



VirtualACTM

Participant Feedback Report for
Anne Example

Date completed: **01 May 2016**

Exercise name: **Chameleon Corporation Sales (UK)**

Confidentiality Statement

This report is confidential. The content of this report should only be read by individuals who have approved access.



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1. Introduction

1.1 Objectives

This report relates to the Virtual Assessment you completed and summarises your performance on the exercise.

1.2 Competencies

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

Competency	Definition
Problem Analysis	Effectiveness in identifying problems, seeking pertinent data, recognising important information and identifying possible causes of problems.
Strategic Perspective	Takes account of a wide range of longer term issues, opportunities and contingencies. Identifies the means of implementing plans in line with the vision and direction.
Interpersonal Sensitivity	Awareness of other people and environment and own impact on these. Actions indicate a consideration for the feelings and needs of others, (but not to be confused with 'sympathy').
Initiative	Actively influencing events rather than passively accepting, sees opportunities and acts on them. Originates action.

1.3 About the Exercise

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.

1.4 Rating Scale

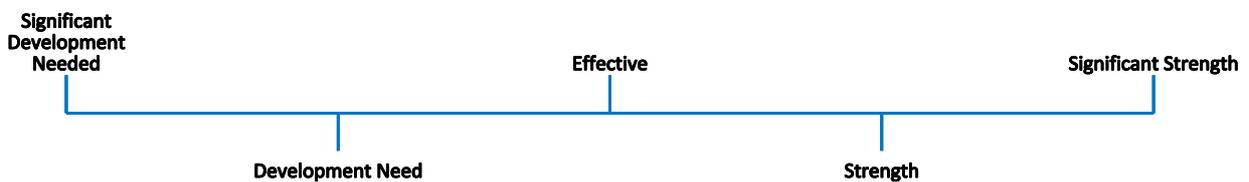
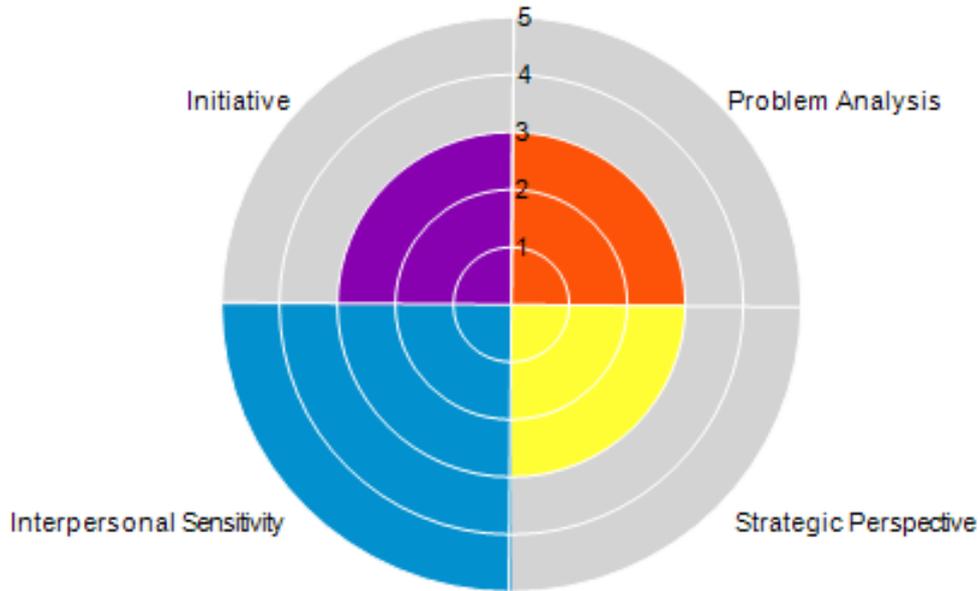
Your performance on each of the competencies measured in the Virtual Assessment was assessed based on the rating scale below:

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.



3. Performance on Individual Competencies

3.1 Problem Analysis

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

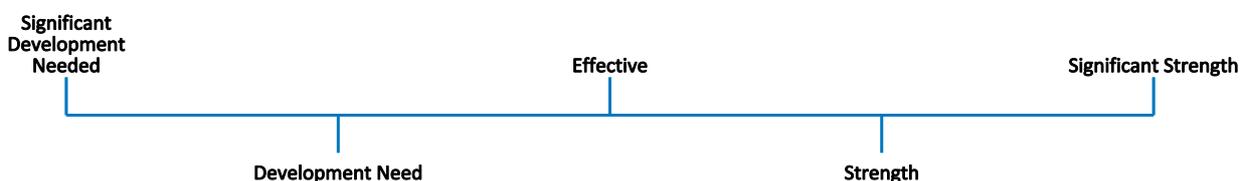
Overall Competency Comments

Anne provided evidence of this competency when she addressed the 'Product Reliability' email by asking Mike Hoare for substantiation of the facts. She also recognised that the 'MoD Concerns' email could affect three Divisions and therefore circulated the email to each of the directors, asking them to obtain MOD advice in future before making sales of military equipment. She recognised which issues were most important (eg the customer complaint) and was willing to give clear decisions and to commit to action on important issues, such as the requests for extended payment terms (which she supported) and for additional discounts (which she rejected). She identified diary clashes and saw the links between some of the issues, suggesting for example that the sales conference provided an opportunity to discuss the lack of managerial support and also to acknowledge the outstanding performance of Jack.

In order to have provided even stronger evidence of this competency, it would have been useful to have highlighted more of the links, eg between headcount and sales performance and to have also done more to interpret the sales data provided. In addition, the important issue of staff recruitment was not addressed at all as Anne did not reply to this email.

3

Effective



3.2 Strategic Perspective

Takes account of a wide range of longer term issues, opportunities and contingencies. Identifies the means of implementing plans in line with the vision and direction.

Overall Competency Comments

Anne showed Strategic perspective by acknowledging the need to refer to the MoD for advice on future sales of military equipment and highlighted the second important trend (a lack of managerial support) which was present in the Training Needs data. She also made a commitment to explore this issue further in the sales conference. She showed that she was aware of the risks associated with contravening existing policies on price discounting and of the danger to the company's reputation associated with the customer complaint and the lack of product reliability, and she took action to address both of these issues. For example, she asked Angela to investigate "the implications for us of missing the delivery timelines" and asked her to "give some thought" to how best the company can "ensure we contain the potential damage to the relationship."

She could have done more to stress the risk to the new product launch of the exhibition stand being incomplete. She could also have responded to the sales and headcount data, recognising the potential link between these two issues and the need to address staff shortages as a matter of urgency. In addition, she could have made suggestions or asked others to suggest ways of putting in place measures to avoid a recurrence of the current issues.

3

Effective

3.3 Interpersonal Sensitivity

Awareness of other people and environment and own impact on these. Actions indicate a consideration for the feelings and needs of others, (but not to be confused with 'sympathy').

Overall Competency Comments

Anne's written communications were consistently polite and diplomatic. She responded to Hazel promising the figures she had requested in time for the Board meeting and showed appreciation of others' contributions. On the issues where she disagreed with others (eg the request for discounts) he was tactful, eg "while I appreciate your high desire to win this tender, I think we may be over-discounting here." Finally, she did not jump to any conclusions about the criticism of Roger before she had had the chance to meet him (which he was planning to do on his return), although she did tell Chris "rest assured I will look into this."

5

Significant Strength

3.4 Initiative

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

Overall Competency Comments

Anne showed Initiative on a number of occasions, for instance by suggesting that the Sales Conference provided a good opportunity to further investigate the topic of the perceived lack of Managerial Support and to formally acknowledge the outstanding performance of Jack Henderson. She also asked the Directors to revisit their year-end forecasts and to provide "an open assessment of their likelihood of success" so that she could raise the issues of reducing the year-end figures at the Board meeting if necessary.

However, there were times when the evidence of this competency was less strong. For example, when tackling the 'New Product Launch' email, she could have suggested a reasonable alternative. She could also have suggested ways of getting to know his team after her return and there were some issues, such as the problems with recruitment, which Anne did not address or make any suggestions about.

3

Effective

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