

ITESTHUB · TEAM LEADER SJT - RECRUITMENT REPORT

Team 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 Team Leader SJT on 30/09/2026.

The test is designed to assess areas of critical importance for success in the role of a Team 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 Team 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 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)

Team Leader Competencies

Purposeful Engagement

Supporting colleagues, stakeholders, and clients in an effort to improve and maximise outcomes (i.e., efficiency and quality).

- Builds trust and confidence with colleagues, stakeholders, and clients, through personal engagement and support.
 - Collaborates within and across teams (i.e. contributes fully, being as inclusive as possible).
 - Communicates clearly and confidently (i.e., being clear, precise and timely).
 - Negotiates fluently and calmly, esp. with colleagues and stakeholders.
-

Analytical Thinking

Systematically gathers and analyses information to identify, assess, and resolve complex issues and challenges, driving effective decision-making.

- Breaks down complex problems into manageable components for analysis.
 - Evaluates various data sources to extract relevant information.
 - Identifies patterns and trends to make informed decisions.
 - Demonstrating insight into self and others, esp. strengths, weaknesses, attitudes etc.
-

Resource Management

Aligns organisational goals with resource allocation strategies to optimise efficiency, maintain performance standards, and adapt to changing business needs.

- Is proactive at all times, in dealing with responsibilities and challenges, esp. business development activities.
 - Is resilient, having effective strategies for dealing with work-related pressures and setbacks.
 - Allocates resources based on priority and impact, considering budget, personnel, and time.
 - Monitors and adapts to situations and resource utilisation to achieve optimal operational outcomes.
-

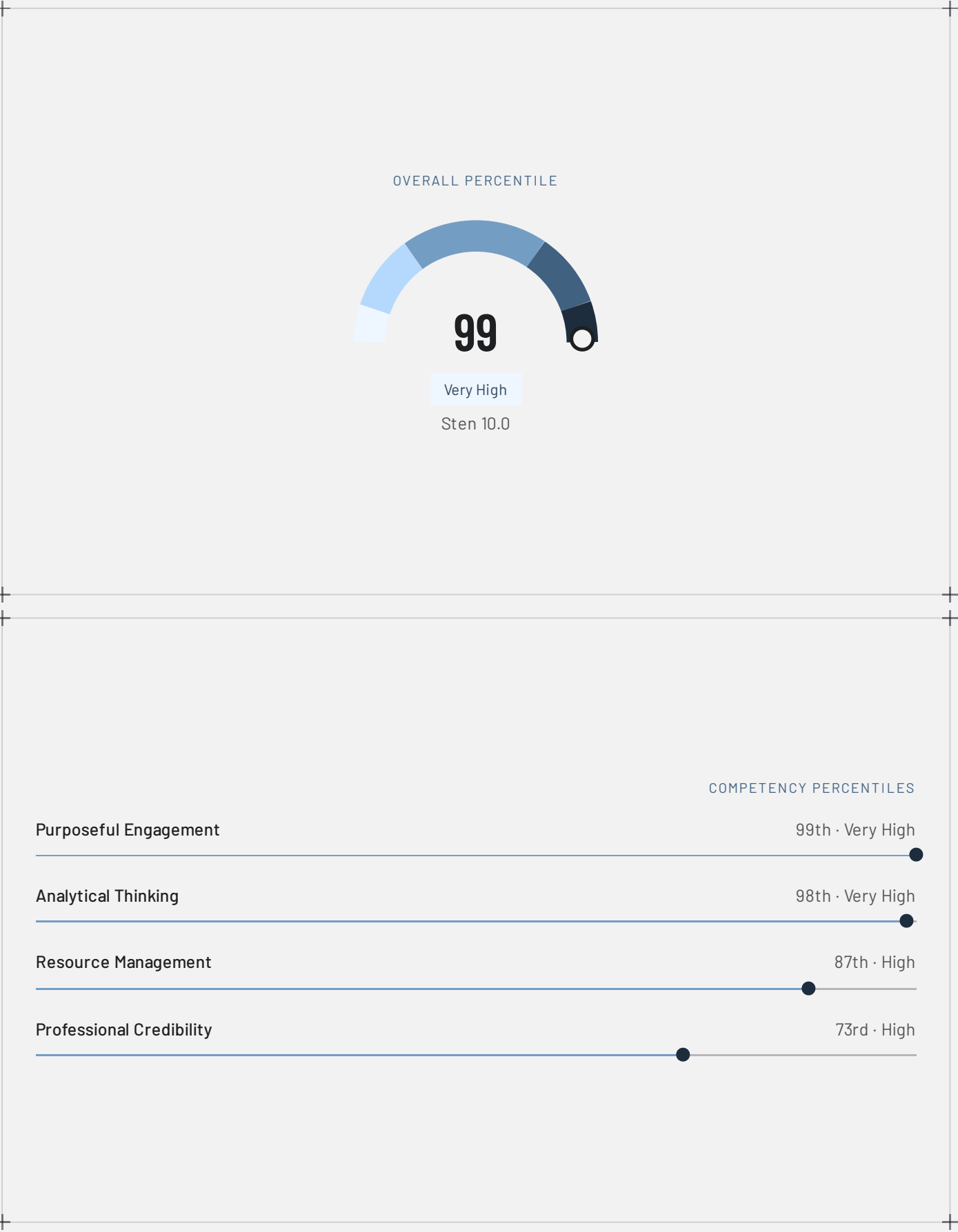
Professional Credibility

Exhibits unwavering integrity, transparency, and ethical behaviour in all interactions, inspiring trust and fostering a culture of professionalism.

- Demonstrates consistency between words and actions, upholding high safety and ethical standards.
- Leads by example, displaying honesty and accountability in decision making.
- Creates an inclusive and diverse work environment that values fairness and respect.
- Seeks opportunities for personal growth and development to enhance leadership skills.

Results

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



Purposeful Engagement

Supporting colleagues, stakeholders, and clients in an effort to improve and maximise outcomes (i.e., efficiency and quality).

- Builds trust and confidence with colleagues, stakeholders, and clients, through personal engagement and support.
- Collaborates within and across teams (i.e. contributes fully, being as inclusive as possible).
- Communicates clearly and confidently (i.e., being clear, precise and timely).
- Negotiates fluently and calmly, esp. with colleagues and stakeholders.

PERCENTILE SCORE

99th · Very High

The responses suggest:

- Prioritises open and collaborative discussions, encouraging teamwork, transparency and trust.
- Seeks to communicate confidently and clearly, effectively balancing understanding individual needs with reinforcing team goals and expectations.
- Takes ownership of situations, effectively addressing concerns while proactively building trust and maintaining positive relationships with others.
- Fluently negotiates compromises that carefully balances improvements while mitigating potential concerns.

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

- Describe a time when you built trust with a client or colleague. How did you do it? What was the outcome?
- Tell me about a time when you collaborated with a team outside your own. How did you contribute? What was the result?
- Describe a time when you had to ensure your communication was clear and effective. How did you approach it? What was the result?
- Tell me about a time when you successfully negotiated a positive outcome in a challenging situation. What steps did you take? What was the result?

EVIDENCE AND RATING

Rating

Analytical Thinking

Systematically gathers and analyses information to identify, assess, and resolve complex issues and challenges, driving effective decision-making.

- Breaks down complex problems into manageable components for analysis.
- Evaluates various data sources to extract relevant information.
- Identifies patterns and trends to make informed decisions.
- Demonstrating insight into self and others, esp. strengths, weaknesses, attitudes etc.

PERCENTILE SCORE

98th · Very High

The responses suggest:

- Prioritises problem-solving, identifying, categorising, and analysing all aspects of the problem, ensuring a holistic and inclusive approach to breaking it down.
- Maximises understanding by engaging with a broad range of stakeholders to gather diverse insights and practical knowledge.
- Proactively identifies patterns and trends by combining data analysis with team feedback, ensuring decisions are well-informed and aligned with goals.
- Demonstrates emotional intelligence, starting conversations with open-ended questions that encourages greater self-awareness while fostering a constructive dialogue.

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

- Describe a time when you broke down a complex problem into manageable parts. How did you approach it? What was the result?
- Tell me about a time when you evaluated multiple data sources to extract relevant information. How did you ensure the information was useful? What was the outcome?
- Describe a time when you identified patterns or trends to make a decision. What steps did you take? What was the result?
- Tell me about a time when you used insight about others to address a challenge. How did you apply that insight? What was the outcome?

EVIDENCE AND RATING

Rating

Resource Management

Aligns organisational goals with resource allocation strategies to optimise efficiency, maintain performance standards, and adapt to changing business needs.

- Is proactive at all times, in dealing with responsibilities and challenges, esp. business development activities.
- Is resilient, having effective strategies for dealing with work-related pressures and setbacks.
- Allocates resources based on priority and impact, considering budget, personnel, and time.
- Monitors and adapts to situations and resource utilisation to achieve optimal operational outcomes.

PERCENTILE SCORE

87th · High

The responses suggest:

- Proactively addresses issues, having constructive and clear conversation with individuals, setting firm expectations while demonstrating understanding of an individual's performance value.
- Actively seeks solutions, maintaining a clear focus on long-term resilience and high performance standards.
- Leads effectively by transparently relaying challenges, contingency planning, and empowering the team to tackle issues collectively while boosting morale.
- Demonstrates a strategic approach by proactively seeking alternatives when faced with setbacks, ensuring continuity of operations and service delivery with minimal impact.

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

- Describe a time when you proactively addressed a responsibility or challenge. What did you do? What was the result?
- Tell me about a time when you handled work-related pressures or setbacks. How did you approach the situation? What was the outcome?
- Describe a time when you had to allocate resources based on priority and impact. How did you decide on priorities? What was the result?
- Tell me about a time when you monitored and adapted resources to optimise outcomes. What actions did you take? What was the result?

EVIDENCE AND RATING

Rating

Professional Credibility

Exhibits unwavering integrity, transparency, and ethical behaviour in all interactions, inspiring trust and fostering a culture of professionalism.

- Demonstrates consistency between words and actions, upholding high safety and ethical standards.
- Leads by example, displaying honesty and accountability in decision making.
- Creates an inclusive and diverse work environment that values fairness and respect.
- Seeks opportunities for personal growth and development to enhance leadership skills.

PERCENTILE SCORE

73rd · High

The responses suggest:

- Leads by example by arriving early to meetings, reinforcing the importance of professionalism through consistent actions that align with stated expectations.
- Demonstrates strong accountability by taking full responsibility for team mistakes, modelling honesty while working constructively to prevent future mistakes.
- Proactively addresses interpersonal conflicts, seeking to understand the perspectives of individuals, fostering a respectful and inclusive work environment through constructive dialogue.
- Exhibits a proactive approach to self-development, seeking valuable insights and guidance from others to enhance leadership skills.

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

- Describe a time when you demonstrated integrity by ensuring your actions matched your words. What did you do? What was the outcome?
- Tell me about a time when you showed honesty and accountability in a difficult decision. How did you approach it? What was the result?
- Describe a time when you promoted an inclusive and respectful workplace. What actions did you take? What was the outcome?
- Tell me about a time when you sought opportunities for growth to improve your leadership skills. What did you do? What was the result?

EVIDENCE AND RATING

Rating