

ITESTHUB · LEADER SJT - INTERVIEW 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**

Evidence-Based Interviewing

Interview Questions

Evidence-based interview questions, often referred to as behavioural interview questions, are designed to uncover specific examples of a candidate's past behaviour or experiences in order to predict their future behaviour and performance in a job. Instead of asking hypothetical or speculative questions, evidence-based questions delve into actual situations that the candidate has encountered, giving the interviewer concrete examples of how the candidate operates in various scenarios.

Typical evidence-based questions might begin with phrases like:

- "Tell me about a time when..."
- "Describe a situation where..."
- "Can you give an example of..."

How to Use Them

- **Focus on Competencies or Skills:** You should use the 4 Competencies defined by the Leader SJT and 'collect evidence' from the interview of how the candidate has demonstrated them.
- **Utilise the Questions:** We have designed questions to elicit 'stories' or examples that demonstrate these competencies. You should only need to ask one full question set and you should allow 10-12 minutes for each.
- **Listen Actively:** When the candidate responds, listen carefully. Do not judge what is being said during the interview but aim to gather as much information as you can that relates to the behavioural indicators of each competency.
- **Probe Further:** Ask the 'probing' or follow-up questions to delve deeper.
- **Evaluate:** After the interview, evaluate the candidate's answers against the competencies provided. Look for patterns in behaviour, both positive and negative.

Benefits

- **Predictive Value:** Evidence-based questions are more predictive of a candidate's future performance than traditional interview questions because they focus on real past behaviour.
- **Fairness:** By standardising the questions based on desired competencies or behaviours, all candidates are measured against the same criteria, which can reduce bias.
- **Depth of Understanding:** These questions provide a deeper understanding of a candidate's experiences, how they think, and how they act in specific situations.
- **Gauge Cultural Fit:** Through real-life scenarios, interviewers can better judge if the candidate's behaviours align with the role or a company's culture.
- **Reduced Mis-Hires:** By gaining insight into actual past behaviours, employers can make more informed hiring decisions, potentially reducing the cost and disruption of mis-hires.

How To Use This Report

To get the most from your interview, it is worth familiarising yourself with three models: STAR Model, ORCE Model & our Rating Scale.

STAR Model

The structure of the interview questions provided are based on the STAR model. This encourages you to collect a complete example (i.e., beginning, middle and end). During the interview you may wish to ask some of your own probing questions, and we recommend using this model as a guide, as it will help you create effective questions.

Typical STAR questions:

- **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. This helps establish whether the candidate possesses the competencies or skills you are looking for.

ORCE Model

The ORCE model is a systematic approach to assess behaviours, especially used in the context of evidenced-based interviewing. The acronym stands for Observe, Record, Classify, and Evaluate. Here's a brief overview of how to use each step:

Step	Purpose	How to
Observe	Actively listen and watch for non-verbal cues as candidates share their experiences and examples.	During the interview, focus intently on the candidate's answers, noting not only what is said but how it's communicated. Pay attention to body language, tone, and other non-verbal cues that might give deeper insights into the candidate's experiences and emotions. This can help you know when to ask probing questions.
Record	Document candidates' responses to evidence-based questions for later analysis.	Use structured note-taking techniques to jot down key points or standout comments from the candidate. This could involve using a standardised form or digital tool where interviewers can quickly note down candidate examples, results, and other pertinent details.
Classify	Group the documented responses into categories that align with the competencies or skills you're assessing.	After the interview, review your notes and categorise the candidate's behaviours or actions based on the competencies in question.
Evaluate	Determine the candidate's suitability for the role based on their responses, matched against the desired competencies or behaviours.	Reflect on the classified responses in comparison with what is desired or expected for the role. Rate the candidate's evidence against predefined criteria or rating scale provided. This step helps interviewers make objective assessments and reduces the risk of personal biases affecting the hiring decision.

Rating Scale

The Rating Scale below can be used to evaluate an individual's responses to the evidence-based questions. 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. This is only done when the interview is completed.

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)

In the context of evidence-based interviews, the STAR & ORCE models provide a systematic approach to assess a candidate's potential fit for a position. By observing behaviours through past experiences, recording pertinent details, classifying them under relevant competencies, and evaluating against role requirements, interviewers can make more informed and objective hiring decisions.

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.

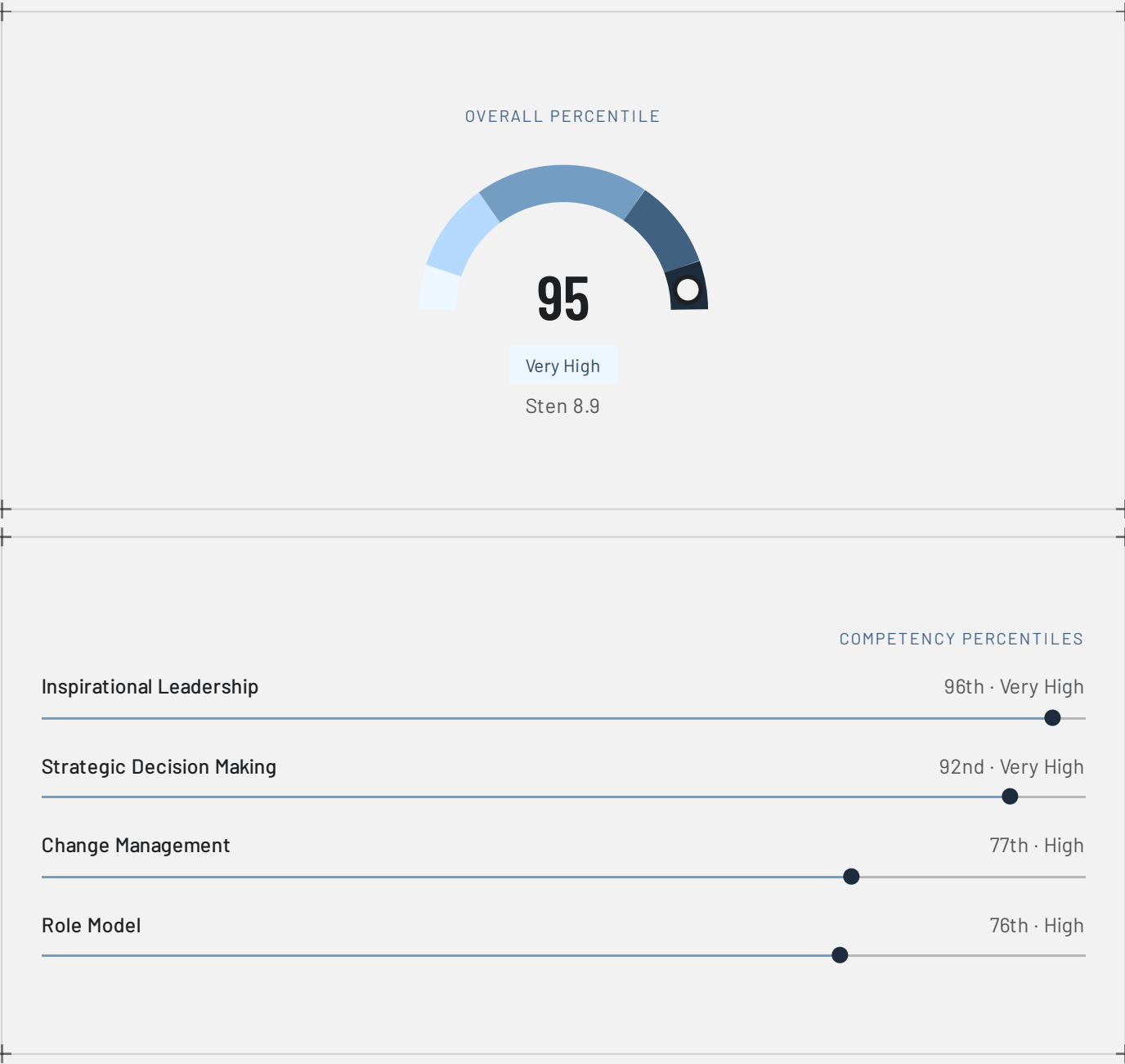
Results

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

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 ▲



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.

1. Describe a time when you developed a caring and supportive relationship with a colleague.

- What was the situation that led to the formation of this relationship? [Situation & Task]
- What actions did you take to build trust and support with this colleague? [Action]
- How did this relationship benefit your work environment or the colleague's situation? [Result]

2. Give an example of a time when you inspired or motivated a colleague to excel.

- Who did you inspire or motivate, and what challenge were they facing? [Situation & Task]
- How did you encourage and motivate them. What challenges did you face? How did you overcome these? [Action]
- What improvements did you observe in their performance as a result of your encouragement? [Result]

3. Describe a time when you collaborated with others to achieve a demanding goal.

- What was the project or task you collaborated on? What was your role in this collaboration? [Situation & Task]
- How did you improve collaboration among team members? What difficulties did you encounter? How did you minimise these? [Action]
- What was the outcome of these collaborative efforts? [Result]

4. Tell me about a team you have led to achieve a challenging assignment.

- What was the assignment? What made it challenging? [Situation & Task]
- How did you ensure the team achieved its goals? What challenges did you encounter? How did you overcome or minimise these? [Action]
- What was the outcome of the assignment? How did your leadership impact the team or final result? [Result]

EVIDENCE AND RATING

Rating

Note the evidence you gather against this competency's behavioural indicators, then give one weighted rating using the scale on the guidance page.

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.

1. Describe a time when you were involved in setting a bold and compelling vision for your function or team.

- Why was a new vision necessary? What was your role? [Situation & Task]
- How did you go about defining the vision? What steps did you take to ensure it was fully understood? How did you decide the vision was the right one to adopt? [Actions]
- What impact did this vision have on your function or team's direction and performance? How was it received by your team and stakeholders? [Results]

2. Give me an example of a decision you have made where you had to consider a range of possible alternatives or options first.

- What was the situation and context in which you needed to make the decision? [Situation & Task]
- What actions did you take to evaluate the alternatives? How did you decide which option was the best? What challenges did you encounter during the decision-making process, and how did you address them? [Action]
- What was the result of your decision? How did considering multiple options influence the outcome? [Result]

3. Tell me about a time when you have sought feedback from different stakeholders before making a decision.

- What was the situation? Why did you seek feedback before making a decision? [Situation & Task]
- How did you approach gathering feedback? From whom did you seek feedback, and why? What challenges did you face in incorporating this feedback? [Action]
- What was the result of your decision after considering the feedback? How did the feedback impact the outcome? [Result]

4. Describe a time when you helped a customer solve a complex issue.

- What was the complex issue the customer faced, and what was your role in resolving it? [Situation & Task]
- What actions did you take to understand and address the issue? What challenges did you encounter, and how did you overcome them? [Action]
- What was the outcome for the customer? How did your solution impact them? [Result]

EVIDENCE AND RATING

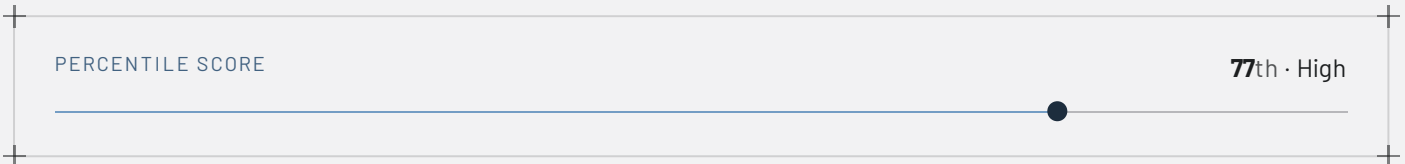
Rating

Note the evidence you gather against this competency's behavioural indicators, then give one weighted rating using the scale on the guidance page.

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.



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.

1. Describe a challenging target you have set and achieved with your team.

- What was the target? What made it challenging? [Situation & Task]
- How did you go about setting this target? How did you ensure everyone kept on track? [Actions]
- How successful were you in achieving the target? How did you measure success? [Results]

2. Give an example of a time when you proactively addressed a business challenge.

- What was the challenge you faced? Why did you decide to tackle it? [Situation & Task]
- What steps did you take to tackle it? What obstacles did you encounter? How did you tackle these? [Actions]
- What was the outcome of your actions? How did this impact the business? [Results]

3. Give me an example of when you had to work efficiently under pressure.

- What was the situation that put you under pressure? Why was it important to work efficiently? [Situation & Task]
- What actions did you take to manage your time and resources effectively? How did you handle the pressure? [Action]
- What was the outcome of your efforts? How did you and others benefit from your ability to work under pressure? [Result]

4. Describe a situation when you dealt with an unhappy key stakeholder.

- Who was the stakeholder? Why were they unhappy? [Situation & Task]
- How did you address the stakeholder's concerns and attempt to resolve the situation? What actions did you take to ensure a positive outcome? [Action]
- What was the result of your efforts? How did your efforts improve the relationship with the stakeholder? [Result]

EVIDENCE AND RATING

Rating

Note the evidence you gather against this competency's behavioural indicators, then give one weighted rating using the scale on the guidance page.

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.



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.

1. Describe when you last made a mistake in your work.

- What was the situation in which the mistake occurred? What was your role? [Situation & Task]
- How did you handle the situation after realising the mistake? What did you next, and why? [Action]
- What was the outcome of your actions? What did you learn from the experience? [Result]

2. Tell me about a time when you observed behaviour you felt was inappropriate.

- What was the situation? What kind of behaviour did you observe? [Situation & Task]
- How did you respond in that moment? What did you do next, and why? [Action]
- What was the outcome of the situation? How did your response affect the outcome? [Result]

3. Describe a time when you received difficult or challenging feedback.

- What was the context in which you received the feedback? What was the feedback about? [Situation & Task]
- How did you react to the feedback? Why did you react this way? What actions did you take to address it? Why did you take this action? [Action]
- What was the result of your actions? How did you use the feedback to improve? [Result]

4. Tell me about a time when you welcomed a constructive challenge and what you learned from it.

- What was the challenge, and why was it constructive? How did it prompt you to engage in learning? [Situation & Task]
- What steps did you take to address the challenge? How did you use it as a learning opportunity? [Actions]
- How did embracing this challenge benefit you or your organisation? What specific knowledge or improvements came as a result of this learning process? [Results]

EVIDENCE AND RATING

Rating

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