John Example

SJT Leadership

1. Introduction

This report shows the results of the Situational Judgement Test (SJT) Leadership. During the test, you read descriptions of various situations. For each of these situations, three possible ways you could react as a leader were listed. You indicated how effective you thought each of these reactions would be.

Based on your reactions, we have will cover the following items in this report.

- Leadership preference
- Situational Leadership
- Understanding of effectiveness

The attachment to this report offers more information on the structure of the SJT Leadership. This information may offer you more insight into the creation of this report.

Leadership styles

Based on scientific research, we can distinguish between three leadership styles:

- Transformational leadership
- Transactional leadership
- Laissez-faire

Transformational leadership is generally considered the most effective style. However, some situations require a transactional style, which is why it is important to be able to switch styles based on the situation. Laissez-faire is only effective in a select few situations.

Transformational leadership

A leader with a transformational leadership style aims to inspire employees to pursue a greater goal. This leader responds to the needs of their employees and encourages them to develop themselves.

Transactional leadership

The transactional leadership style is based on an agreement, a contract. These leaders will deal out rewards and punishments based on the performance of their employees. For example, they reward well-performing employees with a higher salary or bonus and address employees who perform badly.

Laissez-faire leadership

A leader with a laissez-faire leadership style offers their employees as much freedom as possible, does not offer a lot of guidance and avoids making decisions.

2. Leadership style preference

During the test, you read descriptions of various situations. For each of these situations, three possible ways you could react as a leader were listed. You indicated how effective you thought each of these reactions would be. Each reaction was tied to one of the three leadership styles. Your preference was determined based on the style you generally considered most effective.

You can view your preference scores below. The orange area shows the average preferences of others.

Transactional	40
Transformational	49
Laissez-faire	28
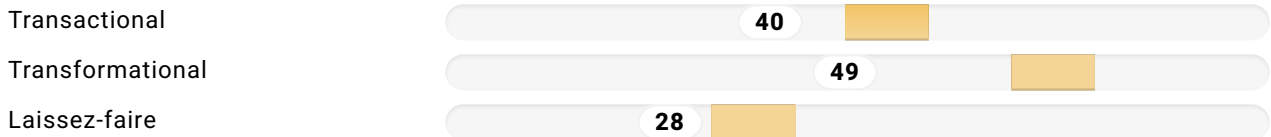
Your preferred style is Transformational, but your preference is lower than the average. This means other people/leaders have a stronger preference for this style than you do.

3. Situational leadership

Transformational leadership is generally considered the most effective style. However, some situations require a Transactional or even a Laissez-faire style. As such, it is important to be able to switch styles based on the situation at hand.

Your effectiveness estimations were assessed for each situation.
Your situational leadership score shows to what degree you made the right choices in this section.

Sten score

Situational Leadership   9

Your situational leadership score is above average. This means you are more likely to adjust your leadership style to the situation at hand than other people.

4. Your answers

During the test, you could indicate which reaction you thought most effective for each situation. We consider the reaction with the highest effectiveness score your choice of leadership style per situation.

The table below shows how often you assigned the highest score to the correct answer and how often you chose a different reaction.

Note: while the Situational Leadership score is based on all your answers, the table only shows your chosen leadership style.

Below is a schematic overview of your preferred style in various situations. You were presented with a total of 15 situations. In 9 of these, transformational leadership was the best option. In 5 of these, this was transactional leadership, and in 1 case, Laissez-faire was the best option. The green areas in the table indicate how often you chose the correct leadership style for each different situation.

selected style →

|	Transformationeel	Transactioneel	Laissez Faire
Transformationeel	9	0	0
Transactioneel	0	5	0
Laissez Faire	0	0	1

type of situation ↓

5. Understanding of effectiveness

During this test, you indicated how effective you thought each of the reactions to the various situations we described would be. This tells us something about your understanding of leadership effectiveness and has been proven to be a good indication of your own performance as a leader.

> The scenarios presented were also assessed by our panel of experts. This panel consists of randomly selected managers. These scenarios, which don't have a clear 'right answer', were selected based on their expert assessment.

We have compared your answers to those of the panel of experts. The closer you are to the assessment of the panel of experts throughout the test, the better your effectiveness estimate.

You can find the total score for your understanding of effectiveness and a subdivision with regard to Transactional, Transformational and Laissez-faire leadership below.

Sten scores

Understanding of effectiveness	7
Transactional	7
Transformational	6
Laissez-faire	5
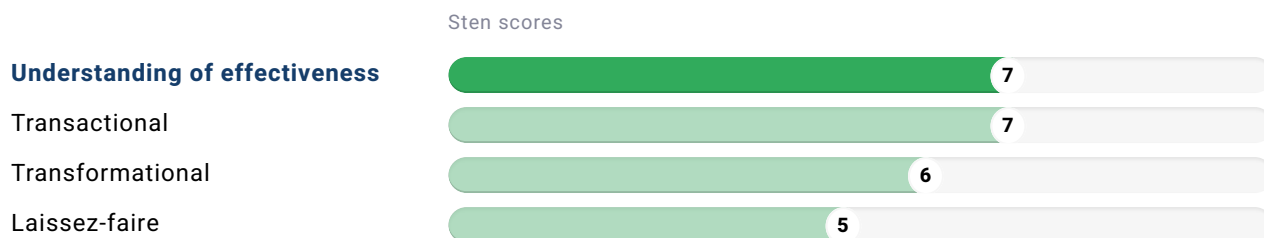
Your score for your understanding of effectiveness matches the average. This means you are about as adept at estimating the effectiveness of a reaction as others. A separate score is shown for the leadership styles. This way, you can tell whether your understanding of one of the styles is better than the others.

Extra development tips

Below are a few general tips for everyone. These tips are not specifically tailored to your leadership style, but you may be able to use them nonetheless.

- Try occasionally **cooperating** with employees **you don't usually engage with as much**. This way, you may be able to help one another reach new levels of success. By cooperating with different people, you will gain a better understanding of the various ways you can handle issues. You can use this to further your own development and that of your team.

- Make sure to get to know your employees even better. What are the **qualities, pitfalls** and **preferences** of each of your employees? Try to find suitable projects for them based on these properties. This way, the **right person will be in the right place**, and your employees will be able to develop themselves even more effectively. This will eventually lead to better performance and a pleasant work environment.

- Involve your employees in your vision for the company. Ask yourself what the **core values of your company or business** are, and consider the **positive effects** of pursuing these values. Regularly communicate what you are working towards to your employees and create a **positive vision** for the future. By making your employees enthusiastic about these values and objectives, they will know exactly what they're working for and how they can contribute. Moreover, they will be more intrinsically motivated to achieve these objectives.

- Leaders, especially those with more experience at the company, may tend to directly solve the problems of employees. While this may be a quick solution, the employee may benefit more in the **long run** if you encourage them to **solve the issues themselves**. This doesn't mean you can't support the employee in this process. By making the employee look for a solution themselves first, you allow them to learn, which means they'll be able to independently **solve similar issues in the future**.

- In addition to the business side of things, make sure to **maintain a good relationship with your employees**. You can do so through conversations or by organising a team trip once in a while, for instance.

- Set **clear goals** for your employees. If employees know what is expected of them, it will be easier for them to address these items. One of the ways to explain your goals is making an annual plan and subdividing it into **small items**. For example, you could initially turn this plan into quarterly objectives, and subdivide those into monthly objectives. Make sure the team is **aware** of this and knows who is **responsible** for which subgoal.

- Try to **stay aware** of the activities of your employees. You can do so in various ways. For example, you could try to implement an **open-door policy**, so employees can approach you to address issues. A more controlled method entails having regular interviews with the persons responsible for each project or team to discuss their progress. This could take the form of a **periodical** (weekly, bi-weekly or monthly) **activity report** that allows you to check whether the objectives you set were realised. The agile approach is a step in the right direction. This approach allows you to **properly support your employees** and take action before serious issues present themselves.

Explanation of statistics used

This report uses various statistics. These are sten scores, which indicate how you scored compared to the benchmark group. The benchmark group has a normal distribution. This means that most of the group has an average score, and only a small percentage scores extremely high or extremely low. As such, most people score sten 5 or 6 – Average. Some people score 1 or 10. Sten scores should not be confused with grades.

Sten scores have the following meanings:

Sten	Meaning
1	Far below average
2	Significantly below average
3	Below average
4	Just below average
5	Average
6	Average
7	Just above average
8	Above average
9	Significantly above average
10	Far above average

Attachment Explanation Test Construction

In this attachment, you can find extra information about the way the SJT Leadership is structured.

During the development of the SJT Leadership, the various scenarios and reactions were assessed by a panel of experts. While completing the test, you were asked to indicate how effective you thought each of the three reactions per scenario would be.

To determine the results listed in this report, we used your answers and compared them to the answers of the panel of experts.

Purple: Your answers
Green circle: Answers of the panel of experts

In the example above:
If purple and green overlap, you correctly estimated the effectiveness!
If purple and green don't overlap, the difference between the answers will be calculated and compared to a benchmark group.

Leadership style preference

To determine your leadership preference, we checked how often you opted for each reaction type. The score shows the average of the benchmark group as a reference value.

Situational leadership

To determine your situational leadership score, we assessed to what degree you adjusted your estimation of the effectiveness of the various reactions to the situation in question. This score was compared to that of the benchmark group.

Understanding of effectiveness

To determine your score with regard to your understanding of effectiveness, we assessed to what degree your estimation of the effectiveness of the various reactions matched that of the panel of experts.