

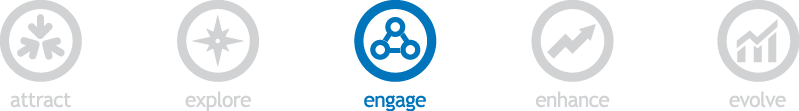
Assessment Report

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#### 

Anne Example





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# ASSESSMENT CENTRE COMPETENCIES

**Leadership**

Motivates, enables and inspires others to succeed, utilising appropriate styles. Has a clear vision of what is required and acts as a positive role model

**Customer Service**

Exceeding customer expectations by displaying total commitment to identifying and providing solutions of the highest possible standards aimed at addressing customer needs

**Planning & Organising**

Ability to establish efficiently an appropriate course of action for self and/or others to accomplish a goal

**Commercial Awareness**

Ability to understand the key business issues that affect the profitability and growth of an enterprise and take appropriate action to maximise success

**Initiative**

Actively influencing events rather than passively accepting, sees opportunities and acts on them. Originates action

**Persuasive Oral Communication**

Ability to express ideas or facts in a clear and persuasive manner. Convince others to own expressed point of view

# Assessment Centre Exercise Summary

**Group Discussion Exercise**

The participants form a Management Trainee Committee which is asked to review various issues so that senior management can gauge views from the junior management population. The issues to be reviewed by the committee include opportunities for training and career development, the launch of a company-wide customer service award scheme, flexi-time working and a suggestion for cutting costs. Participants must work together to produce appropriate recommendations.

**Oral Presentation Exercise**

Participants assume the role of a Trainee Business Analyst working for a global consultancy, which specializes in providing financial data and market intelligence to their clients. A client has asked for information on five different products to be analysed in order to decide which product to invest in and launch. Participants are presented with comprehensive information about the market, customers, competitors and the five products in question and must make recommendations having analysed all available information.

# The Rating Scale

The following rating scale has been employed for the behavioural feedback:

5 Very high level of Ability = This is likely to be a very clear strength.

4 More than Acceptable = This is likely to be an area of strength.

3 Acceptable = **This is the benchmark.**

**Effective performance at this level.**

2 Less than Acceptable = An area requiring development.

1 Unacceptable = An area requiring significant development.

0 Not Observed = There was no evidence observed

**Split Score**- This is observed when there is a wide disparity between the scores in two (or all three) exercises).

# Assessment Centre Overall Performance

# Planning and Organising

**ae**The presentation was well planned, well laid out and was easy to follow.  
  
The presentation started with an introduction to set the scene.  
  
Highlighted recommendations.  
  
Ensured all of the key issues in the brief were covered.  
  
The presentation ran to time.  
  
The presentation started by setting the scene and flowed coherently.  
  
Any visual aid used painted a clear picture.  
  
Was not ready to answer questions.  
  
Ran out of time and did not complete the presentation.   
  
Structure of presentation hindered clarity of understanding.  
  
Was not clear about which issues were the most important.

# Customer Service

**ae**Recognised who the target customers were.  
  
Recognised both internal and external customers.  
  
Considered how consumer data could be gathered, partly to provide success/evaluation data.  
  
Considered how customer feedback could be gathered following the launch of the chosen game.  
  
In the Q&A session, answers demonstrated a consideration of the needs and desires of consumers.  
  
Did not consider the customer’s perspective.  
  
Made little or no attempt to understand the customer’s needs.  
  
Missed the opportunity to persuade with arguments concerning the impact on customers.  
  
In the Q&A session, answers demonstrated a failure to consider the needs and desires of consumers.

**na**=Advocated the benefits of the customer satisfaction survey, for example:  
Increasing custom.  
Retaining goodwill.  
Encouraging service focus.  
Providing performance data to measure success.  
Higher levels of satisfaction by resolving problems.  
  
Recognised the= importance of the customer to strategic development of the business.  
  
Focused solely= on the benefits of the customer satisfaction survey for the organisation and failed to see the benefits from the customers’ point of view.

# Leadership

**na**Demonstrated a concern for helping the group determine ‘how’ it was going to tackle the task.  
  
Demonstrated the appropriate use of different interpersonal styles if necessary, e.g. switching from a collaborative style to a more directive style should the group find it is in danger of running out of time.  
  
Allowed everyone the chance to speak.  
  
Gave praise and encouragement when appropriate.  
  
Took control of the meeting and led it in the desired direction, e.g. by outlining an agenda and summarising at appropriate stages to keep the meeting on course.  
  
Adopted an inflexible leadership style, e.g. directive, regardless the situation.  
  
Failed to provide focus and steer the group when it was looking to this person as its leader.  
  
Failed to use the appropriate leadership style and to take control when needed, e.g. allowed a discussion of irrelevant issues to continue when the group was short of time.

# Commercial Awareness

**ae**Many specific issues are identified under Problem Analysis or Judgement, however there are the following general issues:  
  
Demonstrated business/commercial awareness in any recommendations made, e.g. took into account the importance of games being launched for the Christmas selling season as it accounted for about 50% of the industry's yearly sales of video games.  
  
Expressed actual numbers, amounts, ratios etc. derived from charts and tables when completing analysis and linked these to the impact on Legolas Games.  
  
Recognised and mentioned the importance of the Christmas selling season as it accounts for about 50% of the industry's yearly sales of video games.  
  
Recognised the importance of a game to become the best known and bestseller in its genre as masses of consumers will buy the game that is best in quality and bestmarketed in each game genre, and, by comparison, very few will buy any other games in that genre.  
  
Recommended considering alternative distribution of games as a way of reducing costs, e.g. online.  
  
Demonstrated little or no awareness of costs.  
  
Failed to think about how recommendations impact on the success of Legolas Games.

# Initiative

**ae**This criterion may not be in evidence, however the Participant may make recommendations that go beyond what the brief requires. Such recommendations should be viewed positively as long as they are supported by the appropriate information and/or realistic assumptions.  
  
Developed recommendations beyond the brief, for example, further research of some aspects.  
  
Took the lead in making presentation, rather than waiting to be told what to do.  
  
Took action to close the meeting if running over time.  
  
Stuck rigidly to the content of the brief without raising any additional points.  
  
Was reactive rather than proactive, e.g. waited for the Assessor to ask him/her to start the presentation.  
  
Was unable to offer new suggestions during the presentation, e.g. when the Assessor challenged his/her recommendations.

**na**Note: There should be plenty of opportunity for active participation in the group.  
  
Led discussion with suggestions as to ‘how’ the group could tackle its task.  
  
Led the discussion with suggestions as to ‘what’ solutions the group might consider.  
  
Took the initiative to wrap up the discussion towards the end of the meeting.  
  
Participated to a minimal extent in the group discussion, characterised by prolonged periods of silence.

# Persuasive Oral Communication

**ae**Presented his/her ideas and proposals in a clear and coherent manner.  
  
Demonstrated effective use of techniques such as pitch, pause and pacing in articulating his/her point of view.  
  
Vocal delivery commanded attention, volume was easy to hear and intonation was easy to listen to.  
  
Came across as confident, knowledgeable and credible.  
  
Delivered his/her points in a calm and assured way.  
  
Summarised at key points to give emphasis and signal changes of direction.  
  
Delivery was quiet, hesitant or poorly structured.  
  
Appeared to lack confidence in his/her verbal delivery, e.g. long pauses, needed to refer constantly to notes etc.  
  
Left the listener being unclear about choice or reasoning.  
  
Failed to highlight recommendations or other key points verbally, e.g. by using pause, pitch or pacing.

**na**Was able to present his/her ideas and proposals in a clear and coherent manner.  
  
Effectively persuaded others of the validity of his/her own point of view, be they ideas or courses of action.  
  
Received enthusiastic response to his/her suggestions.  
  
Failed to win others to own point of view/recommendations.  
  
Allowed others to talk over him/her.  
  
Jumped from one point to another.

