

You have just finished preparing a complex financial model for a Director in your team. You have shared the results with them and they are really happy. They ask if you can test how your model performs with a different dataset. You have not tried this before and are not entirely sure how to go about it.

How do you feel about this and what do you do?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:



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| 1 | E | 2 | You want to learn from the Director and ask if they have done this previously - perhaps they would not mind showing you the principles, then you can complete the rest of the task alone.         |
| 2 | D | 1 | You are not daunted and would be keen to try working this through by yourself - you are a fast learner and with a bit of research, you think you can deliver what they need.                      |
| 3 | C | 4 | Given your experience level and the fact that this task needs to be done accurately, you suggest the Director delegates it to another team member.  |
| 4 | B | 3 | You think the best thing is to be shown by an expert how to do this and next time you can have a go yourself. You seek out another senior colleague and ask for some of their time to assist you. |
| 5 | A | 5 | You feel quite nervous about this request - given the work is important, it is probably best if the Director delegates the work to someone with more knowledge of the data.                       |

You have just relocated to Beijing and do not know anyone in your immediate team. Everyone is friendly and supportive, but also incredibly busy. Your Manager informs you that they are unable to attend an evening networking event and asks if you would like to go in their place. There may be some people going from your team, but you are not totally sure.

What do you do?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:

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| 1 | B | 1 | You immediately accept the invitation. You are really keen to start expanding your professional network as widely as possible. You do not mind if no one from your team attends.   |
| 2 | E | 2 | You think this sounds great, as you are aware of the benefits of building your network. You accept, even if you do feel slightly nervous about attending on your own.  |
| 3 | A | 3 | You thank your Manager and ask if you can attend with another graduate from your team. This is a good opportunity to meet new people, but you would prefer it if someone you know attended too.                                    |
| 4 | C | 4 | If you are totally honest with yourself, you do not really enjoy this kind of event. However, this is the sort of thing you need to say yes to, when you move to a new business. You accept and tell your Manager you will attend. |
| 5 | D | 5 | You thank your Manager, but explain that you would rather wait for a networking event that definitely includes members of your team. You will get more value if you can attend with people you have had time to get to know.       |

You have been told about a possible error in one of the trade prices that has been given to your client. It is imperative that a mistake does not impact on confidence and trust, otherwise there is a risk that it will impact the Bank's relationship with this client.

What action will you take?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:



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| 1 | E | 2 | Make efforts to uncover what the client knows, then ask your Manager what details you should share. It is important to try to limit the impact of a loss of confidence. |
| 2 | C | 5 | Notify your Manager immediately and ask that they speak to the client, given the sensitivity involved.  |
| 3 | A | 1 | Investigate the impact the mistake has had, so you know what you need to share with the client to regain their trust and confidence.                                    |
| 4 | D | 3 | Be open with the client, explain what has happened, and reassure them that you have taken steps to prevent this happening again in the future.                          |
| 5 | B | 4 | Be honest and admit the mistake to your client. Explain it was out of your control. These things happen and you encourage the client to move on.                        |

You are a few months into a new rotation and it is much more difficult than you expected. Transactions take a long time to complete, and there is constant pressure. You need to work frequently with Compliance, Operations, and Legal, as well as being mindful of new regulatory requirements that relate to the work. There are moments when you are not sure if you will successfully complete the work you need to.

How do you respond?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:



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| 1 | E | 5 | You speak to your Manager frequently to ask their advice. Although this rotation is challenging, with their support you have a better chance of succeeding. |
| 2 | C | 1 | You are not too concerned and you are used to hard work. As long as you learn from any setbacks, you feel okay about persevering through the challenges.    |
| 3 | D | 4 | It is important to do the best job possible, so you make sure you ask for as much help and support as you can. This will help you cope with the pressure.   |
| 4 | A | 2 | You persevere. You take great pride in working through the challenges to ensure success.  |
| 5 | B | 3 | You are used to challenges and get stuck in. You simply have to make it happen and do whatever it takes.  |

is based in Yangon, a city that is several hours ahead of your local time. To add to this challenge, there are also cultural differences that you are not aware of, as you have never visited.

How do you feel about this and what do you do?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:

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| 1 | A | 1 | Motivated - this is a great opportunity, so you know you should take it, but you want to understand how you might need to adapt your behaviour before connecting with the client. |
| 2 | D | 2 | Excited - you immediately take the opportunity. You know you can flex your style to suit a different culture, and take steps to understand how you can best do this.              |
| 3 | C | 3 | Intrigued - you reach out to others in the Bank who have experience of Myanmar culture and try to understand more before taking the opportunity.                                  |
| 4 | E | 4 | Apprehensive - you raise your concerns with your Manager and see what their thoughts are, as you may not be the ideal person to service this client.                              |
| 5 | B | 5 | Concerned - you recognise the importance of appropriate interaction with this client, so you look to pass the opportunity on to someone with more experience of Myanmar culture.  |

You have been asked by a Director to support their trades in what you know to be a volatile asset class. The opportunity is fantastic from a career perspective, and you are sure to learn a lot in the role. However, the challenges and the pressure will be far higher than anything you have been accustomed to before.

What is your reaction?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:



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| 1 | E | 1 | You immediately accept and want to get to work straight away, knowing that whatever comes your way, you can get through. You learn from setbacks, so you enjoy the challenge and pressure. |
| 2 | D | 2 | You want to accept, as you have been waiting for an opportunity to step outside of your comfort zone. You seek advice from colleagues straight away.                                       |
| 3 | C | 4 | Explain honestly that while you appreciate being considered for the role, you are keen to perform at your best and to develop further in your current role in the medium term.             |
| 4 | B | 3 | Explain that you feel ready for this, but enquire as to how much support will be available to you. You should try to minimise the risk and pressure if possible.                           |
| 5 | A | 5 | Ask your current Manager for their views - if they feel you are ready, then you would be happy taking on this role and handling the pressure.  |

You have recently finished supporting a team of senior leaders preparing for a client pitch in Angola. You were responsible for the section on credit risk analysis and learnt a lot from this piece of work. You were in regular contact with the senior leaders while you were delivering the work, but you have not spoken to them now for two months.

What would you do in this situation and why?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:



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| 1 | E | 2 | You send a group message to all the senior leaders, thanking them again for the experience and mentioning that it would be good to stay in touch - you would really like to work with them again.   |
| 2 | D | 5 | You really enjoyed this project, but you think it is not appropriate to bother such senior leaders now the work is finished. You are sure they will be in touch should they need your help again.   |
| 3 | A | 4 | You know the senior leaders are very busy, so you send a note to each of their assistants to re-initiate contact. You ask your Manager for help in wording the email to make sure it is perfect.  |
| 4 | B | 3 | You contact the leader that you had the best relationship with, sending a brief email asking how they are and keeping them up to date with the things you are currently working on.   |
| 5 | C | 1 | Now the deal is complete, you send an individual email to each of the senior leaders. You ask for feedback on your work and express your interest in any opportunity to work with them again. It is critical to develop and maintain your networks. |

You are due to go into an important meeting with a client in Hong Kong, together with a senior colleague who manages the relationship. However, when you are on your way, she calls you to say she cannot make the meeting. You go alone. You are asked by the client about a new product offering, but you do not know the answer.

What do you do?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:



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| 1 | D | 2 | During a break, you call your Manager to see if they can find out more about the product and dial into the meeting. That way, you can give the client some detailed information today.   |
| 2 | E | 3 | You explain that you do not know, and agree to get back to the client within 24 hours. You get back to the office, speak to the relevant expert on the product, and deliver a detailed account back to the client by email, responding fully to their query. |
| 3 | C | 1 | You go online and can pick up some brief data on the product, which you forward to the client straight away. You can fill in any gaps at a later meeting.  |
| 4 | B | 4 | Try and answer it as best as you can. You have overheard some of the senior managers talking about it, so you can give one or two interesting facts to the client, even if you cannot answer all their questions.  |
| 5 | A | 5 | Inform the client that you do not know, and be honest. Explain that it is a new product and that you will happily forward them a product brochure when you return to the office. You will also ask a colleague from that team to call them.                  |

Your team has recently merged with another team and you are now working with very similar clients. You quickly notice that people who joined from the other team do not have as much product knowledge. Some individuals are clearly struggling to learn and apply the new product knowledge in client calls.

How do you respond?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:

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| 1 | E | You immediately offer to share your product knowledge with the new team and suggest a meeting or lunch time session to achieve this. You really want to share your expertise.                               |
| 2 | B | You feel you can help by sharing the product knowledge you have. You send out an email inviting anyone to approach you with questions should they have any.   |
| 3 | D | You would love to help the new team, but you are not really sure how best to go about setting them up with your product knowledge. You decide to speak to your Manager to discuss the best way forward.     |
| 4 | A | You think this issue is best dealt with by your Manager who is well placed to help train the team. They can speak to these individuals and give them the support they need.                                 |
| 5 | C | You sympathise with the new team, as you remember what it is like not to know all the answers. However, you believe the best way is for them to get client exposure and learn what they need along the way. |

Your Manager has just briefed you on a new deal they would like you to work on, which includes complex financial modelling. You have been asked to work on this transaction with the newest member of the team, Hassan. Hassan has a very different style to yours, preferring to work independently, and to get on with things without much interaction.

What do you do?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:

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| 1 | D | Accept your differences and that working on this deal could be a real challenge. However, it will be over in a few weeks, so you do your best.   |
| 2 | E | Consciously vary your style of interaction with Hassan, and enjoy the challenge of adapting to someone who has a different style of working.   |
| 3 | A | Meet with Hassan beforehand, to work out how you can best work together on this piece of work.   |
| 4 | B | Speak to your Manager, raise your concerns about working with Hassan and seek their advice.  |
| 5 | C | You have a peer who has successfully worked with Hassan in the past. You reach out to them to see if they would like to pick this up instead of you, as you think this could mean a better result. |

You are rotating into a new team in the Bank to help support an important deal. You have heard the new team uses a method of analysis that is completely new to you.

How would you feel?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:



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| 1 | D | 2 You seek to understand more about this new analytical approach with your new Manager. You look forward to seeing how it works, once you are in the team.                       |
| 2 | B | 1 You love analysing complex information. Learning new analytic techniques will be a real benefit.   |
| 3 | A | 3 You should reserve judgement. It is important to understand if this new technique will slow down your job performance.   |
| 4 | C | 4 It is likely that the way you conduct analysis at the moment will work in the new team environment as well.  |
| 5 | E | 5 You are slightly anxious about how you will adjust, since you are familiar analysing transactions in a certain way. This new style of analysis may not play to your strengths. |

As part of a restructure in your team, you have picked up a new client. You are excited about the opportunity as it will involve working at a regional level, and you will get the chance to support the client with a wide range of transactions. You have arranged a first meeting and you want to ensure it goes well.

How will you approach the meeting?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:



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| 1 | A | 1 You prepare as much in advance of the meeting as possible, on all relevant topics which might come up. In this way, you ensure you will have all the answers to hand on the day.   |
| 2 | B | 3 You meet with your Manager to gain further understanding of the client and their background, so that you can respond to their needs better at the meeting.   |
| 3 | E | 2 You call the client to gain an understanding of their requirements, so that you can prepare accordingly. Based on what you learn, you propose an agenda for the meeting and do some research so that you know more about their business model. |
| 4 | D | 4 At the meeting, listening will be your priority, together with asking the right questions. That way, you can be sure you can provide great service and advise on solutions which are right for the client.                                     |
| 5 | C | 5 Be open and see how the meeting goes on the day. After all, it is the first meeting, so you are unlikely to need to advise on solutions straight away.   |

It is 3pm on Friday afternoon. You have been busy all week on a tight deadline for one of the Managing Directors in your business area. You have been working on some Excel spreadsheets for them. You anticipate you need about five hours more to complete the task. You have made arrangements to catch up with some of the other graduates at 6pm.

What do you do?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:



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| 1 | E | 3 | You send one of the graduates a message, apologising that you will need to rearrange, as you will be in the office until much later this evening - you are determined to get the piece of work finished.  |
| 2 | A | 2 | You think the best thing to do is to pull in some support from your colleagues, then at least you may finish by 7pm. You ask a few teammates for help in order to meet the deadline and still make the planned catch up.  |
| 3 | C | 4 | You think the most sensible thing to do is ask for an extension so you can complete the task when you are under less pressure. You send an email to the Managing Director asking if this is possible.   |
| 4 | D | 1 | You decide you will need to get this piece of work finished tonight, but would benefit from a quick break to re-charge. You email a few of the graduates to see if they can meet earlier, before you return to the office.  |
| 5 | B | 5 | You decide you can finish this final piece of work over the weekend, either Saturday or Sunday, and still be able to meet up with the graduates this evening. You email the Managing Director to let them know you will have the information over in the next few days. |

You have been working on a client deal, with a team of overseas colleagues based in Chennai. You arrive in the office early. You are expecting a list of emails from the overseas team, containing important information for your client. When you check your emails, no details have been sent through.

How do you feel and what do you do?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:

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| 1 | D | You are determined to deliver a great result for the client and will do your best to get the information another way.  |
| 2 | C | This is a setback, but you are motivated to close this deal - you will just need to think of alternative strategies and come up with another solution.   |
| 3 | B | This is a frustrating situation and the best thing to do is to involve other people to help you solve the problem. You contact your Manager for their advice on how best to move the deal forward without the information. |
| 4 | A | You are naturally disappointed and not sure how to progress without the information. The best thing to do is leave the team an urgent message so they send you the information quickly.                                    |
| 5 | E | You feel quite relaxed as there is nothing you can do in this situation except wait for the information. You tell your client not to worry and that everything is under control.   |

Your Manager has asked if you will come to a new client meeting with them. If you win this business, you and your team will work on the account. This meeting is a crucial opportunity to build trust in order to secure this deal.

How do you respond?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:



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| 1 | B | 1 | Extensively prepare for the meeting so that you are able to comment and make judgements, conveying to the client that they can place their trust and confidence in you.                                |
| 2 | C | 2 | Meet with your Manager to discuss how you can add value, so that you can start to build the client's trust in your abilities.  |
| 3 | A | 3 | Prepare lots of questions that you can ask the new client, so you appear knowledgeable and interested.   |
| 4 | D | 4 | Approach the meeting as a valuable learning opportunity. Intend to let your Manager do most of the talking, as he is best placed to do so and this will lead to the meeting being the most successful. |
| 5 | E | 5 | Speak to your Manager beforehand about them taking the lead, and you taking the role of capturing all the key points from the meeting.   |

One of your most promising clients has applied for credit. You have been tasked with analysing whether the facilities granted to this client should be approved. As it is a new client, the process is quite lengthy. However, understandably, the client wishes to have the approval as soon as possible.

What do you do?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:

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| 1 | C | As it is a new client, you recognise the need to conduct a detailed analysis. You reach out to others in your team to support getting this done as quickly as possible.                                       |
| 2 | E | You ask your Manager if an overview of the relevant documents would be sufficient given the time constraints. You do not want to lose the business.   |
| 3 | D | You love the challenge of analysing complex information, so you embark on an in-depth, thorough analysis. You do not let the time constraints hold you back.  |
| 4 | A | You analyse the most crucial pieces of information required to secure the credit, given the tight timescales.   |
| 5 | B | Given the in-depth analysis required and the short time scales, you explain honestly to your Manager that it may be better to ask a more experienced credit analyst to conduct this particular piece of work. |

You have recently joined a new team as part of your graduate rotation in Dubai. You have a day of productive solo work planned on your desk. Just as you are about to get started, a junior trader, who is new to the team, asks you to help them. Doing so may impact the amount of work you planned to deliver that day.

What do you do?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:



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| 1 | E | 4 You appreciate your colleague has tried their best, but does not yet have the connections for the support they need. You direct them to colleagues in other teams who can help them.                         |
| 2 | C | 5 You are focused on the fact that your own productivity may decrease if you help your colleague. You suggest they try doing the work alone first, before asking for additional help.                          |
| 3 | A | 2 You can see the colleague appears overwhelmed and you feel compelled to help them. You tell them you can assist for a couple of hours before you return to your desk.  |
| 4 | B | 3 You offer to speak to their manager to see if they can get someone else to help, as you do not have much time today. You are prepared to help if you have to, but it might not be the best use of your time. |
| 5 | D | 1 You know how challenging these particular projects are, especially when you are new. You immediately agree to help your colleague and want to help however you can.  |

Your team have been working extra hard over the last few weeks, to resolve complex financial problems for a major energy supplier, based in Pakistan. Although many challenges have been overcome, the list of ongoing problems means there will continue to be a very high workload. The team are feeling the stress and everyone's energy seems to be low.

How do you respond?

By dragging and dropping, please RANK ORDER the options below, with 1 being what you are **most likely** to do and 5 being what you are **least likely** to do:

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|---|---|---|
| 1 | B | You want to show your support for the team. You suggest a lunch together, so everyone can take a break and come up with ways to support each other.                             |
| 2 | A | You are concerned about the pressure on the team. You speak to your colleagues to see how they are all feeling and listen to their concerns, offering whatever support you can. |
| 3 | D | You speak to your Manager about the team and raise your concerns, as it is the Manager's responsibility to ensure the team's well-being.  |
| 4 | C | Although not ideal, you accept this will be temporary. You are sure everyone will recover when the client is happy. You offer reassurance to your colleagues when you can.      |
| 5 | E | You focus on your own deliverables, and accept this is just part of this kind of complex financial work.  |