



SITUATIONAL  
**JUDGMENT**  
TEST  

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**MANAGER**

Joe Sample

Date: 08/30/2016

Time: 12:29 PM

Candidate ID: 44716

Email: success@super-solutions.com

Organization: Success Performance Solutions

To ensure you are obtaining the full benefits available to you from the use of the Situational Judgment Test, please read the information contained in this report carefully. By using the information provided in this report, you are acknowledging that you understand the general guidelines for interpreting the Situational Judgment Test results.

While the Situational Judgment Test was designed to help assess various aspects of personality, the report results are presented in terms of probabilities. A False Positives and False Negatives are expected. A PsyMetrics and the test developer are not liable for test taker behaviors.

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## What the Situational Judgment Test - Manager Measures

PsyMetrics' SJT - Manager consists of attitudinal, behavioral and situational questions aimed at assessing the candidate's ability to problem solve and use appropriate judgment while performing the manager function. The test provides an opportunity to objectively assess the management skills of job candidates. It was developed to identify those applicants best able to handle the daily challenges encountered by most managers and supervisors.

The four areas assessed by this SJT are:

Communication	Communication measures the degree to which the individual communicates effectively with staff and coworkers. The degree to which he/she actively listens and expresses ideas and concepts clearly and as necessary.
Decision Making	Decision Making measures the degree to which the individual makes decisions based on facts and not on impulse. The degree to which he/she is fair and just in his/her decision-making process.
Delegation	Delegation measures the degree to which the individual delegates work projects as appropriate. The degree to which he/she lets staff perform independently without unnecessary supervision.
Employee Relations	Employee Relations measures the degree to which the individual promotes positive working relationships with staff and handles employee issues responsibly and effectively while gaining employee trust and respect.

## Candidness of the Situational Judgement Test - Management Results

This Profile includes a candidness check to determine the degree to which the individual may have exaggerated his/her responses in order to present themselves more favorably. The results of this validity check with interpretation is presented on the following page.

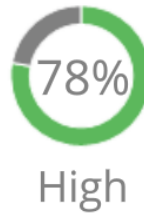
## Interpreting the Situational Judgement Test - Management

The following page also presents the Total Score Summary and Total Score Interpretation. This is followed by the Score Profile. The Score Profile includes the scores for all of the scales. The scores are presented in terms of percentiles. The percentile indicates how the candidate scored relative to all other individuals who have taken the assessment. For example, if a candidate's score on a particular scale shows as the 75th percentile, this indicates he/she scored better than 75% of all other people who have completed that scale.

The pages that follow the Score Profile provide detailed interpretations for each of the scales, as well as, management strategies and follow-up interview questions one can ask the candidate to obtain more insight with respect to areas needing development.



## Total Score Summary



## Total Score Interpretation

This candidate's Total SJT - Manager score falls within the High range. This candidate generally demonstrates strong managerial capabilities. He/she possesses those skills and problem solving abilities necessary for managerial success. Review the individual scale details to better understand strengths and potential shortcomings.

## Score Validity

Candidness: High: The candidate's responses are likely to be an accurate representation of his/her attitudes and behaviors.



## Score Profile



The bar graph above shows the candidate's score pattern across all the dimensions assessed by this profile. The pages that follow offer detailed insight into each dimension score.



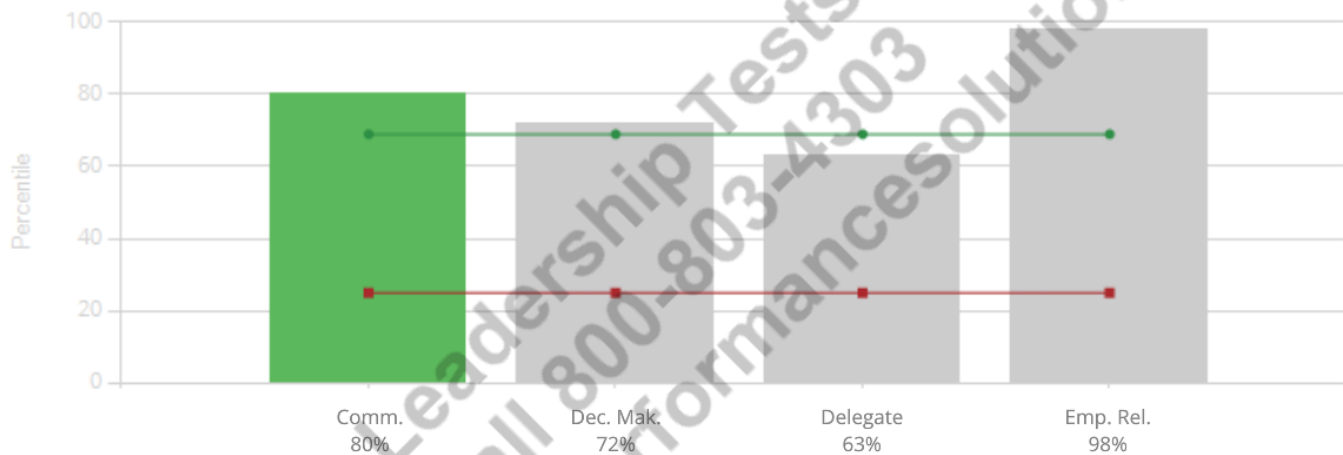
## Communication



### Score Details

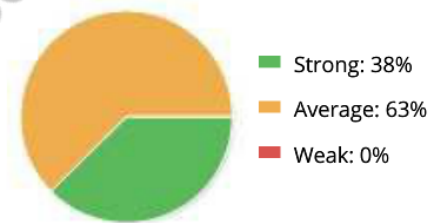
Communication measures the degree to which the individual communicates effectively with staff and coworkers. The degree to which he/she actively listens and expresses ideas and concepts clearly and as necessary.

Joe Sample scored in the 80th percentile on Communication (High), meaning Joe scored better than 80 percent of other candidates who have completed this assessment.



### Strength of Candidate's Responses

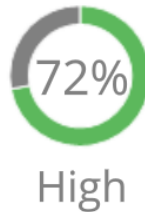
The graphic below shows the candidate's response pattern for the Communication behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Communication.



### Expected Job Behaviors

- This candidate's level of communication skills is superior to that of most other candidates.
- He/she uses active listening skills and expresses ideas and concepts clearly.
- This is definitely an area of strength for this candidate.
- He/she communicates effectively with staff and coworkers.
- He/she uses proper judgment when deciding how, what or when to communicate specific objectives.

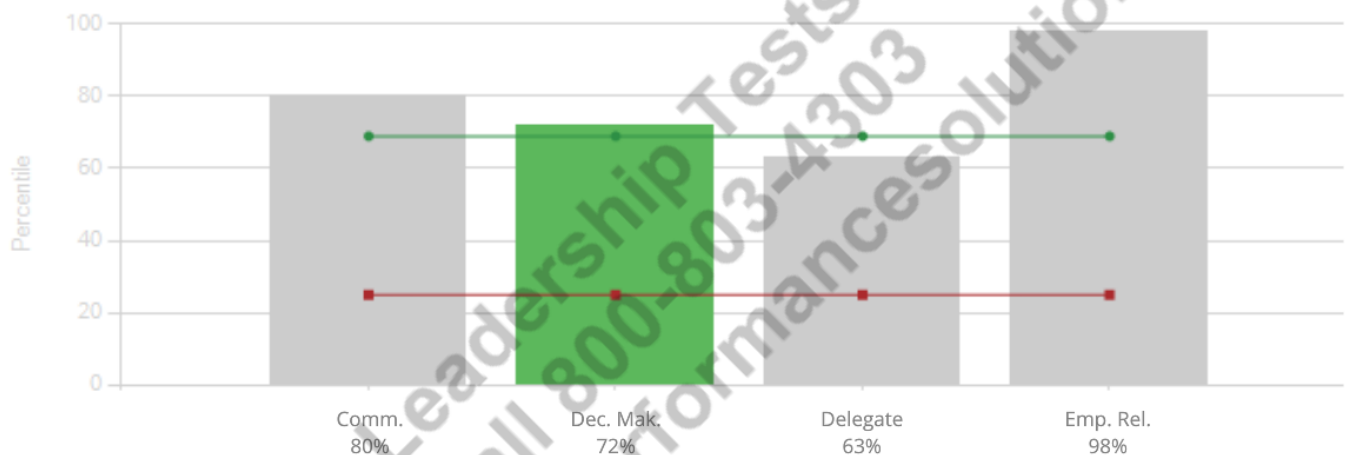
## Decision Making



### Score Details

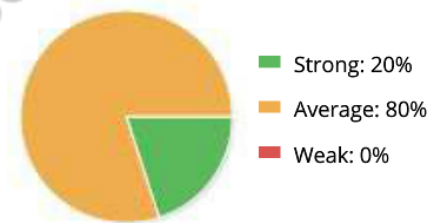
Decision Making measures the degree to which the individual makes decisions based on facts and not on impulse. The degree to which he/she is fair and just in his/her decision-making process.

Joe Sample scored in the 72nd percentile on Decision Making (High), meaning Joe scored better than 72 percent of other candidates who have completed this assessment.



### Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Decision Making behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Decision Making.



### Expected Job Behaviors

- This candidate's level of decision-making ability is superior to that of most other candidates.
- He/she is fair and just in his/her decision-making process.
- He/she makes decisions based on facts and not on impulse.
- This is definitely an area of strength for this candidate.



## Delegation

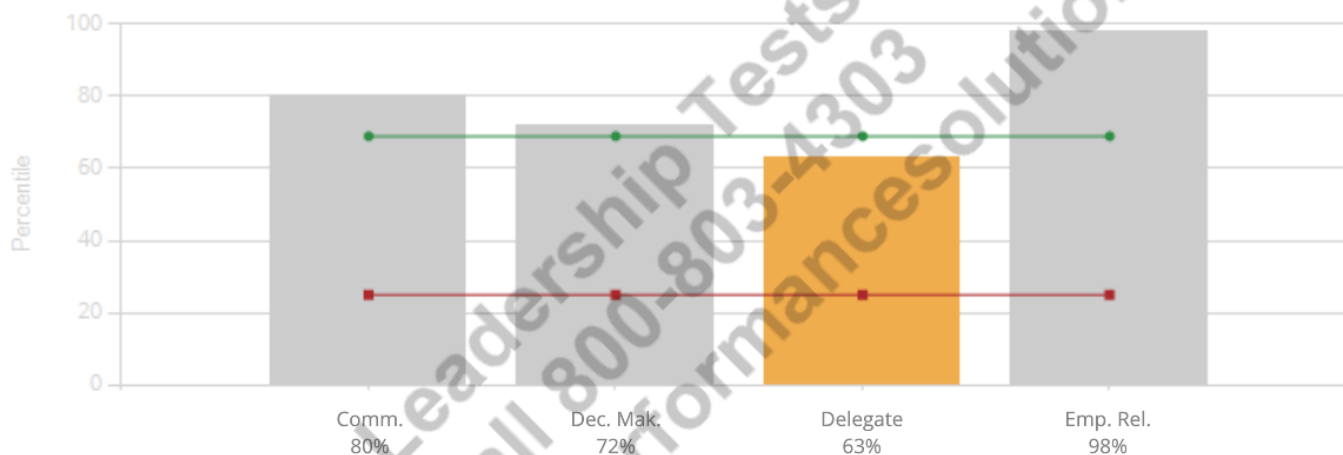


Average

### Score Details

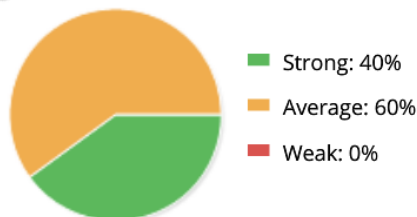
Delegation measures the degree to which the individual delegates work projects as appropriate. The degree to which he/she lets staff perform independently without unnecessary supervision.

Joe Sample scored in the 63rd percentile on Delegation (Average), meaning Joe scored better than 63 percent of other candidates who have completed this assessment.



### Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Delegation behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Delegation.



### Expected Job Behaviors

- This candidate's level of delegation ability is average when compared with other candidates.
- He/she generally delegates work projects as needed but sometimes may have a tough time backing off completely.
- He/she does his/her best to let staff work independently without unnecessary supervision but sometimes can be guilty of micro managing.
- This candidate's level of delegation is consistent with most other candidates.





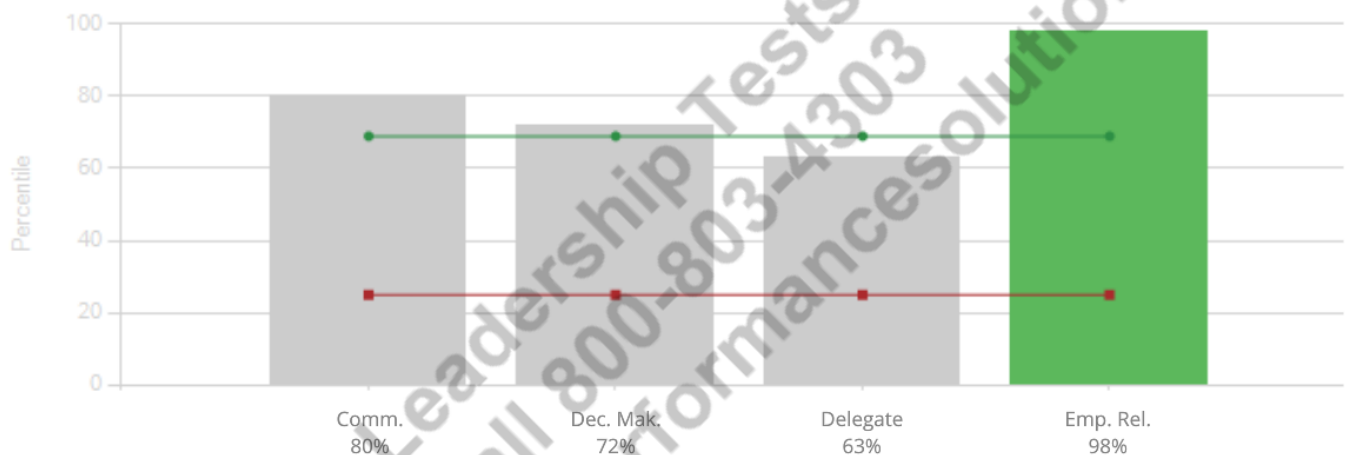
## Employee Relations



### Score Details

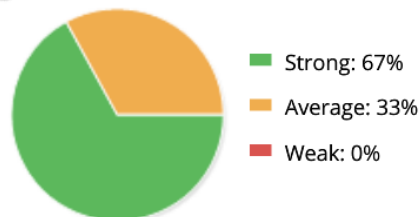
Employee Relations measures the degree to which the individual promotes positive working relationships with staff and handles employee issues responsibly and effectively while gaining employee trust and respect.

Joe Sample scored in the 98th percentile on Employee Relations (High), meaning Joe scored better than 98 percent of other candidates who have completed this assessment.



### Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Employee Relations behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Employee Relations.



### Expected Job Behaviors

- This candidate's level of employee- relations skills is superior to that of most other candidates.
- He/she gains employee trust and respect due to his/her effective and responsible handling of employee issues.
- He/she effectively promotes positive working relationships with his/her staff.
- This is definitely an area of strength for this candidate.

## Management Strategies

This section of the report offers suggestions for developing or managing the candidate based on his/her Profile responses. The diagram below also offers a graphical representation of the areas covered by the Profile. The smaller the area, the more coaching/development might be required.

### Communication

- This individual has the communication skills needed to perform the managerial function.
- Ensure that they have the opportunity to communicate ideas and objectives to staff and coworkers.
- These individuals expect open communication from top to bottom, so if they are being managed communicate with him/her regularly.
- They would make good mentors for those needing to build interpersonal and communication skills.



- Communication 80%
- Decision Making 72%
- Delegation 63%
- Employee Relations 98%

### Decision Making

- This individual has the decision-making skills needed to perform the managerial function.
- Ensure that they have the opportunity to engage in decision-making tasks, as they tend to use proper judgment when faced with decision-making responsibilities.
- These individuals expect others around them to use sound judgment. Expect that they will either confront those who do not or that they will withdraw from the situation.
- This individual is likely to use sound judgment therefore he/she should be included in decision-making tasks.



- Communication 80%
- Decision Making 72%
- Delegation 63%
- Employee Relations 98%

### Delegation

- This individual delegates some tasks but micro manages others.
- Discuss work expectations with him/her and be specific about what you expect them to do and what you expect them to delegate.
- Ensure that they are given the opportunity to assign work to staff, but monitor these decisions and praise appropriate behaviors.
- Survey staff to ensure work that is delegated meets the expectations of the department and levels of job satisfaction are satisfactory.



- Communication 80%
- Decision Making 72%
- Delegation 63%
- Employee Relations 98%





## Employee Relations

- This individual has the employee relations skills needed to promote a positive working environment and to develop a good working relationship with his/her staff.
- Place the individual in situations where gaining employee trust is critical.
- Give this candidate the opportunity to be in a team-building role.
- Managing situations involving employee conflicts can be a strong suit for this candidate. Therefore, he/she may be a good choice for areas within the company that is experiencing these types of counterproductive issues.



- Communication 80%
- Decision Making 72%
- Delegation 63%
- Employee Relations 98%

Leadership Tests  
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## Interview Guide

This report includes follow-up interview questions that focus on those areas where further development might be needed. These questions serve as an excellent guide during the hiring process, coaching or developmental efforts to further uncover potentially negative behavioral tendencies.

### Communication

**Question:**

Tell me about situations you have had where you have had to reprimand an employee for poor performance. What approach did you take? What was the outcome?

Response Notes:

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Response Expected of a  
Poor Performing Employee

1

2

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Response Expected of a  
Satisfactory Employee

4

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Response Expected of an  
Excellent Employee

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**Question:**

Sometimes change in organizations is perceived as negative by some employees, when in fact, the changes could be positive in the long run. In such situations, how much importance would you place on the employees' fears and feelings? Should these be addressed or should they be overlooked knowing that, in time, they will understand why the changes had to be made?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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7

**Question:**

Describe for me work situations when you have had to sell someone or a group of people on your idea. Be specific and describe the approach you took, step by step.

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

Describe past situations when you were not as familiar with your employees' job requirements as you should have been. How did this affect your ability to supervise?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

How have you handled employee concerns about upcoming changes within your organization? Describe the steps you took and the outcome.

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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## Decision Making

**Question:**

From your experience, how critical is it to have authority in order to be able to make decisions? Please explain your answer.

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

Describe for me experiences you have had in resolving conflict among employees. What have you learned from these experiences?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

What steps must you take before terminating an employee who is suspected of stealing?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

Tell me about past work situations when rules had to be bent a little to achieve goals and objectives.

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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## Delegation

**Question:**

Give examples of when you have delegated responsibilities to employees? Are there any specific responsibilities you would not delegate? Please explain.

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

Describe your management style? Do you delegate and trust your employees to do a good job or are you more hands on and get heavily involved throughout most aspects of your employees' work?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

What are your thoughts on delegation? Do you delegate regularly or do you like to keep your hands on everything your department is responsible for?

Response Notes:

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Response Expected of a  
Poor Performing Employee

1

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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## Employee Relations

**Question:**

Tell me about a work situation when had to choose between what was best for the company and what was best for an employee. What did you do? What was the outcome?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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7

**Question:**

In your opinion, what are reasons to promote an employee? Are there reasons other than their ability to do the job? Give examples based on employees you have promoted.

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

Tell me about when you have had to console an employee about a work situation he/she was disappointed about. How did you handle it? What was the outcome?

Response Notes:

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Response Expected of a  
Poor Performing Employee

1

2

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Response Expected of a  
Satisfactory Employee

4

5

Response Expected of an  
Excellent Employee

6

7



**Question:**

What benefits do you see in conducting employee performance appraisals? How often do you conduct a formal evaluation of your employees' job performance?

Response Notes:

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Response Expected of a  
Poor Performing Employee

1

2

3

Response Expected of a  
Satisfactory Employee

4

5

Response Expected of an  
Excellent Employee

6

7

Sum of Ratings

Number of Questions Rated

Average Rating

(Sum of all ratings divided by the number of questions rated.)