

Situational Judgement test results

You answered 11 out of 16 questions correctly.

Your reactions, the correct most/least effective reactions and explanations are shown below each situation.

1. Teamwork

You manage a large retail department store. Your staff comprise various-sized sales/service teams; each of which manages a department's customer orders.

You've been concerned about the increasing signs of poor team morale amongst the largest three teams.

Your reactions:



A. You summon the three team leaders separately to hear their ideas and explanations.



B. Leave things to settle down a little bit longer, rather than causing anyone distress.



C. Approach some staff from each of the three teams for an informal chat.



D. Hold a brainstorm meeting for all team leaders to get some fresh ideas.

Most effective reaction:

(A) is the MOST effective solution because you are further enhancing your own understanding of the underlying issues causing lower team morale. This will foster more informed decisions going forward. Your answer was **incorrect**.

Least effective reaction:

The LEAST effective solution is (B). There are clearly important business issues that need to be addressed. Any further delay does not help to resolve the current

situation or even try to turnaround the falls in business performance. Your answer was **correct**.

Other reactions:

Answer option (C) may or may not reveal useful information. Again, it's hit or miss nature means that the best answer is going to offer a more pragmatic solution.

Answer option (D)'s brainstorming idea is a traditional solution for generating new ideas. It doesn't address the underlying issues directly so a more pragmatic solution is required.

2. Leadership

As a relatively new graduate trainee manager, last week was the first time you'd assigned both individual and team objectives. Each one of your team was told to work together and to complete all tasks by the end of the week. Unfortunately, it's now clear to you that none of the team objectives have been achieved. In fact your individually assigned objectives only had mixed success as well.

Your reactions:



A. Use 1-on-1's to discuss effective targets and to jointly agreeing new ones.



B. Scrap the objective setting idea since it clearly doesn't work.



C. Mail the team an urgent request to work more closely together.



D. Organise a team meeting to discuss attitudes and lack of effort being shown.

Most effective reaction:

(A) is the MOST effective answer since it addresses both the key issues: investigating how to set more effective objectives ; whilst getting buy in to this week's targets from the start. Your answer was **correct**.

Least effective reaction:

Answer option (C) does recognise the need for improved collaboration, although this is quite a weak solution. More importantly, it has to be the **LEAST** effective solution since it does not address the other key need to work more effectively (towards the set objectives). Your answer was **incorrect**.

Other reactions:

Consider answer option (B) to be an in-between solution. Whilst the problematic objective setting process is dealt with, removing it is an over-simplified, knee-jerk reaction.

Option (D) isn't the best or the worst option. Yes, a team meeting would be a good starting point for discussing the underlying performance and collaboration issues. However, your agenda is already assuming these are caused by a lack of effort.

3. Managing Others

You are leading a daily huddle with your over-worked nursing team. A new, junior colleague has been regularly interrupting other team members as they voice their own problems (from yesterday). You think they're trying to impress their new team by monopolising the medical answers to each problem raised.

Your reactions:



A. Tell the new nurse to stop distracting everyone from alternative solutions.



B. Ask why your more experienced team members are not offering their own solutions.



C. Firmly suggest to your new colleague that it's fairer to let everyone contribute.



D. Assuming the others agree with you; state what you think is happening here.

Most effective reaction:

The **MOST** effective answer is (C) since it is the most conciliatory. It addresses the need to firstly 'quieten down' the new team member. Whilst also providing your rationale for doing so, and thirdly encouraging a collaborative approach. Your answer

was **correct**.

Least effective reaction:

(D) is the LEAST effective response which could easily backfire. You don't know how the rest of your busy team will react. Also, 'telling off' your new colleague could discourage them from contributing at future meetings. Your answer was **correct**.

Other reactions:

OK, so option (A) shows that this type of behaviour is not acceptable in your team. Still, such an aggressive approach in front of your team is ill-advised. Option (B) certainly sounds like it is encouraging the team to manage the issue themselves. However, this is still not an assertive approach that dictates what you would like the team to do.

Answer option (B) appears to blame the more experienced team members for not speaking up. You're the leader so it is your responsibility to exert authority and ensure that the meeting produces the most collaborative and effective solutions.

4. Communicating

You've recently started a new job managing a more specialist Customer Service helpdesk. In your first few weeks, you quickly realise that most of the team are introverts and don't converse much. - even in your 1-to-1's. There is poor team spirit and hence quite low job satisfaction.

Your reactions:



A. Call a one-off emergency meeting to highlight objectives and the lack of collaboration.



B. Start by introducing half-hour, weekly catch-up meetings for the whole team.



C. Implement compulsory training courses on interpersonal skills as soon as possible.



D. Familiarise yourself with the team objectives, then email regular updates on each one's progress.

Most effective reaction:

(B) is the MOST effective response to the presented scenario. The key issue here is for you, as manager, to improve collaboration. Introducing short weekly meetings will do this in what should be perceived as an acceptable manner by your team. It's always good advice to select the solution likely to prove most effective in the long-term. Your answer was **incorrect**.

Least effective reaction:

The LEAST effective response is (option (A)). Rather than reminding colleagues of their team objectives, you need to be encouraging more regular team communication. A one-off meeting - even if it's given high priority - will not improve collaboration over the longer-term. Your answer was **correct**.

Other reactions:

Regarding answer option (C); interpersonal skills training does offer some value. Still it's only one, albeit an important, component of effective collaboration.

Answer option (D) may work in the long-term. However it is not as proactive as option (B).

5. Delivering quality results

You are a Finance Analyst with a key job responsibility to research, write and communicate company reports. A further responsibility is to set objectives and review your team intern's work. You've just read through this intern's latest report draft. It does not meet any of the report objectives you set last week. You have little time to improve this key report before it's due with your client.

Your reactions:



A. Let your intern find out what happens when a client receives a sub-standard report.



B. Forward the draft report to other analysts in your department for their own comments.



C. Ask your own manager what would have happened if you hadn't checked this report.



D. Email your collated amends to the intern; offering to explain each one in further detail.

Most effective reaction:

The MOST effective response, (D), offers your own time to improve the report. This goes beyond your day-to-day job responsibility of managing the intern's work. Unfortunately for you, on this one report, you do need to put even more time and effort in than you'd expected to. (B) is the MOST effective solution, demonstrating collaborative decision-making in seeking a resolution. Plus taking the initiative to address the timing issue. Thirdly, that it's your managerial responsibility to offer balanced feedback. It may be a common issue but an annoying one for others if it is allowed to continue. Your answer was **correct**.

Least effective reaction:

The LEAST effective response is (A) since you already know the client will not be happy with the draft report as it stands. Your attitude could easily backfire and may result in a client complaint to your manager. The LEAST effective solution is (A) which does not address the over-running presentation or that your team are being similarly inconvenienced. Some of your team may perceive these actions as avoiding conflict (as well as your overall managerial responsibility). Your answer was **correct**.

Other reactions:

Answer response (B) is an expedient option. You pass over your day-to-day intern responsibility to the rest of the team. This also introduces further delay in the report's delivery to your client. Whilst (C) is a 'positive' response to assume leadership of the issue; it also hands responsibility to your team. It sends a strong message to the presenter but this could have been in a more openly professional - and less secretive - manner. Also, the question session will itself take even more time (away from the team's other work).

Answer option (C) may or may not earn you some kudos with your manager. Still, it deliberately makes your intern look bad in your manager's eyes. Similarly (D) avoids taking responsibility for resolving the issue. Always look for an overall solution, which this isn't!

6. Planning & organising

You are a very busy Team Leader, working in the public health sector during a national pandemic. Currently, you're attending the team's latest bi-weekly, virtual presentation on individual projects led by a different team member each week. This particular project leader has already overrun the allocated time. Some of your team look bored now. You agree that this presentation is dragging on too long.

Your reactions:



A. You decide to leave the meeting explaining you have urgent work to do asap.



B. Gently wrap up the session, then hold a presentation review later that day.



C. Wrap-up the session by secretly messaging the whole team to ask questions now.



D. It's the presenter's responsibility to manage time, so this is not your responsibility.

Most effective reaction:

(B) is the MOST effective solution, demonstrating collaborative decision-making in seeking a resolution. Plus taking the initiative to address the timing issue. Thirdly, that it's your managerial responsibility to offer balanced feedback. It may be a common issue but an annoying one for others if it is allowed to continue. Your answer was **correct**.

Least effective reaction:

The LEAST effective solution is (A) which does not address the over-running presentation or that your team are being similarly inconvenienced. Some of your team may perceive these actions as avoiding conflict (as well as your overall managerial responsibility). Your answer was **incorrect**.

Other reactions:

Whilst (C) is a 'positive' response to assume leadership of the issue; it also hands responsibility to your team. It sends a strong message to the presenter but this could

have been in a more openly professional - and less secretive - manner. Also, the question session will itself take even more time (away from the team's other work). Similarly (D) avoids taking responsibility for resolving the issue. Always look for an overall solution, which this isn't!

7. Oral Communication

You work in an open plan sales office and you have trouble concentrating because of a noisy colleague sitting nearby. You are not the only one inconvenienced, but no-one has said or done anything about it.

Your reactions:



A. Refer the matter to your line manager, since they have overall responsibility.



B. Make even more noise than this colleague - to show them just annoying it is.



C. Email your noisy colleague to complain, cc'ing in your manager



D. Talk to your noisy colleague and request more reasonable behaviour

Most effective reaction:

(D) is MOST since this solution: raises the underlying issue; whilst looking for a mutually agreed resolution. It's an excellent first step. Your answer was **correct**.

Least effective reaction:

(B) is LEAST because this is simply repeating the same problem as your disruptive colleague. Your answer was **correct**.

Other reactions:

(A) is incorrect since it abdicates responsibility to your manager. This is an interpersonal issue requiring some personal initiative. First try to address the problem yourself.

Answer option (C) contains two elements that mean it is not the best option. Firstly,

there's a passive-aggressive intent in mailing a complaint that copies in their manager. There is also some threatening intent. Escalating the issue may prove unnecessary - try speaking to them first.

8. Resilience

The backlog of work cases in your Accounts department gets bigger by the day. There are many staffing issues (numbers, training etc.) causing this. The upshot is that most of your junior colleagues are now regularly missing each week's target deadline. As the team leader, you must prioritise resolving this situation before it turns into an even bigger crisis.

Your reactions:



A. Remind your team of the problems and the clear need to meet every deadline.



B. Communicate to your team that you are resolving the problems personally.



C. Stay positive - and ask your immediate superior for additional resources.



D. Meet with the team to tell them what you believe is causing the problems.

Most effective reaction:

The MOST effective option is (C). This is because missing deadlines is a major problem which needs to be escalated to your manager. You need to know where they stand on this issue. Your answer was **correct**.

Least effective reaction:

(A) is in fact the LEAST effective option since it only pays lip service - without taking any direct actions to address the growing problem. Your answer was **incorrect**.

Other reactions:

Answer option (B) is slightly better than the LEAST effective option (A). You are indeed resolving the issue personally and reminding the team that this leader

responsibility falls within your managerial responsibilities.

Answer option (D) starts with the good idea of holding a team meeting. The aim here needs to be keeping the team on board and asking for their thoughts/opinions on what's causing the issues. Telling them can easily be misinterpreted as blaming them. In which case they will be less likely to help you with the problem resolution.