

ITESTHUB · MANAGER SJT - RECRUITMENT REPORT

Manager SJT

A report for

Sam Sample

Sam Sample

Completed 30/09/2026 · Norm group: Job applicants (N=688) · Report valid 12 months

Introduction

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

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

TEST SESSION

Recommended time: 15 minutes

Time taken: 0 minutes, 0 seconds

Norm group: Job applicants (N=688)

Competencies assessed: 4

Interpreting scores

Scores on Manager 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 and 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)

Manager Competencies

Motivating Others

Maximising the aspirations and commitment of others.

- Builds and maintains caring and supportive relationships with individuals
 - Promotes open communication, fuelling shared ideas and mutual understanding
 - Is persuasive and negotiates effectively (especially with challenging individuals, teams, and situations)
 - Collaborates effectively, harnessing the strengths of others to deliver results
-

Business Decisions

Gathering sufficient information in order to make valid business focused decisions.

- Defines clear, ambitious and compelling objectives
 - Embraces complexity, gathering information from multiple sources
 - Demonstrates sound judgement, based on shared ideas and mutual understanding
 - Demonstrates insight into own (and others') strengths and development needs
-

Maximising Performance

Maximising the performance of others in the business.

- Has an effective system for monitoring progress in meeting goals and expectations
 - Has an effective approach or system for managing change and challenges (e.g., struggling or difficult individuals, and complex situations)
 - Is strongly focused on maximising individual and business performance, as well as managing risk
 - Demonstrates resilience and commitment towards company goals
-

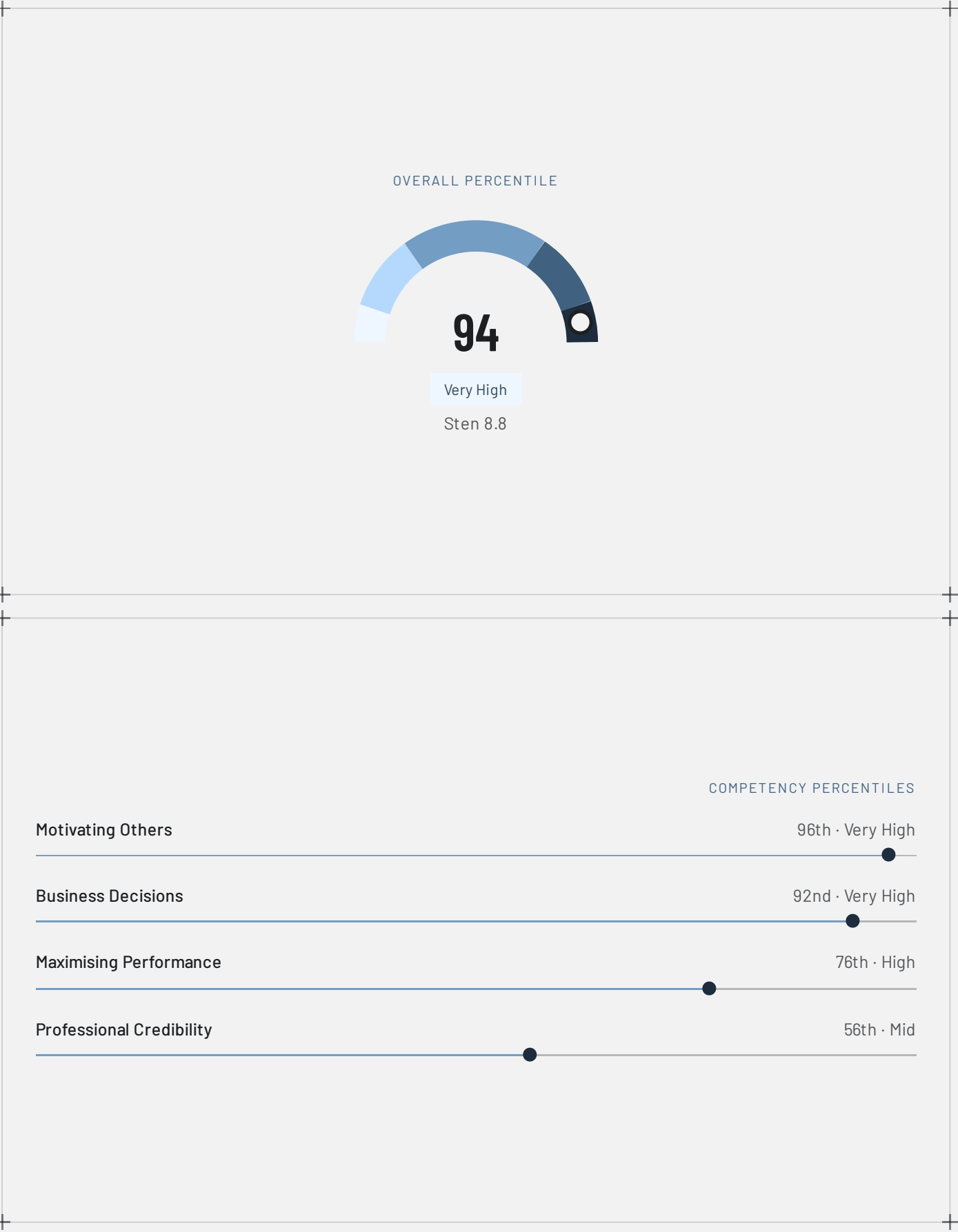
Professional Credibility

Demonstrating a genuine commitment to company standards and priorities.

- Maintains company values and priorities in high-pressure situations
- Welcomes constructive challenge, recognising the need to keep learning
- Demonstrates a visible commitment to company goals and culture
- Demonstrates genuine respect for others (i.e. knowledge, expertise, opinions, etc.)

Results

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



Motivating Others

Maximising the aspirations and commitment of others.

- Builds and maintains caring and supportive relationships with individuals
- Promotes open communication, fuelling shared ideas and mutual understanding
- Is persuasive and negotiates effectively (especially with challenging individuals, teams, and situations)
- Collaborates effectively, harnessing the strengths of others to deliver results

PERCENTILE SCORE

96th · Very High

The responses suggest:

- Consistently build and nurture caring, supportive relationships that foster trust and positive interactions.
- Actively promote open and transparent communication, creating an environment where shared ideas and mutual understanding thrive.
- Persuade and negotiate with confidence and tact, even in challenging situations, ensuring positive outcomes for all involved.
- Readily collaborate, recognising and leveraging the strengths of others and driving results through teamwork.

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

- Give me an example of when you have had to negotiate with someone. How did you handle the negotiation? What was the outcome of the negotiation?
- 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 have encouraged teamwork and collaboration 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

Business Decisions

Gathering sufficient information in order to make valid business focused decisions.

- Defines clear, ambitious and compelling objectives
- Embraces complexity, gathering information from multiple sources
- Demonstrates sound judgement, based on shared ideas and mutual understanding
- Demonstrates insight into own (and others') strengths and development needs

PERCENTILE SCORE

92nd · Very High

The responses suggest:

- Define clear, ambitious, and compelling objectives that inspire and motivate others towards shared goals.
- Skilfully gather and synthesise information from multiple, diverse sources to form a comprehensive view.
- Draw on shared ideas and mutual understanding to make well-informed decisions.
- Demonstrate deep insight into both the collective strengths and development needs of a team, improving team effectiveness.

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

- Describe a complex business problem you've solved recently and the approach you took to address it. What actions did you take to understand and address the issue? What was the outcome for the customer?
- 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 situation where you needed to come up with fresh ideas to solve a problem. How did you generate new ideas? How did you evaluate the ideas you came up with? How successful was your idea at resolving the problem?

EVIDENCE AND RATING

Rating

Maximising Performance

Maximising the performance of others in the business.

- Has an effective system for monitoring progress in meeting goals and expectations
- Has an effective approach or system for managing change and challenges (e.g., struggling or difficult individuals, and complex situations)
- Is strongly focused on maximising individual and business performance, as well as managing risk
- Demonstrates resilience and commitment towards company goals

PERCENTILE SCORE

76th · High

The responses suggest:

- Maintain a robust system that actively tracks and celebrates progress toward achieving goals.
- Proactively manage change and address challenges, including complex situations and interpersonal dynamics.
- Commit to enhancing both individual and organisational performance, effectively identifying and mitigating risks.
- Demonstrate resilience and dedication in pursuing all tasks.

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

- Can you tell me about a time when you have coached an individual to improve their performance?
- Can you give me an example of when you have given someone challenging performance feedback?
- How do you typically develop the capabilities of your team? Do you have a specific example you can share when you have done this?
- Tell me about a time when you needed to manage someone who was underperforming. How did you deal with them?

EVIDENCE AND RATING

Rating

Professional Credibility

Demonstrating a genuine commitment to company standards and priorities.

- Maintains company values and priorities in high-pressure situations
- Welcomes constructive challenge, recognising the need to keep learning
- Demonstrates a visible commitment to company goals and culture
- Demonstrates genuine respect for others (i.e. knowledge, expertise, opinions, etc.)

PERCENTILE SCORE

56th · Mid

The responses suggest:

- Maintain company values and priorities in high-pressure situations.
- Respond positively to constructive challenge, recognising the need to keep learning.
- Demonstrate commitment to company goals and culture.
- Demonstrate respect for others (i.e. knowledge, expertise, opinions, etc.).

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

- Can you tell me about a time when you have openly challenged behaviour you felt was inappropriate?
- Can you give me an example of when you had a difficult conversation with someone about their performance?
- How do you ensure everyone in your team is treated fairly? Have you ever needed to speak up about how people are treated?
- Tell me about a time when you taken it upon yourself to resolve an issue that wasn't your responsibility. Why was it important to take it on?

EVIDENCE AND RATING

Rating