

ITESTHUB · MANAGER SJT - CANDIDATE REPORT

Manager SJT

A report for

Sam Sample

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

Introduction

This report is confidential and is intended to provide you with feedback on your results.

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

How To Use This Report

This report provides you with feedback from the Manager SJT. It contains 'behavioural interpretation' that you can use to help you understand how you have performed on the exercise and 'development opportunities' to inform your development priorities, should you wish to improve your skills in specific areas.

Behavioural Interpretation

For each competency measured by the Manager SJT, an interpretation (four bullet points) has been provided to help you better understand the decisions you made on the exercise. Not every bullet point may apply equally to you, but you should consider them all, at least initially, and then decide which are most relevant for you.

Development Opportunities

You have also been provided with some ideas to help improve the competencies. The suggestions are intended to support you in your career progression, so working through these suggestions and identifying your own ideas for improving your skills should help you create a relevant development plan. When creating your development plan, it is best to set SMART Goals:

- **S = Specific:** Clearly defined and unambiguous
- **M = Measurable:** Contains specific criteria that you can use to measure your progress and goal accomplishment
- **A = Achievable:** Attainable in the timeframe you have set yourself and not impossible to achieve
- **R = Relevant:** Relevant to your goal, career or what you want to achieve
- **T = Time-bound:** Has a clear start and end date

Your SMART goal

Use the planner below to draft a goal of your own. Work through each element in turn – the prompts are there to help you think it through – and write your goal in the space provided.

S

Specific – Clearly defined and unambiguous

What do I want to achieve? · When do I need to achieve it? · Why is the goal important? · Who is involved?

M

Measurable – Contains specific criteria that you can use to measure your progress and goal accomplishment

How will I measure my progress? · How will I know when my goal is achieved? · What will be different when I have completed my goal?

A

Achievable – Attainable in the timeframe you have set yourself and not impossible to achieve

Can I complete my goal in the time I have available? · How confident am I that I can achieve my goal? · What support will I need to achieve my goal?

R

Relevant – Relevant to your goal, career or what you want to achieve

Why is this goal important to me? · How does this goal relate to my overall success? · What is especially meaningful about my goal?

T

Time-bound – Has a clear start and end date

When will I be ready to start working on my goal? · What specific date will I complete my goal? · How often will I check the progress I am making on my goal?

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
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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
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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
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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.)

Motivating Others

Maximising the aspirations and commitment of others.

Your responses suggest that you:

- 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.

To develop your skills further in this area you might wish to consider:

- Promoting an open culture where individuals feel supported and speaking up is seen as a strength.
- Role modelling the importance of freely sharing ideas and openly recognising and valuing individuals for their input.
- Visibly demonstrating to others how best to reward teamwork and cross-team collaboration.
- Identifying some team based activities that your team could do more routinely together.

SMART NOTES

Business Decisions

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

Your responses suggest that you:

- 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.

To develop your skills further in this area you might wish to consider:

- Role modelling the importance of culture and the organisation's wider priorities to guide decision-making.
- Routinely encouraging your team and others to ensure their goals are aligned to the organisation's long-term priorities.
- Establishing cross-team collaboration opportunities to broaden your team's thinking and drive initiatives in line with the strategy.
- Promoting any knowledge or best practice that you have found useful for improving people performance.

SMART NOTES

Maximising Performance

Maximising the performance of others in the business.

Your responses suggest that you:

- 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.

To develop your skills further in this area you might wish to consider:

- Role modelling the importance of having regular and 'in the moment' coaching sessions with individuals.
- Setting individuals 'stretch goals' to develop their skills and considering their 'potential' to take on greater responsibility in the future.
- Establishing regular team coaching sessions, where you focus on developing your team's capabilities as a collective.
- Identifying someone in your team that you can work more closely with to improve their performance.

SMART NOTES

Professional Credibility

Demonstrating a genuine commitment to company standards and priorities.

Your responses suggest that you:

- 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).

To develop your skills further in this area you might wish to consider:

- Establishing the importance of all your tasks and responsibilities, especially those you consider to be less relevant or business critical.
- Encouraging your team to share their ideas more freely and considering what you can do to make people feel their input is valued.
- Seeking others advice and input before offering your own opinions, especially when discussing sensitive matters.
- Identifying what more you can do to promote the importance of your organisation's values.

SMART NOTES