



# VirtualAC<sup>TM</sup>

Participant Feedback Report for  
**Ann Example**

Date completed: **20 September 2016**

Exercise name: **Seigo's Head of Strategic Change (UK) Sep 19 2016 11:12AM**

**Confidentiality Statement**

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# 1. Introduction

## 1.1 Objectives

This report relates to the Virtual Assessment you completed and summarises your performance on each of the activities within the assessment.

## 1.2 Competencies

You were measured against each of these competencies in the Virtual Assessment.

Competency	Definition
Stress Tolerance	Stability of performance under pressure and/or opposition. Makes controlled responses in stressful situations.
Flexibility	Ability to modify own behaviour, i.e. adopt a different style or approach, to reach a goal.
Problem Analysis	Effectiveness in identifying problems, seeking pertinent data, recognising important information and identifying possible causes of problems.
Decisiveness	Readiness to make decisions, state opinions, take action or commit oneself.
Initiative	Actively influencing events rather than passively accepting, sees opportunities and acts on them. Originates action.
Leadership	Motivates, enables and inspires others to succeed, utilising appropriate styles. Has a clear vision of what is required and acts as a positive role model.

## 1.3 Components of the Virtual Assessment

The activities used to gather data in the Virtual Assessment were as follows:

Activity	Description
Emails	You were provided with a series of emails presenting a number of issues. You were asked to respond to each issue with any actions or recommendations you would take to deal with the situation.
Report	You were given some information to analyse and were asked to write a report giving your recommendations of how to best proceed. You then had a briefing call where you had to explain your recommendations.
Interview Simulation	You took part in a call where you had to conduct a meeting with a colleague to discuss and address a number of issues.

## 1.4 Rating Scale

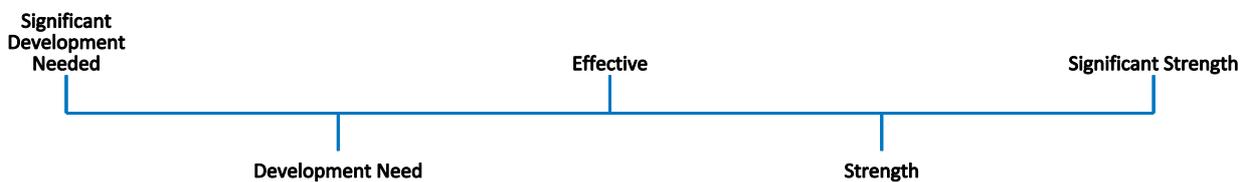
Your performance on each of the competencies measured in the Virtual Assessment was assessed based on the rating scale below:

Rating	Description
1	Significant Development Needed
2	Development Need
3	Effective
4	Strength
5	Significant Strength

## 2. Overview of Performance

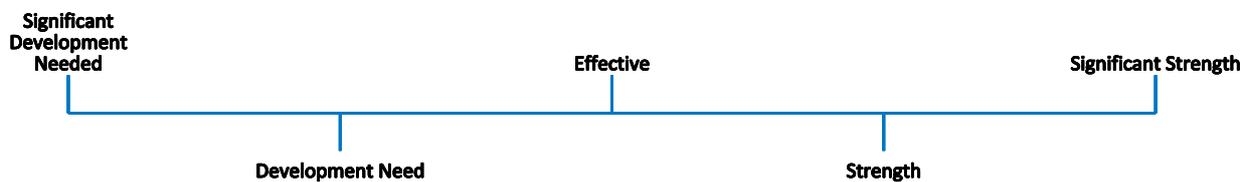
### 2.1 Your Performance by Competency

The graph below represents your performance against each of the competencies measured during the Virtual Assessment. The scores are based on your performance across all of the activities you completed.



## 2.2 Your Overall Performance Summary

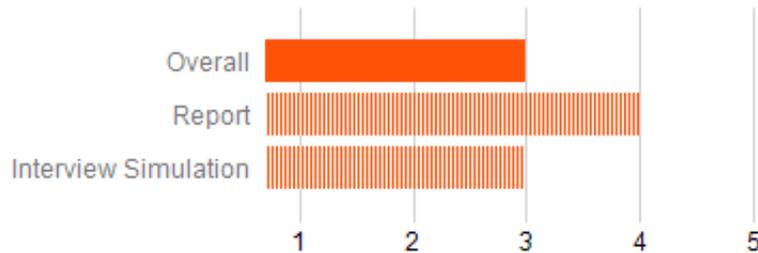
Competencies	Exercises			Overall Rating
	Emails	Report	Interview Simulation	
Stress Tolerance		4	3	3
Flexibility		4	1	2
Problem Analysis	1	4	1	2
Decisiveness	1	4		2
Initiative	2	3	2	2
Leadership	3		2	2



## 3. Performance on Individual Competencies

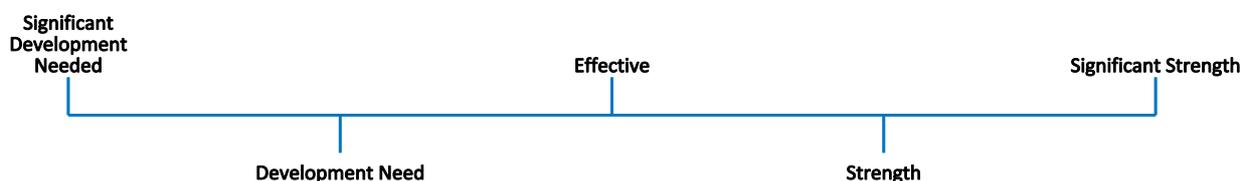
### 3.1 Stress Tolerance

Stability of performance under pressure and/or opposition. Makes controlled responses in stressful situations.



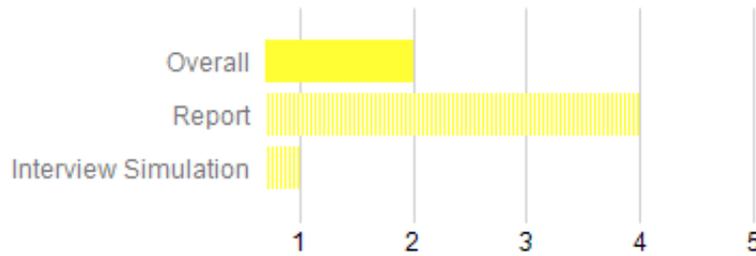
#### Overall Competency Comments

Across the exercises, you were calm and in control. In the briefing exercise in particular, you were not fazed by any of the questions or challenges presented to you by the CEO, and delivered calm, considered responses across the call. Generally, you maintained focus on the key issues under discussion across both exercises, however there was one occasion in the briefing where you diverted from discussing the Asia Pacific region (to the change programme) prompting the CEO to return the discussion to the issues in hand. You maintained your composure and were not defensive, or angry when the CEO or Ali presented different views. In the interview simulation however, there were a few occasions when you spoke over and/or interrupted Ali which he may have found rude, especially as this was your first call together.



## 3.2 Flexibility

Ability to modify own behaviour, i.e. adopt a different style or approach, to reach a goal.

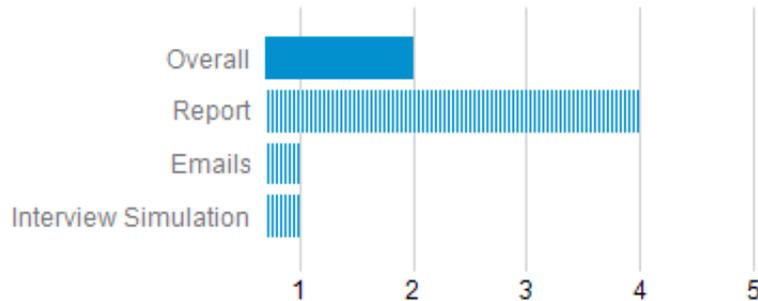


### Overall Competency Comments

Your ability to modify behaviour as required was demonstrated differently across the exercises. In the briefing with the CEO, you easily switched from presenting your ideas to answering questions and also responded effectively when the CEO presented new information, adjusting your argument or recommendations upon the basis of this new information. When the CEO asked you to be more succinct and pushed you for time you also changed your style appropriately, for example speeding up. Conversely in the interview simulation, you missed the opportunity to demonstrate these same behaviours. You stuck to your agenda (getting a handover meeting) throughout and did not flex your approach even when presented with new information by Ali. You persisted with this to the extent that the call finished after 10 minutes, even though Ali was happy to, and tried, to keep the call going for longer. In addition, you maintained the same style across the call so did not show how you would move between styles eg from an empathetic one to being more directive as required.

### 3.3 Problem Analysis

Effectiveness in identifying problems, seeking pertinent data, recognising important information and identifying possible causes of problems.

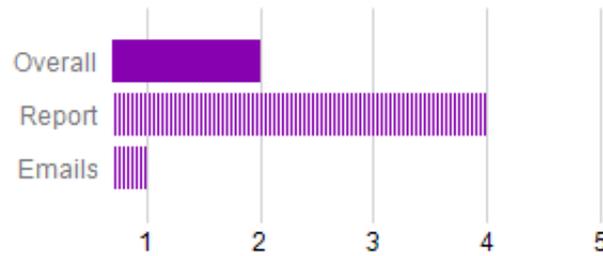


#### Overall Competency Comments

Your ability to analyse problems was demonstrated differently across the activities. In the report and briefing, you correctly interpreted the information in the brief and put forward a clear and systematic approach to the analysing and presenting the information. You linked information, such as the disparity in the differing APAC regions and presented specific and accurate recommendations about how to move forward. In the other exercises however you did demonstrate that you identified the key business issues. In the email activity, your preferred course of action for the majority of items was to set up a meeting although some of the items demanded more immediate action. In deferring them, it also meant that there was insufficient evidence to see how you would tackle the problems presented to you. Similarly in the interview simulation you only used half the time available and chose to deal with the issues in a subsequent meeting with Ali eg, "Let's detail this in a project meeting" and, "Let's talk later on". This meant that you missed the chance to show how you would have dealt with the issues he had, asking more questions, or exploring the matter in depth during the call, would have allowed you to do.

### 3.4 Decisiveness

Readiness to make decisions, state opinions, take action or commit oneself.

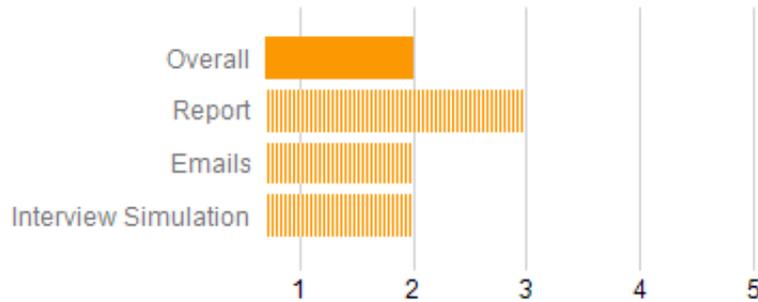


#### Overall Competency Comments

In the report and briefing you demonstrated you were willing to make, firm recommendations about next steps, for example: "Study individual cases of each country to address specific issues" and, "In each team we need expert staff to assess the market". Even in instances where you did not have all the relevant information, such as when questioned by the CEO about the priority of the the Asian markets to enter, you made a decision about the best way forward saying, "That is a good question on my first day, but China first ...". Conversely in the email exercise, you missed the opportunity to show the same willingness to make recommendations and decisions. For nearly all the items, you set up a subsequent meeting, meaning the decision making was deferred and overall there was a lack of evidence to show what and how you had decided what was best in terms of the way forward.

### 3.5 Initiative

Actively influencing events rather than passively accepting, sees opportunities and acts on them. Originates action.

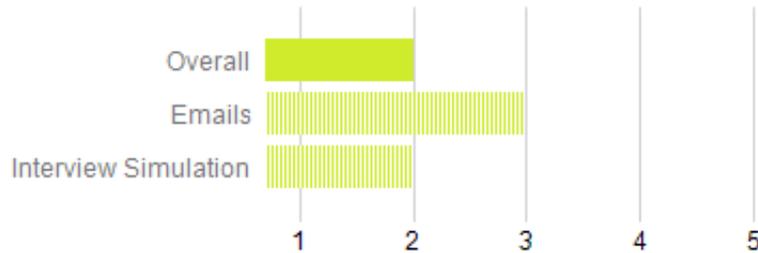


#### Overall Competency Comments

Across the exercises, you put forward some solutions and suggestions to drive Seigo forward. Particularly so in the briefing, where you questioned the way things had been done in the past eg, "We need local expertise in order to understand the culture" and, "We have to relook at pricing". Overall however, there was scope for you to present your ideas to a greater degree. For example, in this emails, you took responsibility for the findings by asking Stefan to arrange meetings, but did not put forward your ideas about how these meetings would run and the action required. Similarly, in the interview simulation you did not persist with Ali to achieve a successful outcome whilst on the call. You only used half the time available for this and therefore did not demonstrate ideas you might have had to overcome his objections, or how to work together and ensure a successful programme delivery.

### 3.6 Leadership

Motivates, enables and inspires others to succeed, utilising appropriate styles. Has a clear vision of what is required and acts as a positive role model.



#### Overall Competency Comments

Across the exercises you appeared committed to achieving a successful outcome for the programme by showing enthusiasm for the change project. For example in the briefing you said to Ali, "I can assure you this change programme is aiming for the best". You also used motivational language in your emails, for example, "I sure hope we can work together to minimise any negative impact this might have on the business". In the email activity you proposed a couple of actions that would help engage others such as an "all-staff meeting when we can hear about those concerns and address as many as we can". However, you did not do this consistently across the exercises, and particularly missed doing so in the interview simulation. Because you were focused on ending the call and discussing the issues at a later meeting with Ali you missed the opportunity to show how you would inspire Ali to work with you and get behind the programme, instead saying "let's tackle all your concerns in a proper meeting". This, coupled with the limited actions detailed in the email, meant you limited the evidence available to show you recognise when and how to motivate others.

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