

Selecting Your Exercises

The Criteria-Exercise Matrix

A&DC works with an extensive list of 35 Behavioural Criteria. Each Criterion has been carefully designed to minimise overlap and to ensure there is an understanding of what is meant by its title and definition.

The Criteria-Exercise Matrix is designed to help you select the most appropriate Exercise types for measuring your chosen Criteria.

Stress Tolerance: Stability of performance under pressure and/or opposition. Makes controlled responses in stressful situations.

Flexibility: Ability to modify own behaviour, ie adopt a different style or approach, to reach a goal.

Openness To Change: Proactively supports change and effectively adapts own approach to suit changing circumstances or requirements.

Tenacity: Ability to persevere with an issue or a problem until the matter is settled or the objective is no longer reasonably attainable.

Independence: Actions based on own convictions rather than on a desire to please others. Is prepared to challenge others and has the courage to stand up for own belief in what is right.

Integrity: Ability to maintain social, organisational and ethical norms in job related activities.

Attention to Detail: Total task accomplishment through concern for all areas involved, no matter how small.

Planning & Organising: Ability to establish efficiently an appropriate course of action for self and/or others to accomplish a goal.

Management Control: Appreciation of need for controls and maintenance of control over processes, people and tasks, and actions taken to ensure this.

Delegation: Effective allocation of decision making and other responsibilities to the appropriate person, inside or outside the team.

Leadership: Motivates, enables and inspires others to succeed, utilising appropriate styles. Has a clear vision of what is required and acts as a positive role model.

People Development: Develops the skills and competencies of others through training, coaching and other development activities related to current and future roles.

Organisational Sensitivity: Capacity to perceive the impact and implications of decisions and activities on other parts of the organisation.

Judgement: Ability to evaluate data and courses of action and to reach logical decisions. An unbiased, rational approach.

Problem Analysis: Effectiveness in identifying problems, seeking pertinent data, recognising important information and identifying possible causes of problems.

Decisiveness: Readiness to make decisions, state opinions, take action or commit oneself.

Creativity: Ability to generate original and innovative ideas in order to provide imaginative perspectives on organisational issues.

Numerical Analysis: Ability to analyse, organise and present numerical data, eg financial and statistical.

Commercial Awareness: Ability to understand the key business issues that affect the profitability and growth of an enterprise and takes appropriate action to maximise success.

Strategic Perspective: Takes account of a wide range of longer-term issues, opportunities and contingencies. Identifies the means of implementing plans in line with the vision and direction.



Alone



One-to-One



Group

	In-Basket/Inbox Exercise	Analysis Exercise or Scheduling Exercise	Fact Find Exercise	Competency/Criteria Based Interview	Oral Presentation	Interview Simulation	Assigned Role Group Discussion	Non-Assigned Role Group Discussion
Individual Traits	Stress Tolerance	●	●	●	●	●	●	●
	Flexibility		●	●	●	●	●	●
	Openness To Change		●		●	●	●	●
	Tenacity			●	●	●	●	●
	Independence			●	●		●	●
	Integrity				●		●	
Managerial Skills	Attention to Detail	●	●		●			●
	Planning & Organising	●	●	●	●	●	●	
	Management Control	●			●	●		
	Delegation	●			●	●		
	Leadership	●			●	●	●	●
	People Development	●		●	●	●		
	Organisational Sensitivity	●	●	●	●	●	●	●
Decision Making Skills	Judgement	●	●	●	●	●	●	●
	Problem Analysis	●	●	●	●	●	●	●
	Decisiveness	●	●	●	●	●	●	●
	Creativity	●	●		●	●		●
	Numerical Analysis	●	●			●		
	Commercial Awareness	●	●		●		●	●
Strategic Perspective	●	●	●	●		●	●	



Alone



One-to-One



Group

In-Basket/
Inbox
Exercise

Analysis Exercise or
Scheduling Exercise

Fact Find
Exercise

Competency/Criteria
Based Interview

Oral
Presentation

Interview
Simulation

Assigned Role
Group Discussion

Non-Assigned Role
Group Discussion

Listening: Ability to pick out important information in oral communication. Questioning and general reactions indicate 'active' listening.

Persuasive Oral Communication: Ability to express ideas or facts in a clear and persuasive manner. Convince others to own expressed point of view.

Written Communication: Ability to express ideas clearly in writing, in good grammatical form, in such a way as to be clearly understood.

Interpersonal Sensitivity: Awareness of other people and environment and own impact on these. Actions indicate a consideration for the feelings and needs of others, (but not to be confused with 'sympathy').

Impact: Makes a good first impression on other people and maintains that impression over time.

Diversity Awareness: Treats all individuals with respect, responds sensitively to differences and encourages others to do likewise.

Networking: Willingness and ability to mix easily with other people, builds relationships and establishes useful contacts.

Teamwork: Willingness to participate as a full member of a team of which he/she is not necessarily leader; effective contributor even when team is working on something of no direct personal interest.

Initiative: Actively influencing events rather than passively accepting, sees opportunities and acts on them. Originates action.

Resilience: Ability to maintain effectiveness in situations of disappointment and/or rejection.

Drive: Ability to create and maintain a high level of appropriately directed activity. Shows determination and the capacity to work hard.

Quality Standards: Setting of high goals or standards of performance for self, others and the organisation. Dissatisfied with average performance.

Commitment: Belief in own job or role and its value to the organisation, makes the extra effort for the company even though it may not always be in own self interest.

Work Motivation: Importance of work in attaining personal satisfaction. High need to achieve success.

Customer Service: Exceeding customer expectations by displaying a total commitment to identifying and providing solutions of the highest possible standards aimed at addressing customer needs.

	Alone	One-to-One	Group
Interpersonal Skills			
Listening	●	●	●
Persuasive Oral Communication	●	●	●
Written Communication	●		
Interpersonal Sensitivity	●	●	●
Impact		●	●
Diversity Awareness		●	●
Networking		●	
Teamwork		●	●
Motivational Behaviours			
Initiative	●	●	●
Resilience		●	●
Drive		●	●
Quality Standards	●	●	●
Commitment		●	
Work Motivation		●	
Customer Service		●	●

● Indicates that this type of Exercise is particularly well-suited to generating this behaviour

● Indicates that this type of Exercise normally elicits behavioural evidence of this Criterion

● Indicates that this Criterion may be elicited in the Analysis Exercise presentation