

ITESTHUB · LEADER SJT - RECRUITMENT REPORT

Leader SJT

A report for

Sam Sample

Sam Sample

Completed 30/09/2026 · Report valid 12 months

Introduction

This report is confidential and is intended solely for the person responsible for assessing Sam Sample, who completed the Leader SJT on 30/09/2026.

The test is designed to assess areas of critical importance for success in the role of a Leader. The competencies assessed are defined below.

TEST SESSION

Recommended time: 15 minutes

Time taken: 0 minutes, 0 seconds

Norm group: —

Competencies assessed: 4

Interpreting scores

Scores on Leader SJT are calculated by comparing an individual's score with a large group of people (norm group) who have also completed the same test. These are expressed as 'percentiles' — use the key below to benchmark Sam's overall result.

Very Low	Low	Mid	High	Very High
1-10%ile	11-30%ile	31-69%ile	70-89%ile	90-100%ile ▲

How To Use This Report

This report contains 'percentile scores', 'behavioural interpretation' and 'interview questions' that can be used to explore an individual's results in more detail:

Percentile Scores

Percentile scores represent how an individual's performance on a test (i.e., their score) compares to the performance of other individuals that have also taken the same test (i.e., the comparison group or norm group). Percentile scores range from the 1st to 99th percentile, where 1 is a very low score and 99 is very high. The overall percentile score is the most predictive of an individual's likely performance in a job. The report also contains percentile scores for each competency assessed, and these should be considered as a guide to help you identify where an individual has excelled or might need to improve a specific behavioural skill. It is not a score, in isolation, that should drive your final recruitment decision. This is because the competency percentile scores are produced by a subset of the test questions, whereas the overall percentile score is produced from all of the test questions.

Behavioural Interpretation

For each competency, an interpretation (four bullet points) has been provided to help you better understand the decisions a candidate has made on the assessment. Not every bullet point may apply equally to all candidates, but you should consider them all to be relevant as they are based on the specific choices a candidate has made on the assessment.

Interview Questions

For each competency, interview questions are provided to help you explore a candidate's results in more detail. You can select the question you believe is most appropriate and you should use the relevant 'four behavioural indicators' to guide your evaluation of a candidate's response. Note, you do not need to ask all four questions – usually one is sufficient, but more are provided if needed. It is also good practice to follow up with additional questions. To help with this you may wish to use the STAR method. This is described below with some additional probing questions you can use.

- **S = Situation:** What was the situation? What were the circumstances or context?
- **T = Task:** What were you trying to achieve? What was your task?
- **A = Actions:** How did you approach it? What did you do? Who did you involve? What challenges did you face, and how did you overcome these? What else did you do?
- **R = Results:** What was the outcome? How did you establish the benefit of what you did?

You should aim to spend more time asking 'Action' questions as these are the ones that typically produce behavioural responses.

Rating Scale

The Rating Scale below can be used to evaluate a candidate's responses to the competency questions provided in this report. During the interview you should aim to establish a pattern of positive & negative evidence for each competency. The final rating you give should be a 'weighted' decision, based on the collective evidence you obtain for each competency.

1 - Significant Development	2 - Development	3 - Mixed	4 - Strength	5 - Significant Strength
A strong and dominant pattern of negative behaviour (in relation to the indicators)	A clear pattern of negative behaviour (in relation to the indicators), and little evidence of positive behaviour to weigh against this – none significant	Balanced evidence of both positive and negative behaviour (in relation to the indicators)	A clear pattern of positive behaviour (in relation to the indicators), and little evidence of negative behaviour to weigh against this – none significant	A strong and dominant pattern of positive behaviour (in relation to the indicators)

Leader Competencies

Inspirational Leadership

Maximising the aspirations and commitment of others.

- Builds and maintains caring and supportive relationships with individuals.
 - Inspires and motivates others to be courageous and perform at their best.
 - Promotes a collaborative global culture that fuels innovation and delivers results.
 - Is persuasive when advocating change or dealing with challenging situations.
-

Strategic Decision Making

Defining and implementing a bold, insightful vision with sound judgement.

- Defines an ambitious, compelling vision of the company's potential.
 - Embraces complexity, tracking multiple routes to transformative change.
 - Demonstrates sound judgement, based on shared ideas and risk assessment.
 - Demonstrates insight into own (and others') strengths and development needs.
-

Change Management

Optimising business performance with careful navigation of risk.

- Is strongly focused on maximising individual/business performance and managing risk.
 - Leverages internal and external relationships to deliver (and share) positive outcomes.
 - Makes efficient use of available resources (for short- and longer-term benefits).
 - Navigates often ambiguous and volatile external environment effectively.
-

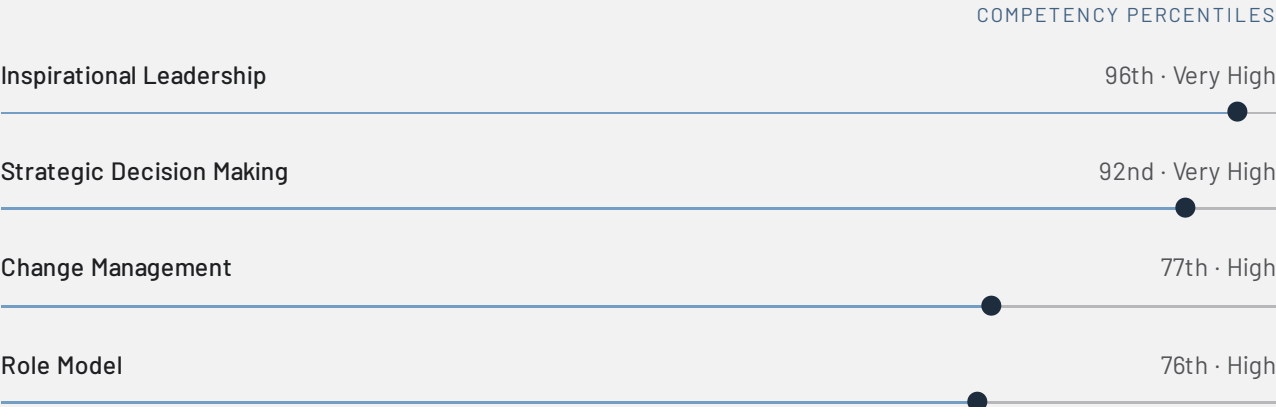
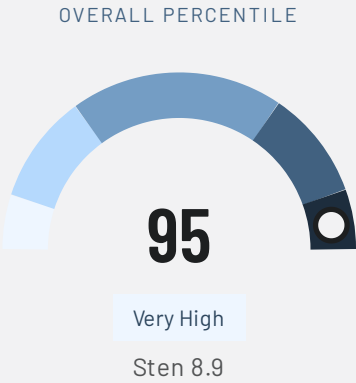
Role Model

Demonstrating a genuine commitment to company standards and priorities.

- Is a credible voice and role model in organisation and across the industry.
- Demonstrates genuine respect for all organisation members and customers.
- Accepts responsibility for decisions affecting delivery on key objectives.
- Welcomes constructive challenge, recognising need to keep learning.

Results

Sam's overall result on the Leader SJT, then a percentile and band for each competency assessed. The key on page 2 explains what these mean.



Inspirational Leadership

Maximising the aspirations and commitment of others.

- Builds and maintains caring and supportive relationships with individuals.
- Inspires and motivates others to be courageous and perform at their best.
- Promotes a collaborative global culture that fuels innovation and delivers results.
- Is persuasive when advocating change or dealing with challenging situations.

PERCENTILE SCORE

96th · Very High

The responses suggest:

- Carefully and proactively considers what support individuals need when encouraging and inspiring others to achieve challenging goals.
- Will fully encourage others to share their ideas, especially during team and group discussions.
- Will thoughtfully create a team culture that encourages collaboration and supportive relationships.
- Will mindfully and proactively seek others' input and involve individuals when important decisions need to be considered as a collective.

The questions below are designed for interviewers to explore the results in more detail.

- Describe a time when you developed a caring and supportive relationship with a colleague. What actions did you take to build trust and support with this colleague? How did this relationship benefit your work environment or the colleague's situation?
- Give an example of a time when you inspired or motivated a colleague to excel. How did you encourage and motivate them? What improvements did you observe in their performance as a result of your efforts?
- Describe a time when you collaborated with others to achieve a demanding goal. How did you improve collaboration among team members? What was the outcome of these collaborative efforts?
- Tell me about a team you have led to achieve a challenging assignment. How did you ensure the team achieved its goals? How did your leadership impact the team or final result?

EVIDENCE AND RATING

Rating

Strategic Decision Making

Defining and implementing a bold, insightful vision with sound judgement.

- Defines an ambitious, compelling vision of the company's potential.
- Embraces complexity, tracking multiple routes to transformative change.
- Demonstrates sound judgement, based on shared ideas and risk assessment.
- Demonstrates insight into own (and others') strengths and development needs.

PERCENTILE SCORE

92nd · Very High

The responses suggest:

- Carefully and proactively establishes a long-term perspective in order to guide decision-making.
- Will fully establish a broad amount of information before making important decisions.
- Proactively considers innovative ideas and new alternatives / possibilities.
- Carefully establishes how best to resolve challenges and complex problems.

The questions below are designed for interviewers to explore the results in more detail.

- Describe a time when you were involved in setting a bold and compelling vision for your function or team. How did you go about defining the vision? What impact did this vision have on your function or team's direction and performance?
- Give me an example of a decision you have made where you had to consider a range of possible alternatives or options first. What actions did you take to evaluate the alternatives? How did considering multiple options influence the outcome?
- Tell me about a time when you have sought feedback from different stakeholders before making a decision. How did you approach gathering feedback? What was the result of your decision after considering the feedback?
- Describe a time when you helped a customer solve a complex issue. What actions did you take to understand and address the issue? What was the outcome for the customer?

EVIDENCE AND RATING

Rating

Change Management

Optimising business performance with careful navigation of risk.

- Is strongly focused on maximising individual/business performance and managing risk.
- Leverages internal and external relationships to deliver (and share) positive outcomes.
- Makes efficient use of available resources (for short- and longer-term benefits).
- Navigates often ambiguous and volatile external environment effectively.

PERCENTILE SCORE

77th · High

The responses suggest:

- Will respond promptly to address performance issues and is prepared to have challenging conversations as needed.
- Will proactively involve others when setting objectives or when establishing a new direction for their team.
- Is highly supportive when team morale is low, and performance is suffering.
- Will routinely invest time coaching others to improve their performance.

The questions below are designed for interviewers to explore the results in more detail.

- Describe a challenging target you have for set and achieved with your team. How did you go about setting this target? How successful were you in achieving the target?
- Give an example of a time when you proactively addressed a business challenge. What steps did you take to tackle it? How did this impact the business?
- Give me an example of when you had to work efficiently under pressure. What actions did you take to maintain your efficiency and manage the pressure? What was the outcome of your efforts?
- Describe a situation when you dealt with an unhappy key stakeholder. How did you address the stakeholder's concerns and attempt to resolve the situation? How did your efforts improve the relationship with the stakeholder?

EVIDENCE AND RATING

Rating ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Role Model

Demonstrating a genuine commitment to company standards and priorities.

- Is a credible voice and role model in organisation and across the industry.
- Demonstrates genuine respect for all organisation members and customers.
- Accepts responsibility for decisions affecting delivery on key objectives.
- Welcomes constructive challenge, recognising need to keep learning.

PERCENTILE SCORE

76th · High

The responses suggest:

- Considers the importance of their work and the commitment needed to do it properly.
- Consistently maintains two-way communication in challenging situations.
- Is thoughtful, communicating openly and prioritising team development.
- Responds openly to unexpected feedback, seeking opportunities to gain the perspectives of others.

The questions below are designed for interviewers to explore the results in more detail.

- Describe when you last made a mistake in your work. How did you handle the situation after realising the mistake? What was the outcome of your actions?
- Tell me about a time when you observed behaviour you felt was inappropriate. How did you respond in that moment? What did you do next, and why? How did your response affect the outcome?
- Describe a time when you received difficult or challenging feedback. How did you react to the feedback? Why did you react this way? How did you use the feedback to improve?
- Tell me about a time when you welcomed a constructive challenge and what you learned from it. What steps did you take to address the challenge? How did embracing this challenge benefit you or your organisation?

EVIDENCE AND RATING

Rating ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5