

> Scenarios

Assessing Managerial Judgement



Three versions of the test designed to assess judgement in Graduates, Managers or Senior executives.

2 new versions



One of the most important challenges for any leadership team is 'Do our managers know how to manage?'. Answering this question is now easier than ever with the Scenarios questionnaires.

Scenarios is unique in that it measures an individual's ability to weigh up real-life situations and decide on appropriate and effective ways of handling them.

Candidates are placed in a number of situations in which a selection of different options are suggested. Their responses are then compared with a set of ideal answers generated by experts – giving an assessment of their judgement

Scenarios assesses a candidate's overall level of Managerial Judgement, which is then broken down into three key components:

- **Managing Objectives** – making best use of energies, consultation, alignment with objectives, prioritisation
- **People Management** – managing a team, balancing people issues with motivation and performance, leading and encouraging
- **Corporate or Reputation Management** – Supporting, sustaining and being positive about the organisation, managing your manager, protecting the reputation of the organisation

Recommended Uses:

- Pre-Screening for Interview and Assessment centre
- Recruitment and selection of graduates, managers or executives
- Succession planning: identifying managerial potential in individuals and readiness for fast track promotion.
- Supporting a coaching or mentoring programme
- Providing input into an individual's development plan
- Support with developing the executive thinking skills of top teams

Key information:

Three questionnaires available for assessing **Graduates, Managers & Senior Executives**

Only takes around 30 minutes to complete.

Combine with ability tests and OPQ for an even more effective prediction of whether they are likely to put their knowledge into action – **CAN DO** and **WILL DO**

Two reports available, a profile for trained users and a narrative report for sharing with the candidate

Scenarios in action

“ High scorers are effective at weighing up work-based situations and deciding on ways of handling them. They possess high levels of organisational awareness and well developed skills in learning from work situations...”

Two outputs are available, a simple **Profile** that provides the results for the main judgement scale and the three subscales : Managing Objectives, People Management and Corporate Management.

In addition a **Narrative Report** that includes the profile results but also interprets the scores and provides ideas and tips on how the candidate can develop these areas further.

Graduate Edition -

specifically designed to assess judgment in graduates – a group which typically has limited work experience to draw on.

Management

Edition – designed for junior and middle managers with some work and management experience.

Executive Edition –

designed to support the recruitment and development of the most senior managers

Graduate Scenarios: You have joined a large organisation having just graduated and taken up your first role. You work for a small customer-facing team. It is run as a self-managed team so there is no formal team leader. It is obvious from current team performance that someone within the team is making errors and not performing to the required standards. However, it isn't obvious who it is and despite the manager asking at a recent team meeting, no-one is v

You know which member of the team is Paul. You have seen customers – and you know that team members must know their own team's performance. You know that action is required. You know that one of the team you suspect is pointing the finger at you. You know that you want to prove that you are not the one who is reluctant to say what you might upset your new manager to start in your new

Please rate the following responses:
Qu.1: Try your best to improve performance
Qu.2: Decide to leave rather than stir up re

Executive Scenarios. Your organisation's main brand is under threat due to a production crisis. The brand has a reputation for high quality and safety, but it has come to your attention as director of operations that the latest batch from one of your four sites is faulty.

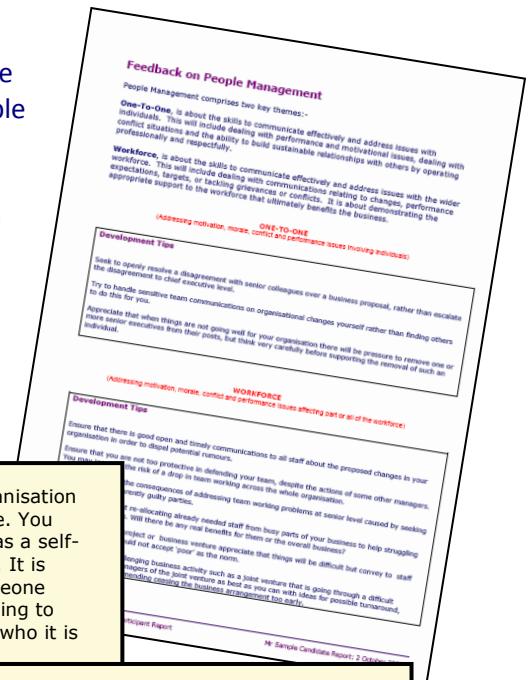
The batch has left the manufacturing site and is on its way to customers. It will cost a lot of money and effort to stop the delivery and return it to site, but it can be done. However, customers will be without supplies and there is a risk of the story getting into the newspapers.

Unfortunately the mix-up occurred during a shift supervised by a relatively inexperienced production manager. The site general manager had been unsure about leaving this manager in overall charge of the site feeling he was not yet ready for the role, but you strongly believed he was ready and encouraged the general manager to take the risk in order to promote the young manager's development.

Please rate the following responses:

Qu. 1: Tell other sites that this is top priority and that they must immediately increase production to cover for this site until it has sorted itself out.

Qu. 2: Immediately have a one to one discussion with the general manager of the site and apologise asking him to support the inexperienced manager through this incident.



For more information contact:

SHL Client Support
SHL, The Pavilion, 1 Atwell Place, Thames Ditton, Surrey KT7 0NE
Telephone 0870 070 8000
Email info.uk@shlgroup.com
www.shl.com