



Executive Scenarios

> Participant Report

Name: **Mr Sample Candidate**

Comparison group: Group 1: Composite Manager/ Senior
Manager Group

Date: 2. 10 .09

INTRODUCTION

Executive Scenarios assesses Managerial Judgement at executive and senior management level. It assesses an individual's ability to evaluate 'real' high-level challenging managerial situations and decide on appropriate and effective ways of handling them. It assesses an individual's ability to weigh up new challenging situations and to identify or make sound judgements in dealing with these situations. Each situation is presented as a realistic executive-level scenario and the individual then rates a set of possible responses in dealing with the scenario. The individual's rating is compared against the optimal rating (correct answer) for each of the responses, and this enables this report to provide specific and detailed feedback.

This report is in two sections. The first section presents an overview of your performance, as a profile. The second section presents feedback of the main scale and three subscales from the profile, together with narrative interpretations and analysis of your performance on each of the three subscales including detailed feedback based on your particular responses to the test.

This report should be treated confidentially. The shelf life of the information contained in this report is considered to be 12 months, depending upon your work role and personal circumstances.

COMPARISON GROUP

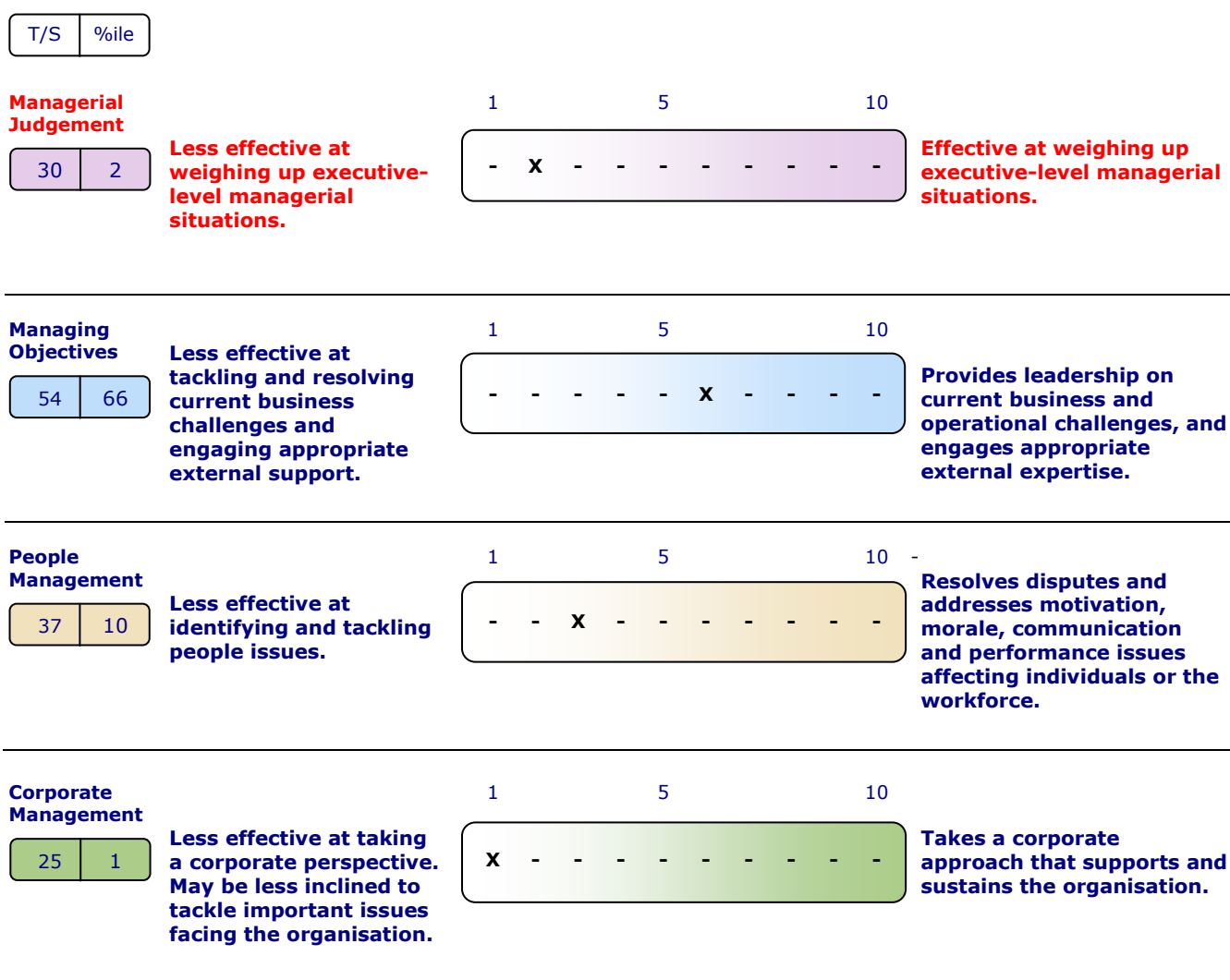
Group 1: Composite Manager/ Senior Manager Group

EXECUTIVE SCENARIOS PROFILE

The overall Managerial Judgement scale provides an assessment of your current level of judgement. Individuals who score strongly on the scale are demonstrating practical managerial judgement, and are therefore more likely to cope well with the demands of a real life executive or senior manager role.

This scale is broken down into three areas or sub-scales, Managing Objectives, People Management and Corporate Management. Each of these sub-scales examines Managerial Judgement in a more specific area than the overall scale.

These three sub-scales and the overall scale are scored against a set of correct answers. Research shows that the nearer an individual's responses are to these correct answers, the higher their level of managerial effectiveness.



FEEDBACK REPORT

Managerial Judgement

Executive Scenarios measures Managerial Judgement at senior level – an individual’s ability to weigh up “real life” senior management situations and decide on appropriate and effective ways of handling them. Performance on all the questions in Executive Scenarios is used to provide a broad, general assessment of this skill. The scale gives an assessment of your ability to cope with a range of senior manager situations typically found in medium-sized or large organisations.

Taking into account your responses to all the questions in the test, and comparing you with the group, the indication is that there is considerable scope for you to develop your managerial judgement. This may be because you have had little experience of dealing with real-life senior management situations, or perhaps because you tend not to reflect greatly on the longer term impact of your actions as a manager. You might benefit from considering the consequences of your actions on the systems and people around you. You might also benefit from taking time to consider what you have learnt from your past managerial experience.

Managing Objectives

The Managing Objectives subscale measures an individual's ability to take practical and pragmatic action to deal with current objectives-based issues, challenges or crises, so that operations and key company activities/initiatives remain on track. This often involves building relationships, resolving issues and addressing others' concerns. The subscale also measures an individual's ability to reach out for and use appropriate external expertise when tackling these challenges.

It includes:

- the ability to make timely decisions to direct operations, progress business plans, manage priorities, ensuring wider strategic objectives are met
- the ability to address emerging issues, either within the business or within business collaborations, by building relationships, resolving issues and addressing others' concerns
- the ability to look beyond the organisation to outside expertise when tackling issues
- the ability to understand how dealing with current issues impacts on the organisation's performance and wider strategy

Compared to the group, it appears that your ability to both provide leadership and to engage external expertise when meeting current business and operational challenges is as sound as the majority of your peers. However, there is probably still scope for you to further develop your judgement in this area.

As a leader you are generally as able as your peers to identify the positive action required to deal with emerging problems and issues, including issues that lie beyond the organisation with partners or stakeholders. However sometimes you may miss opportunities to tackle current business challenges and occasionally your judgement might cause the organisation to under-commit effort and resources.

Although you are generally an active, practical and realistic planner, able to progress business initiatives and to prioritise for others, there is still scope for you to fine tune your approach. In doing so don't forget to keep building relationships, resolving issues and addressing others' concerns.

When deciding on or judging what action should be taken on current business challenges, you are usually confident about how to best utilise outside expertise. However, there is scope for you to become an even better judge of when to enlist outside help and thinking. Keep looking beyond the organisation to outside expertise and support when tackling issues.

Feedback on Managing Objectives

Managing Objectives comprises two key themes:-

Leading and Managing the Work, which is about providing leadership and support to others in dealing with the current business issues. It is also having the skills to effectively plan and deal with operational challenges and wider partnership or business activities.

Using External Help, which is about seeing the need to and being highly proactive in seeking appropriate support or advice. Hence, understanding one's strengths and limitations and seeking external support, gaining professional or expert advice, and buying in specialist resources to gain a competitive advantage.

LEADING AND MANAGING THE WORK

(Providing leadership on current business and operational challenges)

Development Tips

Seek to use surveys and other business information more effectively to support your case when dealing with internal resistance to proposals.

When involved with a partner organisation ensure that you are well informed of their business and financial standing and reputation.

USING EXTERNAL HELP

(Engaging appropriate external expertise)

Development Tips

There are no specific development tips for you in this area, but some general advice is provided in the section below

General development advice for individuals wanting to develop their judgement in the area of Managing Objectives

- As a manager, ensure you are able to set clear expectations to all. Are your staff clear about what they are doing and why? Do your customers have clear service expectations?
- As a manager, consider the challenges your staff face in managing their time effectively and dealing with pressures of workload and what the likely options are. Discuss and coach them on such issues so that they are equipped to solve these problems more independently.
- When deciding how best to tackle business issues, challenges and crises, remember the option of engaging external help, advice or expertise. You don't need to do everything on your own.
- Observe other leaders' business situations and challenges, and practise making the tough calls and courageous decisions as if for real. Did you get the decision right? Did you spot the most effective solution? Did you get to the core of the problem?

- Use business information to your advantage. Consider how best to collect such data, how best to use it to make informed business decisions and how best to communicate it. Understand its potential power and limitations in influencing others.
- Consider how you can act as a mediator and help resolve difficult situations between stakeholders through active listening and diffusing the situation; then helping to identify a way forward.

People Management

The People Management sub-scale measures an individual's ability to manage the organisation's people issues so that it can better meet business objectives. It measures the ability to resolve disputes and tackle motivation, morale, communication and performance issues affecting individuals or the workforce as a whole.

It includes:

- the willingness and ability to openly resolve disputes between key individuals and parties, by understanding their different perspectives
- the ability to work with individuals, for example effectively dealing with performance and communication issues, or judging when colleagues can and cannot progress issues for you
- the ability to tackle motivation, morale and performance issues affecting the workforce
- dealing effectively with people issues at a strategic and senior level

Compared to the group, it appears that your ability to manage the organisation's people issues is slightly less effective than that of your peers. Although your judgement on some aspects of people management is sound, there is probably scope to develop your judgement in this area.

Occasionally you may favour quick action to force an end to disputes between parties or individuals, leaving underlying tensions unresolved. Try being more willing to take action to openly resolve disputes between key individuals and parties, to the benefit of all over the longer term.

You might benefit from sharpening your judgement when dealing with individuals, being more objective and perhaps being more determined to work through issues. Occasionally you avoid directly addressing difficult performance and communication issues or don't take them seriously enough. For example at times you might place colleagues in a difficult position by requesting they progress issues for you. At other times you may miss the opportunity to more fully communicate with colleagues or to help them improve their performance.

There may be scope for you to address motivation, morale and performance issues within the workforce more effectively. Occasionally you either under-react to staff concerns, or over-react by escalating a situation or dismissing it as irretrievable. Try developing a more balanced approach, working through a people situation as it is to resolve it rather than down-playing its significance or quickly dismissing it as beyond retrieval.

You can also fine tune your judgment on when action is required on people issues, and can become better at distinguishing between good and bad interventions.

Feedback on People Management

People Management comprises two key themes:-

One-To-One, is about the skills to communicate effectively and address issues with individuals. This will include dealing with performance and motivational issues, dealing with conflict situations and the ability to build sustainable relationships with others by operating professionally and respectfully.

Workforce, is about the skills to communicate effectively and address issues with the wider workforce. This will include dealing with communications relating to changes, performance expectations, targets, or tackling grievances or conflicts. It is about demonstrating the appropriate support to the workforce that ultimately benefits the business.

ONE-TO-ONE

(Addressing motivation, morale, conflict and performance issues involving individuals)

Development Tips

Seek to openly resolve a disagreement with senior colleagues over a business proposal, rather than escalate the disagreement to chief executive level.

Try to handle sensitive team communications on organisational changes yourself rather than finding others to do this for you.

Appreciate that when things are not going well for your organisation there will be pressure to remove one or more senior executives from their posts, but think very carefully before supporting the removal of such an individual.

WORKFORCE

(Addressing motivation, morale, conflict and performance issues affecting part or all of the workforce)

Development Tips

Ensure that there is good open and timely communications to all staff about the proposed changes in your organisation in order to dispel potential rumours.

Ensure that you are not too protective in defending your team, despite the actions of some other managers. You may increase the risk of a drop in team working across the whole organisation.

Consider carefully the consequences of addressing team working problems at senior level caused by seeking to remove the apparently guilty parties.

Think carefully about re-allocating already needed staff from busy parts of your business to help struggling parts of the business. Will there be any real benefits for them or the overall business?

When starting up a project or business venture appreciate that things will be difficult but convey to staff that you and they should not accept 'poor' as the norm.

When reviewing a challenging business activity such as a joint venture that is going through a difficult period, support the managers of the joint venture as best as you can with ideas for possible turnaround, rather than just recommending ceasing the business arrangement too early.

General development advice for individuals wanting to develop their judgement in the area of People Management

- Try fine-tuning your ability to read people situations at work. Think through how effective your potential decisions might be. Put yourself in the other person's perspective. Ask others what they think.
- Take the lead in resolving motivation, morale and conflict issues. People look to senior leaders for signs that things can improve and can be tackled.
- Treat staff decently and respectfully. Although at times you may think they deserve to be treated poorly in order to teach them a lesson, it will affect their morale and they will lose respect for you. Often the most sustainable way to improve others' behaviours is by improving your own behaviours towards others rather than directly attempting to change others.
- Try to understand performance issues from the individual's perspective. This might guide you to appropriate interventions e.g. appropriate training or coaching, confidence building, working on attitude, better communications on clarifying expectations.
- Focus more on understanding individuals, their preferences and their needs. Also, the same applies for different groups of people who might have different cultures and backgrounds. Link this to appreciating what their needs and motivations might be.
- Understand the demands that the organisation places on people and what aspects might create frustration, concern, or worry for them e.g. workload issues, rumours of organisational change.
- Ensure you are open and communicative with all staff especially in times when staff feel there is a lot of uncertainty within the business.
- Be adaptable with people – as they are all different, so adapt to them to build a good rapport and provide the support that works best for them e.g. some might respond well to a coaching style, others might prefer clear, direct instructions to follow.

Corporate Management

The Corporate Management sub-scale measures an individual's ability to take a corporate approach when tackling issues: one that benefits the whole organisation, and supports and sustains it both internally and commercially. This involves putting oneself out and making the effort to personally address tough challenges facing the organisation.

It includes:

- persistently tackling tough corporate issues and challenges not necessarily of your own making, rather than avoiding them or giving up early
- Taking action that ultimately benefits the whole organisation
- Seizing opportunities and tackling commercial issues so that the business is supported and sustained
- building corporate strategy that is sustainable

Compared to the group, it appears that your ability to take a corporate approach that supports and sustains the organisation is less effective than that of your peers. There is scope to develop your judgement in this area.

When faced with tough issues, you tend to underestimate your chances of success if you take action. High scorers on the corporate management subscale tend to be optimistic, relaxed, adaptable and social confident individuals – are you being too pessimistic in your judgements and giving up or giving in too early in the face of obstacles or difficulties? Are you inclined to avoid tough issues?

You are more inclined than your peers to place the internal cohesion and commercial success of the organisation at risk by avoiding issues. Try seeking solutions that ultimately benefit the whole organisation.

You may sometimes fail to fully tackle commercial issues, risking the commercial progress needed to support and sustain the business. Try to tackle rather than accept obstacles to progress more often.

Feedback on Corporate Management

Corporate Management comprises two key themes:-

Organisational Support, is about having the underlying values, loyalty and skills to fully support the organisation. One will proactively address corporate issues and improve organisational processes to achieve improvements and sustained benefits for the company.

Commercial Support, is about having the skills and the persistence to drive through new business ventures and opportunities. One will help develop and see the potential of such commercial undertakings and will address any resistance and avoid compromises that might dilute the commercial advantage.

ORGANISATIONAL SUPPORT

(Taking a corporate approach that supports and sustains the organisation)

Development Tips

Appreciate that removing difficult people from their roles to other parts of the organisation is not necessarily an effective way of dealing with the issues as you are just shifting the problem elsewhere. Rather, consider what the real issues are and address them.

Deal with the organisation's systems problems immediately if they are likely to affect staff reward in any way.

Consider the importance of dealing speedily and personally with rumours that are spreading about organisational changes.

COMMERCIAL SUPPORT

(Taking a corporate approach that supports and sustains the business commercially)

Development Tips

Try not to give up too early on a business opportunity just because there is some internal resistance.

Address senior-level resistance to new business opportunities; get to the bottom of the concerns and do this quickly to ensure that things are not delayed.

Do not give up too easily to competitors and allow them to enter the market first, thinking you can enter later and learn from their mistakes.

Don't compromise too early on the potential profitability of a joint venture because of a business partner's financial situation.

General development advice for individuals wanting to develop their judgement in the area of Corporate Management

- Corporate decision making involves making decisions that benefit the organisation, and supporting the majority or the wider team – even if it means it might be at your own or immediate team's expense. Be sure that your decisions support the organisation, rather than avoiding difficult situations or giving up.

- Ensure you prioritise actions that support the organisation's commercial future, even where this means tackling difficult issues.
- Have the conviction to deal with tough decisions that will benefit the wider business by properly addressing issues rather than to take the easy decisions that are short-term fixes, or that just shifts the problems elsewhere.
- Think carefully through commercial tactics. However, progressing business is very much about exploring new approaches, and taking calculated risks. So be proactive, seize opportunities and don't give up too easily with business ideas.
- Work closely with stakeholders and partners and explore options together to resolve issues and find new opportunities.
- Focus on the wider corporate good rather than on defending or protecting your own area, or getting side-tracked into internal disputes and office politics which detract from supporting the organisation's objectives.
- Consider and use the appropriate channels in tackling issues and disputes, so that the integrity and reputation of the business is preserved.

ASSESSMENT METHODOLOGY

This Profile is based upon the following sources of information:

| Questionnaire | Comparison Group |
|-------------------------|--|
| Executive Scenarios UKE | Group 1: Composite Manager/ Senior Manager Group |

ABOUT THIS REPORT

This report was generated using the SHL Expert Assessment System. It includes information from Executive Scenarios. The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of a questionnaire answered by the respondent and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data. This report has been generated electronically – the user of the software can make amendments and additions to the text of the report.

SHL Group Ltd and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents.

© A Howard & M Choi, 2009

® SHL is a registered Trademark of SHL Group Ltd
www.shl.com

This report has been produced by SHL for the benefit of its client. As such, SHL permits SHL's client to reproduce, distribute, amend and store this report for its internal and non-commercial use only. All other rights of SHL are reserved.