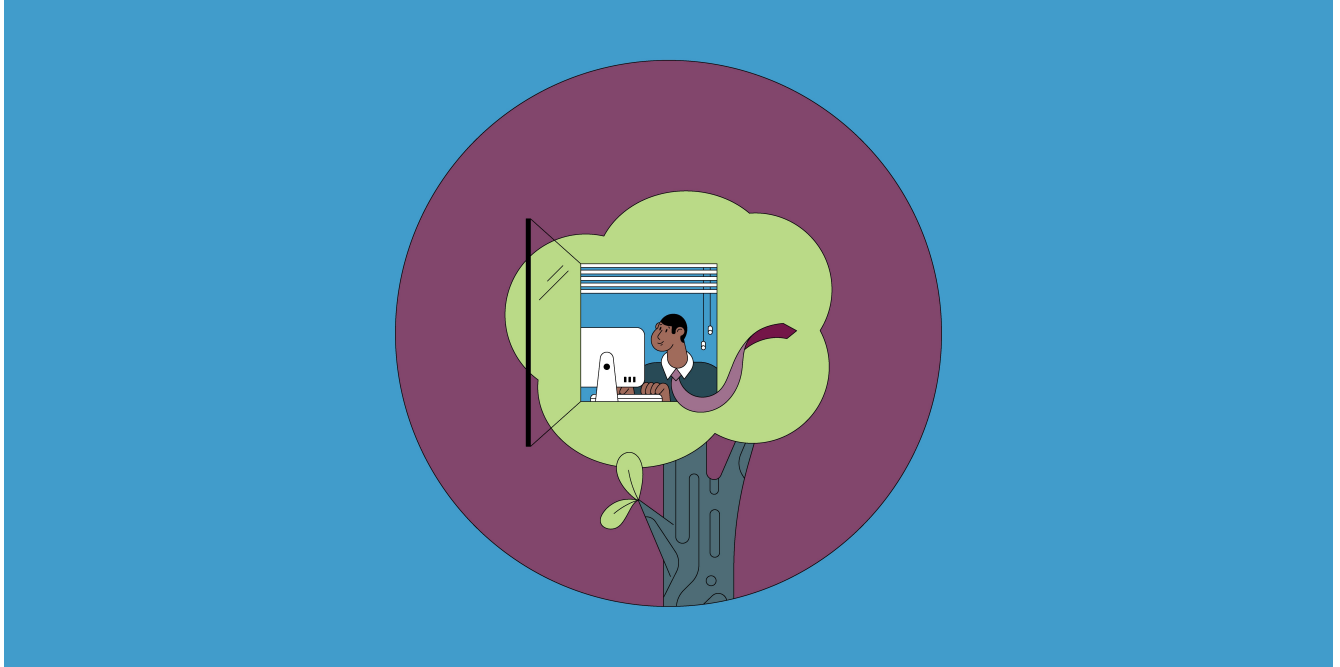


SITUATIONAL JUDGEMENT TEST REPORT

Leadership Judgement Test



Felix Timpson

Completion date: 15/10/2021

This report could be used by:

Recruiters, line managers, HR and L&D professionals.

This report describes:

Key findings from Felix's Situational Judgement Test performance that relate to the way in which he is likely to respond to different scenarios in the workplace. The report outlines how effective Felix's performance may be in the below key competency areas, and suggests some potential development points and interview questions:

1. Judgement
2. Tolerance of ambiguity
3. Flexibility
4. Pragmatic commercialism



UNDERSTANDING THIS REPORT

Introduction

This report describes Felix's test performance based on the Leadership Judgement Test he completed on 15/10/2021. The report provides an overview of how Felix may perform in a number of key areas identified as critical to the role, suggesting some questions you may wish to incorporate into a structured interview, as well as some potential areas of development for the candidate.

The situational judgement test comprises of a series of work-based scenarios. For each scenario the candidate must review a list of suggested approaches and indicate the one they feel is best and the one they feel is the least effective.

Felix's performance on this test has been compared to the Leadership Judgement Test Comparison Group (2020), which comprises a diverse group of individuals having previously completed the Leadership Judgement Test

Important points

When reading this report, please remember the following points:

- Our Situational Judgement Test results are very reliable, but they are not infallible.
- The style and abilities measured by the assessment should be followed up through further assessment and interview at subsequent stages of assessment.
- Style and ability are not fixed and may improve with practice, training and development.
- These test results should be considered along with other information about the candidate before making a selection decision.
- These results must be kept within the boundaries of confidentiality agreed with Felix.
- The results must not be used for any purpose other than that agreed with Felix.
- These results must be kept securely and not retained beyond the period agreed with Felix.

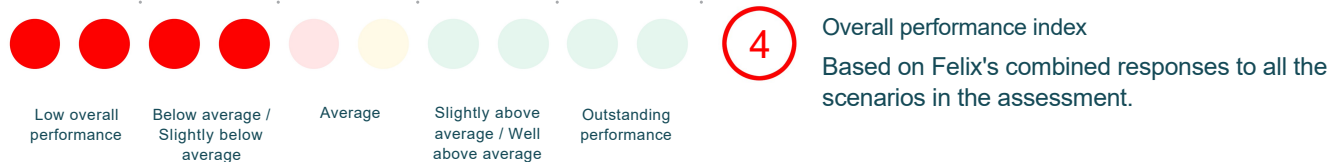
Further information about Felix

Further reports can be downloaded for Felix, which provide additional information about his ability and personality, including:

- Ability test results - If Felix was asked to complete an ability test this report provides information and advice concerning his reasoning abilities.
- Personality profile reports - If Felix was asked to complete a personality questionnaire as part of the assessment process, these results can be used alongside ability test results to provide an integrated picture; for example the Sales Report, Interviewer Report and Onboarding Report.

FELIX'S SJT RESULTS

Overall SJT Performance

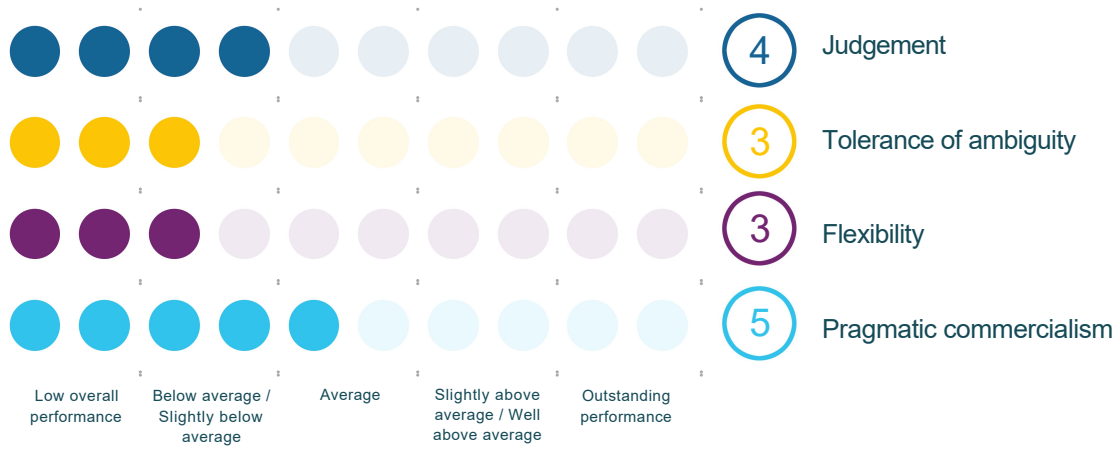


Overall SJT performance: The overall performance index is based on a combination of Felix's Situational Judgement Test results. Taken together, Felix's responses to the scenarios presented in the Leadership Judgement Test indicate that his performance was slightly below average, scoring within the 20% of candidates who are just below the average range in the comparison group Leadership Judgement Test Comparison Group (2020). This suggests that his overall situational judgement ability and approach is not that strong in terms of responding effectively to many of the demands of the Leader role. He may sometimes evaluate situations and perform problem-solving ineffectively; his judgement style and ability may lead him at times to select less appropriate responses to situations at work.

The time limit for this assessment is 30 minutes and Felix took 1 minutes. The average completion time for this SJT is 20 minutes and 98% of candidates attempt all the questions within the time limit. Please note that this completion time is not an indication of ability.

Scores by competency

The Leadership Judgement Test assessed Felix's judgement and reasoning approach across a range of situations typical of the Leader role. These situations measure success factors that are critical to effective performance in the role. Felix's results against each of these success factors are described below.



COMPETENCY SCORES IN DETAIL

Judgement

The Judgement competency considers the extent to which a candidate uses logic and intuition before making an objective decision, and if they consider implications from multiple perspectives.

Felix's score was slightly below average, scoring within the 20% of candidates who are just below the average range. This score suggests that Felix may deal ineffectively to the more challenging demands of a role that requires effectively analysing situations and assessing the implications in a logical way. He may occasionally have some difficulty identifying patterns and trends in data and may tend to accept facts at face value.

Interview Questions

Your responses to the scenarios assessment suggest you may sometimes make a judgement call independently and proactively, without necessarily having all of the data to hand. Can you tell me about an occasion where you have done this successfully?

- What challenges did you face?
- What was the impact?

Development advice

Developing an awareness of the systems-thinking approach to work may benefit your development in terms of expediency of making a judgement call. Considering situations in which you do proactively make a decision without necessarily having all the data, and applying instinct that to the relevant professional context could also strengthen your confidence in this area.

Tolerance of ambiguity

The Tolerance of ambiguity competency recognises the extent to which a candidate is comfortable working with uncertainty and not having a solution immediately available to them. It considers how an individual operates effectively in unpredictable situations.

Felix's score was below average, scoring in the bottom 16% of candidates. This score suggests that Felix may be less tolerant of ambiguity than others. He is likely to be unhappy working with uncertainty, and may prefer to engage with more prescriptive detail than high level information. Felix indicates that he has a strong tendency to act when it is convenient for them rather than simply when needed.

Interview Questions

Your responses to the scenarios assessment suggest you are not always comfortable working in an environment with a degree of uncertainty or ambiguity. Can you tell me about the last time you faced ambiguity in work.

- How did you handle the situation?
- How does this approach differ from your preferred approach to work?

Development advice

You could develop your ability to work with shades of grey and ambiguous parameters by reflecting on past situations and reflecting on which set of facts were absolutely vital to complete the task at hand. Increasing your exposure to macro data, whilst gradually distancing yourself from detail is also likely to heighten your tolerance of working in uncertain conditions.

Flexibility

The Flexibility competency measures the extent to which a candidate can flex their way of working and thinking. It considers how a candidate adapts to changing circumstances and takes new ideas and concepts on board.

Felix's score was below average, scoring in the bottom 16% of candidates. This score suggests that Felix has a preference for working in a culture that doesn't require too much flexibility. He is less likely than others to find a balance between governance and individuality. His responses suggest that they might be uncomfortable in providing direction to exceptions, and may often consider their own needs either equally, or with priority over business needs when resolving conflicts.

Interview Questions

Your responses to the personality questionnaire suggest that it isn't your preference to work in an environment that requires a high degree of flexibility. Can you describe a time when you have needed to flex your approach to meet the needs of the business or situation at hand?

- How did you flex to sacrifice your own standpoint in doing this?
- What was the impacts

Development advice

You could choose to focus on some development which enables you to influence others with more confidence and flexibility so that you feel comfortable persuading others to change their opinions. Enhancing your grasp of the organisation's governance and balancing that with your own professional requirements may also help you to flex your energies to achieve the most relevant/beneficial goals and aims.

Pragmatic commercialism

The Pragmatic commercialism competency is interested in a candidate's understanding of how industries and businesses work. It considers the extent to which a candidate focuses on the practical realities of emerging trends, challenges and opportunities in the industry, as well as the impact their role has on wider business performance.

Felix's score was within the average range, scoring in the middle 34% of candidates. This score suggests that Felix has a typically pragmatic approach to commercialism in comparison to others. He appreciates achieving and evidencing a beneficial result in similar measures to spending time seeking perfection. Felix indicates that he is moderately comfortable in an 'impact over effort' environment, and is able to prioritise relevant risk management.

Interview Questions

Your responses to the scenarios assessment suggest you have a moderately pragmatic approach to commercialism. Can you describe a time when you have needed to prioritise risks?

- What was your decision making process?
- What were the end results?

Development advice

Explore alternative prioritisation methodologies to assess where your efforts are best focussed. This will enable you to manage and mitigate risk in a more pragmatic manner. Consider the real differences between what is essential/vital and what is 'nice to have' for a perfect result when embarking on a project to provide a healthy ratio of impact over effort.