- Tell me about a time when you taken it upon yourself to resolve an issue that wasn't your responsibility. Why was it important to take it on?