

ITESTHUB · MANAGER SJT - INTERVIEW 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

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 Manager 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 and 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. For instance, if you're looking for evidence of building relationships or collaborating, you'd group the responses under the Motivating Others competency.
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 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. 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 and 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.

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.)

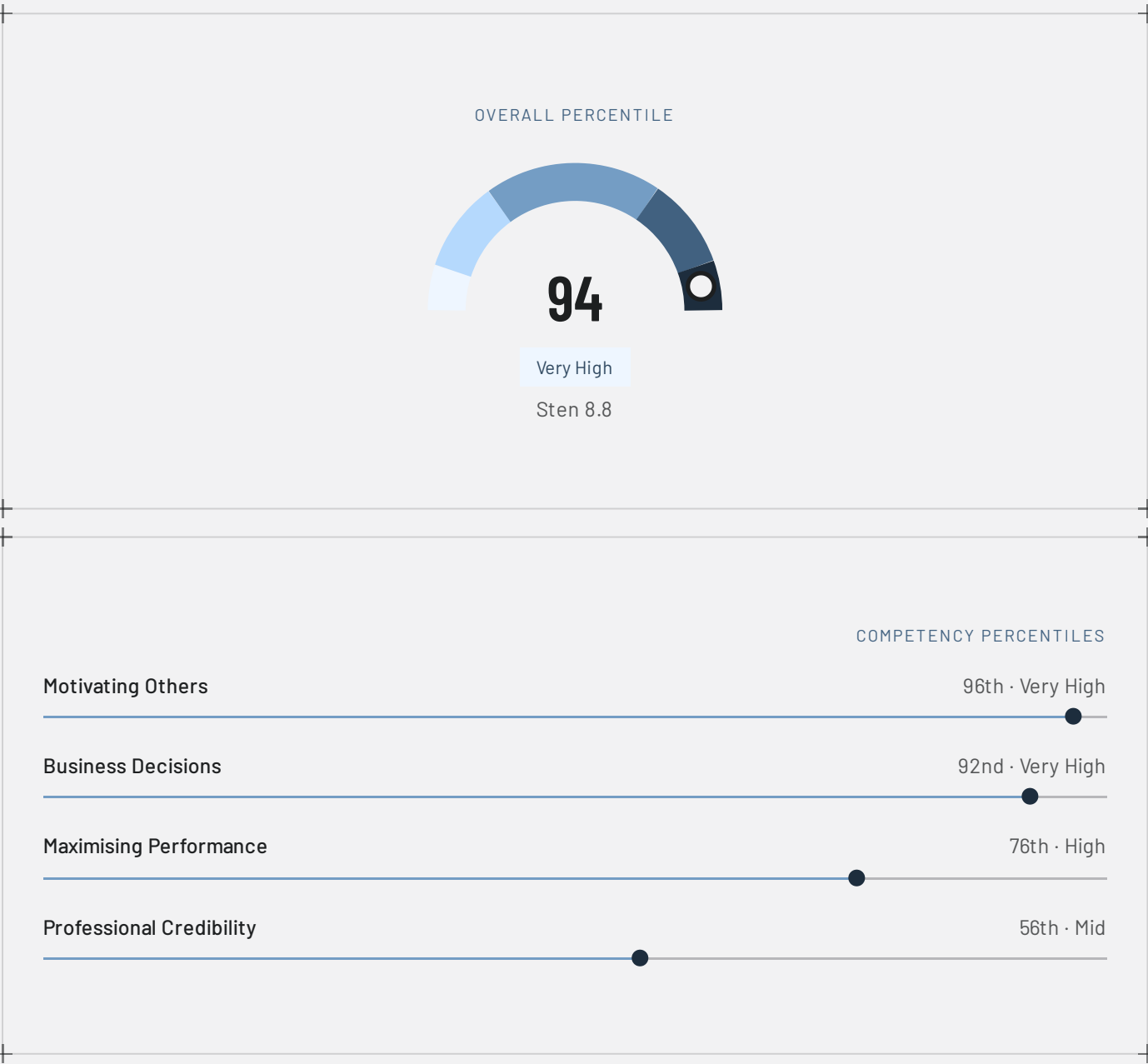
Results

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

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



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.

1. Give me an example of when you have had to negotiate with someone.

- Why was a negotiation necessary? What was your role? [Situation & Task]
- How did you handle the negotiation? How did you tackle any differences or disagreements? [Action]
- What was the outcome of the negotiation? How did it benefit both parties? [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 have encouraged teamwork and collaboration to achieve a demanding goal.

- What was the demanding goal? What was your role in encouraging collaboration? [Situation & Task]
- How did you improve collaboration among team members? What difficulties did you encounter? How did you minimise these? [Action]
- What differences did you note in the behaviours demonstrated by others? 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

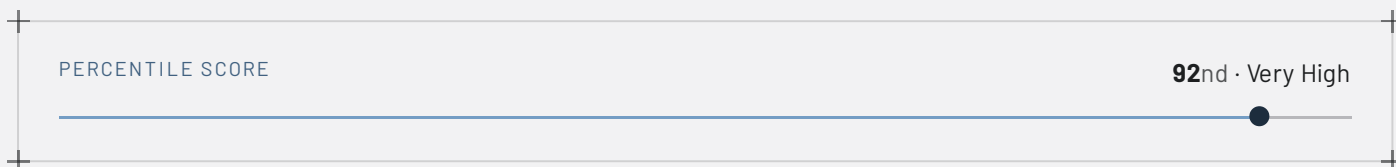
Rating

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

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



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.

1. 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? How did you overcome them? [Action]
- What was the outcome for the customer? How did your solution impact them? [Result]

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 situation where you needed to come up with fresh ideas to solve a problem.

- What was your role? Why were fresh ideas needed? [Situation & Task]
- How did you generate new ideas? How did you evaluate the ideas you came up with? [Action]
- How successful was your idea at resolving the problem? What did you learn about yourself at this time? [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.

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



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.

1. Reflect on a time when you coached an individual to enhance their performance.

- What were the specific performance issues that the individual was facing? [Situation & Task]
- Describe your coaching strategy and the steps you took to assist the individual. [Action]
- What improvements were made, and how did your coaching contribute to these changes? [Result]

2. Discuss an instance where you delivered challenging feedback to someone regarding their performance.

- What was the context of the feedback, and why was it challenging to deliver? [Situation & Task]
- How did you approach the conversation, and what did you say? [Action]
- How did the individual respond to the feedback, and what was the outcome? [Result]

3. Explain how you typically work on developing your team's capabilities, with a concrete example.

- What are your general methods for team development, and can you pinpoint a particular scenario? [Situation & Task]
- Detail the development activities or interventions you implemented with your team. [Action]
- What were the results of these developmental efforts on the team's capabilities? [Result]

4. Share a time when you had to address underperformance within your team.

- Who was underperforming, and what were the key performance issues? [Situation & Task]
- Describe your management approach and the specific actions you took to rectify the situation. [Action]
- What was the outcome of your management, and how did the individual's performance change? [Result]

EVIDENCE AND RATING

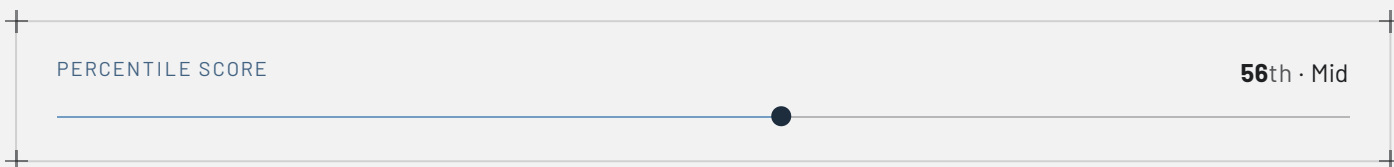
Rating

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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.)



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.

1. Discuss an occasion when you confronted inappropriate behavior.

- What was the behavior you observed and why did you feel it was inappropriate? [Situation & Task]
- Describe how you addressed the issue and the specific words or actions you used to challenge the behavior. [Action]
- What was the result of your confrontation, and how did it impact the workplace or team dynamics? [Result]

2. Give an example of a time you had a tough conversation about performance.

- Who was the conversation with and what were the performance issues at hand? [Situation & Task]
- Detail the approach you took for this difficult conversation and how you communicated the feedback. [Action]
- How did the individual respond to the conversation, and what changes followed? [Result]

3. Explain how you ensure fair treatment within your team, and if you've ever had to advocate for someone.

- What strategies do you use to ensure fairness, and can you share an instance where you had to intervene? [Situation & Task]
- What action did you take to speak up or correct a situation that was unjust? [Action]
- What was the outcome of your advocacy, and what impact did it have on team morale and equity? [Result]

4. Recall a situation where you resolved an issue that was not your direct responsibility.

- What was the issue, and why did you feel compelled to take it on? [Situation & Task]
- Describe the steps you took to address the problem independently. [Action]
- What was the resolution, and what impact did your initiative have on the situation or organisation? [Result]

EVIDENCE AND RATING

Rating

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