



Assessment

Situational Judgement analysis report



REPORT FOR:

JAYNE BRIGHT

CONFIDENTIALITY:

HIGH



Introduction

This report is confidential and intended solely for **Jayne Bright**, who completed a Diversity & Inclusion (D&I) Situational Judgement assessment on **22/02/2015**.

The D&I assessment measures people's potential attitudes and behaviour to different aspects of D&I. You were asked to respond to a range of scenarios relating to a number of different aspects of D&I (e.g. age, gender, race and sexuality). In each case, you were provided with some potential actions and asked to choose which you thought were the most and least appropriate for each scenario.

Your Approach

The assessment highlights your most likely approach when faced with challenging situations relating to diversity. The three possible categories into which your responses have fallen are shown below, the numbers represent the number of responses that you gave in each category.

Actively Appropriate

Responses within this range of scores indicate that you will typically respond appropriately when faced with different D&I situations. You are likely to deal with these issues directly at the time and in person, confronting any inappropriate behaviour at the time.

8

Passively Appropriate

Responses within this range of scores indicate that you will typically respond appropriately when faced with different D&I situations. You are likely to deal with these issues by looking to defuse the situation, addressing any inappropriate behaviour from others in an indirect manner after the event (e.g. talking to their line manager the following day).

7

Inappropriate

Responses in this range of scores are likely to cause offense to others, by demonstrating little understanding or acceptance of others. Such responses are likely to be ethically inappropriate and, in some cases, even illegal.

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Your Approach

Actively Appropriate (8)

Responses in this category suggest that you are likely to share our organisation's values and attitudes towards diversity in the workplace – we aspire to a culture where diversity is appreciated and valued.

An **actively appropriate** approach means that, when faced with difficult situations where others may be acting inappropriately, you are likely to quickly recognise such behaviour as inappropriate. Having a majority of responses in this category suggests that your main tactic for dealing with such situations will be to address such situations directly with the individuals involved at the time - ensuring that people are aware that their behaviour is inappropriate and you will not tolerate it.

This approach is likely to positively support our organisational commitment towards a more diverse workplace. However, there may also occasionally be some indirect and unintended negative implications of this active intervention mind-set. We would encourage you to review the potential pros and cons of your preferred approach to help you reflect on the best course of action if faced with similar scenarios in real life. To support this, we would also encourage you to explore our wider diversity education programme and attend those elements that will support your ongoing awareness and education.

Potential Pros	Potential Cons
<p>If your responses were translated into actual behaviour, they might have some of the following positive impacts:</p> <ul style="list-style-type: none">Publicly challenging inappropriate and offensive behaviourVisibly supporting the individual on the receiving end of the inappropriate behaviourDiscouraging inappropriate comments and behaviour by others in futureEnsuring that the person knows that their behaviour was inappropriate and is not supported by their colleaguesEncouraging others to speak up against inappropriate and offensive behaviourDemonstrating our organisation's commitment to diversity and intolerance of offensive behaviour.	<p>If your responses were translated into actual behaviour, this might lead to some of the following negative implications:</p> <ul style="list-style-type: none">Making the person who was on the receiving end of the inappropriate behaviour feel even more uncomfortable, by making them the centre of attention rather than the inappropriate behaviour itselfMaking the immediate situation far worse, if you don't have the skills to deal with it effectivelyCreating a sense of 'them' and 'us', with possible ongoing issues and tensionsMaking it harder for others to take follow-up action, as it may make the situation unclear (a case of "Well she said this, he said that")Your intervention may mean no one officially reports the situation as they feel it has been addressedSaying or doing something inappropriate yourself, meaning your behaviour ends up becoming the focus.



Passively Appropriate (7)

Responses in this this category also suggests that you are likely to share our organisation’s values and attitudes towards diversity in the workplace – we aspire to a culture where diversity is appreciated and valued.

A **passively appropriate** approach means that, when faced with difficult situations where others may be acting inappropriately, you are likely to be sensitive to such behaviour and recognise it as inappropriate. Having a majority of responses in this category suggests that your main tactic for dealing with such situations will be to try to defuse them and avoid creating further conflict and tension. This might include trying to address the immediate problem (rather than questioning the underlying prejudice/attitude), speaking to the individuals involved after the event, or reporting it to the appropriate person.

This approach is likely to positively support our organisational commitment towards a more diverse workplace. However, there may also occasionally be some indirect and unintended negative implications of this 'passively' appropriate mind-set. We would encourage you to review the potential pros and cons of your preferred approach to help you reflect on the best course of action if faced with similar scenarios in real life. To support this, we would also encourage you to explore our wider diversity education programme and attend those elements that will support your ongoing awareness and education.

Potential Pros	Potential Cons
<p>If your responses were translated into actual behaviour, they might have some of the following positive impacts:</p> <ul style="list-style-type: none"> • Calming down the existing situation • Gently supporting the individual on the receiving end of the inappropriate behaviour • Indirectly discouraging inappropriate comments and behaviour by others • Avoiding further tension and unpleasantness by resolving the situation • Ensuring inappropriate behaviours are reported • Allowing others in more senior positions to deal with inappropriate behaviours. 	<p>If your responses were translated into actual behaviour, this might lead to some of the following negative implications:</p> <ul style="list-style-type: none"> • Sending a message to the individual, at the time, that their inappropriate behaviour is acceptable • Making the person who was on the receiving end of the inappropriate behaviour feel they are isolated and unsupported, as no one spoke up at the time • By focusing on resolving the situation, rather than addressing the actual behaviour and underlying attitudes, you might inadvertently trivialise the inappropriate behaviour (i.e. it isn't that important/serious) • Your intervention may mean no one officially reports the situation, as they feel it has been addressed • Giving the impression that you support or condone the inappropriate behaviours, given you didn't mention/address these.



Inappropriate (2)

Your responses to the Situational Judgement questionnaire included **two** occasions where you selected what are classified as the **most inappropriate** option. These opinions are deemed to be 'least appropriate' in that they suggest an intolerance towards, an explicit bias against or behaviour that would have a direct negative impact on others (based purely on factors such as their gender, ethnicity or religion). Such responses potentially demonstrates little understanding, consideration or acceptance of others.

If these responses are a true reflection of your beliefs and potential behaviour when faced with similar circumstances in real life, they are very likely to cause difficulties for you and our organisation. Such responses are not only likely to cause offense to others and be ethically inappropriate but, in certain circumstances, be illegal.

Potential Pros	Potential Cons
Not applicable.	<p>If your responses were translated into actual behaviour, this might lead to some of the following negative implications:</p> <ul style="list-style-type: none">• Cause offense to others• Alienate you from your work colleagues• Lead to complaints from customers• Be bad for your reputation within the organisation• Go against our expected standards of employee behaviour• Damage the reputation of our organisation• Could lead to disciplinary action against you.

As an organisation we aspire to a culture of the highest ethical standards, where diversity is appreciated and valued. Given your responses, we would strongly encourage you to take two follow-up actions:

1. To really understand why responses to the items are inappropriate – your inappropriate responses are detailed on the next page.
2. Then to fully engage with our wider diversity education process - and hopefully avoid causing offence to others.



Inappropriate Responses

You answered the following two questions inappropriately. Your responses are indicated by the crosses, the correct response are highlighted.

Theme:	Ageism		
Question Number:	1		
Scenario You are putting together a team to work on an important project. After you have decided your team, you are approached by one of your co-workers, Kenneth, who is approaching retirement. He asks to work with you on the project and to join your team as he claims to have significant experience in the area. You have no experience of working with Kenneth.			
Which of the following would you be most and least likely to do?		Most	Least
Politely decline saying the team has already been chosen. He is likely to slow down your young and fast-working team		x	
Tell him that he is welcome to join you and then give him a short briefing on the aim of the project to make sure he is up to speed.			
Ask him what experience he has and how this will help with the project, with the aim of getting a better understanding of the skills he could bring.		Correct Response	x

Theme:	Race Discrimination		
Question Number:	15		
Scenario Your colleague Steve keeps making racist remarks. While he is not directly offending any of the minorities who work with him and is making a lot of people in the office laugh, his language is likely to still be offensive to some people and you know your manager would strongly disapprove if he heard Steve.			
Which of the following would you be most and least likely to do?		Most	Least
Laugh along with him and try to involve others who seem less amused, to help build positive morale in the workplace.		x	
Talk to your boss about the comments Steve is making.			x
Ask Steve to cut down his racist language as he could be unknowingly upsetting people.		Correct Response	