



VirtualACTM

Participant Feedback Report for
Ann Example

Date completed: **17 October 2018**

Exercise name: **International Growth Initiative (UK) - Report**

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
Decisiveness	Readiness to make decisions, state opinions, take action or commit oneself.
Judgement	Ability to evaluate data and courses of action and to reach logical decisions. An unbiased, rational approach.
Organisational Sensitivity	Capacity to perceive the impact and implications of decisions and activities on other parts of the organisation.
Planning & Organising	Ability to establish efficiently an appropriate course of action for self and/or others to accomplish a goal.
Problem Analysis	Effectiveness in identifying problems, seeking pertinent data, recognising important information and identifying possible causes of problems.
Strategic Perspective	Identifies and takes account of the broader context when dealing with issues, appreciating the longer term and wider implications of their actions.

1.3 About the Exercise

You were given some information to analyse and were asked to write a report giving your recommendations of how to best proceed.

1.4 Rating Scale

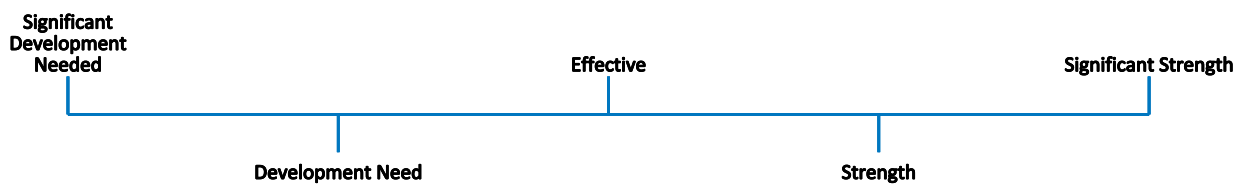
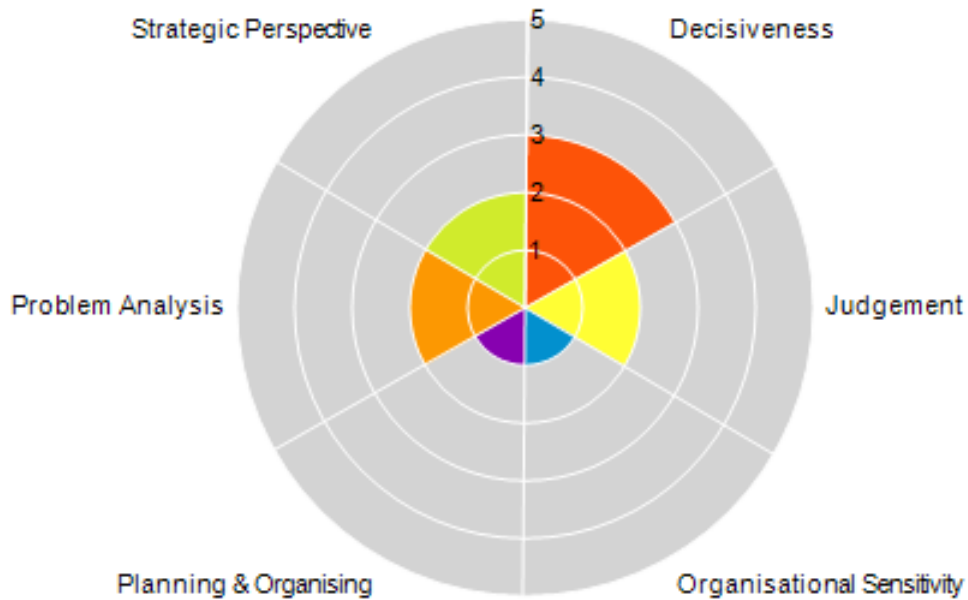
Your performance on each of the competencies measured in the Virtual Assessment was assessed based on the rating scale below:

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 Planning & Organising

Ability to establish efficiently an appropriate course of action for self and/or others to accomplish a goal.

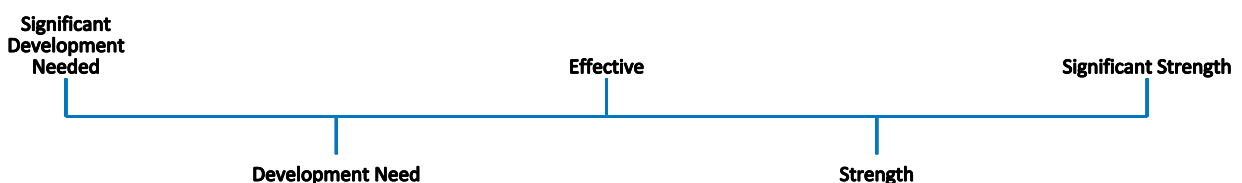
Overall Competency Comments

Ann outlined some risks associated with taking on either of the sites, for example she included "competition for site", "Access to Materials" and "time to open " in her comparison table. With regards to the structure of her report, the table was relatively easy to interpret and she explained her weighting rational in the accompanying text.

However, Ann would have benefitted from including headings and summaries in her written paragraph to help draw attention to key points. She could have described difficulties she considered to be associated with this project. As she did not answer the second part of the brief to explain how the expansion plan should be managed and delivered, there was no evidence of the required activities or of their prioritisation. She also did not identify other issues that needed to be built into the plan, nor did she develop alternative plans as a contingency.

1

Significant Development Needed



3.2 Judgement

Ability to evaluate data and courses of action and to reach logical decisions. An unbiased, rational approach.

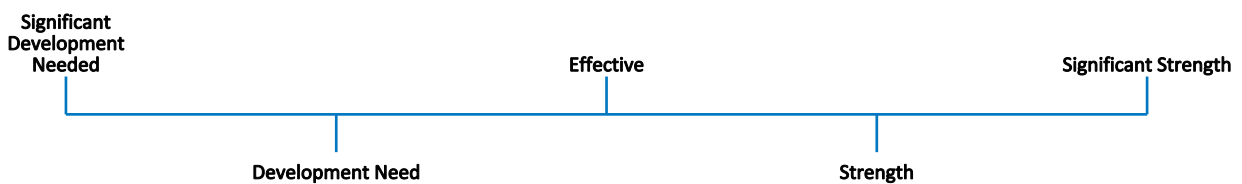
Overall Competency Comments

Ann did make some realistic recommendations based upon her analysis of the data. She produced a table weighing up all of the pieces of information provided across each site, demonstrating that she could see different points of view regarding the Japan and Taiwan sites, "I have created a set of criteria and where possible scored each based on the evidence of the site overviews. I have assigned a weighting on each (low up to 1, med up to 2, high up to 3)". He made some logical decisions based on her analysis, e.g. "The size and cost of establishing the sites are roughly similar so in this case some of the softer issues and time to opening drive the decision".

Ann would have benefitted from making links between the pieces of information. She could have proposed courses of action, shown that she had considered future opportunities and the impact of her decisions. There was also scope to look beyond the data and consider the future and outside threats.

2

Development Need



3.3 Problem Analysis

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

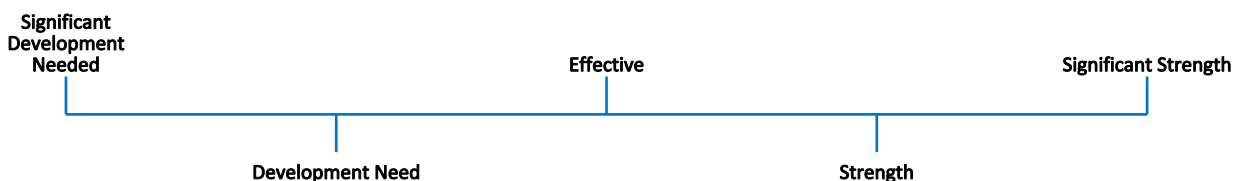
Overall Competency Comments

Ann identified quite a number of the problems and the benefits associated with the different sites and displayed them clearly in her table of analysis. She also considered additional information that could be beneficial in taking the Asia expansion project further, explaining that “Given that the scoring is relatively close establishing answers to some of the unknowns would be beneficial.” These 'unknown's' were denoted in the table as “incentives”, “H&S reqt” for Osaka and “Communities” and “Environment” for Taipei. Her table provided evidence of a clear and systematic approach to analysing the information and she explained her scoring criteria in the accompanying paragraph.

It was clear from Ann's table of analysis that she recognised a lot of the important information from the brief, although she missed the data relating to the company's performance against the three main competitors and she failed to pull out or use any of the information from the staff survey explaining "(I have ignored the staff satisfaction as I cannot see its bearing on the selection - appropriate lessons learned would be applied to either)." Ann would have significantly benefitted from considering all the component parts of the brief, she missed the majority of the second part which was to outline how the expansion project should be managed and delivered, including any difficulties or risks foreseen.

2

Development Need



3.4 Strategic Perspective

Identifies and takes account of the broader context when dealing with issues, appreciating the longer term and wider implications of their actions.

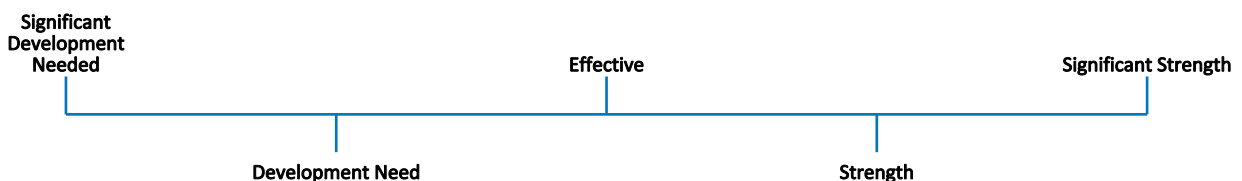
Overall Competency Comments

Ann demonstrated an awareness of some factors that would affect the long-term success of the organisation, such as the "access to materials", the "communities" and the "environment". She showed some consideration of looking for ways to meet future needs, not just the present issues, for example by including aspects relating to the vision and values of Delta Plastics in her analysis, such as the "Communities" and "H&S reqt".

Missing the second part of the brief, to outline how the expansion project should be managed and delivered, meant there was no evidence that she had thought about contingencies should it not be possible to put her initial plans into action, that she could produce coherent plans, that pulled in one direction or that she had put in place longer-term plans. She would also have benefitted from identifying future opportunities for the Company which aligned with its aims and objectives and from setting an overall strategy, rather than dealing with the Asia expansion project in isolation.

2

Development Need



3.5 Decisiveness

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

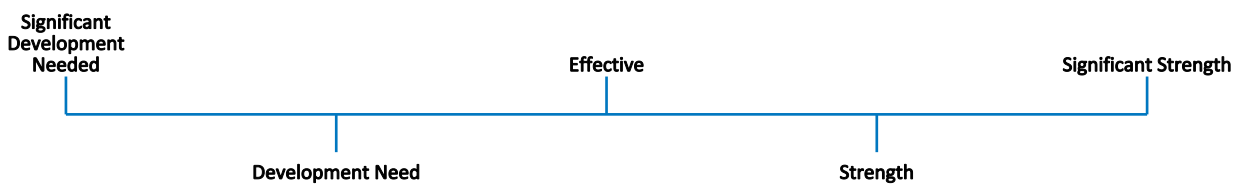
Overall Competency Comments

Ann demonstrated that she was willing to commit to a decision and state her own recommendation as to which of the two sites she would recommend, "My overall conclusion is that Osaka Japan is the best option". She also showed some evidence of addressing a difficult decision, in this case how much weighting to put on the different factors, "I have place high weighting on the financial aspects, medium weighting on compliance with company values and resources".

Ann would have benefitted from stating her recommendations of how the expansion plan should be managed and delivered. This was the second part of the brief she was asked to provide to the CEO.

3

Effective



3.6 Organisational Sensitivity

Capacity to perceive the impact and implications of decisions and activities on other parts of the organisation.

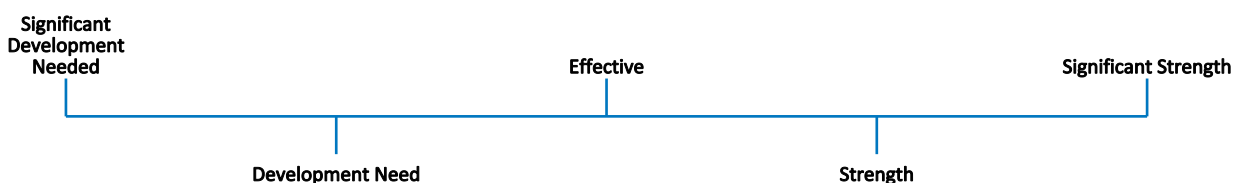
Overall Competency Comments

Ann's table of analysis showed that she had an appreciation of how this project would fit in with some of what the organisation was aiming to achieve, e.g. it included "Environment" and "H&S reqt".

Her table showed limited evidence of having considered the likely impact of her decisions a group of stakeholders, namely the inclusion of a line for 'communities'. However, she then explained that she had "ignored the staff satisfaction as I cannot see its bearing on the selection - appropriate lessons learned would be applied to either". Ann would have significantly benefitted from having included data from the employee survey and of considering the impact of her decisions on the company and people. She could also have considered the 'big picture', recognising that an action in one area may have consequences in another.

1

Significant Development Needed



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