



CEB

SHL Talent
Measurement

Scenarios

Management Scenarios Narrative Report

Name
Sample Candidate

Date
01 April 2016



Introduction

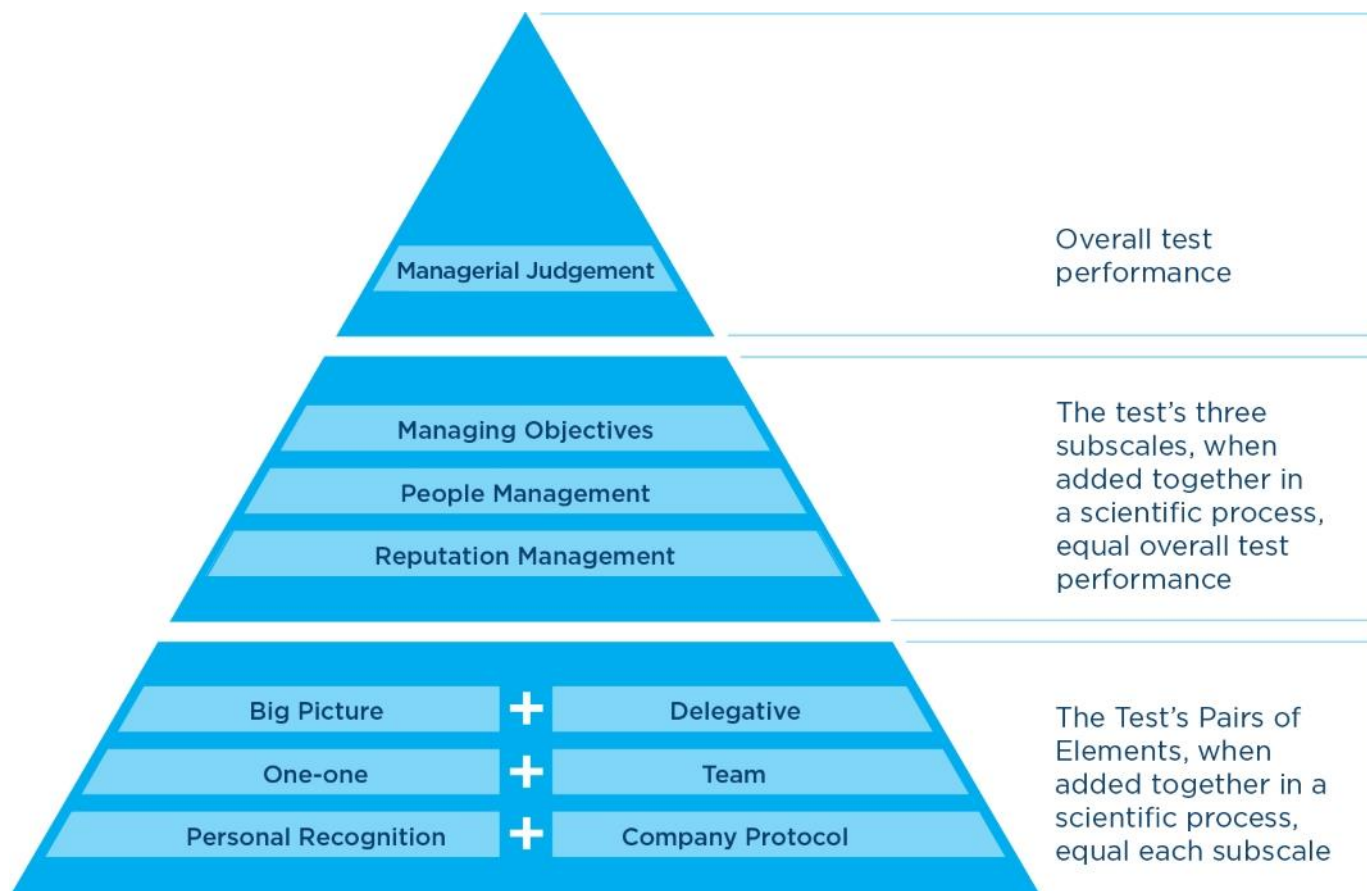
Increasingly managerial judgement is seen as an important skill for individuals in organisations, regardless of whether they have the formal job title of 'manager'. The Scenarios test assesses Managerial Judgement – an individual's ability to evaluate 'real-life' managerial situations and decide on appropriate and effective ways of handling them. It assesses an individual's current level of judgement, but it can also be used to provide feedback on how to improve performance in this area.

The ideal answers to the test's questions have been derived from the opinions of managerial experts and then validated by over 20 different research studies involving more than 16,000 managers and professionals from 8 different world regions. In general terms, those with more Managerial Judgement focus on the big picture, delegate, tackle staff issues and place the needs of the organisation ahead of their own and immediate team's needs.

This report is based upon Sample Candidate's performance on Scenarios. It measures his ability to deal effectively with a range of managerial situations by presenting him with a number of different work scenarios followed by a number of possible responses and asking him to rate each of the responses for their effectiveness in dealing with that scenario. His responses have been compared with those of a large and appropriate comparison group.

This report is in three sections. The first section presents Sample Candidate's responses graphically, as a profile. The second and third sections present the Subscales and Element scales from the profile, together with narrative interpretations. The Subscales can be used in both a selection and a development context. The Element scales are intended to be used for in-depth developmental feedback purposes only; they are NOT designed to support selection decisions.

The report should be treated confidentially. The shelf life of the information contained in this report is considered to be 18-24 months, depending upon Sample Candidate's work role and personal circumstances.



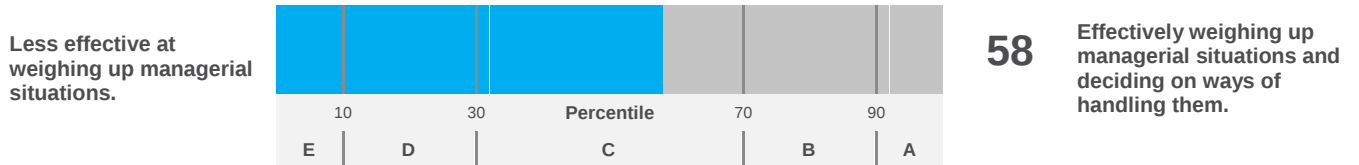
Comparison Group

Management Scenarios 2012 Edition: Total Composite Group (International)

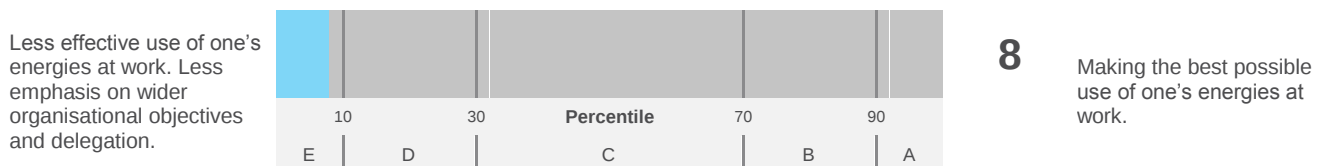
Scenarios Profile Chart

Judgement Scales

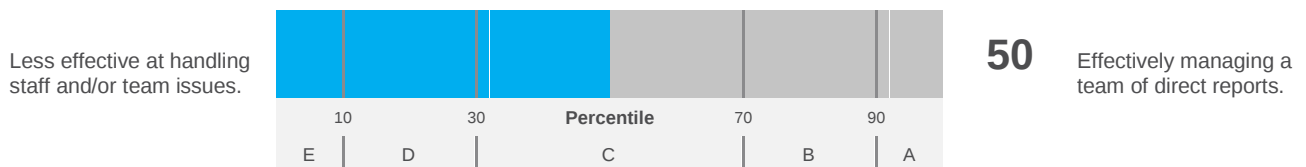
Managerial Judgement



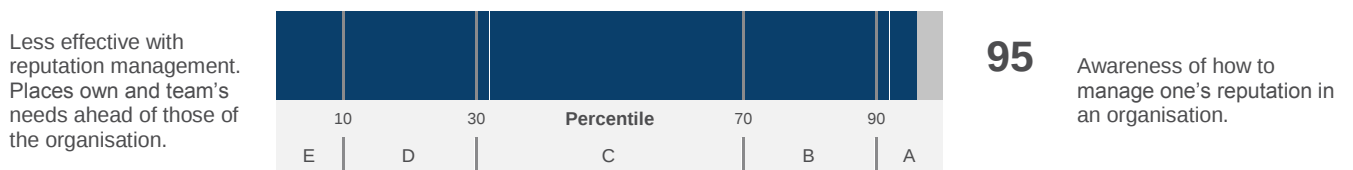
Managing Objectives



People Management



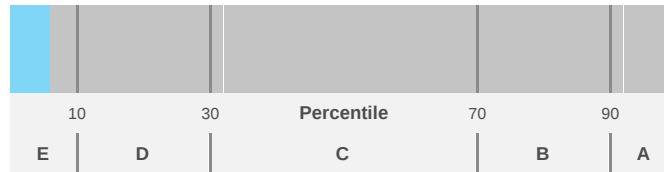
Reputation Management



Element Scales

Big Picture

More inclined than their peers to focus on immediate team objectives. Advocates less networking and consultation on wider objectives and decisions.

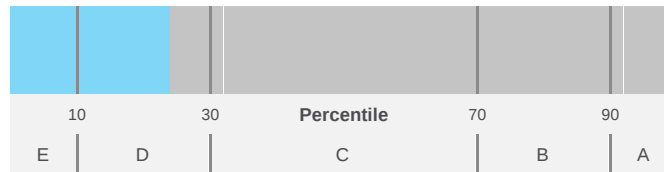


5

Advocates wide consultation with other teams on objectives and decisions. Lines up own efforts behind wider organisational objectives.

Delegative

More inclined than their peers to work with detail, take things on personally and "do" rather than manage. Less prioritising and delegating.

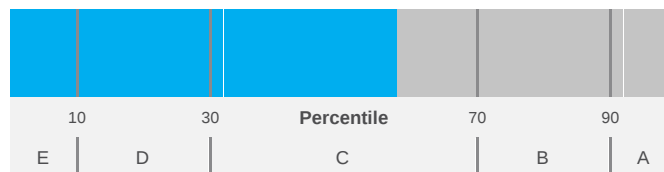


24

Avoids detail, tends to involve others and to delegate. Distils out and tackles important tasks and sets self priorities.

One-to-One

More inclined than their peers to reprimand, ignore or replace an individual who has performance or motivational issues. Offers less support or coaching.

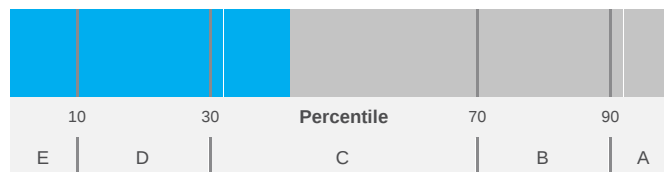


58

Tackles an individual who has motivation and performance issues, offers support and coaching whilst emphasising the need to meet objectives.

Team

May give the team the impression of being unable or unwilling to tackle, clarify or consult on team motivation and performance issues.

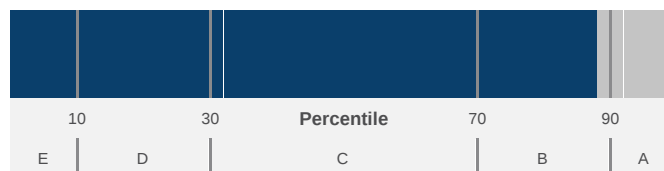


42

Consults on, clarifies and tackles team motivation and performance problems, promotes and maintains team motivation. Communicates and consults on change.

Personal Recognition

More likely to feel the need to actively influence their own image within the organisation. May overestimate the importance of demonstrating own achievements and personal contributions.

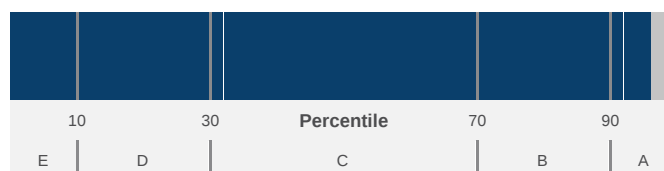


88

Takes a balanced approach in attempting to manage their own image within the organisation. May overestimate the importance of letting results speak for themselves rather than occasionally highlighting own achievement.

Company Protocol

More focused on outcomes and less concerned about procedures and protocols. May prioritise own or team's needs ahead of other managers' needs or the tackling of the organisation's collective problems.



95

More likely to focus on reaching decisions and achieving objectives through established protocol. More willing to accommodate the needs of other managers and to tackle the organisation's collective problems.

Managerial Judgement And Subscales

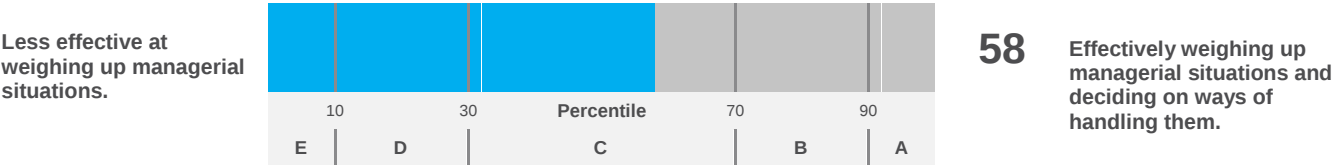
Managerial Judgement is the key measure for making decisions. Performance on this scale is based on all the questions in the test (i.e. the other 3 subscales combined). The following table displays Sample Candidate's raw and normed scores on these four scales.

Scale	Raw Score	Sten	Percentile	T-score	Grade
Managerial Judgement	53	6	58	52	C
Managing Objectives	25	3	8	36	E
People Management	21	6	50	50	C
Reputation Management	7	9	95	66	A

Scenarios Profile Chart

Judgement Scales

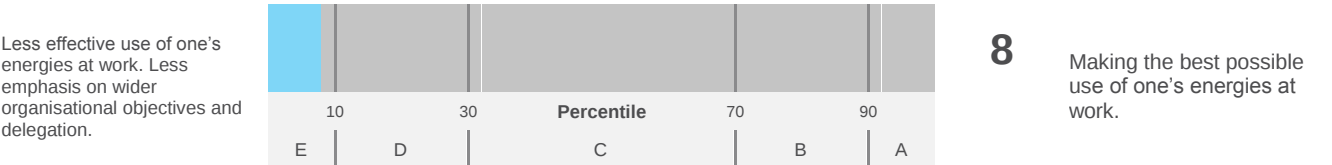
Managerial Judgement



The overall Managerial Judgement scale provides an assessment of Sample Candidate's current level of judgement. Individuals who score strongly on the scale are demonstrating practical managerial skills, and are therefore more likely to cope well with the demands of a real life managerial role.

Taking into account Sample Candidate's responses to all the questions in the test, and comparing him with the group, the indication is that, generally, his managerial judgement is as sound as the majority of his peers. There is scope for Sample Candidate to more finely tune his approach to situations, by reflecting more often on his managerial role and the impact of his actions on the organisation. He might like to try experimenting with some of the suggestions in this report.

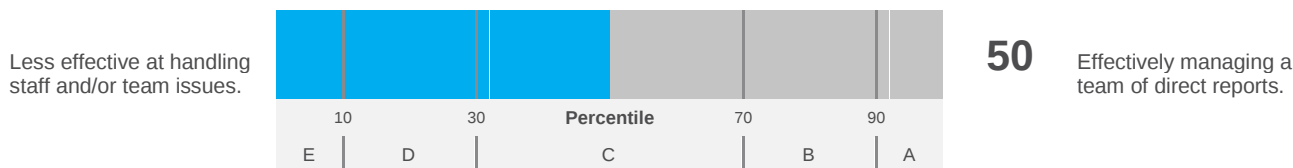
Managing Objectives



The Managing Objectives subscale measures an individual's ability to make the best possible use of their energies at work. It assesses the extent to which you can, on a day-to-day basis, sort out the important from the trivial, and hence decide where best to place your efforts.

When compared to the group, it appears that, whilst Sample Candidate has skills in aligning himself and others towards meeting the objectives of the organisation, there is still considerable scope to improve how Sample Candidate expends his energies at work. Prioritisation is one area that Sample Candidate may need to look at. Alternatively, Sample Candidate may need to consider how his actions impact on the wider objectives of those around him. Sample Candidate needs to be more critically-focused on what he is doing, and whether it is truly important - not just to himself and his team, but to the organisation as a whole.

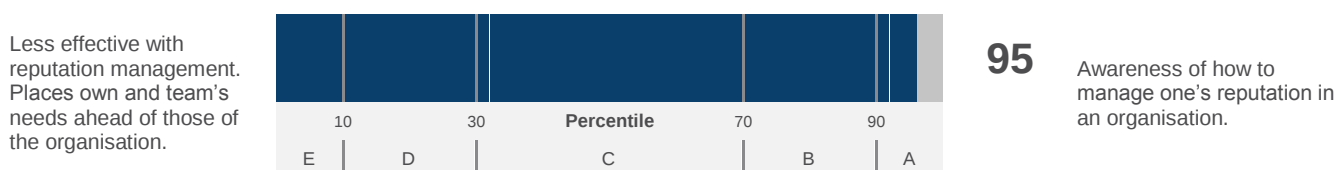
People Management



The People Management subscale measures your ability to effectively manage a team of direct reports. Scenarios assesses the extent to which you are able to deal with a range of team and individual problems whilst maintaining motivation and performance.

When compared to the group, it appears that Sample Candidate has fairly sound people management insight. Sample Candidate understands the need for motivation and encouragement instead of reprimand and discipline. Sample Candidate views staff as resources that are able to grow and develop, rather than simply as 'cogs' in the system. Sample Candidate is as likely to adopt a coaching, empowering approach as most of his peers, and will realise the importance of allowing staff the autonomy to make decisions for themselves. There is scope, however, for placing even more emphasis on this area.

Reputation Management



The Reputation Management subscale measures a balance of skills which allow an individual to manage their reputation within an organisation, whilst also serving the long-term interests of that organisation. As such, the subscale measures an awareness of the politics that characterise much of organisational life.

Comparison with the group suggests Sample Candidate has very strong levels of awareness about the different ways he can manage his reputation in an organisation. Sample Candidate understands how to balance the long-term interests of the organisation with the pursuit of his own agenda. Sample Candidate is likely to be perceived by others as tackling organisational issues and building a good reputation for his team or department. Sample Candidate has the skills and insight for ensuring that his contributions are recognised by important people in the organisation, and has a sound understanding of how to access key decision makers and how to use informal channels/networks. Sample Candidate gives appropriate consideration to how his actions/decisions might impact on the different reporting lines within the organisation, e.g. bosses, peers and direct reports.

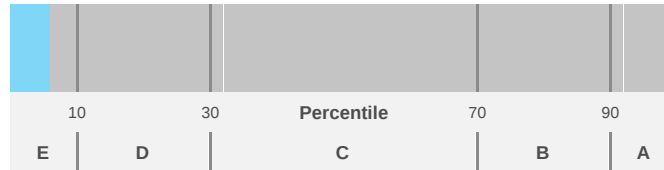
JUDGEMENT ELEMENTS

Each subscale area is supported by two related "element" scales, which give valuable information about how you can develop your managerial judgement.

Scale	Raw Score	Sten	Percentile	T-score	Grade	Related Scale
Big Picture	16	2	5	34	E	Managing Objectives
Delegative	9	4	24	43	D	
One-to-One	9	6	6	52	C	People Management
Team	12	5	42	48	C	
Personal Recognition	3	8	88	62	B	Reputation Management
Company Protocol	4	9	95	66	A	

Big Picture

More inclined than their peers to focus on immediate team objectives. Advocates less networking and consultation on wider objectives and decisions.



5

Advocates wide consultation with other teams on objectives and decisions. Lines up own efforts behind wider organisational objectives.

Part of Managing Objectives is concerned with judging the Big Picture – the extent to which you:

- Consult with others on what needs to be achieved
- Line up your efforts behind central/key issues of the organisation
- Direct your attention to longer term objectives and wider issues

High scorers on the Big Picture Element scale tend to adopt the above style, whilst those scoring low focus more on immediate team objectives and consult less with colleagues on wider organisational aims and decisions.

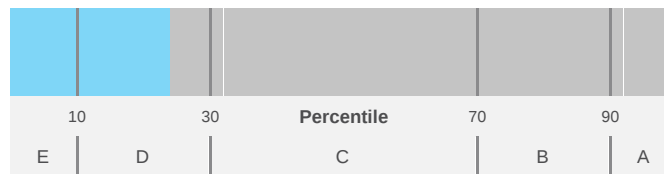
On the Big Picture Element scale, Sample Candidate's results indicate that he frequently tends to focus on the immediate tasks that face him and his team, rather than directing his attention to the wider organisation and activities that are key to its future. Sample Candidate will find his style highly effective in the short term when clear, high quality results need to be delivered to timescales, and where his team requires minimal distraction from performing to clearly defined high standards. However, Sample Candidate may miss opportunities to understand what the organisation as a whole feels is important. Sample Candidate may not discuss objectives often enough with bosses and colleagues outside of his team, or consult on what is required. As a result, he may wrongly prioritise activities and could be investing energy over the longer term in the wrong areas.

Specific development advice on Managing Objectives: Big Picture based on your answers to particular test questions

- In establishing the priorities and objectives of your team for the coming business period, you might try giving more weight to the opinions and needs of key customers, for example, those who have significant dealings with your team.
- You might try developing your ideas and identifying the important issues that need tackling by piloting these in advance of meetings with senior managers, so that you have something positive to present.
- When starting off in a new role, you might try placing more emphasis on quickly establishing how your role links to your manager's role as a means of orientating your activities towards the organisation's goals.
- As a means of motivating members of staff, you should try wherever possible to ensure that they understand how their work and the team's work contribute to the overall objectives of the organisation.
- In deciding which activities your team should prioritise as important, you could consider focusing on those activities which other departmental managers also consider to be important.

Delegative

More inclined than their peers to work with detail, take things on personally and “do” rather than manage. Less prioritising and delegating.



24

Avoids detail, tends to involve others and to delegate. Distils out and tackles important tasks and sets self priorities.

Part of Managing Objectives (deciding where to place your effort) is concerned with achieving immediate, short-term results – dealing with ‘local’ or day-to-day situations that may affect only part of the organisation. The Delegative Element scale is concerned with the extent to which you:

- Effectively delegate and prioritise activities
- Avoid detail and identify important tasks

High scorers on the Delegative Element scale tend to adopt the above approach, and tend to spend less effort on the detail. Those with low scores tend to tackle things personally, work with detail and in isolation from the rest of the organisation.

On the Delegative Element scale, Sample Candidate's responses would suggest that he tends to take tasks on personally and could make better use of others in his team. Additionally, Sample Candidate could spend more time considering his priorities and where best to place his personal efforts. Sample Candidate would benefit from adopting a more delegative style and only personally addressing the really key tasks.

Specific development advice on Managing Objectives: Delegative, based on your answers to particular test questions

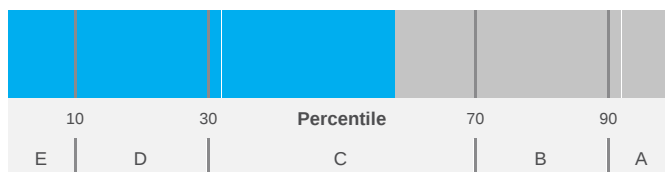
- You could make more opportunities to involve and inform team members of changes to their work practices that are designed to improve the performance of the team.
- In situations where working relationships are poor or where there is inappropriate competitiveness between key members of the team, you might try placing more emphasis on understanding why this is the case as a means of resolving the situation.

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

- As a manager, ensure that the efforts of you and your team are lined up behind the central or key aims of your organisation. If these are not clear, consult with others on what needs to be achieved.
- Ensure that you are not seen to operate in isolation. Appreciate the benefits of wide consultation and networking in order to achieve better all-round business results. Build effective relationships with other departments through peer networks and encourage your staff to do the same.
- It can be easy to get drawn into tackling a number of short term issues and challenges. Remember whenever you can to direct your attention to longer term objectives and wider issues.
- Work with others to set clear expectations. Involve staff to decide on what they should be delivering. Is your manager clear about your goals? Do your customers have clear service expectations?
- As a manager, remember to continually prioritise and delegate. Ask yourself whether you are the best person to tackle this task, or to work with the detail. Could you delegate, should you be leaving the detail to others?
- In demanding roles it is not possible to attempt to do everything to time, quality and costs, so prioritise by identifying what is most important and worth doing in terms of tangible benefit to your organisation, and what urgent issues need to be addressed. Do not be afraid to say “No”. Involve your people so that there is ownership and effective delegation.

One-to-One

More inclined than their peers to reprimand, ignore or replace an individual who has performance or motivational issues. Offers less support or coaching.



58

Tackles an individual who has motivation and performance issues, offers support and coaching whilst emphasising the need to meet objectives.

Part of People Management (effectively managing a team of direct reports) involves dealing with staff members on a one-to-one basis. The One-to-One Element scale is concerned with the extent to which you are willing to:

- Coach staff members with performance and motivational issues, rather than giving up on them or automatically reprimanding them

High scorers on the One-to-One Element scale tend to adopt the above style, whilst those scoring low are more inclined to reprimand or ignore individuals with performance or motivational issues.

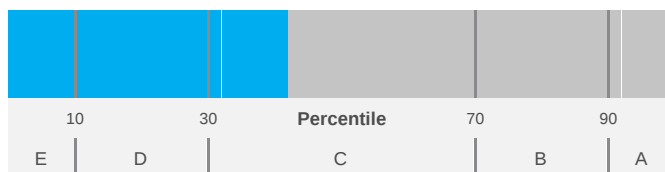
On the One-to-One Element scale, it appears that Sample Candidate tends to balance taking a firm line with staff over performance and/or motivational issues with adopting a more supportive approach. Much of the time, this style will stand Sample Candidate in good stead, allowing him to coach and support staff, whilst meeting the task at hand. However, Sample Candidate would benefit from spending more time coaching and supporting individuals with performance and/or motivational issues. This does not mean that Sample Candidate should abandon concern for the task, but rather implies a further emphasis on supporting and coaching individuals towards meeting their objectives and achieving high standards.

Specific development advice on People Management: One-To-One Element based on your answers to particular test questions

- In dealing with a member of staff who has responded badly to being passed over for promotion, it is important to keep them positively motivated, and to emphasise their importance and contribution to the team.

Team

May give the team the impression of being unable or unwilling to tackle, clarify or consult on team motivation and performance issues.



42

Consults on, clarifies and tackles team motivation and performance problems, promotes and maintains team motivation. Communicates and consults on change.

Part of People Management (managing a team of direct reports) involves managing team motivation and performance problems. Whilst the One-to-One Element looks at your judgement in dealing with individual staff members, the Team Element looks at your judgement in working at the team level. It is concerned with the extent to which you:

- Consult on and clarify team motivation and performance problems, rather than ignoring them or dealing with them by using reprimands
- Undertake to act on issues on behalf of the team where appropriate

High scorers on the Team Element tend to adopt the above style whilst those scoring low are more inclined to ignore team issues and motivation problems, tackle issues with reprimands and make decisions without consulting the team.

On the Team Element, you have a tendency to strike a balance between ignoring team motivational and performance problems and tackling team issues via consultation and clarification. This style will stand you in good stead much of the time, allowing you to press on quickly in crisis or time-pressured situations, whilst ensuring the motivation of the team the rest of the time by addressing performance issues that arise. However you would benefit from spending even more time consulting on and clarifying team motivation and performance problems. Try taking more time to understand the underlying issues affecting the team. If action on an issue is not possible or changes cannot be reversed for good reason, you can still attempt to discuss a way forward with the team.

Specific development advice on People Management: Team Element based on your answers to particular test questions

- You should take more direct responsibility for supporting and coaching members of your team and to trust them in your absence. So it may not be that appropriate to ask another external manager to check on your team in your absence.

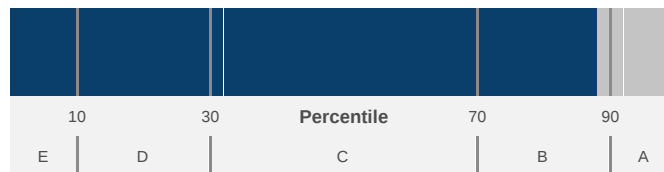
General development advice for individuals wanting to develop their judgement in the area of People Management

- 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.
- 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.
- 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.
- As a manager it is too easy to sort things out for other people and hence to make speedy progress – and there are times where this is the right thing to do. However, see your role as 'growing your people'. So invest quality time to coach, support, and getting to know the aspirations of your people. This takes longer, and the benefits may not be immediate, but the investment will pay dividends as their talent grows.
- Take the lead in resolving team motivation and morale issues. People look to their manager for signs that things can improve and can be tackled / resolved.
- Ensure that you deal with identified issues as often it might appear easier to do nothing. Try to understand the issue from the other person's perspective by allowing them to convey their thoughts. Be adaptable – as everyone is different.

- As a manager of people appreciate that sustained team success equates to keeping your team positively motivated. Hence, review things you have done that might have demotivated people in the past. Capture the things you have done that has motivated or inspired people.

Personal Recognition

More likely to feel the need to actively influence their own image within the organisation. May overestimate the importance of demonstrating own achievements and personal contributions.



88

Takes a balanced approach in attempting to manage their own image within the organisation. May overestimate the importance of letting results speak for themselves rather than occasionally highlighting own achievement.

Part of Reputation Management concerns judgements around your career – when to pursue self-promotion and your own career plans at work, and when to place the organisation's needs first. The Personal Recognition Element is concerned with the extent to which you:

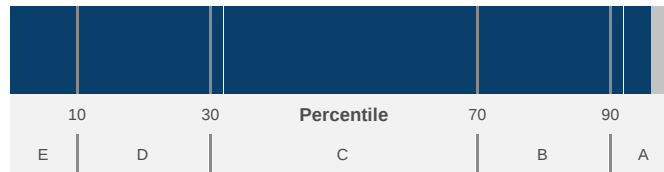
- Place organisational objectives ahead of your own advancement
- Value colleague relationships and the best interests of the organisation ahead of promotion
- Tackle work activities that correspond to organisational need, rather than personal interest

High scorers on the Personal Recognition Element tend to adopt the above approach, whilst those scoring low tend to over-promote themselves and place impression management above organisational objectives. High Personal Recognition scores are generally desirable.

On the Personal Recognition Element, your responses suggest that you promote yourself appropriately and frequently place work objectives ahead of promoting your own career. You tend to pay less attention to how you are viewed by your boss and senior managers than most, focusing instead on what is important for the organisation as a whole. Your style will earn you a positive reputation as a team-worker and someone prepared to put the organisation first.

Company Protocol

More focused on outcomes and less concerned about procedures and protocols. May prioritise own or team's needs ahead of other managers' needs or the tackling of the organisation's collective problems.



95

More likely to focus on reaching decisions and achieving objectives through established protocol. More willing to accommodate the needs of other managers and to tackle the organisation's collective problems.

Part of Reputation Management (managing one's reputation within an organisation, whilst also serving the long-term interests of that organisation) involves working and influencing within a managerial and team-based environment. The Company Protocol Element is concerned with the extent to which you are willing to:

- Operate within reporting lines when influencing and acting
- Put yourself out to tackle/challenge issues for the good of the organisation as a whole
- Be tactful, honest and objective about issues with senior individuals and colleagues

High scorers on the Company Protocol Element tend to adopt the above style, whilst those scoring low tend to put themselves and their team's needs first, rather than acting in the best interests of the organisation, may be highly independent and may influence via non-consensual channels. High Company Protocol scores are generally desirable.

On the Company Protocol Element, you selected responses with a strong emphasis on working within company protocol and reporting lines. You influence and seek change within the accepted managerial and team-based environment of the organisation. You take account of the needs, work demands and wider objectives of your colleagues and work positively with your boss and other senior individuals. However, there may be occasions when the need to act quickly should precede the formality of protocol and process.

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

- Remember to focus on key organisational results, rather than on your own promotion and advancement, as a way of building a positive reputation with others.
- Understand how to best make an impact with key people within the organisation i.e. learning when to let results speak for themselves, and when you need to promote or sell your skills and successes. Occasionally it is appropriate to draw others' attention to your achievements. However, focusing on maintaining good working relationships with colleagues and on key organisational issues is usually better.
- Making fair corporate decisions will earn you a good reputation. Corporate decision making involves making decisions that benefit the whole organisation and support the majority or the wider team – even if it means it might be at your own or your immediate team's expense.
- 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.
- Ensure that you use the appropriate channels, reporting relationships, and abide by standards to tackle issues promptly so that the integrity and reputation of the organisation is preserved.
- Be a good role model and consistently support the organisation and support new initiatives or organisational processes. Also, deal constructively with individuals who do not uphold these values and standards.

Assessment Methodology

This Profile is based upon the following sources of information for Sample Candidate:

Questionnaire / Ability Test	Comparison Group
Management Scenarios UKE 2012 Edition	Management Scenarios 2012 Edition: Total Composite Group (International)

Person Detail Section

Name	Sample Candidate
Candidate Data	Judgement Scales: MJ: 53, MO: 25, PM: 21, RM:7 Element Scales: BP: 16, D: 9, OTO: 9, T: 12, PR: 3, CP: 4
Report	Management Scenarios Narrative Report

About This Report

This report was generated using SHL's Online Assessment System. 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(s) 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.

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