

VirtualAC™ Exercise Descriptions

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With more than 45 virtual exercises to choose from, the VirtualAC™ range of exercises allows practitioners to assess potential employees' performance across business functions, industry sectors, and the employment lifespan from graduates to executives, in highly immersive and interactive virtual simulated work environments similar to that of what they are applying for.

Using VirtualAC, candidates will be asked to respond to information and issues presented in a variety of formats, such as emails, video messages, voicemails, calendar items, documents, and organisation charts. Through the simulated online desktop, participants can be asked to respond to emails, write documents or reports, and schedule meetings in their calendar. Specific competencies measured by each VirtualAC are also indicated, making it easier for practitioners to ensure that they create a comprehensive selection battery to find the right candidate for the job.

Assessors score the participant's exercise online using the structured scoring system, leave comments about their performance, and the SmartScoring™ formula can suggest a rating automatically for each competency being assessed. Once scoring is completed, a PDF Assessor Report can be generated on demand, summarising an individual's performance on the exercise.

A variety of exercises are available in the following formats:

Inbox Exercises, Analysis Exercises, In-basket Exercises, and Day-in-the-life Exercises.

INBOX EXERCISES

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Exercise Name	Low-Fare Air	The Administrative Assistant	The Office Assistant	The Support Officer
Exercise Level	Non-management	Non-management	Non-management	Non-management
Industry	Transport/Logistics	Any	Public/Local Government	IT/Telecom
Duration	80 minutes	95 minutes	80 minutes	80 minutes
Competencies	<ul style="list-style-type: none"> • Attention to Detail • Planning and Organising • Judgement • Problem Analysis • Written Communication • Interpersonal Sensitivity • Initiative • Customer Service 	<ul style="list-style-type: none"> • Attention to Detail • Planning and Organising • Problem Analysis • Decisiveness • Numerical Analysis • Written Communication • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Attention to Detail • Planning and Organising • Judgement • Problem Analysis • Decisiveness • Written Communication • Interpersonal Sensitivity • Initiative • Customer Service 	<ul style="list-style-type: none"> • Attention to Detail • Planning and Organising • Judgement • Problem Analysis • Decisiveness • Written Communication • Interpersonal Sensitivity • Initiative • Customer Service
Description	<p>The participant assumes the role of a Customer Service Agent working for a small low-cost airline. It is the participant's first day having taken over from their predecessor who has transferred to another department within the airline. Due to an urgent off-site meeting, no other members of the organisation are available. The participant is required to deal with internal and external customer issues and complaints such as damaged baggage, complaints against staff, reservation errors, rota checking, and policy document checking.</p>	<p>The participant is asked to assume the role of an Administrative Assistant who has been called in to replace an employee who has suddenly been taken ill. The participant is required to deal with a number of important issues, such as the organisation of an international conference, the coordination of a selection interview schedule, and various other general administrative matters. The participant is required to act decisively, prioritise, and display good planning and organising ability.</p>	<p>The participant assumes the role of an Office Assistant who has been sent by a Recruitment Agency to the Council Tax Office of Lowborough County Council. Due to the last Office Assistant leaving the job without giving notice, there is no handover period. The participant is required to deal with issues such as arranging meetings for the Council Tax Office Managers, coordinating their diaries, ordering stationery supplies, dealing with queries, and responding to customer complaints.</p>	<p>The participant assumes the role of a newly appointed Support Officer for a group of Sales Managers working for the software supplier, Burgundy Solutions Ltd. Due to unforeseeable circumstances, there is no handover period. The participant is required to deal with issues such as identifying, allocating, and co-ordinating the managers' schedules to fulfil internal and external demands, to request goods and services, and to monitor associated internal procedures, for example, querying customer contracts and invoices.</p>

Inbox Exercises cont.				
Exercise Name	EuroBargain	Bear Capital Banking	SuperStores	Well-being Agency
Exercise Level	Graduate	Graduate	Graduate	Graduate
Industry	Retail	Financial Services/ Insurance/Banking	Retail	Public/Local Government
Duration	110 minutes	95 minutes	80 minutes	110 minutes
Competencies	<ul style="list-style-type: none"> • Attention to Detail • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Written Communication • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Attention to Detail • Planning and Organising • Judgement • Problem Analysis • Decisiveness • Numerical Analysis • Commercial Awareness • Written Communication • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Attention to Detail • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Written Communication • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Attention to Detail • Planning and Organising • Delegation • Organisational Sensitivity • Judgement • Problem Analysis • Decisiveness • Written Communication • Interpersonal Sensitivity • Initiative • Quality Standards
Description	<p>The participant assumes the role of a Trainee Store Manager working for a major international retailer, EuroBargain, which has numerous hypermarkets across Europe. The participant is asked to deal with a range of issues typical of those faced in a retail environment. Issues include standard day-to-day management tasks relating to sales figures, stock levels, staffing challenges, and customer liaison, as well as a number of non-standard tasks.</p>	<p>The participant assumes the role of a new recruit, working within the Trade Support department of a leading Investment Bank. The department is responsible for providing day-to-day operational support to the trading desks. Within this role they have to deal with a number of important issues that arise. These include investigating failed trades, ensuring timely payments are made, and dealing with queries from internal and external customers. No prior experience of Investment Banking or related financial services is required.</p>	<p>The participant assumes the role of Relief Manager in the branch of a typical national supermarket chain. Aimed at trainee or potential managers, the scenario includes more immediate, tactical issues in the areas of HR, Health and Safety, and Administration, and requires that the individual gives careful consideration to the prioritisation of the items.</p>	<p>The participant assumes the role of a Trainee Manager working for a new public sector agency, the 'Well-being Agency'. The participant is asked to deal with a range of typical public sector issues and stakeholders. Issues include standard day-to-day management and administrative tasks relating to budgets, purchasing, staffing challenges, and liaising with various external and internal stakeholders.</p>

Inbox Exercises cont.				
Exercise Name	Management Trainee Scheme	Midshires Consulting	Haven Housing Association	Transport Project Launch
Exercise Level	Graduate	Graduate	First-Line Management	First-Line Management
Industry	Manufacturing/Production/Warehousing/Publishing	Professional Services: Financial Services/Insurance/Banking	Public/Local Government	Transport/Logistics
Duration	95 minutes	110 minutes	110 minutes	110 minutes
Competencies	<ul style="list-style-type: none"> • Attention to Detail • Planning and Organising • Judgement • Problem Analysis • Decisiveness • Written Communication • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Leadership • Judgement • Problem Analysis • Decisiveness • Interpersonal Sensitivity • Customer Service 	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Numerical Analysis • Written Communication • Interpersonal Sensitivity • Diversity Awareness • Customer Service
Description	The participant takes on the role of a recently recruited graduate who is on the company's Management Trainee Scheme. The scheme comprises a series of 3-month placements working on a series of special projects, aimed at giving the individual a broad understanding of the organisation. The Exercise scenario involves the participant managing a range of issues related to a new set of projects. Items within the In-Basket include emails, circulars, and correspondence, and the participant has to process these items within the allotted time.	The participant is asked to imagine themselves as a Graduate Trainee at Midshires Consulting, a large accountancy and professional services firm. The scenario involves the participant returning from a training course to find that their in-tray is full of emails, circulars, and reports, as well as information regarding future meetings and presentations. The object of the exercise is to prioritise and organise the items in a structured and considered way.	Working within an organisation which is committed to building sustainable communities and better lives, the participant will assume the role of a newly appointed Branch Manager within Haven Housing Association. The issues included in this In-Basket are typical of a first-line management role and include managing services to customers, team motivation, maximising income, and performance management. No prior experience of Housing Associations or related services is assumed.	The participant assumes the role of a Project Manager at Brevet Transportation Authority. The participant is responsible for the launch of a new range of buses throughout the City of Brevet. Their role is to ensure smooth roll-out of a number of bus routes and launch events. The In-basket contains issues relating to the projected budget, safety of the buses, accessibility to the public, liaison with the community, and internal team issues.

Inbox Exercises cont.				
Exercise Name	Lowesdon Health Authority	Neptune Life	Regal Bank plc	Factory HR Manager
Exercise Level	First-Line Management	First-Line Management	First-Line Management	First-Line Management
Industry	Health	Financial Services/ Insurance/Banking	Financial Services/ Insurance/Banking	Manufacturing/Production/ Warehousing/Publishing
Duration	110 minutes	110 minutes	110 minutes	110 minutes
Competencies	<ul style="list-style-type: none"> • Planning and Organising • Management Control • Delegation • Judgement • Problem Analysis • Decisiveness • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Written Communication • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Written Communication • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Written Communication • Interpersonal Sensitivity • Initiative
Description	<p>The participant takes on the role of an acting Unit Manager for a Psychiatric Unit situated in the grounds of the regional general hospital. The participant is asked to deputise for the previous Unit Manager who has been taken seriously ill. Whilst their day-to-day responsibilities do not include patient care, they do need to liaise with medical staff and are responsible for ensuring the smooth running of the Unit, through the provision of effective clerical support and other services. As such, the participant is expected to deal with a wide range of typical issues that have arisen.</p>	<p>The participant is asked to step into the role of a Sales Manager in the direct sales force of a life assurance company. The exercise requires them to deal with a range of issues such as the performance of some of the Financial Advisors in their sales team, marketing initiatives, HR problems, training requirements, and the need to comply with regulatory standards.</p>	<p>The participant is asked to imagine that they are the manager of a branch of a retail bank. Within this role they have major responsibilities for the people in the branch, for developing sales of banking and associated products, and for the supervision/efficiency of all, the day-to-day processes. The items within the In-Basket relate to all of these major accountabilities, which are typical of the work of a first-line manager.</p>	<p>The participant assumes the role of a Factory HR Manager of a leading motor components manufacturer. Supported by a small team, the Factory HR Manager is responsible for all HR matters at several sites and this entails managing a wide range of correspondence from various levels within the organisation. The issues raised relate to selection, appraisal, training and development, internal communications, rewards, and disciplinary matters. Participants are not required to display specific knowledge of HR practices or legal principles, beyond what would be expected of any line manager.</p>

Inbox Exercises cont.				
Exercise Name	Public Sector Agency	Regional Brand Manager	International Business Expansion	Wholesome Foods
Exercise Level	Middle Management	Middle Management	Middle Management	Middle Management
Industry	Public/Local Government	Manufacturing/Production /Warehousing/Publishing	Health	Manufacturing/Production /Warehousing/Publishing
Duration	110 minutes	110 minutes	110 minutes	110 minutes
Competencies	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Commercial Awareness • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Organisational Sensitivity • Judgement • Problem Analysis • Decisiveness • Strategic Perspective • Written Communication • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Commercial Awareness • Strategic Perspective • Written Communication • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Attention to Detail • Planning and Organising • Management Control • Delegation • Judgement • Problem Analysis • Decisiveness • Interpersonal Sensitivity • Initiative
Description	<p>The participant assumes the role of a Regional Director of a Public Sector Agency responsible for the collation and ongoing analysis of demographic data within the UK. The In-Basket contains issues relating to staff, such as recruitment, staff development, and the results of a recent Employee Opinion Survey, as well as some issues with direct reports. It also contains items regarding the use of new technology for data analysis, commercial opportunities for the use of their data, and various other strategic initiatives.</p>	<p>The participant assumes the role of a Regional Brand Manager within Polar Soft Drinks, a global FMCG company. The participant is responsible for one of the key brands within the EU Region and their role is to provide guidance to individual markets/regions, ensure sustained growth, and ensure that the brand supports the company strategy. The In-Basket contains issues relating to the development and placement of advertisements, alignment with other business functions, competitor activity, brand strategy, and wider issues around regional working.</p>	<p>The participant assumes the role of an International Business Development Manager with a remit to grow the EMEA region for DentaGlo, a US manufacturer of a tooth whitening system. Although DentaGlo is well established within the US, it has only started to move into overseas markets in the last few years. The participant's role requires them to expand the sales channels within the region through a combination of direct sales activity and third party distributors. Items relate to sourcing and evaluating potential new distributors, managing performance issues, and devising sales and marketing strategies for the different territories within their region.</p>	<p>The participant is asked to assume the role of acting General Manager of Wholesome Foods Ltd, a market leader in the manufacturing of ready-made meals. The items to be faced in this In-Basket typify those which would normally face a middle manager. Examples include HR, administrative, general management, health and safety, and financial issues.</p>

Inbox Exercises cont.				
Exercise Name	Mega Models	Mega Toys and Games	Department for Personal Data	Chameleon Corporation - HR
Exercise Level	Middle Management	Executive and Senior Management	Executive and Senior Management	Executive and Senior Management
Industry	Manufacturing/Production /Warehousing/Publishing	Any	Public/Local Government	Manufacturing/Production /Warehousing/Publishing
Duration	110 minutes	110 minutes	110 minutes	110 minutes
Competencies	<ul style="list-style-type: none"> • Planning and Organising • Management Control • Delegation • Judgement • Problem Analysis • Decisiveness • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Strategic Perspective • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Planning and Organising • Management Control • Delegation • Judgement • Problem Analysis • Decisiveness • Strategic Perspective • Written Communication • Interpersonal Sensitivity • Diversity Awareness 	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Strategic Perspective • Written Communication • Interpersonal Sensitivity • Initiative
Description	The participant assumes the role of the General Manager of Mega Models Ltd, a subsidiary of Mega Toys and Games. Mega Models manufactures a range of toys and models, which span age groups from nursery to adult. The In-Basket contains issues relating to sales and marketing, production, finance, and human resources. As such, they typify issues likely to be faced by a middle manager.	The participant assumes the role of Managing Director of International Operations within Mega Toys and Games. This role is highly strategic, having overall responsibility for international sales and marketing, as well as product sourcing. It does not, however, include manufacturing. Items to be handled in the In-Basket relate to strategic issues about divisional responsibilities, headcount, potential mergers, and other executive decisions.	The participant assumes the role of the Director of Corporate Support and Shared Services for the Department of Personal Data, which is responsible for the collection, coordination, and dissemination of all personal data for use by other government departments. The In-Basket contains issues relating to the preparation of ministerial briefings regarding the security and abuse of personal data and the need to provide public reassurance and respond to legal challenges. There are also some issues relating to staff performance and implications for the Department's policy on diversity awareness and budgetary planning, as well as other strategic matters.	The participant takes on the role of a HR Director of Chameleon Corporation UK and is required to handle a number of complex strategic issues relating to HR policies on pay and reward mechanisms, succession planning, and the future development of the Human Resource Department and other executive decisions.

Inbox Exercises cont.			
Exercise Name	Chameleon Corporation - Manufacturing	Chameleon Corporation - Sales	Chameleon Corporation - Finance
Exercise Level	Executive and Senior Management	Executive and Senior Management	Executive and Senior Management
Industry	Manufacturing/Production/ Warehousing/Publishing	Manufacturing/Production/ Warehousing/Publishing	Manufacturing/Production/ Warehousing/Publishing
Duration	110 minutes	110 minutes	110 minutes
Competencies	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Strategic Perspective • Written Communication • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Strategic Perspective • Written Communication • Interpersonal Sensitivity • Initiative 	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Judgement • Problem Analysis • Decisiveness • Strategic Perspective • Written Communication • Interpersonal Sensitivity • Initiative
Description	As the Production Director of Chameleon Corporation UK, the participant has to deal with a number of issues related to product quality, technological development and innovation, major capital expenditure projects, product development, and the interface between production and all other aspects of the Company's operations. At this level, much of the content is future oriented. Current issues have an impact across the whole organisation.	As the Sales Director of Chameleon Corporation UK, the participant is required to deal with a wide range of sales-related issues to do with performance, targets, recruitment, awards, conferences, and business opportunities, amongst other things. The participant is also expected to take a strategic view across the business in their capacity as a Director; and a number of the items reflect this requirement.	As the Finance Director of Chameleon Corporation UK, the participant has to deal with a wide range of strategic and operational matters. Current strategic challenges include a potential acquisition and a collaboration agreement. Operational matters relating to ensuring adherence to accounting standards, managing pension and treasury issues, preparing the annual Shareholders Report, and various other day-to-day issues regarding staff management and resourcing requirements.

IN-BASKET EXERCISES

(EXPRESS)

In-basket Exercises (express)				
Express exercises are condensed versions of their original counterparts. They assess fewer competencies and take less time to both complete and score.				
Exercise Name	The personal assistant (express)	Management trainee scheme (express)	Haven Housing Association (express)	Public sector agency (express)
Exercise Level	Non-management	Graduate	First-Line Management	Middle Management
Industry	Professional Services	Manufacturing/Production /Warehousing/Publishing	Public/Local Government	Public/Local Government
Duration	70 minutes	70 minutes	85 minutes	85 minutes
Competencies	<ul style="list-style-type: none"> • Attention to Detail • Planning and Organising • Judgement • Problem Analysis • Numerical Analysis • Written Communication • Interpersonal Sensitivity • Initiative • Customer Service 	<ul style="list-style-type: none"> • Attention to Detail • Planning and Organising • Judgement • Problem Analysis • Decisiveness • Written Communication • Initiative 	<ul style="list-style-type: none"> • Planning and Organising • Leadership • Judgement • Problem Analysis • Decisiveness • Customer Service 	<ul style="list-style-type: none"> • Attention to Detail • Planning and Organising • Judgement • Problem Analysis • Decisiveness • Written Communication • Initiative
Description	The participant assumes the role of a Personal Assistant to the Senior Partner in the Law firm, Parker Woods LLP. They work closely with the Senior Partner providing administrative support for daily work requirements. The participant is required to deal with issues relating to diary management, internal and external requests, quality checking documents, and performance issues. This exercise is one of four more challenging Level A exercises due to the responsibilities of a Personal Assistant.	The participant takes on the role of a recently recruited graduate who is on the company's Management Trainee Scheme. The scheme comprises a series of 3-month placements working on a series of special projects, aimed at giving the individual a broad understanding of the organisation. The exercise scenario involves the participant managing a range of issues related to a new set of projects. Items within the In-Basket include emails, circulars, and correspondence, and the participant has to process these items within the allotted time.	Working within an organisation which is committed to building sustainable communities and better lives, the participant will assume the role of a newly appointed Branch Manager within Haven Housing Association. The issues included in this In-Basket are typical of a first-line management role and include managing services to customers, team motivation, maximising income, and performance management. No prior experience of Housing Associations or related services is assumed.	The participant assumes the role of a Regional Director of a Public Sector Agency responsible for the collation and ongoing analysis of demographic data within the UK. The In-Basket contains issues relating to staff, such as recruitment, staff development, and the results of a recent Employee Opinion Survey, as well as some issues with direct reports. It also contains items regarding the use of new technology for data analysis, commercial opportunities for the use of their data, and various other strategic initiatives.

In-basket Exercises (express) cont.	
Express exercises are condensed versions of their original counterparts. They assess fewer competencies and take less time to both complete and score.	
Exercise Name	Factory HR Manager (express)
Exercise Level	First-Line Management
Industry	Manufacturing/Production/Warehousing/Publishing
Duration	85 minutes
Competencies	<ul style="list-style-type: none"> • Planning and Organising • Delegation • Problem Analysis • Decisiveness • Written Communication • Interpersonal Sensitivity
Description	<p>The participant assumes the role of a Factory HR Manager of a leading motor components manufacturer. Supported by a small team, the Factory HR Manager is responsible for all HR matters at several sites and this entails managing a wide range of correspondence from various levels within the organisation. The issues raised relate to selection, appraisal, training and development, internal communications, rewards, and disciplinary matters. Participants are not required to display specific knowledge of HR practices or legal principles, beyond what would be expected of any line manager.</p>

ANALYSIS EXERCISES

Analysis Exercises				
Exercise Name	Loughmead Transport Plan (express)	Rivero Sales Strategy (express)	Training Implementation Project (express)	Private Finance Initiative (express)
Exercise Level	First-Line Management	First-Line Management	First-Line Management	Middle Management
Industry	Manufacturing/Production /Warehousing/Publishing	Pharmaceutical	Professional Services/ Financial Services/ Insurance/Banking	Manufacturing/Production /Warehousing/Publishing
Duration	85-125 minutes	70-110 minutes	85-125 minutes	85-125 minutes
Competencies	Criteria <ul style="list-style-type: none"> Attention to detail Planning and Organising Organisational sensitivity Judgement Problem analysis Decisiveness Written communication Interpersonal sensitivity Briefing Only <ul style="list-style-type: none"> Stress Tolerance Flexibility Openness to Change Listening Persuasive Oral Communication Impact 	Criteria <ul style="list-style-type: none"> Planning and Organising Judgement Problem analysis Decisiveness Creativity Interpersonal sensitivity Briefing Only <ul style="list-style-type: none"> Listening Persuasive Oral Communication Written Communication Impact 	Criteria <ul style="list-style-type: none"> Attention to detail Planning and Organising Judgement Problem analysis Decisiveness Numerical Analysis Commercial Awareness Written communication Briefing Only <ul style="list-style-type: none"> Stress Tolerance Flexibility Openness to Change Listening Persuasive Oral Communication Impact 	Criteria <ul style="list-style-type: none"> Attention to detail Planning and Organising Judgement Problem analysis Decisiveness Commercial Awareness Written communication Briefing Only <ul style="list-style-type: none"> Flexibility Impact Listening Openness to Change Persuasive Oral Communication
Description	<p>This exercise is a parallel version of The New Directive express analysis exercise. The participant assumes the role of a newly appointed manager for Loughmead Borough Council and is responsible for Transport Implementation. Central Government has recently cascaded a new directive. The participant is provided with a range of qualitative and quantitative information. Their role is to analyse the information provided and make recommendations as to how they will implement the Central Government's Directive at a local level.</p>	<p>This exercise is a parallel version of The Restructuring Challenge express analysis exercise. The participant plays the role of an Area Sales Manager of a recently amalgamated healthcare company, Rivero DermaPro. Due to the merger the Manager must reorganise their sales region. Written and graphical information is provided, including product sales, potential competitor information, sales representatives' performance, and logistical considerations. The aim is to supply the Business Unit Director with a written report of how the objectives can be achieved.</p>	<p>This exercise is a parallel version of the Organisational Change Project express analysis exercise. The participant assumes the role of Project Manager of Speiro Global, a worldwide provider of investment management. The Company, which was formed following a merger, is currently going through considerable change. The participant's role is to manage the implementation of a new e-learning system. They must analyse information and make recommendations as to which supplier or suppliers should be chosen to undertake the system implementation. The information provided is both qualitative and quantitative and includes company details, financial data, and associated risks and benefits.</p>	<p>This exercise is a parallel version of Public-Private Partnership express analysis exercise. The participant assumes the role of the Procurement Manager in the Finance and Planning Division of Wiltshire Council. It is currently redeveloping one of its schools and has decided that the service will be provided through a Public-Private Partnership. The participant is required to analyse a range of numerical and textual information, including a risk allocation matrix to assess the appropriateness of submissions from potential partners. Participants must provide a proposal, making recommendations as to which submissions will be shortlisted. No prior knowledge of procurement procedures is needed in order to complete the exercise.</p>

Analysis Exercises cont.				
Exercise Name	Prison Finance Project (express)	International Growth Initiative (express)	Aramec's Strategy Review (express)	Recreational Service Transformation (express)
Exercise Level	Middle Management	Middle Management	Executive and Senior Management	Executive and Senior Management
Industry	Public/Local Government	Manufacturing/Production /Warehousing/Publishing	IT/Telecom	Public/Local Government
Duration	85-125 minutes	85-125 minutes	105-145 minutes	85-125 minutes
Competencies	Criteria <ul style="list-style-type: none"> Attention to detail Planning and Organising Judgement Problem analysis Decisiveness Commercial Awareness Written communication 	Criteria <ul style="list-style-type: none"> Planning and Organising Organisational Sensitivity Judgement Problem analysis Decisiveness Strategic Perspective Written communication 	Criteria <ul style="list-style-type: none"> Openness to Change Planning and Organising Organisational Sensitivity Judgement Problem analysis Decisiveness Creativity Commercial Awareness Strategic perspective Written communication Interpersonal sensitivity Customer service 	Criteria <ul style="list-style-type: none"> Planning and Organising Judgement Problem analysis Decisiveness Commercial Awareness Strategic Perspective Customer Service Written communication
	Briefing Only <ul style="list-style-type: none"> Flexibility Impact Listening Openness to Change Persuasive Oral Communication 	Briefing Only <ul style="list-style-type: none"> Stress tolerance Openness to Change Leadership Listening Persuasive Oral Communication Impact 	Briefing Only <ul style="list-style-type: none"> Listening Persuasive Oral Communication Impact Stress tolerance 	Briefing Only <ul style="list-style-type: none"> Flexibility Impact Listening Persuasive Oral Communication Stress tolerance
Description	<p>This exercise is a parallel version of the Public-Private Partnership express analysis exercise. The participant assumes the role of the Procurement Manager in the Finance and Planning Division of the National Justice Service (NJS). The NJS is currently redeveloping one of its prisons and has decided that the service will be provided through a Public-Private Partnership. The participant is required to analyse a range of numerical and textual information, including a risk allocation matrix to assess the appropriateness of submissions from potential partners. Participants must provide a proposal, making recommendations as to which submissions will be shortlisted. No prior knowledge of procurement procedures is required to complete the exercise.</p>	<p>This exercise is a parallel version of the Global Expansion Project express analysis exercise. The participant assumes the role of Head of Development at Delta Plastics, a global manufacturing company. Delta Plastics is looking to increase their presence in Asia in the coming year and there are two locations to choose from for a new site. The participant's role is to analyse the information collected to date and to recommend which site should be chosen and how the project should be delivered. Information provided includes company details, Corporate Social Responsibility policies, industry trends, and local area data.</p>	<p>This exercise is a parallel version of Redisso's Strategic Realignment express analysis exercise. The participant assumes the role of Head of Commercial Operations at Aramec S.A., a medium software solutions business. A Non-Executive Director of Aramec's Board has voiced concerns about the Company's declining profit margins and highlighted a potential need to restructure the business and realign its growth strategy. The participant must carry out a detailed review of Aramec's financial and commercial performance over the last three years and set out clear recommendations of how this might be improved in the short-, medium-, and long-term.</p>	<p>This exercise is a parallel version of the Improving Performance express analysis exercise. The participant assumes the role of a newly appointed Director of Culture and Recreational Services within a Council. The Chief Executive has asked them to look at current performance across several internal divisions within the department, make recommendations for improving performance and service delivery, and detail actions which could be taken to save costs.</p>

DAY-IN-THE-LIFE EXERCISES

Day-in-the-life Exercises				
Exercise Name	Strides Customer Engagement Manager	Golden Square	GC Regional Manager	Seigo's Head of Strategic Change
Exercise Level	First-Line Management	Middle Management	Middle Management	Executive and Senior Management
Industry	Health	Professional Services	Manufacturing/Production /Warehousing/Publishing	Manufacturing/Production /Warehousing/Publishing
Duration	230 minutes	230 minutes	230 minutes	230 minutes
Competencies	<ul style="list-style-type: none"> Stress Tolerance Flexibility Integrity Planning and Organising Leadership People Development Judgement Problem Analysis Decisiveness Strategic Perspective Persuasive Oral Communication Interpersonal Sensitivity Initiative 	<ul style="list-style-type: none"> Stress Tolerance Flexibility Integrity Planning and Organising Leadership People Development Judgement Problem Analysis Decisiveness Strategic Perspective Persuasive Oral Communication Interpersonal Sensitivity Initiative 	<ul style="list-style-type: none"> Stress Tolerance Flexibility Integrity Planning and Organising Leadership Judgement Problem Analysis Decisiveness Strategic Perspective Persuasive Oral Communication Interpersonal Sensitivity Initiative People Development 	<ul style="list-style-type: none"> Stress Tolerance Flexibility Integrity Planning and Organising Leadership Judgement Problem Analysis Decisiveness Strategic Perspective Persuasive Oral Communication Interpersonal Sensitivity Initiative
Description	<p>The participant assumes the role of a newly appointed Customer Engagement Manager in the Marketing Department at Strides, an international gym and health club chain. The exercise is made up of three different components: an email section (similar to an Inbox or In-basket), an Analysis Exercise with a briefing call, and an Internal Interview Simulation (or role play). In the email section of the exercise, the participant is faced with staff issues, a decision about a new commercial partner, and a review of team processes. In the Analysis Exercise they are required to review the success of previous marketing campaigns; and in the Interview Simulation they need to address performance issues with a direct report.</p>	<p>The participant assumes the role of a newly appointed Senior Manager in the Professional Services firm Golden Square. The exercise comprises three different components: an email section (similar to an Inbox or In-basket), an Analysis Exercise with a Briefing call, and an Internal Interview Simulation (or role play). In the email section of the exercise, the participant is presented with a recent staff survey, a budget review, and an issue concerning the overcharging of a client. In the Analysis Exercise they are required to analyse data and information relating to the performance of the teams they manage; and in the Interview Simulation they need to build rapport, coach, and raise issues with a direct report.</p>	<p>The participant assumes the role of the newly appointed Regional Commercial Manager for the Middle East for Groupe Chaumont (known as 'GC'). GC is an international manufacturer of soft drinks. The exercise comprises three different components: an email section (similar to an Inbox or In-basket), an Analysis Exercise with a Briefing call, and an Internal Interview Simulation (or role play). In the email section of the exercise the participant is faced with a sales query, a request for recommendations about a possible licencing agreement, and a need to review outputs of a staff survey. In the Analysis Exercise the participant has to review data and information relating to an explosion in one of the factories; and in the Interview Simulation they have a meeting with a direct report in which they must address some performance issues.</p>	<p>In this 'day-in-the-life' exercise, the participant assumes the role of the newly appointed Head of Strategic Change at Seigo, an international toy manufacturing company. The exercise comprises three different components: an email section (similar to an Inbox or In-basket), an Analysis Exercise with a briefing call, and an Internal Interview Simulation (or role play). In the email section of the exercise, the participant is faced with tensions between two senior staff members, a request for recommendations based on the outputs of an engagement survey, and issues regarding sustainability within the toy industry. In the Analysis exercise the participant has to review data and information relating to Seigo's performance in the Asia-Pacific region, and in the Interview Simulation they meet with a Senior Level Peer with whom they need to build rapport and raise specific issues.</p>



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