This briefing provides you with information about the Management Dilemmas™ test. It describes why tests such as this are used, what the format of the test will be and how best to approach the testing session.

Why am I being asked to take a test?

Employers use tests alongside other assessment methods to determine whether a person has the required capabilities to meet the needs of a job. Tests can be used for assessment or development purposes, and are typically used alongside other information about people's qualifications, experience and talents to evaluate the extent to which an individual is suited to a given role. A test will be chosen for a specific assessment or development purpose if it has been identified as measuring relevant capabilities, based on an analysis of the important criteria for job performance in that role. Using tests to assess people offers a number of benefits:

- They provide employers with an objective method of assessing people on job-relevant criteria.
- They give people an opportunity to demonstrate their strengths.
- They help to identify areas where a person could benefit from further development.

What is the Management Dilemmas test?

Management Dilemmas is a Situational Judgement Test. This type of test assesses your ability to judge the effectiveness of different actions that could be taken in response to workplace situations. In the test you will be presented with a series of scenarios, which reflect challenging managerial situations. For each scenario, you will be presented with four possible actions that could be taken. You will be asked to rate each of the four actions in terms of its effectiveness in addressing the scenario. The scale you are required to rate the actions on is shown below.

<table>
<thead>
<tr>
<th>Counterproductive</th>
<th>Ineffective</th>
<th>Slightly Effective</th>
<th>Effective</th>
<th>Very Effective</th>
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</thead>
<tbody>
<tr>
<td>An inappropriate action that will have a negative impact or make the situation worse</td>
<td>A poor action which will not help to resolve the situation</td>
<td>An action that would have a small positive impact on the situation</td>
<td>A reasonable action that would help to resolve the situation</td>
<td>One of the best actions that could be taken to resolve the situation</td>
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The test does not require any specialist knowledge to complete. Your responses should be based solely on the information presented in each scenario. On the following page, you will find some example scenarios which are similar to those that you will be asked to complete when you take Management Dilemmas. These will help you understand the format of the scenarios and actions. You should consider the effectiveness of each action in terms of your first response to the scenario presented. You should rate each action independently of the other actions presented. You may feel that you would take a different action to those presented. Nevertheless, you should concentrate on rating the effectiveness of the four actions that are actually provided.
Example Scenario 1

Two months ago you gave a new, fairly inexperienced member of your staff responsibility for an internal project. She was very pleased to be given this responsibility, which entails researching, co-ordinating and liaising with colleagues. In order to help her, you have held regular weekly meetings to discuss progress on the project and to provide advice and guidance. Between these meetings you have often had additional email and telephone conversations on the subject. The project, which has another four months to go, appears to be progressing as planned. However you have heard from one of your other team members that the new staff member feels that she is being ‘micro-managed’ and is finding it stifling.

Rate the effectiveness of the following actions:

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<tbody>
<tr>
<td>a</td>
<td>Back off completely, allowing her to manage the project without any input from you, unless she explicitly asks for any advice or assistance.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>b</td>
<td>Meet to reassure her that she is doing well and discuss how she would like to be managed from now on, explaining that she has the authority to act within agreed limits and deadlines.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>c</td>
<td>Explain to her that it is sensible for her to be guided through her first project and she will be given more freedom in future, when she has more experience.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>d</td>
<td>Reduce the frequency of the project review meetings to fortnightly and minimise any interim discussions about the project.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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Example Scenario 2

You manage a department. One of the most experienced members of the department has considerable knowledge about processes and historical issues within the organisation. His knowledge has been valuable in supporting the less experienced team members in their tasks. Up until recently he has been an effective member of your team with a good attendance record. However, recently he has taken sick leave on several occasions. Three members of the department have also raised concerns about him, as he has been unhelpful and unpleasant to them.

Rate the effectiveness of the following actions:

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<tr>
<td>a</td>
<td>Meet with the team member and ask him how his work is going generally and whether he has any issues that he would like to discuss with you.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>b</td>
<td>Tell the team member that his recent performance and attendance has been unacceptable and you expect to see an immediate and substantial improvement in both.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>c</td>
<td>Take no action for now and wait to see whether the issues resolve themselves as, until recently, he has been a good performer and the issues may only be temporary.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>d</td>
<td>Meet with the team member to discuss the concerns raised and establish whether there are any underlying issues, and then agree specific actions to address them.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</table>
When you take Management Dilemmas, you will be asked to complete a range of scenarios similar to these example scenarios. You will be given full instructions about the test before you begin. The test is not timed, but should take around 45 to 50 minutes to complete.

Your answers will be scored by comparing them to the ratings given by a sample of experienced senior managers. Your scores will then be interpreted in relation to the scores achieved by a large sample of similar participants who have also taken the test.

When responding to the scenarios, keep in mind the following points:

- Think about what the important decision-making criteria are in relation to the specific scenario. What is the main priority? What will a successful outcome look like?
- Consider the likely consequences of each action in relation to the criteria. What will the impact be? Who will be affected? How are they likely to react?

Preparing for the Testing Session

- Make sure you have a good night’s sleep before you take the test.
- If you are taking the test at an assessment venue, make sure you allow plenty of time to get to the venue.
- If you normally wear glasses or contact lenses, make sure you are wearing them when you take the test.
- If you have any special requirements for the test, eg larger text size, make sure that you inform the test administrator so that appropriate adjustments can be made to the assessment process.

During the Testing Session

- Follow the instructions for the test carefully.
- If you are unsure about anything, speak to the test administrator before you begin.
- Read each scenario and the actions thoroughly.
- Try to remain calm and focus on performing to the best of your ability.

Good luck with the test. We hope you have found this briefing useful.
About A&DC

A&DC is a leading international HR consultancy that specialises in helping organisations to align their people strategy with business strategy. We build alliances with organisations worldwide with the aim of implementing talent management solutions that support the longer term business vision and strategic goals.

**Discover Talent**  – assessment products and solutions for selecting the right people
**Transform Talent**  – management and leadership development solutions for lasting behavioural change
**Energise Talent**  – coaching and career engagement for sustained excellence

Through our international partner network, we have the scale, reach and cultural diversity to operate across the global economy. Talent moves across borders and so do we. The end result for our clients is the right people delivering the right results in the right way, now and in the future.