



CEB

SHL Talent
Measurement

Graduate Scenarios

Narrative Report

Name

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Date

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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'. Graduate Scenarios assesses Managerial Judgement in graduates – a graduate's ability to evaluate 'real-life' early career managerial situations and decide on appropriate and effective ways of handling them. It assesses an individual's ability to weigh up new situations and to identify or make sound judgements in dealing with these situations. This is what graduates need to do as when they join organisations they are typically given significant responsibility quickly despite their lack of experience. Throughout this report we therefore refer to the handling of real life managerial responsibilities as this is relevant to graduates even at this very early career stage.

This report is based upon your performance on Graduate Scenarios. The test presented you with a number of different scenarios followed by a number of possible responses and asked you to rate each of the responses for its effectiveness in dealing with that scenario. Your responses have been compared with those of a large and appropriate comparison group.

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.

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

Pre-screened graduate & undergraduate

Graduate Scenarios Profile

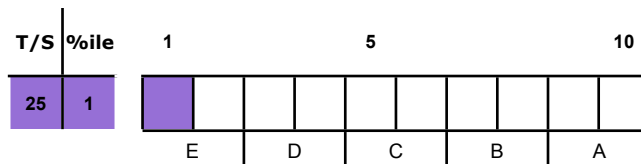
The overall Managerial Judgement scale provides an assessment of your current level of judgement. Individuals who score strongly on the scale are demonstrating practical managerial judgement, and are weighing up situations effectively and therefore more likely to cope well with the demands of a real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

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

These three subscales 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.

Managerial Judgement

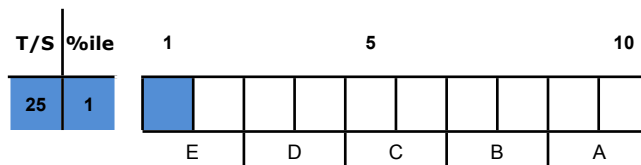
Less effective at weighing up managerial situations and deciding on ways of handling them.



Effective at weighing up managerial situations and deciding on ways of handling them.

Managing Objectives

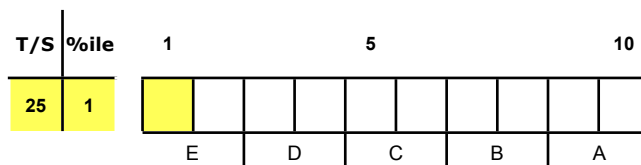
Less effective at benchmarking, consulting others and networking; less focus on the longer term and wider picture; less planning, organising and prioritising.



Effective at benchmarking, consulting others and networking to produce solutions; focuses on the longer term and wider picture; plans, organises and prioritises.

People Management

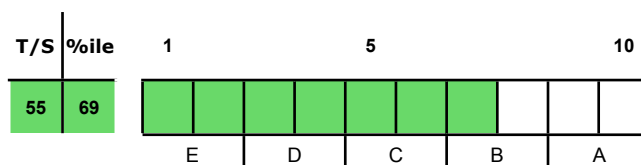
Less effective at tackling individual or team morale and motivation issues; less inclined to take responsibility for team plans and resources.



Effective at addressing individual and team morale / motivation issues; ensures that the team plans for and resources itself to meet objectives.

Corporate Management

Less effective at influencing, and at initiating action. Avoids issues and passes responsibility to others; denigrates or blames the organisation.



Takes a corporate approach. Attempts to tackle issues, takes personal responsibility for initiating action and is positive about the organisation.

Feedback Report

Managerial Judgement

Graduate Scenarios sets out to measure Managerial Judgement – a graduate's ability to weigh up "real life" early career managerial situations and decide on appropriate and effective ways of handling them. The scale gives an assessment of your ability to cope with a range of early career managerial situations typically found in a medium-sized or large organisation.

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 managerial situations to date, or perhaps because you tend not to reflect greatly on the impact of your actions and how you can translate learning/experiences from one situation to other situations. Regardless of the reason, you need to consider the longer-term consequences of your actions on the systems and people around you. Try experimenting with some of the suggestions in this report and being responsive to feedback. In particular, find more opportunities to take on responsibility and deal with management-type situations.

General Points on Developing Managerial Judgement

This area is a priority development area for you. Please consider the following ideas and tips.

- There is no substitute for getting direct experience of situations. Use this report to help you decide which sorts of experience you are likely to benefit from most e.g. dealing with customers or managing a team.
- Seek situations and experiences that might seem unfamiliar or stretching, and in which you have real responsibility.
- Be observant and learn from observing others' behaviours and associated outcomes as they tackle challenging situations.
- If you do not have a formal mentor, see if you can build a relationship with an appropriate work colleague that can act as an informal mentor.
- Build a strong working relationship with your line-manager and ensure that there is two-way support and understanding.
- Talk to experienced people. Ask them to help you think through situations and decisions out loud. Ask them to share their stories and learning experiences with you.
- Training programmes can be helpful, especially ones that have a large proportion of relevant case study material and role-play situations.

Managing Objectives

This subscale assesses the extent to which you **manage objectives** by:

- benchmarking your own, your team's and your organisation's approach against peers, other teams and external organisations
- consulting others and networking to produce solutions
- focusing on the longer term and wider picture and
- planning, organising and prioritising your effort

When compared to the group, it appears that there is considerable scope for you to develop your judgement in this area.

You tend not to make much use of benchmarking i.e. comparing your approaches in dealing with issues against your peers, other teams and external organisations. You also do not see a great need for networking or consulting with others as a means of achieving better solutions. As a result you may often be unclear about your priorities or the longer-term objectives and wider issues. You are less inclined to seek others' views on how to achieve practical or pragmatic solutions to task-based problems. You tend not to fully appreciate the benefits of carrying out research and investigating the issues you are dealing with. There is room for you to be more critically-minded when planning and organising activities and to prioritise your effort more carefully.

Development Tips for Managing Objectives

This area is a priority development area for you. Please consider the following ideas and tips:

- Prioritise your efforts by making time to discuss and understand key issues and objectives, particularly make time to do this with your manager.
- Practise identifying important and trivial information in real life situations. Use more experienced people to guide you in this if necessary. Practise combining elements of important information to help you draw inferences and insights.
- Build in time to review and reflect over activities, assignments, and projects.
- Consult with others and make efforts to conduct benchmarking i.e. how might other teams or organisations handle similar issues? Can you learn from them?
- Spend time to research and fact-find, and to speak to others to understand issues or situations better.
- Try to balance the need to address immediate short-term issues with a focus on longer-term requirements and an appreciation of the wider picture.
- After completing an activity, review how effective your planning and organising was in meeting objectives.

People Management

This subscale assesses the extent to which you work effectively with and **manage people** by:

- addressing individuals' motivation and morale issues
- addressing team motivation and morale issues
- ensuring that the team plans for and resources itself to meet objectives
- interacting with and managing others in a supportive and professional manner

When compared to the group, it appears that there is considerable scope for you to develop your judgement in this area.

In situations where team objectives and targets need to be met, you are less inclined than your peers to take responsibility for team plans and for ensuring that the necessary people resource is in place. You seem uncertain of how best to take decisive action that will enable the team to meet its objectives.

In situations dealing with motivation and morale issues with individual team members or the team as a whole, you appear to be a little unsure on how to act. You may be favouring action that avoids you having to confront issues, and you may be misjudging the relative effectiveness of various forms of interventions. You currently may not know how to support individuals and the team in a more effective manner, and you might need some guidance to clarify acceptable and professional behaviours from less acceptable behaviours.

Seek to gain greater experience of working with and managing different individuals and teams. Also, seek support from those who are more familiar and experienced with this type of role in order to further develop your judgement in this area.

Development Tips for People Management

This area is a priority development area for you. Please consider the following ideas and tips:

- Volunteer for situations in which you have an opportunity to plan group activities, for example, project teams or outside clubs and societies.
- Make an effort to understand the different responsibilities of individuals.
- Allow yourself to appraise the performance of others, and explore making your perspective known when you see problems. Do so in a tactful manner, but without avoiding the issue.
- When interacting with others, make a conscious effort to listen and question in a positive manner, in order to discover their concerns.
- Deal with issues that are affecting motivation and morale earlier rather than later, making sure to involve the people who can influence the outcomes.
- When you form a group, ask others how they would best like to work together. Discuss from the outset an approach that is acceptable for everyone. Use this to plan the team's work.
- Try to view things from other people's perspectives so that you can understand their needs, motivations, and concerns.
- Consider innovative ways that you can match workload and staff resourcing levels.

Corporate Management

This subscale assesses the extent to which you take a **corporate approach** to issues, by:

- tackling issues rather than avoiding them and taking the easy way out
- taking personal responsibility for initiating action rather than passing it by
- supporting the organisation you work for rather than denigrating or blaming it
- handling sensitive corporate issues carefully

When compared to the group, it appears that your judgement is relatively strong in this area.

You are more inclined than most of your peers to tackle issues rather than avoiding them. You tend to take personal responsibility for initiating action and influence outcomes where you can. You also generally feel issues are within your control and you normally try to support the organisation you work for. Because of this you are quite effective at influencing situations and initiating action to tackle issues within the organisation.

You generally take a corporate approach by attempting to tackle or influence situations rather than avoiding them or taking the easy way out. You normally accept responsibility for initiating action and can typically handle the more sensitive corporate issues. You are quite positive about the organisation and support it where you can.

You can continue to fine tune your judgement in this area – ensure you use the above approach fully and consistently.

Development Tips for Corporate Management

Although your judgement in the area of Corporate Management is strong, there is scope for you to develop it further. You might wish to consider the following ideas and tips:

- Keep being persistent when taking ownership of issues, and encourage others to do likewise.
- Continue to think proactively about how you carry out your work and creatively in tackling issues, rather than avoiding them or to 'let things be'.
- Continue to put the organisation first and carry on exploring opportunities to improve things for the organisation.
- Try to understand the demands and challenges of Corporate Management at a more senior level e.g. seek out more senior and experienced people and ask them to describe the situations and decisions they face.

ASSESSMENT METHODOLOGY

This Profile is based upon the following sources of information for Clay Ferrell:

Questionnaire / Ability Test	Comparison Group
Graduate scenarios beta	Pre-screened graduate & undergraduate

PERSON DETAIL SECTION

Name	Clay Ferrell
Candidate Data	MJ = 1, MO = 1, PM = 1, CM = 7
Report	Graduate Scenarios Narrative Report v2.0 ^{RE}

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.

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