

Scenarios

Management Scenarios Candidate Report

Name

Mr Sample Candidate

Date

20 September 2013



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.

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

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 your work role and personal circumstances.

COMPARISON GROUP

Management Scenarios 2012 Edition: Composite Group (Africa)

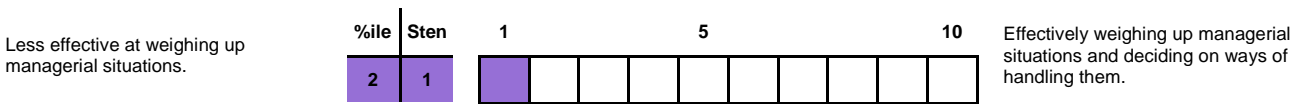
MANAGERIAL JUDGEMENT AND SUBSCALES

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 skills, and are 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 sub-scales, Managing Objectives, People Management and Reputation 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 will be.

Managerial Judgement

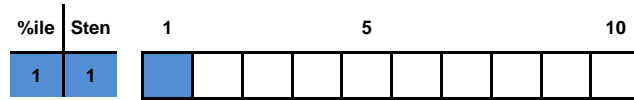


The overall Managerial Judgement scale provides an assessment of Mr. Candidate's current level of judgement. Individuals who score strongly on the scale are demonstrating practical managerial skills, and are therefore more likely to cope well with the demands of a real life managerial role.

Taking into account 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, or perhaps because you tend not to reflect greatly on the impact of your actions as a manager. Alternatively, because your current role may be making it difficult for you to manage effectively, you may have picked up some bad habits. 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.

Managing Objectives

Less effective use of one's energies at work. Less emphasis on wider organisational objectives and delegation.



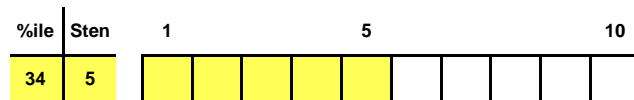
Making the best possible use of one's energies at work.

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 you may need to make better use of your energies at work. You appear to prioritise your actions according to the immediate demands that face you, rather than on longer-term or wider organisational implications. You will benefit from increasing your networking and engaging yourself with organisation-wide initiatives or projects. This will better increase your awareness of the relative importance of different areas of work. You may need to shift your focus to becoming a 'co-ordinator' of others instead of tackling the tasks yourself and there is room for you to be more critically-minded in your appraisal of what needs doing.

People Management

Less effective at handling staff and/or team issues.



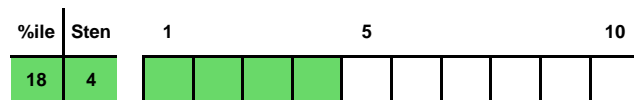
Effectively managing a team of direct reports.

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 you have fairly sound people management insight. You understand the need for motivation and encouragement instead of reprimand and discipline. You view staff as resources that are able to grow and develop, rather than simply as 'cogs' in the system. You are as likely to adopt a coaching, empowering approach as most of your 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

Less effective with reputation management. Places own and team's needs ahead of those of the organisation.



Awareness of how to manage one's reputation in an organisation.

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 indicates that when making judgements you have some awareness in this area, but there is still considerable scope to improve the way you manage your reputation in the organisation. Factors for you to consider include whether you have a tendency to place your personal and team goals above the objectives of the organisation, and whether you have a tendency to adopt a more independent approach to work rather than working within normal reporting lines.

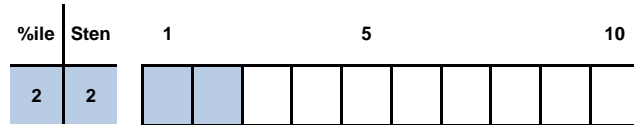
JUDGEMENT STYLES

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

Styles Relating To Managing Objectives

Big Picture

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



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 style 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.

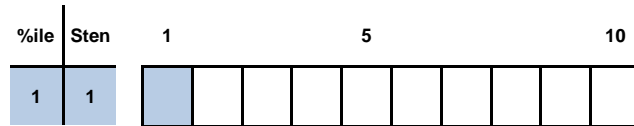
On the Big Picture style scale, your results indicate that you frequently tend to focus on the immediate tasks that face you and your team, rather than directing your attention to the wider organisation and activities that are key to its future. You will find your style highly effective in the short term when clear, high quality results need to be delivered to timescales, and where your team requires minimal distraction from performing to clearly defined high standards. However, you may miss opportunities to understand what the organisation as a whole feels is important. You may not discuss objectives often enough with bosses and colleagues outside of your team, or consult on what is required. As a result, you 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 establishing yourself in a new role, you may want to quickly arrange meetings with the key people with whom you will work, and to establish and maintain an active network.
- 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.

Delegative

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



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 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 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 style scale, your responses would suggest that you tend to take tasks on personally, rather than managing others to achieve the required results. This style requires considerable personal effort and energy to sustain, but can produce high quality work on day-to-day activities and short term objectives. The drawbacks of this style are that you may make insufficient use of delegation and may accept too much personal responsibility for the work of others. Additionally, you may personally be focusing on too much detail. Try adopting a more ‘relaxed’ approach to task management and allow staff to be more responsible for their own work quality.

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

- For an important task you may prefer to delay it until you have an opportunity to get it completed. However, try to get important tasks started and organise your workload to manage several tasks effectively. There will always be interruptions and a need to re-prioritise things, so there is never a ‘perfect’ time to do any task.
- In establishing priorities and objectives for the team, you may find it worthwhile to make use of your manager’s views to understand how they see your team’s work fitting in with other areas of the organisation.
- You might benefit from considering more closely the standards and work plans your manager expects of you and your team – if these are not clear, try to clarify and agree them as far as possible.
- 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.
- Consider how you can best establish priorities with your key staff and hold them accountable.
- Be clear when procedures must be followed and work with them by offering practical tips for improvements that can be shared with other departments.
- Involve your staff in coming up with ideas for improving turnaround times and achieving greater work efficiencies.

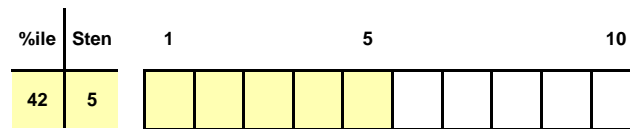
General development advice for individuals wanting to develop their judgement in the area of Managing Objectives

- 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.

Styles Relating To People Management

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.



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 style 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 style 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 style scale, it appears that you tend 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 you in good stead, allowing you to coach and support staff, whilst meeting the task at hand. However, you would benefit from spending more time coaching and supporting individuals with performance and/or motivational issues. This does not mean that you 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 based on your answers to particular test questions

- You could build up trust, show understanding, and try adopting a more coaching and supportive style with members of staff who have been disappointed by their inability to progress within the organisation.
- Be wary of taking away work from individuals without their consent. What do you think this may be saying to them, and how would this affect your on-going relationship with them?
- You might be a little too quick to dismiss staff who are experiencing performance problems. Try to persevere and understand the current difficulties and how the individual might be supported in order to overcome the difficulty or to improve their work.

Team

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

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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 style scale looks at your judgement in dealing with individual staff members, the Team style scale 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 style scale 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 style scale, 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 based on your answers to particular test questions

- You might try initially adopting a more investigative approach to any obvious decline in your team's performance and morale rather than starting with a strong, disciplinary line.
- You might need to consider the effect on your team's morale of you stating that as their manager, you are powerless to tackle unpopular changes to their work practices.
- 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.
- It is important for you to align your management role to the wider business objectives and priorities rather than simply concentrating on detailed staffing issues within your team.

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'.

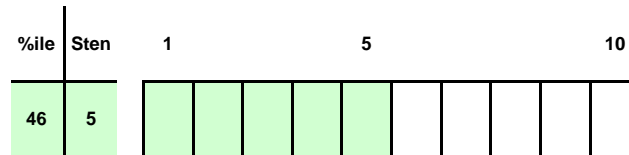
So invest quality time to coach, support, and getting to know the aspirations of your people. This takes longer, and the benefits may not be immediate, but the investment will pay dividends as their talent grows.

- 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.

Styles Relating To Reputation Management

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.



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 style scale 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 style scale 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.

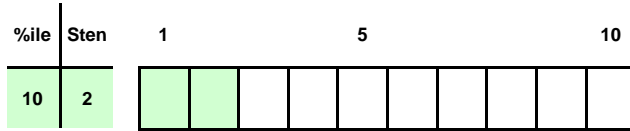
On the Personal Recognition style scale, you try to seek a balance between taking opportunities to promote yourself and putting work objectives before self-promotion. Much of the time, this style will stand you in good stead, allowing you to make important contributions to the objectives of the organisation, whilst at the same time helping you to build your own career. There is a fine balance between focusing on the needs of the organisation and looking out for your own career and you should take care to ensure that you are not perceived as putting your own advancement first.

Specific development advice on Reputation Management: Personal Recognition based on your answers to particular test questions

- When re-motivating a member of staff, you might need to do more than simply emphasising their career advancement as a means of encouraging them.
- You may be limiting your career by dismissing opportunities to take on work that has high profile responsibilities.
- Although not the main consideration when turning round the performance of a department, you should nevertheless ensure there is brief communications to senior management so that they are aware of these performance improvements. You may be doing yourself a disservice by not doing so.

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.



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 style scale 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 style scale 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 style scores are generally desirable.

On the Company Protocol style scale, you selected responses showing a strong individualistic or independent tendency. You may act in line with your own way of seeing the world and possibly outside of accepted standards of operating with bosses and peers in other teams and departments. Additionally, you may frequently find the procedures you are required to work within frustrating, and tend to take actions which predominately suit your own and your team's needs rather than those of the wider organisation. Your style can be effective for achieving results and action in the short term because you are not constrained by standard organisational practices. However, in doing so you may upset others and develop a reputation for being something of a maverick.

Specific development advice on Reputation Management: Company Protocol based on your answers to particular test questions

- You might benefit from more carefully considering the importance of departmental plans, and increasing the amount of effort you dedicate to them.
- In discussing your working relationship with your manager, check your style of communication and ensure that it does not come across as slightly confrontational. For example, instead of suggesting that they are being unreasonable, try moving the discussion to clarify specific objectives, goals, and responsibilities.
- For new areas or where the standards are not yet established, ensure that you make efforts to have yours and other people's important work carefully checked by another competent person before it goes out.
- If your manager is not happy with your work try to resolve the issue by speaking with the manager. Even if you think the manager is being unfair, try to see if there are useful pointers for you to help you raise your performance and to accept the manager's need for such high standards.
- Consider how you can get staff to meet with their key customers (internal and external) to get specific feedback on the service they provide, and consider how they can best act on this feedback.
- Appreciate that there is danger in trying to achieve change just by rebelling against current company procedures and hoping that others will follow your lead. This will not help your reputation nor will it benefit the organisation. If you have identified a possible improvement then raise this through the appropriate channels.
- Although leaving a situation to reach breaking point may be a powerful way of demonstrating to management just how problematic a particular business area has become, it will do your reputation as a manager, and the organisation as a whole, little good in the long-term. You may need to re-think the effectiveness of such a tactic. Communicating the problem early on, and providing possible solutions might be a better tactic.

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.

ABOUT THIS REPORT

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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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