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# Scenarios

## Management Scenarios

### Candidate Report



**Name**

Mr Sample Candidate

**Date**

03 October 2018

## 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'. The Scenarios test assesses Managerial Judgement – an individual's ability to evaluate 'real-life' managerial situations and decide on appropriate and effective ways of handling them. It assesses an individual's current level of judgement, but it can also be used to provide feedback on how to improve performance in this area.

The ideal answers to the test's questions have been derived from the opinions of managerial experts and then validated by over 20 different research studies involving more than 16,000 managers and professionals from 8 different world regions. In general terms, those with more Managerial Judgement focus on the big picture, delegate, tackle staff issues and place the needs of the organisation ahead of their own and immediate team's needs.

This report is based upon your performance on Scenarios. It measures your ability to deal effectively with a range of managerial situations by presenting you with a number of different work scenarios followed by a number of possible responses and asking you to rate each of the responses for their effectiveness in dealing with that scenario. Your responses have been compared with those of a large and appropriate comparison group.

The report should be treated confidentially. The shelf life of the information contained in this report is considered to be 18-24 months, depending upon your work role and personal circumstances.

## COMPARISON GROUP

Scenarios Management Edition 2012: UK Group

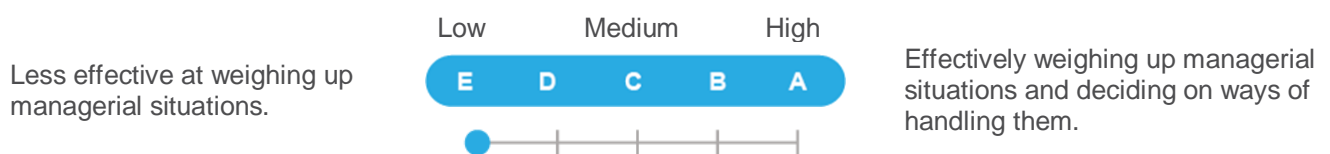
## MANAGERIAL JUDGEMENT AND SUBSCALES

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 skills, and are therefore more likely to cope well with the demands of a real life managerial role.

This scale is then broken down into three areas, or sub-scales, Managing Objectives, People Management and Reputation 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 will be.

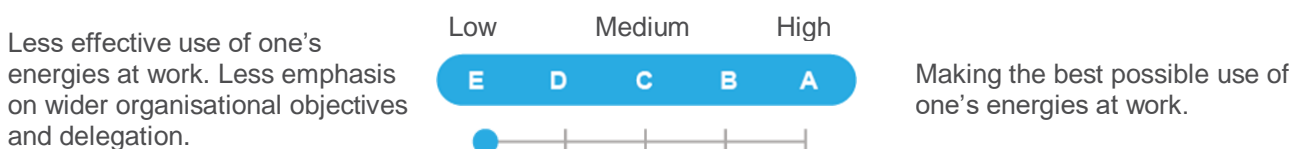
### Managerial Judgement



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 skills, and are therefore more likely to cope well with the demands of a real life managerial role.

Taking into account your responses to all the questions in the test, and comparing you with the group, the indication is that there is considerable scope for you to develop your managerial judgement. This may be because you have had little experience of dealing with real-life managerial situations, or perhaps because you tend not to reflect greatly on the impact of your actions as a manager. Alternatively, because your current role may be making it difficult for you to manage effectively, you may have picked up some bad habits. Regardless of the reason, you need to consider the longer-term consequences of your actions on the systems and people around you. Try experimenting with some of the suggestions in this report and being responsive to feedback.

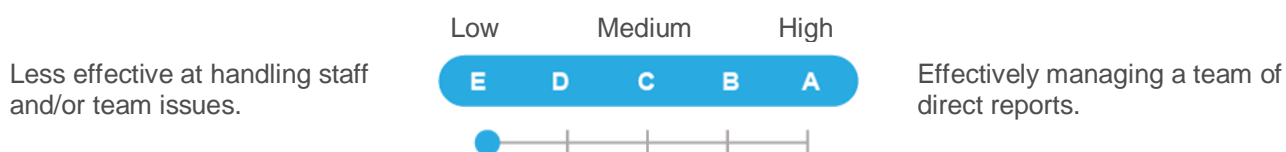
### Managing Objectives



The Managing Objectives subscale measures an individual's ability to make the best possible use of their energies at work. It assesses the extent to which you can, on a day-to-day basis, sort out the important from the trivial, and hence decide where best to place your efforts.

When compared to the group, it appears that, whilst you have skills in aligning yourself and others towards meeting the objectives of the organisation, there is still considerable scope to improve how you expend your energies at work. Prioritisation is one area that you may need to look at. Alternatively, you may need to consider how your actions impact on the wider objectives of those around you. You need to be more critically-focused on what you are doing, and whether it is truly important - not just to yourself and your team, but to the organisation as a whole.

## People Management



The People Management subscale measures your ability to effectively manage a team of direct reports. Scenarios assesses the extent to which you are able to deal with a range of team and individual problems whilst maintaining motivation and performance.

When compared to the group, it appears that there is considerable scope for you to improve your managerial judgement on staffing issues and problems. You need to reflect on how you view your team generally, and whether you afford them the same respect that you would grant yourself. Reprimanding staff or dismissing problems is only likely to lead to longer-term issues, as team members become reluctant to disclose future mistakes or problems.

## Reputation Management



The Reputation Management subscale measures a balance of skills which allow an individual to manage their reputation within an organisation, whilst also serving the long-term interests of that organisation. As such, the subscale measures an awareness of the politics that characterise much of organisational life.

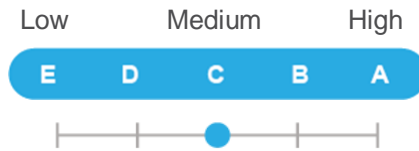
Comparison with the group indicates that there is considerable scope to improve the way you manage your reputation in the organisation. Factors for you to consider include whether you have a strong tendency to place your personal and team goals above the objectives of the organisation, and whether you have a strong tendency to adopt a more independent approach to work rather than working within normal reporting lines.

## JUDGEMENT ELEMENTS

Each subscale area is supported by two related "element" scales, which give valuable information about how you can develop your managerial judgement.

### Big Picture

More inclined than their peers to focus on immediate team objectives. Advocates less networking and consultation on wider objectives and decisions.



Advocates wide consultation with other teams on objectives and decisions. Lines up own efforts behind wider organisational objectives.

Part of Managing Objectives is concerned with judging the Big Picture – the extent to which you:

- Consult with others on what needs to be achieved
- Line up your efforts behind central/key issues of the organisation
- Direct your attention to longer term objectives and wider issues

High scorers on the Big Picture Element tend to adopt the above style, whilst those scoring low focus more on immediate team objectives and consult less with colleagues on wider organisational aims and decisions.

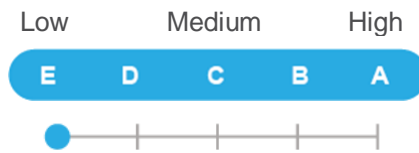
On the Big Picture Element, your results indicate that you tend to balance the immediate tasks that you and your team face with organisation-wide objectives and decisions. Much of the time, this approach will stand you in good stead, allowing you to deliver immediate high quality results whilst retaining some focus on wider organisational issues and objectives. You would benefit from spending more time focusing on organisation-wide issues, perhaps by networking and consulting more widely outside of your team. This would make it easier for you to prioritise between immediate team demands and involvement in broader initiatives.

#### Specific development advice on Managing Objectives: Big Picture based on your answers to particular test questions

- In establishing the priorities and objectives of your team for the coming business period, you might try giving more weight to the opinions and needs of key customers, for example, those who have significant dealings with your team.
- You might try developing your ideas and identifying the important issues that need tackling by piloting these in advance of meetings with senior managers, so that you have something positive to present.

## Delegative

More inclined than their peers to work with detail, take things on personally and “do” rather than manage. Less prioritising and delegating.



Avoids detail, tends to involve others and to delegate. Distils out and tackles important tasks and sets self priorities.

Part of Managing Objectives (deciding where to place your effort) is concerned with achieving immediate, short-term results – dealing with ‘local’ or day-to-day situations that may affect only part of the organisation. The Delegative Element is concerned with the extent to which you:

- Effectively delegate and prioritise activities
- Avoid detail and identify important tasks

High scorers on the Delegative Element tend to adopt the above approach, and tend to spend less effort on the detail. Those with low scores tend to tackle things personally, work with detail and in isolation from the rest of the organisation.

On the Delegative Element, your responses would suggest that you tend to take tasks on personally, rather than managing others to achieve the required results. This approach requires considerable personal effort and energy to sustain, but can produce high quality work on day-to-day activities and short term objectives. The drawbacks of this style are that you may make insufficient use of delegation and may accept too much personal responsibility for the work of others. Additionally, you may personally be focusing on too much detail. Try adopting a more ‘relaxed’ approach to task management and allow staff to be more responsible for their own work quality.

### Specific development advice on Managing Objectives: Delegative, based on your answers to particular test questions

- In establishing priorities and objectives for the team, you may find it worthwhile to make use of your manager’s views to understand how they see your team’s work fitting in with other areas of the organisation.
- Consider how you can best establish priorities with your key staff and hold them accountable.
- You could make more use of your line-manager as a legitimate source of effecting change and influencing decisions within the organisation. Consider how you can provide some viable solutions that might influence your manager to take action.
- Be clear when procedures must be followed and work with them by offering practical tips for improvements that can be shared with other departments.
- Consider how you deal with difficult individuals who are none-the-less competent workers. Avoid taking them off the assignments as that might not solve anything. Rather, keep them on and work with them by monitoring their progress and addressing issues that might arise.

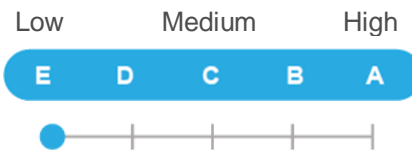
### General development advice for individuals wanting to develop their judgement in the area of Managing Objectives

- As a manager, ensure that the efforts of you and your team are lined up behind the central or key aims of your organisation. If these are not clear, consult with others on what needs to be achieved.
- Ensure that you are not seen to operate in isolation. Appreciate the benefits of wide consultation and networking in order to achieve better all-round business results. Build effective relationships with other departments through peer networks and encourage your staff to do the same.
- It can be easy to get drawn into tackling a number of short term issues and challenges. Remember whenever you can to direct your attention to longer term objectives and wider issues.
- Work with others to set clear expectations. Involve staff to decide on what they should be delivering. Is your manager clear about your goals? Do your customers have clear service expectations?

- As a manager, remember to continually prioritise and delegate. Ask yourself whether you are the best person to tackle this task, or to work with the detail. Could you delegate, should you be leaving the detail to others?
- In demanding roles it is not possible to attempt to do everything to time, quality and costs, so prioritise by identifying what is most important and worth doing in terms of tangible benefit to your organisation, and what urgent issues need to be addressed. Do not be afraid to say “No”. Involve your people so that there is ownership and effective delegation.

## One-to-One

More inclined than their peers to reprimand, ignore or replace an individual who has performance or motivational issues. Offers less support or coaching.



Tackles an individual who has motivation and performance issues, offers support and coaching whilst emphasising the need to meet objectives.

Part of People Management (effectively managing a team of direct reports) involves dealing with staff members on a one-to-one basis. The One-to-One Element is concerned with the extent to which you are willing to:

- Coach staff members with performance and motivational issues, rather than giving up on them or automatically reprimanding them

High scorers on the One-to-One Element tend to adopt the above style, whilst those scoring low are more inclined to reprimand or ignore individuals with performance or motivational issues.

On the One-to-One Element, it appears that you tend to take a firmer line than most of your peers with a poorly performing individual, tackling performance and motivational issues with reprimands, replacement or by simply leaving the individual to settle down. This approach may help you to achieve short-term results, but at the risk of high staff turnover and dissatisfaction. You may find that your style is quite effective in the 'latter' stages of dealing with a performance issue, i.e. after support and coaching have failed to bring about improvements. However, you run the risk of adopting this style too early, and perhaps being a little impatient with staff. You may tend to give up on them rather than search for a way to bring about improvement. You could achieve substantial long-term improvements in the performance and motivation of individuals through greater use of support and coaching.

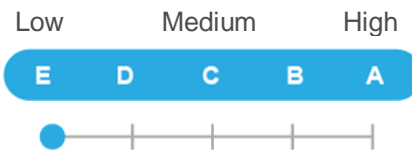
### Specific development advice on People Management: One-To-One Element based on your answers to particular test questions

- In dealing with disgruntled members of staff e.g. a person who has responded badly to being passed over for promotion, try to do something positive that will improve the situation rather than to just simply rely on time to resolve the issue.
- Ensure that you consult staff before changing their roles. Check that they are comfortable with the new roles, even if you think that you are giving them greater or better responsibilities.
- Avoid communicating your negative opinions about an individual's work and making harsh judgements and inappropriate decisions based on this. You risk permanently switching them off and demotivating them. Consult with them, showing empathy and understanding and work out together a way forward.
- If a staff member needs to be approached about poor performance, never do this in front of other staff. Always treat staff with the respect and professionalism you would expect to be shown yourself.
- You might be a little too quick to dismiss staff who are experiencing performance problems. Try to persevere and understand the current difficulties and how the individual might be supported in order to overcome the difficulty or to improve their work.
- Ensure that you support new supervisors to develop their supervisory skills so that they can manage their staff effectively. You might be tempted to do this for them because it is easier and you can do it better, whilst you send them to attend some of your many meetings. This might be a short-term solution but it is not effective in the long-term.
- You may, at times, be a little too quick to sideline newly promoted staff who are experiencing performance problems. It is important to demonstrate that you have faith in them and also to send the right message to the rest of the team by taking personal responsibility for developing them.



## Team

May give the team the impression of being unable or unwilling to tackle, clarify or consult on team motivation and performance issues.



Consults on, clarifies and tackles team motivation and performance problems, promotes and maintains team motivation. Communicates and consults on change.

Part of People Management (managing a team of direct reports) involves managing team motivation and performance problems. Whilst the One-to-One Element looks at your judgement in dealing with individual staff members, the Team Element looks at your judgement in working at the team level. It is concerned with the extent to which you:

- Consult on and clarify team motivation and performance problems, rather than ignoring them or dealing with them by using reprimands
- Undertake to act on issues on behalf of the team where appropriate

High scorers on the Team Element tend to adopt the above style whilst those scoring low are more inclined to ignore team issues and motivation problems, tackle issues with reprimands and make decisions without consulting the team.

On the Team Element, you have a tendency to press ahead personally with decisions, and are more likely than your peers to ignore team issues and motivational problems, or to tackle them by challenging the team members who raised them. This approach may be quite effective in a crisis, in time-pressured situations or after extensive debate with the team, but will lead to low motivation and high staff turnover if used on a regular basis. The drawback of this approach is that you remain largely task-focused, and may miss opportunities to improve the performance and motivation of the team. Try consulting on and clarifying these motivation and performance problems with the team, undertaking to act on these where appropriate.

### Specific development advice on People Management: Team Element based on your answers to particular test questions

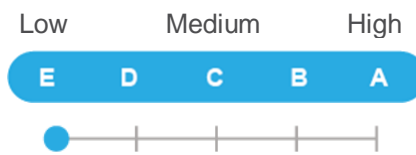
- You may occasionally let yourself and the team down by electing to do nothing to challenge senior management in situations clearly requiring action because you are too cautious or over-rate the likelihood of negative consequences. Hence, you need to demonstrate more commitment to take firm action.
- When there are changes to working practices consider how you can involve the team to determine what support they require to enable things to be effective.
- You might try initially adopting a more investigative approach to any obvious decline in your team's performance and morale rather than starting with a strong, disciplinary line.
- You might need to consider the effect on your team's morale of you stating that as their manager, you are powerless to tackle unpopular changes to their work practices.
- Don't take on work yourself in order to avoid a staff issue or to avoid upsetting the team. It may preserve harmony in the short term, but invariably causes more problems later.
- Appreciate that there are often complex political agendas to deal with. You need to be resilient and deal with the political sensitivities and influences as best as you can, but ensuring that important deadlines are met.
- Be conscious that you exert a powerful influence over your staffs' perceptions, so do not communicate your cynicism for other parts of the organisation to your staff.
- You should take more direct responsibility for supporting and coaching members of your team and to trust them in your absence. So it may not be that appropriate to ask another external manager to check on your team in your absence.
- It is important for you to align your management role to the wider business objectives and priorities rather than simply concentrating on detailed staffing issues within your team.

### General development advice for individuals wanting to develop their judgement in the area of People Management

- Try fine-tuning your ability to read people situations at work. Think through how effective your potential decisions might be. Put yourself in the other person's perspective. Ask others what they think.
- Understand the demands that the organisation places on people and what aspects might create frustration, concern, or worry for them e.g. workload issues, rumours of organisational change.
- Focus more on understanding individuals, their preferences and their needs. Also, the same applies for different groups of people who might have different cultures and backgrounds. Link this to appreciating what their needs and motivations might be.
- As a manager it is too easy to sort things out for other people and hence to make speedy progress – and there are times where this is the right thing to do. However, see your role as 'growing your people'. So invest quality time to coach, support, and getting to know the aspirations of your people. This takes longer, and the benefits may not be immediate, but the investment will pay dividends as their talent grows.
- Take the lead in resolving team motivation and morale issues. People look to their manager for signs that things can improve and can be tackled / resolved.
- Ensure that you deal with identified issues as often it might appear easier to do nothing. Try to understand the issue from the other person's perspective by allowing them to convey their thoughts. Be adaptable – as everyone is different.
- As a manager of people appreciate that sustained team success equates to keeping your team positively motivated. Hence, review things you have done that might have demotivated people in the past. Capture the things you have done that has motivated or inspired people.

## Personal Recognition

More likely to feel the need to actively influence their own image within the organisation. May overestimate the importance of demonstrating own achievements and personal contributions.



Takes a balanced approach in attempting to manage their own image within the organisation. May overestimate the importance of letting results speak for themselves rather than occasionally highlighting own achievement.

Part of Reputation Management concerns judgements around your career – when to pursue self-promotion and your own career plans at work, and when to place the organisation's needs first. The Personal Recognition Element is concerned with the extent to which you:

- Place organisational objectives ahead of your own advancement
- Value colleague relationships and the best interests of the organisation ahead of promotion
- Tackle work activities that correspond to organisational need, rather than personal interest

High scorers on the Personal Recognition Element tend to adopt the above approach, whilst those scoring low tend to over-promote themselves and place impression management above organisational objectives. High Personal Recognition scores are generally desirable.

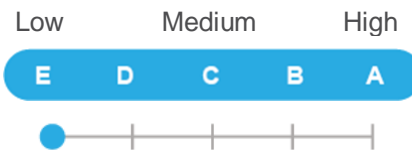
On the Personal Recognition Element, your responses indicate a strong tendency to seek opportunities to promote your own achievements and to manage the impression you create in the organisation. Whilst you are likely to be adept at building a career for yourself within the organisation, you may tend to over-estimate the importance of doing so. You could benefit from putting work objectives and colleague working relationships above your own advancement more often. You might also consider focusing more on key organisational results as a way of building a positive reputation with others.

### Specific development advice on Reputation Management: Personal Recognition based on your answers to particular test questions

- When re-motivating a member of staff, you might need to do more than simply emphasising their career advancement as a means of encouraging them.
- Be aware of attempting to outdo your peers to impress your manager. Rather, try to work effectively with peers to demonstrate your ability to achieve results with others.
- An important philosophy of working in large organisations is that 'one reaps what one sows' in the long term. If you make decisions on behalf of the organisation primarily to benefit yourself personally rather than the organisation, then it is likely to have negative consequences in the future.
- Distributing your written communications to senior managers not directly involved in your work might get you noticed, but potentially for the wrong reasons.
- You may be limiting your own career and development by preferring to focus on projects that you find intellectually stimulating, rather than those valued by the organisation as a whole. So ensure you select your projects based on organisational needs.
- Appreciate that there can be benefits to your career of being closer (via key tasks and projects) to influential people and having more control of resources.
- Although not the main consideration when turning round the performance of a department, you should nevertheless ensure there is brief communications to senior management so that they are aware of these performance improvements. You may be doing yourself a disservice by not doing so.

## Company Protocol

More focused on outcomes and less concerned about procedures and protocols. May prioritise own or team's needs ahead of other managers' needs or the tackling of the organisation's collective problems.



More likely to focus on reaching decisions and achieving objectives through established protocol. More willing to accommodate the needs of other managers and to tackle the organisation's collective problems.

Part of Reputation Management (managing one's reputation within an organisation, whilst also serving the long-term interests of that organisation) involves working and influencing within a managerial and team-based environment. The Company Protocol Element is concerned with the extent to which you are willing to:

- Operate within reporting lines when influencing and acting
- Put yourself out to tackle/challenge issues for the good of the organisation as a whole
- Be tactful, honest and objective about issues with senior individuals and colleagues

High scorers on the Company Protocol Element tend to adopt the above style, whilst those scoring low tend to put themselves and their team's needs first, rather than acting in the best interests of the organisation, may be highly independent and may influence via non-consensual channels. High Company Protocol scores are generally desirable.

On the Company Protocol Element, you selected responses showing a strong individualistic or independent tendency. You may act in line with your own way of seeing the world and possibly outside of accepted standards of operating with bosses and peers in other teams and departments. Additionally, you may frequently find the procedures you are required to work within frustrating, and tend to take actions which predominately suit your own and your team's needs rather than those of the wider organisation. Your style can be effective for achieving results and action in the short term because you are not constrained by standard organisational practices. However, in doing so you may upset others and develop a reputation for being something of a maverick.

### Specific development advice on Reputation Management: Company Protocol based on your answers to particular test questions

- In discussing your working relationship with your manager, check your style of communication and ensure that it does not come across as slightly confrontational. For example, instead of suggesting that they are being unreasonable, try moving the discussion to clarify specific objectives, goals, and responsibilities.
- For new areas or where the standards are not yet established, ensure that you make efforts to have yours and other people's important work carefully checked by another competent person before it goes out.
- If your manager is not happy with your work try to resolve the issue by speaking with the manager. Even if you think the manager is being unfair, try to see if there are useful pointers for you to help you raise your performance and to accept the manager's need for such high standards.
- You may be missing opportunities to progress an important issue for your team and the organisation because you see action as pointless and/or futile in some situations.
- Although leaving a situation to reach breaking point may be a powerful way of demonstrating to management just how problematic a particular business area has become, it will do your reputation as a manager, and the organisation as a whole, little good in the long-term. You may need to re-think the effectiveness of such a tactic. Communicating the problem early on, and providing possible solutions might be a better tactic.
- When beginning a career in a new organisation, deliberately pushing boundaries as a way of testing your authority and what you can "get away with" might have a negative effect on your reputation. How will others view this, especially if they don't yet know you?
- You may be pressured by senior managers applying influence on you over key decisions. You might get wrapped up in organisational politics, but you will need to hold firm to what you need to do and to make the right decisions for the good of the wider organisation rather than keeping a senior manager

happy. Ensure that you use the appropriate formal channels of communications to manage the potential politics.

- It is important for you and your team to support important organisational initiatives, even where such initiatives might be seen to have little direct relevance to your own team's main area.
- You might like to apply a tactic of stating a commitment without really being committed e.g. by deliberately not offering specific details or dates for when you can help. Be more assertive, state "yes" or "no" and give your reason. If you promise to help, then show full commitment and keep your promises.
- You may wish to consider the image you will create if you try to re-negotiate delivery on organisational objectives because in your opinion, your team is not up to it.

### **General development advice for individuals wanting to develop their judgement in the area of Reputation Management**

- Remember to focus on key organisational results, rather than on your own promotion and advancement, as a way of building a positive reputation with others.
- Understand how to best make an impact with key people within the organisation i.e. learning when to let results speak for themselves, and when you need to promote or sell your skills and successes. Occasionally it is appropriate to draw others' attention to your achievements. However, focusing on maintaining good working relationships with colleagues and on key organisational issues is usually better.
- Making fair corporate decisions will earn you a good reputation. Corporate decision making involves making decisions that benefit the whole organisation and support the majority or the wider team – even if it means it might be at your own or your immediate team's expense.
- Focus on the wider corporate good rather than on defending or protecting your own area, or getting side-tracked into internal disputes and office politics which detract from supporting the organisation's objectives.
- Ensure that you use the appropriate channels, reporting relationships, and abide by standards to tackle issues promptly so that the integrity and reputation of the organisation is preserved.
- Be a good role model and consistently support the organisation and support new initiatives or organisational processes. Also, deal constructively with individuals who do not uphold these values and standards.

## About This Report

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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.

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