

Graduate Scenarios Narrative Report



Name

Mr Peter Template

Date

30 January 2019

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

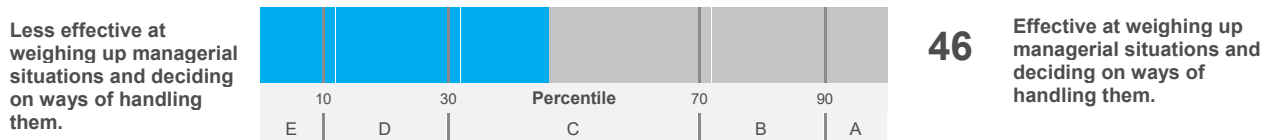
Graduate Scenarios Profile

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 therefore more likely to cope well with the demands of a real life executive or senior manager role.

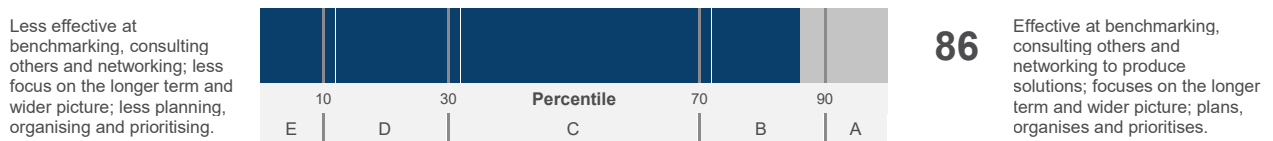
This scale is broken down into three areas or sub-scales, Managing Objectives, People Management and Corporate Management. Each of these sub-scales examines Managerial Judgement in a more specific area than the overall scale.

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.

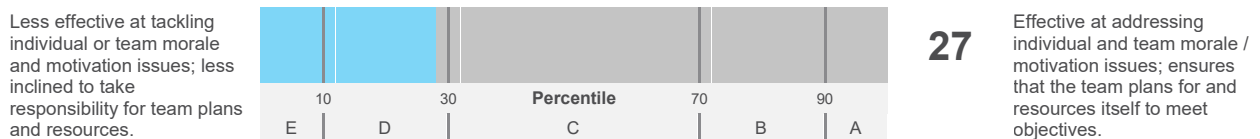
Managerial Judgement



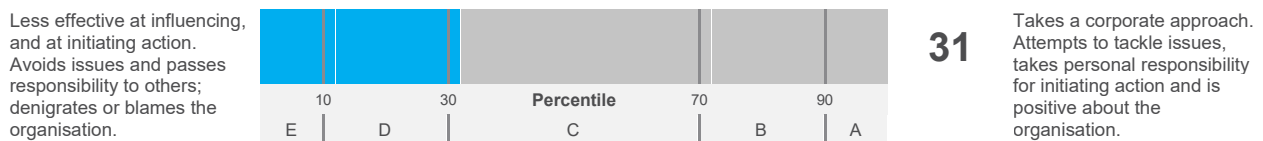
Managing Objectives



People Management



Corporate Management



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, generally, your managerial judgement is as sound as the majority of your peers. There is scope to fine tune your approach to situations by reflecting more often on the managerial role and the impact of a manager’s actions on the organisation. Try experimenting with some of the suggestions in this report. In particular, try to find more opportunities to take on greater responsibility and deal with management-level situations.

General Points on Developing Managerial Judgement

Although your Managerial Judgement is relatively sound, it can be developed further. Use this report to identify the sorts of experiences you are likely to benefit from most e.g. dealing with customers or managing a team.

- Continue to seek out unfamiliar or stretching situations and experiences, particularly where they will give you real responsibility.
- Continue to be observant and learn from others’ behaviours and associated outcomes as they tackle challenging situations.
- Talk to experienced people about situations or challenges you are unsure about. Ask them to help you think through these through. Ask them to share their stories and learning from similar situations with you.

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 your judgement is relatively strong in this area, allowing you to manage objectives quite effectively.

You make good use of benchmarking to produce solutions i.e. you generally appreciate the value of comparing your approaches in tackling issues against your peers, other teams and external organisations. You typically network well and consult others on the approach needed to produce a solution. You direct your attention towards longer term or wider issues. This increases your awareness of the relative importance of different areas of work. You consult others on what might be practical or pragmatic solutions to task-based problems. Also, continue to ensure that you are doing sufficient research and fact-finding in order to fully understand issues. Finally you are generally critically-minded when planning and organising activities and you prioritise your effort carefully.

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

Development Tips for Managing Objectives

Although your judgement when managing objectives is strong, there is scope for you to develop it further. You might wish to consider the following ideas and tips:

- Continue to prioritise your efforts by making time to discuss and understand key issues and objectives.
- Consult with others and make efforts to conduct benchmarking i.e. how might other teams or organisations handle similar issues?
- Check that you have done sufficient research and fact-finding, and you have spoken to others to understand issues or situations better.
- Continue balancing the need to address immediate short-term issues with a focus on longer-term requirements and an appreciation of the wider picture.
- Try to understand the demands and challenges of managing objectives 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.

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 scope to develop your judgement in this area.

In situations where team objectives and targets need to be met, you are slightly less inclined than some of your peers to take responsibility for team plans and for ensuring that the necessary people resource is in place. Occasionally you seem unsure about taking the decisive action needed to 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 sometimes seem a little unsure about how to proceed. At times you may choose to avoid confronting issues, and you may be misjudging the relative effectiveness of various forms of interventions. You currently need to develop wider skills in knowing how best to support individuals and the team, and you might occasionally be unclear about what behaviours are deemed to be unacceptable.

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 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.
- 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.
- 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 although your judgement is relatively sound in this area, there is scope to develop your approach.

You are as inclined as 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. However, there are times when you may avoid tackling issues and/or pass responsibility for action over to someone else. Because of this, you may not be as effective as you could be at influencing situations and initiating action to tackle issues within the organisation. Occasionally, some actions you are committed to may be more geared around your personal needs rather than benefiting the organisation.

Although you generally feel issues are within your control and you normally try to support the organisation you work for, there may be scope for you to be more supportive.

Development Tips for Corporate Management

Although your judgement in the area of Corporate Management is relatively sound, you can further develop it. Please consider the following ideas and tips:

- Remember to be persistent when taking ownership of issues, as others may not be so keen on resolving them.
- 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'.
- Try to be even more consistent with your professional standards and values – don't let other people's attitudes or behaviours put you off or tempt you into taking the easy way out.
- Continue to put the organisation first and carry on exploring opportunities to improve things for the organisation.

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 Mr. Peter Template's raw and normed scores on these four scales.

Scale	Raw Score	Sten	Percentile	T-score	Grade
Managerial Judgement	60	5	46	49	C
Managing Objectives	8	8	86	61	B
People Management	21	4	27	44	D
Corporate Management	31	5	31	45	C

Assessment Methodology

This Profile is based upon the following sources of information for Mr Peter Template:

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

Person Detail Section

Name	Mr Peter Template
Candidate Data	MJ = 5, MO = 8, PM = 4, CM = 5
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.

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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