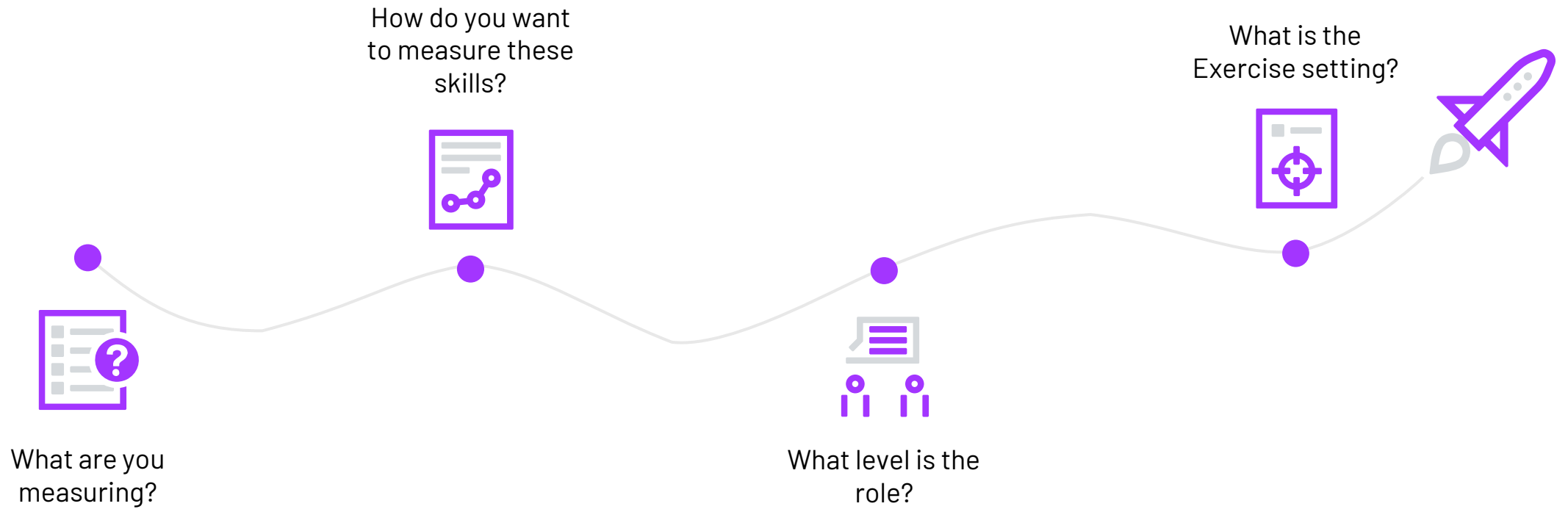




# SELECTING YOUR EXERCISE

# Steps for selecting your exercise



# What are you measuring?

You need to identify the skills required to be effective in the target role. Begin by clarifying the Criteria for measuring a person's performance – these are the skills or behaviours required for the role you have in mind, e.g., Teamwork, Problem Analysis, Leadership, etc.

Your organisation may have existing Criteria or Competencies for your target role and if not, you will need to establish these before you proceed to Step 2.

We suggest that you keep to a practical number of criteria, maybe around 8, and ensure they are clearly related to the target job role.

# How do you want to measure these skills?



## Working Alone

**In-Basket/Inbox Exercises** - Participants work through contents of an in-tray.

**Analysis Exercises** - Participants analyse and interpret information, then report back.

**Scheduling Exercises** - Participants create schedule based on varied information



## Working One-One

**Internal Interview Simulations** - a meeting with another member of staff

**External Interview Simulations** - a meeting with a person external to the organisation

**Fact Find Exercises** - Participants elicit relevant information on which to base a decision

**Oral Presentations** - Participants present information based on information analysis



## Working in a Group

**Non-Assigned Role Group Discussion** - Participants are given the same information for review and discussion and work together to arrive at recommendations.

**Assigned Role Group Discussion** - Participants have different roles and information and are required to represent different views at the meeting.

# What level is the role?

Your exercises must accurately reflect the variety and demands of your target role. From the 5 levels given below, determine which is most suited to the role you have in mind.

- Non- Management
- Graduate
- First - Line Management
- Middle Management
- Executive & Senior Management

# What is the exercise setting?

Our exercises are set in the environment of fictitious but credible organisations, in particular industry settings and within specific business functions.

## Industry Sectors

- Energy/Utilities
- Engineering/Construction
- Finance Services/Insurance/Banking
- Health
- Hotel/Catering
- IT/Telecom
- Manufacturing/Production/Publishing/Warehousing
- Pharmaceutical
- Professional Services
- Public/Local Government
- Retail
- Transport/Logistics

## Business Functions

- Administration
- Customer Service
- Finance
- General Management
- Management
- Manufacturing
- Marketing
- HR
- Production
- Purchasing/Procurement
- Sales

# TYPES OF EXERCISE

## Non-Assigned Role Group Discussion

In Non-Assigned Role Group Discussions, Participants are all given the same brief, which in most instances consists of a number of different work-related issues requiring prompt action. They are sufficiently straightforward that no preparation time is necessary. However, in some instances the task before the group is more complex, in which case some preparation time has been built





## Assigned Role Group Discussion

Participants in Assigned Role Group Discussions are allocated different roles often representing different functions in the organisation. They also have competing interests, making decisions for their own department as well as the overall good of the organisation.

As each Participant has their own objective there will be more opportunity than in the Non- Assigned Role Group Discussion for the Participant to persuade others towards their own point of view. Given the conflicting objectives they face, Participants may sometimes choose to concentrate on securing the most favourable outcome either for them, or for the organisation as a whole.



# Interview Simulations – Internal

This type of Exercise simulates an internal, one-to-one meeting between a Participant and a Roleplayer, such as a performance review, counselling, disciplinary or grievance interview.



# Interview Simulations – Extrenal

This type of Exercise simulates an external one-to-one meeting between a Participant and a Roleplayer, such as a sales call, a negotiation or a customer service situation.



# Fact Find Exercises

In this type of Exercise, the Participant is given a very short summary of the immediate circumstances surrounding an incident.

After a brief planning period, the Participant needs to display effective analytical skills by asking specific questions of the Resource Person who has a database of relevant information.



# Analysis Exercises

This type of written Exercise presents the Participant with a large amount of information, both verbal and numerical, relating to a specific work situation. The Participant is required to analyse the data and is then asked to communicate his/her conclusions and recommendations.



## Oral Presentation Exercises

Participant is asked to prepare for and make a formal presentation that is consistent with the demands of the target role. If it is more appropriate, the Participant can be asked to make a more informal briefing.



