

For Demo Purpose ONLY! Customization is Expected

1. Team Activities

1.1 Case Study Discussion

In this exercise candidates meet as a group to discuss a given case study or an actual job-related problem in a given time. Candidates are asked to analyze given information and present recommendations. As the meeting proceeds, the behavior of the candidates is observed to see how they interact and what leadership and communication skills each person displays. Candidates are being assessed on their ability to think clearly and logically, exercise judgment and express their ideas in a discussion.

Procedure:

- Candidates are divided into groups of 5.
- The activity is divided into two parts as follows:
 - Discussion & preparation phase: 60 minutes
 - Presentation phase: 50 minutes
- Every group divides the work among the team as they see appropriate.
- After discussing the case in the 1 st phase, candidates present their analysis, work plan and recommendations for the case dividing the presentation among them so that each team member is given time to present.
- Behaviors of the candidates will be observed and recorded by a team of 3 observers (ratio 3:1) through a standard observation sheet.



1.2 **Business Game**

Candidates are divided into groups of 5 and are given a team building game to work on for 30 minutes.

1.3 **Role Plays**

Candidates prepare for a role play with a subordinate/colleague/customer (played by a role player) to come to an agreement on a certain topic.

2. **Behavioral-based Group Interviews**

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Managerial In-Basket Exercise 810

Purpose

The **Managerial In-Basket Exercise 810** provides rich and unique information on five specific managerial competencies and/or the overall ability to manage needed for jobs at the senior manager level.

The information yielded on managerial effectiveness can be highly useful in selecting people for management positions. It can be used for screening purposes or to rank candidates in terms of their managerial ability. It can also establish the training and development needs of current or potential managers, and it can assist in determining organizational development needs, and in career transition counseling.

What Competencies are Assessed

The in-basket exercise assesses 5 specific managerial competencies:

- Planning
- Directing
- Analyzing
- Empowering
- Organizing

A description of each of these competencies is given below.

How the In-Basket Works

The **Managerial In-Basket Exercise 810** simulates the important aspects of a management job. The individual takes on the duties of a general manager of an organization.

At the time of the assessment, the individual receives:

- Background information, including the organization's mission statement and organizational chart.
- Documents similar to items normally found in a manager's in-basket, such as memos, letters, and reports.

The **Managerial In-Basket Exercise 810** takes one hour, excluding time for administration purposes. During this time, the individual must do the following:

- become familiar with the organization and the material in the in-basket.
- respond to the items as if actually on the job, by writing memos and letters, planning meetings, preparing agendas, delegating tasks, etc. All actions or plans of action must be indicated in writing.

- explain the approach taken with each item.

Evaluation

Each action is evaluated within the context of the particular problem under consideration, the organizational environment, and other actions taken. The judgment of executives and senior managers concerning the appropriateness of decisions and actions taken is the standard against which the responses are evaluated.

The actions taken and planned in dealing with the problems presented in the **Managerial In-Basket Exercise 810** are evaluated in terms of their effectiveness within the context of the specific managerial competencies. Each of these specific competencies is rated on a scale from 0 to 5, with 5 being "very high".

The sum of the ratings on the five specific managerial competencies gives the individual's rating on overall ability to manage. The overall score can vary from 0 to 25. Managers can set the cut-off score based on the ability required by the position. Managers should consult the "Guidelines for Using the Managerial In-Basket Exercise (810)", which are available from the Profiles.

Simulation Exercise 428

Purpose

The **Simulation Exercise (428)** provides rich and unique information on seven key supervisory competencies needed for first-level supervisory jobs.

It gives the hiring manager an opportunity to observe individuals dealing directly with supervisory issues and challenges. The information yielded on supervisory effectiveness can be highly useful in promoting people to supervisory positions. It can also establish the needs of current or potential supervisors for training and development, and be the basis for career counseling.

What Competencies are Assessed

The simulation assesses 7 key competencies:

- Communication
- Human Resource Management
- Thinking Skills
- Leadership
- Service Orientation
- Action Management
- Behavioral Flexibility



How the Simulation Works

The **Simulation Exercise (428)** simulates the important aspects of a first-level supervisory job. Individuals are supervisors in a simulated organization. They deal with a range of issues and problems, including personnel, client service, operational, policy, and budgetary issues.

Individuals are provided with memoranda, letters, reports, etc., and are given one hour to complete the following:

- identify critical organizational problems and make decisions leading to possible solutions;
- prepare for a 15-minute oral presentation to the board of assessors concerning decisions and proposed solutions to identified problems; and
- prepare a written summary in paragraph form of the decisions, proposed solutions, and approach taken.

After the oral presentation, the board questions the individual on the issues and problems, and the way in which the individual dealt with them. The board then assesses the individual on seven supervisory abilities, based on the candidate's behavior, decisions and approach.

Each of the key supervisory competencies is rated on a scale from 1 to 7.