Management Dilemmas™

Participant Feedback Report for

Ann Example

Date of assessment: **27 January 2017**

Comparison group: **Norm 1 - Managers (all levels)**

psi | a&dc a psi business

Contents

1   Information about this Report

This report describes your performance on the Management Dilemmas test. Management Dilemmas measures an individual's judgement and decision-making skills in relation to typical managerial situations.

The situations presented in Management Dilemmas relate to four competency areas, identified through research as being important for performing in a managerial role. Each competency area is broken down further into two elements.

Leading Others	Motivating Others
	Making the Right Call
Planning and Coordinating	Making Plans
	Organising Work
Managing Performance	Delivering Results
	Improving Performance
Managing Relationships	Working with Others
	Handling Difficult Situations

In Management Dilemmas, you were required to rate the effectiveness of different actions that could be taken in response to the situations presented. Your ratings are scored by comparing them to the consensus of a sample of experienced senior managers.
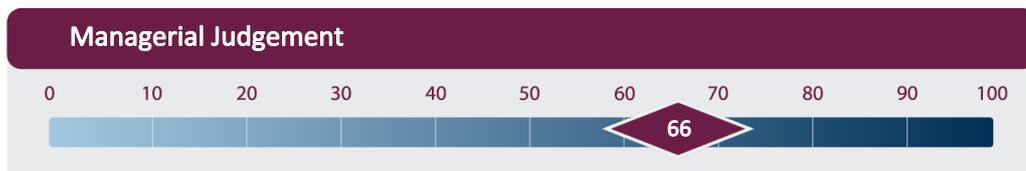
Please remember that performance on Management Dilemmas is not fixed, and your scores may change over time with practice, experience and training. In practice, the results from this test are likely to be valid for up to 12 months.
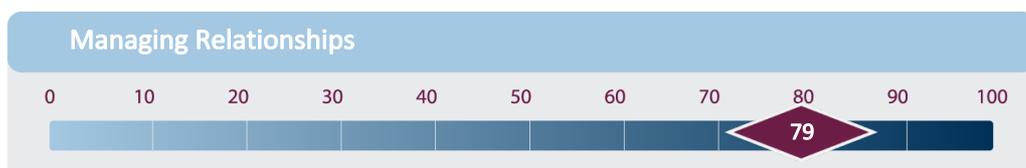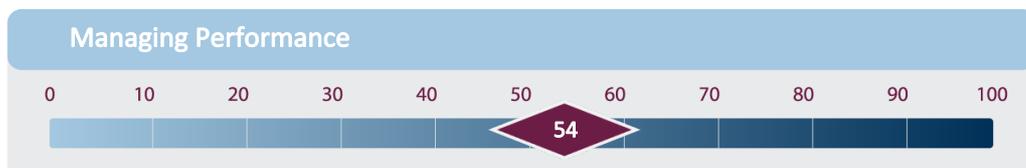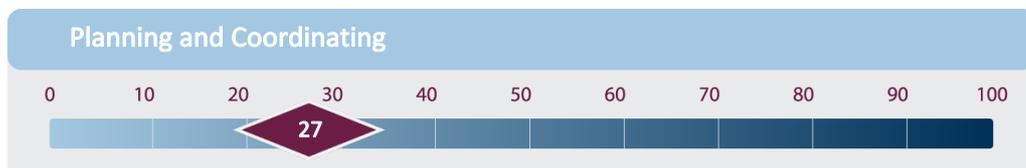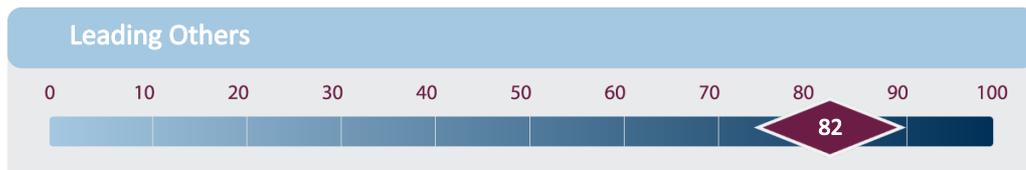
2 Score Profile

The results for Management Dilemmas are presented in terms of the percentage of the comparison group that you scored higher than. The comparison group used for this report was:

Norm 1 - Managers (all levels)

The Managerial Judgement score indicates the overall level of performance you achieved in responding to the situations in the test. The competency scores are provided for additional interpretation about your test performance. The competency scores can indicate relative strengths or potential areas for development in terms of judgement and decision-making. The competency scores should be used with caution and interpreted in the context of the Managerial Judgement score.

Managerial Judgement										
0	10	20	30	40	50	60	70	80	90	100

66

Competency Scores

Leading Others										
0	10	20	30	40	50	60	70	80	90	100

82

Planning and Coordinating										
0	10	20	30	40	50	60	70	80	90	100

27

Managing Performance										
0	10	20	30	40	50	60	70	80	90	100

54

Managing Relationships										
0	10	20	30	40	50	60	70	80	90	100

79

3   Interpretation Guidance

This section provides some additional guidance to help you interpret your Management Dilemmas results and some suggestions for development. A broad guideline about how to interpret your results is shown in the table below. This table shows five bands of scores and a performance description for each band. For example, if you scored higher than 50% of the comparison group, then this can be considered an 'Average' score. If you scored higher than 75% of the comparison group, this can be considered an 'Above average' score.

91-99	Well above average
71-90	Above average
30-70	Average
10-29	Below average
1-9	Well below average

When considering your results, keep in mind that your scores are based on the extent to which your responses were similar to the consensus of experienced senior managers. A lower score therefore indicates your responses were quite different to this consensus of what actions would be effective or less effective.

The competency scores are each broken down into two elements for detailed interpretation, and this may provide an indication of your possible areas of strength or opportunities for development.

Managerial Judgement

This is the overall level of managerial judgement that you demonstrated when completing Management Dilemmas. The score reflects the quality of your judgement and decision-making across all of the scenarios presented in the test.

Managerial Judgement

| 0	10	20	30	40	50	60	70	80	90	100

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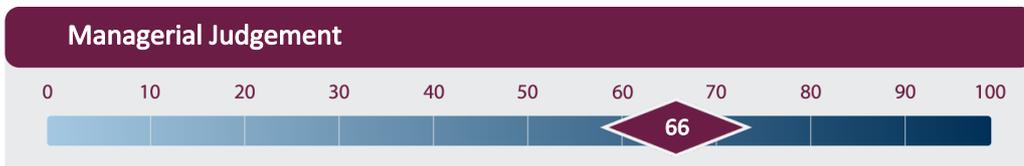
You achieved an overall Managerial Judgement score that was higher than 66% of the comparison group. Overall, your performance was in the average range when judging the effectiveness of actions across all of the situations presented in the test.

Based on this score, you demonstrated reasonable judgement in identifying how appropriate different actions are likely to be in managerial situations. Your judgements about the effectiveness of actions were similar to the consensus of experienced senior managers on several occasions. This suggests that you are generally aware of the impact that different actions are likely to have in managerial situations, but there may be some scope for improvement in specific areas. The competency scores may highlight some specific areas of strength to build on and opportunities for development for you to consider in relation to your managerial judgement.
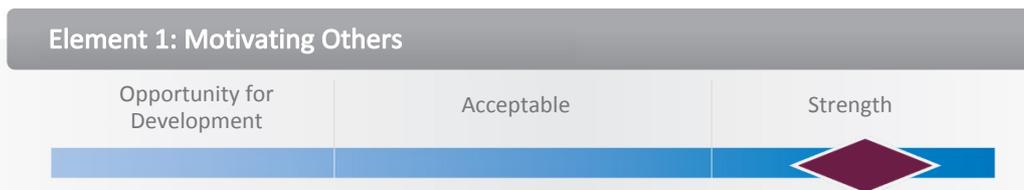
Leading Others

This competency relates to situations which require you to motivate others in challenging circumstances and deal with difficult decisions appropriately.

Leading Others										
0	10	20	30	40	50	60	70	80	90	100

82
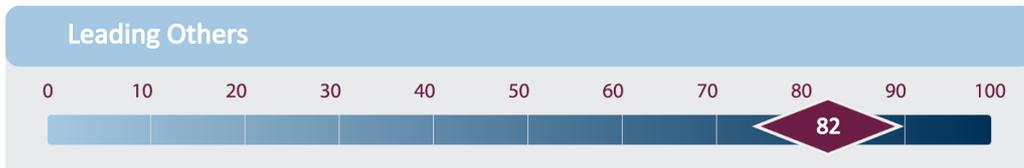
You achieved a score for this competency that was higher than 82% of the comparison group. Your performance was above average when judging the effectiveness of actions in scenarios that required you to focus on leading others.

This means that you demonstrated sound judgement in the scenarios relating to this competency area. Your performance on this competency can be broken down further into the two elements shown below.

Element 1: Motivating Others

Opportunity for Development	Acceptable	Strength

One aspect of leading others is how a manager motivates his or her team. This element relates to situations where you are required to show appreciation for others' work and encourage others to contribute to the direction of the team and organisation.

Your responses to these scenarios suggest that this is an area of strength for you, which you could capitalise on in your work. When your team is faced with challenging circumstances, it is likely that you will be a good judge of how to build and maintain the morale of the team.

To maintain your strength in this area, keep the following points in mind:

- Make sure you demonstrate that you value the work that your team does. Give people recognition for their hard work and recognise their achievements. This could simply involve expressing your appreciation, or you could arrange an event to reward their efforts.

- Stay positive when times are tough. Your attitude when faced with adversity will have a strong influence on your team, so remember you need to act as a role model. Use positive words and focus on looking for constructive ways of overcoming the challenges faced by the team.

- Provide a clear sense of purpose and encourage others to contribute to the direction of the team. If people are confused about what the team is trying to achieve, they will not be engaged in the team's performance. Bringing people together to share ideas and suggest improvements will help to create a sense of involvement and shared ownership for the success of the team.

Element 2: Making the Right Call

Opportunity for Development	Acceptable	Strength

Leading others is also about making the right choices when faced with tough or controversial decisions. This second element relates to situations that require you to take ownership of difficult decisions, demonstrating sound judgement and involving others where appropriate.

Your responses to these scenarios indicate that you are reasonably aware of the factors that need to be considered. When you are required to make a decision that could be controversial or may cause unrest, it is likely that you will generally recognise what actions are suitable.

To enhance your judgement further in this area, think about the following points:

• Take ownership of difficult decisions if it's your responsibility. Even if someone is going to be upset by the outcome, it is important that you make a quick and firm decision rather than trying to avoid the decision or pass responsibility onto someone else.

• For some controversial decisions, consider whether it is appropriate to seek the views and suggestions of those involved. This may encourage them to think about the different perspectives involved and get their buy-in to the final decision.

• When faced with a challenging decision, think carefully about what effect it might have. Consider what the wider impact of the decision might be and whether you could be setting a precedent for future decisions. In these situations, it may be beneficial to escalate the decision to a more senior level to obtain guidance.
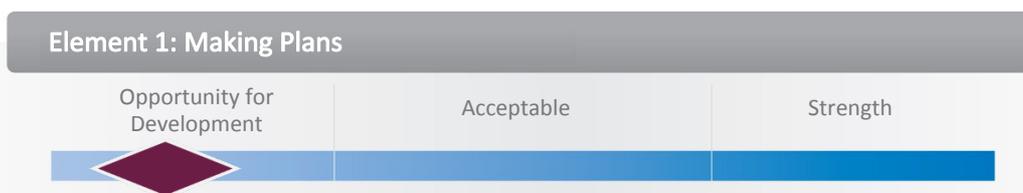
Planning and Coordinating

This competency relates to situations which require you to organise and prioritise work activities, and coordinate the resources to deliver them effectively.
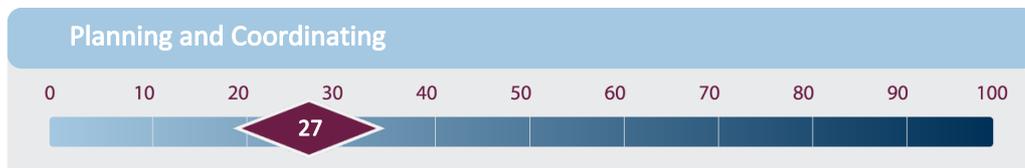
You achieved a score for this competency that was higher than 27% of the comparison group. Your performance was below average when judging the effectiveness of actions in scenarios that required you to focus on planning and coordinating.

Your responses to the scenarios relating to this competency indicate that there is scope for improvement in this area. Your performance on this competency can be broken down further into the two elements shown below.

When starting projects, it is important to put in place sufficient plans to ensure they will be successful. This element of planning and coordinating relates to situations which involve defining project requirements and planning the tasks, responsibilities and contingencies involved.

Based on your responses, this appears to be an area where you could improve your judgement and decision making. You may benefit from investing more time in planning your projects before starting.

To enhance your judgement in this area, think about the following points:

- Ensure that the specific requirements and objectives for the project are clearly defined. If you start a project without knowing exactly what needs to be done, there is a danger it could over-run or need more resources than had been anticipated.

- Work out all of the activities involved in the project before you start and identify any interdependencies between tasks, so you can take these into account and ensure they are integrated into the plan. Take proactive steps to identify and manage potential risk to successful completion of the project. Think about what contingencies should be in place to deal with these risks if they occur.

- Bring together everyone involved in the project so they are clear about who is doing what. Check that each person involved in the project fully understands what they are responsible for, when they need to complete their tasks and how this fits into the overall project.

Element 2: Organising Work		
Opportunity for Development	Acceptable	Strength

Organising priorities and resources are also important skills in planning and coordinating. The scenarios for this element relate to establishing task priorities accurately and coordinating the required resources so that objectives are met.

Your responses suggest that you are generally competent at dealing with these types of situations. When making decisions around prioritising and overcoming resourcing challenges, it is likely that you will usually identify suitable actions to take.

To enhance your judgement further in this area, think about the following points:

- If you have limited time and need to choose between different activities, consider how they will affect your team's performance. Identify which ones will have the biggest impact on your team's objectives and focus on them. Be realistic about what can be achieved in the time available – don't take on more than your team can cope with.

- Provide support to your staff if one of them is struggling to deal with his or her workload. Offer guidance about what their priorities should be and, if needed, explore whether there are other resources that could help if timescales are an issue.

- Focus on using your available resources in the most effective way possible. Use more experienced staff members to guide and support less experienced staff members. This will help to ensure the right approach is being taken to tasks, while developing the knowledge and skills of the less experienced team members.
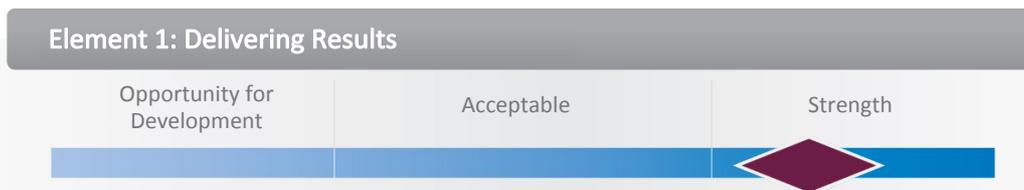
Managing Performance

This competency relates to situations which require you to manage others to achieve results and bring the best out of the people who work for you.

Managing Performance										
0	10	20	30	40	50	60	70	80	90	100

54
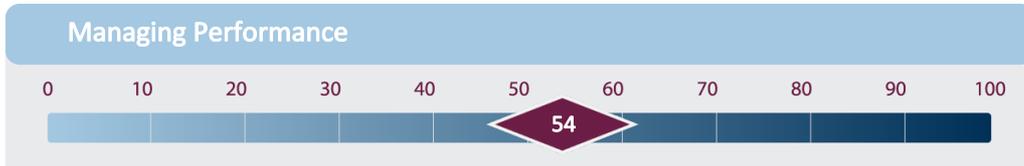
You achieved a score for this competency that was higher than 54% of the comparison group. Your performance was in the average range when judging the effectiveness of actions in scenarios that required you to focus on managing performance.

This means that you demonstrated reasonable judgement in the scenarios relating to this competency area. Your performance on this competency can be broken down further into the two elements shown below.

Element 1: Delivering Results

| Opportunity for Development	Acceptable	Strength

One part of managing performance is helping team members to deliver results. This element focuses on situations that require you to guide others to meet objectives and deliver to required standards, as well as overcoming obstacles to achieving results.

Based on your responses, you demonstrated good judgement in this area. When faced with situations that require you to help individuals and teams to deliver results, it is likely that you will recognise how best to set expectations and overcome obstacles.

To maintain your strength in this area, keep the following points in mind:

- If you are concerned that someone may not deliver work to the standard you require, don't wait until the work is underway. Be proactive and make sure that the individual clearly understands what the requirements and objectives of the work are, so you can measure him or her against this.

- Make sure that all of your team clearly understand what the team's targets are. Talk them through with the whole team so that there is shared ownership for them. Get your team to think regularly about how they are going to achieve their targets, what the obstacles might be and what ideas they have to overcome these.

- If something is significantly affecting your team's ability to deliver results, don't delay; take immediate action to resolve it. As the manager, it is important that you remove any barriers that are stopping your team from performing.

Element 2: Improving Performance

Opportunity for Development	Acceptable	Strength
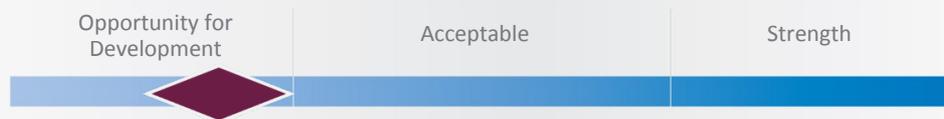
A second element of managing performance is about taking steps to improve performance of individuals and the team. This element relates to situations where you are required to coach others to improve performance and deal with underperformance from others in a timely and effective way.

Your responses to the scenarios about this indicate that this could be an area of development for you. It may be useful for you to put more consideration into how you approach improving others' performance.

To enhance your judgement in this area, think about the following points:

- Don't be satisfied with mediocre performance. Constantly push team members to raise their performance standards, by setting stretching goals and actively monitoring their progress on a regular basis.

- If an individual is underperforming, take prompt action. Talk to the individual to understand his or her views about what is happening and why. Make sure the individual is clear that the required standards have not been met and agree what steps will to be taken to improve.

- Always try to provide feedback that is specific and constructive. Help people by explaining clearly what good performance looks like for the task and show them tangible examples of this if possible. Look for opportunities to provide people with 'mastery experiences' which will help them to practice and improve their skills.
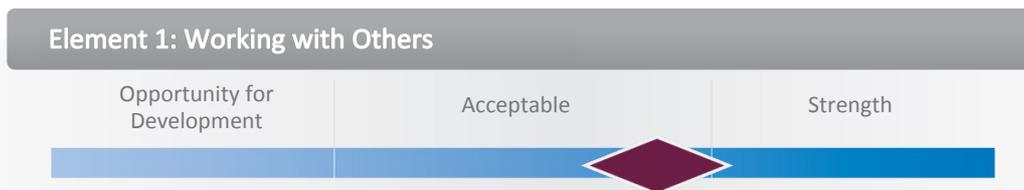
Managing Relationships

This competency relates to situations which require you to manage interpersonal relationships with colleagues, stakeholders and direct reports, cooperating with others and addressing 'people issues' in an appropriate way.

Managing Relationships										
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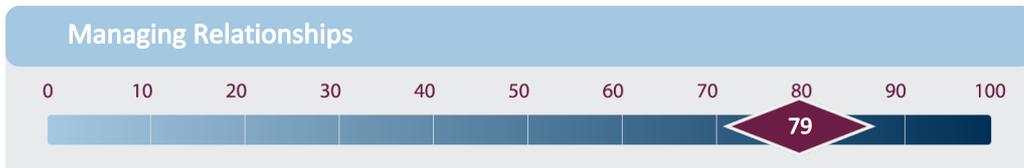
You achieved a score for this competency that was higher than 79% of the comparison group. Your performance was above average when judging the effectiveness of actions in scenarios that required you to focus on managing relationships.

This means that you demonstrated sound judgement in the scenarios relating to this competency area. Your performance on this competency can be broken down further into the two elements shown below.

Element 1: Working with Others

Opportunity for Development	Acceptable	Strength

It is important for managers to build and maintain effective working relationships with others at all levels. This element relates to situations where you are required to relate effectively to colleagues, stakeholders and direct reports, and take account of others' opinions and concerns.

Your responses suggest that you are quite effective in this area. When dealing with others, it is likely that you will usually identify a suitable approach to relate to them and respond to their views.

To enhance your judgement further in this area, think about the following points:

- Communicate in an open and honest way, so that people clearly understand what you are thinking and the reasoning behind your decisions. Be assertive where necessary, but always try to take a constructive approach in discussions with others.

- Don't dismiss others' concerns and points of view out of hand. Ask questions and listen carefully to what people say, to make sure that you fully understand their perspective. Try to take their views into account where you can, even if you do not agree with them yourself.

- If you feel someone in your organisation is being uncooperative, raise this with them in a constructive way to try and find a way forward. Don't respond by being obstructive, as this may be detrimental to the organisation's success and your behaviour will not set a good example for your team.

Element 2: Handling Difficult Situations

Opportunity for Development	Acceptable	Strength
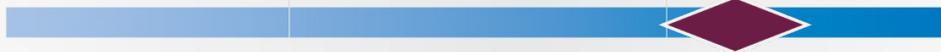
At times, managers will be faced with difficult interpersonal situations, where they need to deal with conflict or confidential issues. This second element relates to situations where you must resolve sensitive issues, conflict or disagreement in a considered, effective way.

Based on your responses, you appear to be a good judge of the factors to consider in these situations. When dealing with interpersonal conflict or sensitive issues, it is likely that you will recognise the best ways of approaching these situations.

To maintain your strength in this area, keep the following points in mind:

● Treat confidential information sensitively and be careful who you decide to share it with. Otherwise, you risk losing others' trust. Make sure you have understood the full situation before you take any action.

● Surface conflict or disagreement as soon as it occurs – don't ignore it. It is usually best to get these issues out in the open; otherwise they may damage relationships between colleagues and affect morale.

● Talk to the people involved in a disagreement to try to identify a mutually agreeable resolution to the issues involved. Look for the 'middle ground' and encourage both parties to compromise. If discussions are getting too heated, take a break so people can reflect on their position in a calm and rational way, instead of reacting emotionally.

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