

ITESTHUB · TEAM LEADER SJT - INTERVIEW 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**

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 Team 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 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.
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.

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.

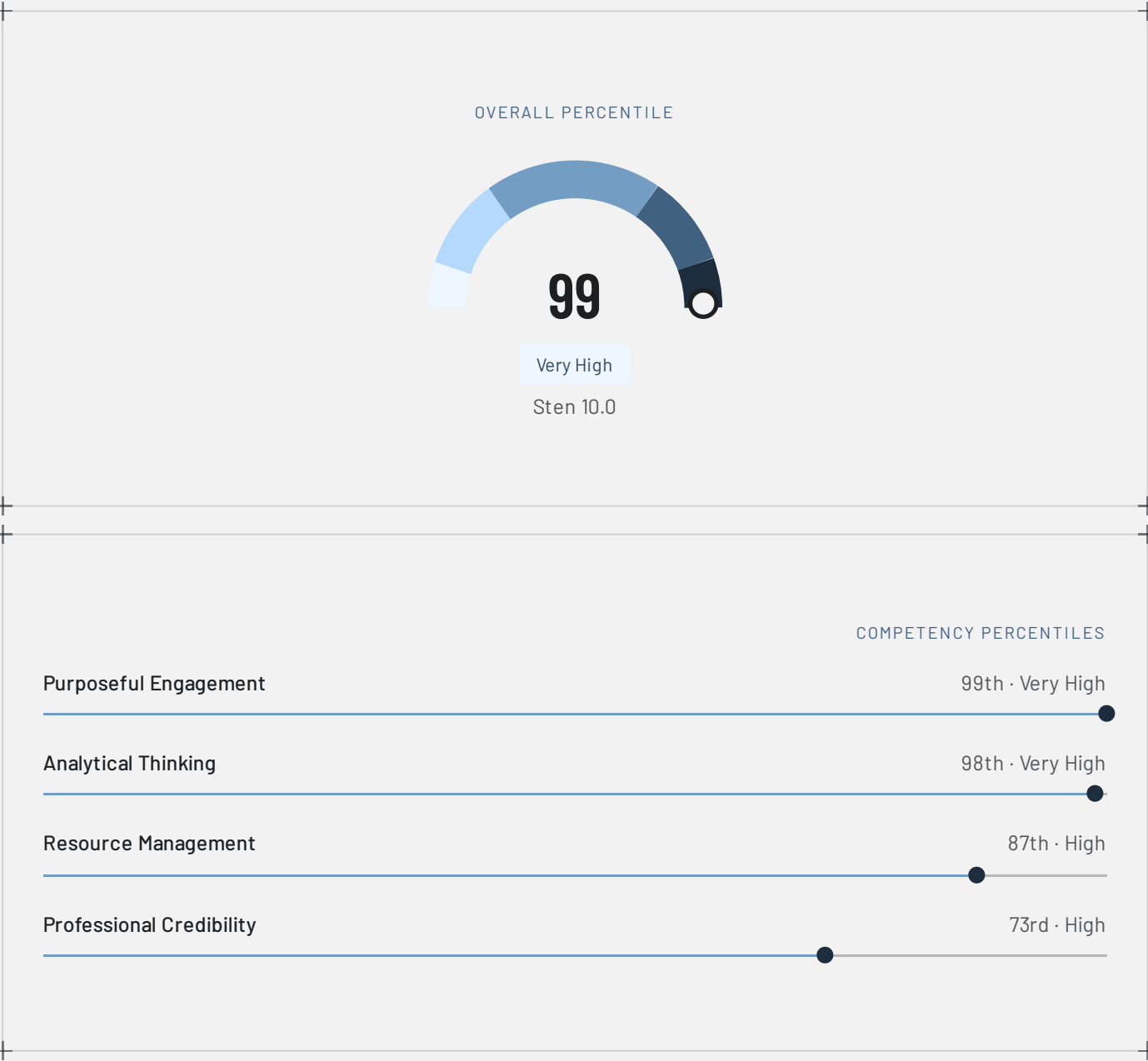
Results

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

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



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.

1. Describe a time when you built trust and confidence with a colleague, stakeholder, or client.

- What was the situation? Why was building trust and confidence important? How did it affect the outcome? [Situation & Task]
- What actions did you take to build trust and confidence? How did you ensure your efforts were effective? [Action]
- What was the result? How did your actions impact the relationship or the outcome? [Result]

2. Tell me about a time when you collaborated across teams to achieve a shared goal.

- What was the situation? Why was collaboration necessary? Who was involved? [Situation & Task]
- What steps did you take to contribute fully and inclusively? How did you ensure your contributions were impactful? [Action]
- What was the result? How did your collaboration improve the team's outcomes or relationships? [Result]

3. Describe a time when you had to communicate clearly and confidently to ensure a project or task was successful.

- What was the situation? Why was clear communication critical? Who were you communicating with? [Situation & Task]
- What steps did you take to ensure your communication was clear, precise, and timely? How did you tailor your communication to your audience? [Action]
- What was the result? How did your communication impact the success of the project or task? [Result]

4. Tell me about a time when you negotiated with another person to resolve an issue or achieve a positive outcome.

- What was the situation? Why was negotiation required? Who were you negotiating with? [Situation & Task]
- What actions did you take to approach the negotiation fluently and calmly? How did you manage challenges or resistance? [Action]
- What was the result? How did your negotiation affect the outcome or relationships involved? [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.

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.

1. Describe a time when you had to break down a complex problem into manageable components for analysis.

- What was the situation? Why was the problem complex? How did breaking it down help you address it? [Situation & Task]
- What steps did you take to break the problem into manageable components? How did you ensure each part was analysed effectively? [Action]
- What was the result? How did your approach impact the resolution of the problem? [Result]

2. Tell me about a time when you evaluated various data sources to extract relevant information for a decision or project.

- What was the situation? Why was it important to evaluate different data sources? How did the available information impact the task? [Situation & Task]
- What steps did you take to evaluate and extract relevant information? How did you ensure the data you used was reliable? [Action]
- What was the result? How did the insights you gathered influence your decision or project outcome? [Result]

3. Describe a time when you identified patterns or trends that helped you make an informed decision.

- What was the situation? Why was it necessary to identify patterns or trends? How did these patterns inform your decision-making? [Situation & Task]
- What steps did you take to identify and analyse the patterns or trends? How did you ensure your analysis was accurate? [Action]
- What was the result? How did your findings influence the decision or outcome? [Result]

4. Tell me about a time when you used insight about others to navigate a challenging situation.

- What was the situation? What challenges were present, and why did demonstrating insight into strengths, weaknesses, or attitudes matter? [Situation & Task]
- How did you use your understanding of others in this context? How did this insight influence your actions? [Action]
- What was the result? How did your insight affect the outcome or relationships involved? [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.

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.



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.

1. Describe a time when you proactively dealt with a responsibility or challenge, especially in a business development context.

- What was the situation? Why was it important to take proactive action? How did the challenge or responsibility impact the business? [Situation & Task]
- What actions did you take to address the responsibility or challenge? How did you ensure your approach was effective? [Action]
- What was the result? How did your actions impact the business or your team? [Result]

2. Tell me about a time when you demonstrated resilience in handling work-related pressures or setbacks.

- What was the situation? What kind of pressures or setbacks were you dealing with? How did they affect your work or team? [Situation & Task]
- What steps did you take to maintain resilience? How did you manage the pressures or setbacks? [Action]
- What was the result? How did your resilience influence the outcome or your performance? [Result]

3. Describe a time when you had to allocate resources based on priority and impact, considering budget, personnel, or time constraints.

- What was the situation? Why was resource allocation critical? What constraints did you have to consider? [Situation & Task]
- What actions did you take to allocate resources effectively? How did you decide on priorities? [Action]
- What was the result? How did your resource allocation impact the project or business outcomes? [Result]

4. Tell me about a time when you monitored and adapted resource utilisation to achieve optimal outcomes.

- What was the situation? Why was it necessary to monitor and adapt resource utilisation? [Situation & Task]
- What steps did you take to monitor and adjust resources? How did you ensure efficiency and effectiveness? [Action]
- What was the result? How did your actions optimise outcomes or improve performance? [Result]

EVIDENCE AND RATING

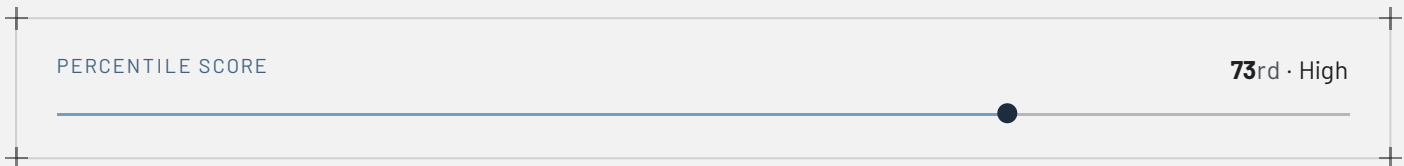
Rating

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

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.



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.

1. Describe a time when you demonstrated consistency between your words and actions, upholding high professional and ethical standards.

- What was the situation? Why was it important to uphold professional and ethical standards? [Situation & Task]
- What steps did you take to ensure your actions aligned with your words? How did you handle challenges to maintain integrity? [Action]
- What was the result? How did your behaviour impact others or the situation? [Result]

2. Tell me about a time when you led by example by displaying honesty and accountability in a difficult decision-making process.

- What was the situation? Why was honesty and accountability critical in this context? [Situation & Task]
- What actions did you take to demonstrate honesty and accountability? How did you ensure transparency in your decision? [Action]
- What was the result? How did your approach impact the team or the decision outcome? [Result]

3. Describe a time when you created an inclusive and diverse work environment that valued fairness and respect.

- What was the situation? Why was fostering an inclusive and respectful environment important? [Situation & Task]
- What steps did you take to promote inclusivity and fairness? How did you address challenges or biases? [Action]
- What was the result? How did your actions influence the workplace culture or team dynamics? [Result]

4. Tell me about a time when you sought opportunities for personal growth and development to enhance your leadership skills.

- What was the situation? Why did you decide to pursue personal growth or leadership development? [Situation & Task]
- What steps did you take to grow or develop your skills? How did you ensure the learning was applied effectively? [Action]
- What was the result? How did your personal growth impact your leadership or performance? [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.
