### SENIOR MANAGEMENT

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### MIDDLE MANAGEMENT

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Golden Thread

ANALYSIS EXERCISE

SYNOPSIS

This exercise places the Participant as Managing Director of one of Golden Thread’s principle hotel brands. The GT (Golden Thread) Group is one of the leading global, high-end hotel companies in the world with nearly 900 properties across all brands. The company is currently in the process of reviewing hotel investment options and identifying the option which will render the highest return on investment. The GT Group has received an investment report from an external provider, providing insight into the latest industry trends and outlining the prospective hotel investment options.

The Participant’s role is to analyse the information provided and to recommend the investment option which they believe has the greatest strategic potential and commercial viability, taking into account budget restraints and other limitations. In addition, the Participant has to outline an implementation plan for the chosen investment whilst specifying necessary contingency plans. The output of this exercise consists of a written report and an optional presentation.

COMPETENCIES

✓ Achieving Goals & Delivering Results
✓ Communication
✓ Creating & Innovating
✓ Customer Focus
✓ Entrepreneurial & Commercial Thinking
✓ Flexibility & Adapting to Change
✓ Planning & Organising
✓ Problem Solving & Decision Making
✓ Strategic Thinking

ANALYSIS EXERCISE TIMESCALE

| INSTRUCTIONS FOR PARTICIPANT | 5 MIN |
| PROBLEM ANALYSIS & REPORT WRITING | 90 MIN |

PRESENTATION TIMESCALE (OPTIONAL STAGE)

| PRESENTATION PREPARATION | 20 MIN |
| PRESENTATION | 10 MIN |
| PRESENTATION Q & A | 10 MIN |
Golden Thread
NON-ASSIGNED GROUP DISCUSSION

**LEVEL** | SENIOR MANAGEMENT  
**INDUSTRY** | HOSPITALITY  
**PARTICIPANT’S ROLE** | MANAGING DIRECTOR  
**ASSESSMENT CONTEXT** | GROUP (4 – 6 PARTICIPANTS)  

**SYNOPSIS**

The Participants assume senior roles in one of Golden Thread’s principle hotel brands. Until now, the GT Group allowed each hotel chain to implement and manage their preferred software solution within their respective budget constraints. However, this multi-system solution has not worked well in the past due to infrequent integrations between systems which has deprived Head Office of reliable consolidated data. To address this problem, the Board of Director’s has made the decision to implement a universal Enterprise Resource Planning (ERP) system with essential data integration features which will improve decision making capability and increase business process efficiency.

The group of Participants is presented with information pertaining to three shortlisted ERP systems and is instructed to reach consensus on the most appropriate ERP for the GT Group by the end of the meeting. To introduce ambiguity and to place the Participants under further pressure, the CEO expresses his preference for an ERP which is considered the most unfavourable business solution.

**COMPETENCIES**

- Achieving Goals & Delivering Results  
- Communication  
- Creating & Innovating  
- Customer Focus  
- Entrepreneurial & Commercial Thinking  
- Flexibility & Adapting to Change  
- Leading & Supervising  
- Planning & Organising  
- Problem Solving & Decision Making  
- Teamwork & Relationship Building

**GROUP DISCUSSION EXERCISE TIMESCALE**

| INSTRUCTIONS FOR PARTICIPANT | 5 MIN  
| GROUP DISCUSSION PREPARATION | 15 MIN  
| GROUP DISCUSSION | 60 MIN  

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SYNOPSIS

The Participant recently joined the Golden Thread (GT) Group as the Managing Director of one of their principal hotel brands. The GT Group is one of the leading global, high-end hotel companies in the world with nearly 900 properties across all brands. The GT Group’s strength lies in being a lifestyle brand which ensures that core values are embedded in each and every business transaction.

The Participant is required to conduct a meeting with the General Manager of the Elite Brand which has a reputation for flawless customer service. The General Manager has consistently been a good performer for the last 10 years. However, based on the information provided by the predecessor, the General Manager’s performance has not been as strong recently. The Participant is given information by way of a company overview, company structure, handover notes from the predecessor, a customer complaint letter and a customer satisfaction survey report. The Participant is required to explore performance issues during the meeting, despite the Role Player introducing personal and emotive issues during the meeting, such as the petition for a paid sabbatical.

COMPETENCIES

- Achieving Goals & Delivering Results
- Communication
- Creating & Innovating
- Customer Focus
- Developing Self & Others
- Entrepreneurial & Commercial Thinking
- Flexibility & Adapting to Change
- Leading & Supervising
- Planning & Organising
- Problem Solving & Decision Making
- Strategic Thinking
- Teamwork & Relationship Building
SYNOPSIS

In this exercise, the Participant has recently joined Star Corporation as a Senior Business Managing Consultant. Star Corporation specialises in aiding organisations to advance their leadership capabilities, improve business processes and achieve optimal business results. Prestige Education is one of Star Corporation’s clients and has a global network of award winning schools which provide high quality primary education in more than 11 countries. Prestige Education has recently received a Government Directive from one of the GCC countries in which they operate. This new directive enforces new Nationalisation regulations which require Prestige Education to make significant organisational changes. Prestige Education has appointed Star Corporation to manage the required National Change Initiative (NCI) in a manner that mitigates adverse effects and leverages favourable outcomes.

As a first assignment, the Participant has been asked to outline a change management strategy for Prestige Education. To enable the Participant to advise the client, the following information is provided: a newspaper excerpt outlining the Government Directive, a letter from the CEO providing strategic direction and an HR report highlighting HR variables impacted by this directive. The output of this exercise consists of a written report and an optional presentation.

COMPETENCIES

- Achieving Goals & Delivering Results
- Communication
- Creating & Innovating
- Customer Focus
- Developing Self & Others
- Entrepreneurial & Commercial Thinking
- Flexibility & Adapting to Change
- Leading & Supervising
- Planning & Organising
- Problem Solving & Decision Making
- Strategic Thinking
- Teamwork & Relationship Building

ANALYSIS EXERCISE TIMESCALE

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</tr>
<tr>
<td>PROBLEM ANALYSIS &amp; REPORT WRITING</td>
<td>90 MIN</td>
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<tr>
<td>PRESENTATION TIMESCALE (OPTIONAL STAGE)</td>
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<tr>
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<tr>
<td>PRESENTATION Q &amp; A</td>
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LEVEL | SENIOR MANAGEMENT
--- | ---
INDUSTRY | CONSULTING
PARTICIPANT’S ROLE | SNR. BUSINESS MANAGEMENT CONSULTANT
ASSESSMENT CONTEXT | GROUP (4 – 6 PARTICIPANTS)

**SYNOPSIS**

The Participant recently joined Star Corporation as a Senior Business Managing Consultant. Star Corporation specialises in aiding organisations to advance their leadership capabilities, improve business processes and achieve optimal business results. Star Corporation has been selected by Prima Bank to design a creative branding solution for them. Prima Bank is in the process of rebranding themselves in order to appeal to a broader range of customers. The Star Project team originally assigned to this task produced a rebranding solution which lacked impact and did not impress the client at all. The Participants have been called to this crisis management meeting to ensure that Star Corporation produces a high quality rebranding solution which will secure Prima Bank as a new customer.

Participants are presented with information on the background of the project and on a variety of issues which might have an impact on the branding and marketing strategies of Prima Bank. The group is required to reach consensus on the most suitable logo and tagline for Prima Bank, the best marketing communication channels despite budget constraints, corporate sponsorship opportunities and the most effective way to communicate this solution to the client.

**COMPETENCIES**

- Achieving Goals & Delivering Results
- Communication
- Creating & Innovating
- Customer Focus
- Entrepreneurial & Commercial Thinking
- Flexibility & Adapting to Change
- Leading & Supervising
- Planning & Organising
- Problem Solving & Decision Making
- Strategic Thinking
- Teamwork & Relationship Building

**GROUP DISCUSSION EXERCISE TIMESCALE**

<table>
<thead>
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<tbody>
<tr>
<td>INSTRUCTIONS FOR PARTICIPANT</td>
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<tr>
<td>GROUP DISCUSSION PREPARATION</td>
</tr>
<tr>
<td>GROUP DISCUSSION</td>
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</tbody>
</table>
SYNOPSIS

The Participant recently joined Star Corporation as a Senior Business Managing Consultant. Star Corporation specialises in aiding organisations to advance their leadership capabilities, improve business processes and achieve optimal business results.

Star Corporation performed a job profiling project for Deluxe Dates and Chocolates Confectionary (DDC), one of Star’s priority clients. The Participant is in the process of preparing for the project closure meeting, when DDC sends an email to inform Star that the project was not completed on time and that they wish to impose penalties as a result. Having reviewed background information, the Participant is required to conduct a meeting with the Project Lead to discuss the client’s concerns and to decide on the best way to approach the project closure meeting.

COMPETENCIES

- Achieving Goals & Delivering Results
- Communication
- Creating & Innovating
- Customer Focus
- Developing Self & Others
- Entrepreneurial & Commercial Thinking
- Flexibility & Adapting to Change
- Leading & Supervising
- Planning & Organising
- Problem Solving & Decision Making
- Strategic Thinking
- Teamwork & Relationship Building

INTERNAL ROLE PLAY EXERCISE TIMESCALE

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<td>ROLE PLAY</td>
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Star Corporation

EXTERNAL ROLE PLAY

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<td>PARTICIPANT'S ROLE</td>
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<tr>
<td>ASSESSMENT CONTEXT</td>
<td>ONE-ON-ONE MEETING</td>
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</table>

SYNOPSIS

The Participant recently joined Star Corporation as a Senior Business Managing Consultant. Star Corporation specialises in aiding organisations to advance their leadership capabilities, improve business processes and achieve optimal business results.

FEDNAT has recently awarded Star Corporation with a business re-engineering project. During the fact-finding phase of the project, one of the young business analysts performed a personnel audit which revealed that some redundancies might be possible. However, the business analyst shared the details with a close friend via Facebook and the news of the possible redundancies has reached the affected FEDNAT employees which has caused considerable upheaval for the client. Having reviewed the background, the Participant is required to conduct a meeting with the CEO of FEDNAT to discuss the breach of confidentiality.

COMPETENCIES

✓ Achieving Goals & Delivering Results
✓ Communication
✓ Creating & Innovating
✓ Customer Focus
✓ Developing Self & Others
✓ Entrepreneurial & Commercial Thinking
✓ Flexibility & Adapting to Change
✓ Leading & Supervising
✓ Planning & Organising
✓ Problem Solving & Decision Making
✓ Strategic Thinking
✓ Teamwork & Relationship Building

EXTERNAL ROLE PLAY EXERCISE TIMESCALE

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FutureTel Communications

ANALYSIS EXERCISE

LEVEL
SENIOR MANAGEMENT

INDUSTRY
TELECOMMUNICATIONS

PARTICIPANT’S ROLE
GENERAL MANAGER

ASSESSMENT CONTEXT
ALONE

SYNOPSIS

This exercise places the Participant in FutureTel Communications (FTC) as a General Manager in Asia. FTC is a leading Emerging Markets telecommunications provider with operations in Africa and Asia.

The Board of Directors has allocated $120 million for investment and is currently in the process of evaluating options into existing operations in Africa. An internal report is included which provides the Participant with insight into the latest industry trends in Africa along with an overview of the three existing operational sites, including associated costs and investment options for each of them. The Participant is required to analyse this information and to provide a recommendation on what they consider to be the most strategically sound and commercially viable investment option. The output of this exercise consists of a written report and an optional presentation.

COMPETENCIES

✓ Achieving Goals & Delivering Results
✓ Communication
✓ Creating & Innovating
✓ Customer Focus
✓ Developing Self & Others
✓ Entrepreneurial & Commercial Thinking
✓ Flexibility & Adapting to Change
✓ Leading & Supervising
✓ Planning & Organising
✓ Problem Solving & Decision Making
✓ Strategic Thinking
✓ Teamwork & Relationship Building

ANALYSIS EXERCISE TIMESCALE

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PRESENTATION TIMESCALE (OPTIONAL STAGE)

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<tr>
<td>PRESENTATION Q &amp; A</td>
<td>10 MIN</td>
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FutureTel Communications

ASSIGNED GROUP DISCUSSION

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**LEVEL** | SENIOR MANAGEMENT
---|---
**INDUSTRY** | TELECOMMUNICATIONS
**PARTICIPANT’S ROLE** | GENERAL MANAGER
**ASSESSMENT CONTEXT** | GROUP (4 – 6 PARTICIPANTS)

---

**SYNOPSIS**

Participants recently joined FutureTel Communications (FTC) as Senior Managers in Asia. FTC is a leading Emerging Markets telecommunications provider with operations in Africa and Asia. As a company initiative, FTC would like to implement a Future Leaders program where local talent is identified and developed into key roles across the organization, reducing the future reliance for expatriate workers in Africa.

The group of Participants has been selected to form a project group with the objective of creating a sustainable 5 year talent plan for the FTC operations in Africa, within certain budget constraints. Participants are provided with 3 talent development options for each of the company’s talent focus areas: Recruitment, Systems & Tools and Training and Development. To encourage a healthy debate, Participants have been nominated to represent and actively promote a pre-selected talent development option from each focus area. Participants are required to reach consensus on a Talent Strategy Plan that is best aligned with the needs of the organisation by the end of the meeting.

---

**COMPETENCIES**

- Achieving Goals & Delivering Results
- Communication
- Creating & Innovating
- Customer Focus
- Entrepreneurial & Commercial Thinking
- Flexibility & Adapting to Change
- Leading & Supervising
- Planning & Organising
- Problem Solving & Decision Making
- Strategic Thinking
- Teamwork & Relationship Building

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**GROUP DISCUSSION EXERCISE TIMESCALE**

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FutureTel Communications

INTERNAL ROLE PLAY

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<td>ASSESSMENT CONTEXT</td>
<td>ONE-ON-ONE MEETING</td>
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**SYNOPSIS**

The Participant recently joined FutureTel Communications (FTC) as a General Manager for the Singapore operations. FTC is a leading Emerging Markets telecommunications provider with operations in Asia and Africa.

The Participant is required to conduct a meeting with the Corporate Sales Manager, who was fairly recently promoted as member of the Participant’s management team. The Corporate Sales Manager has not been performing well in the new role primarily due to insufficient support and lack of managerial experience. Having reviewed the background on the Corporate Sales Manager’s strengths and development areas, the Participant must motivate the individual to address any development areas and agree on the best way forward.

**COMPETENCIES**

- Achieving Goals & Delivering Results
- Communication
- Creating & Innovating
- Customer Focus
- Developing Self & Others
- Entrepreneurial & Commercial Thinking
- Flexibility & Adapting to Change
- Leading & Supervising
- Planning & Organising
- Problem Solving & Decision Making
- Strategic Thinking
- Teamwork & Relationship Building

**INTERNAL ROLE PLAY EXERCISE TIMESCALE**

| INSTRUCTIONS FOR PARTICIPANT | 5 MIN |
| ROLE PLAY PREPARATION        | 30 MIN |
| ROLE PLAY                    | 30 MIN |
SYNOPSIS

In the role of Employee Development Manager at the Department of Transport (DoT), the Participant is asked to select a suitable training provider to support their Leadership Development Program. Responsible for infrastructure and transportation, the Department of Transport administers itself through five agencies: Marine, Public Transport, Traffic & Roads, Rail and Aviation. It has 5,000 employees of which they have selected 250 individuals to be part of their new leadership development program, called “Tomorrow’s Leaders”.

The Participant is provided with background on the company and its “Tomorrow’s Leaders” project. In addition, the Participant is also provided with the executive summary of 3 proposals from various training suppliers. The Participant must analyse all the documentation and select the most suitable training provider, justifying their answer. The Participant is also expected to outline a proposed project plan (clearly stating any resource requirements) and to communicate how the Leadership Development Program will support the DOT’s vision for robust succession planning. The output of this exercise consists of a written report and an optional presentation.

COMPETENCIES

✓ Achieving Goals & Delivering Results
✓ Communication
✓ Creating & Innovating
✓ Customer Focus
✓ Developing Self & Others
✓ Entrepreneurial & Commercial Thinking
✓ Flexibility & Adapting to Change
✓ Leading & Supervising
✓ Planning & Organising
✓ Problem Solving & Decision Making
✓ Strategic Thinking
✓ Teamwork & Relationship Building

ANALYSIS EXERCISE TIMESCALE

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<td>10 MIN</td>
</tr>
<tr>
<td>PRESENTATION Q &amp; A</td>
<td>10 MIN</td>
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</table>
ASSIGNED GROUP DISCUSSION

SYNOPSIS
Participants are senior members of the Department of Transport’s HR team. The DoT has received an annual grant to the amount of 15 million dirhams to fund and drive the improvement of DoT performance. The HR Director has asked the Senior HR Team to meet and decide how to best use this money. Each Participant has been provided with a different business solution which they are expected to advocate during the meeting. The group of participants is instructed to reach consensus on the most optimum business solution and to design both a communication and implementation plan which will optimise its efficiency before the end of the meeting.

COMPETENCIES
✓ Achieving Goals & Delivering Results
✓ Communication
✓ Creating & Innovating
✓ Customer Focus
✓ Developing Self & Others
✓ Entrepreneurial & Commercial Thinking
✓ Flexibility & Adapting to Change
✓ Leading & Supervising
✓ Planning & Organising
✓ Problem Solving & Decision Making
✓ Strategic Thinking
✓ Teamwork & Relationship Building

GROUP DISCUSSION EXERCISE TIMESCALE

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<td>15 MIN</td>
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<tr>
<td>GROUP DISCUSSION</td>
<td>45 MIN</td>
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SYNOPSIS
The Participant assumes the role of an Employee Development Manager at the Department of Transport (DoT). The Participant has been asked to select a suitable training provider to support some aspects of their Leadership Development Program. As Employee Development Manager, the Participant is primarily responsible for identifying employee development areas and enabling development to take place through comprehensive performance planning.

The Director of Operations is currently facing an employee performance challenge with a direct report, the Head of Public Transport. Due to time constraints, he has not been able to attend to the matter and has asked HR to conduct an exploratory meeting with the Head of Public Transport to examine this matter on his behalf. The Participant is given information by way of an email from the Director of Operations, outlining the background and an interim target review report. The Participant is required to explore performance issues during the meeting and to prepare an action plan to guide next steps, despite the Role Player introducing controversial issues during the meeting (such as the petition to remove the last written warning from the Role Player’s record as a personal favour).

COMPETENCIES
- Achieving Goals & Delivering Results
- Communication
- Creating & Innovating
- Customer Focus
- Developing Self & Others
- Flexibility & Adapting to Change
- Leading & Supervising
- Planning & Organising
- Problem Solving & Decision Making
- Strategic Thinking
- Teamwork & Relationship Building

INTERNAL ROLE PLAY EXERCISE TIMESCALE

<table>
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<th>Activity</th>
<th>Time</th>
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<tbody>
<tr>
<td>INSTRUCTIONS FOR PARTICIPANT</td>
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<tr>
<td>ROLE PLAY PREPARATION</td>
<td>15 MIN</td>
</tr>
<tr>
<td>ROLE PLAY</td>
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# TechWorld

## ANALYSIS EXERCISE

<table>
<thead>
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<th>LEVEL</th>
<th>MIDDLE MANAGEMENT</th>
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<tbody>
<tr>
<td>INDUSTRY</td>
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<tr>
<td>PARTICIPANT’S ROLE</td>
<td>GENERAL MANAGER</td>
</tr>
<tr>
<td>ASSESSMENT CONTEXT</td>
<td>ALONE</td>
</tr>
</tbody>
</table>

## SYNOPSIS

The Participant just joined TechWorld as a General Manager of a sizable TechWorld store based in the Middle East. TechWorld was founded 12 years ago and has grown over this period to become a reputable retail conglomerate. As part of TechWorld’s procurement strategy, General Managers are encouraged to customise their store layout and to tailor product ranges of their stores to meet the needs of their unique customer base, whilst taking into account the global procurement strategy.

The Global Procurement Department has identified 3 new products which they believe have the potential to become best-sellers and to render a high return on investment within the MENA region. The Participant is required to review all three products and to recommend the most viable option for their store. In addition, the participant is required to specify how their marketing and sales approach can be adapted to promote the selected product. Detailed information is supplied on Techworld’s Global Procurement Strategy, relevant market research and of the 3 products under consideration. The output of this exercise consists of a written report and an optional presentation.

## COMPETENCIES

- Achieving Goals & Delivering Results
- Communication
- Creating & Innovating
- Customer Focus
- Developing Self & Others
- Entrepreneurial & Commercial Thinking
- Flexibility & Adapting to Change
- Leading & Supervising
- Planning & Organising
- Problem Solving & Decision Making
- Strategic Thinking
- Teamwork & Relationship Building

## ANALYSIS EXERCISE TIMESCALE

<table>
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<tr>
<td>PRESENTATION</td>
<td>10 MIN</td>
</tr>
<tr>
<td>PRESENTATION Q &amp; A</td>
<td>10 MIN</td>
</tr>
</tbody>
</table>
# TechWorld

## ASSIGNED GROUP DISCUSSION

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>MIDDLE MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDUSTRY</td>
<td>RETAIL</td>
</tr>
<tr>
<td>PARTICIPANT’S ROLE</td>
<td>GENERAL MANAGER</td>
</tr>
<tr>
<td>ASSESSMENT CONTEXT</td>
<td>GROUP (4 – 6 PARTICIPANTS)</td>
</tr>
</tbody>
</table>

## SYNOPSIS

Each Participant is required to assume the role of a General Manager for their respective Middle-Eastern TechWorld store. TechWorld was founded 12 years ago and has grown over this period to become a reputable retail conglomerate.

TechWorld annually offers a prestigious Regional Scholarship Programme to one high-performing employee. The aim of this year’s programme, for specifically the MENA (Middle East and North Africa) region, is to select a candidate which can be groomed for an upcoming, strategically important, General Manager role. During the Group Exercise, each General Manager is required to represent a high performing candidate from their store and to advocate the selection of this candidate for the TechWorld Scholarship Program. Participants are provided with information about their nominee, such as their personal background, employment history, qualifications, performance ratings and a recommendation from their direct manager. Collectively the group has to review the relative merit of each candidate and select the most suitable individual for TechWorld’s Scholarship Program by the end of the meeting.

## COMPETENCIES

- Achieving Goals & Delivering Results
- Communication
- Creating & Innovating
- Developing Self & Others
- Flexibility & Adapting to Change
- Leading & Supervising
- Planning & Organising
- Problem Solving & Decision Making
- Strategic Thinking
- Teamwork & Relationship Building

## GROUP DISCUSSION EXERCISE TIMESCALE

<table>
<thead>
<tr>
<th>INSTRUCTIONS FOR PARTICIPANT</th>
<th>5 MIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>GROUP DISCUSSION PREPARATION</td>
<td>10 MIN</td>
</tr>
<tr>
<td>GROUP DISCUSSION</td>
<td>50 MIN</td>
</tr>
</tbody>
</table>
TechWorld

INTERNAL ROLE PLAY

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>MIDDLE MANAGEMENT</th>
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<tbody>
<tr>
<td>INDUSTRY</td>
<td>RETAIL</td>
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<tr>
<td>PARTICIPANT’S ROLE</td>
<td>GENERAL MANAGER</td>
</tr>
<tr>
<td>ASSESSMENT CONTEXT</td>
<td>ONE-ON-ONE MEETING</td>
</tr>
</tbody>
</table>

SYNOPSIS

The Participant just joined TechWorld as a General Manager of a sizable TechWorld store based in the Middle East. TechWorld was founded 12 years ago and has grown over this period to become a reputable retail conglomerate.

The Participant is asked to meet with one of their direct reports, the Head of Sales/Customer Service, whose performance has not been as strong recently. The Participant is given information about the company and relevant performance issues by the way of a company organisational structure, handover notes from the predecessor which includes the direct report’s most recent performance review and a customer complaint. The Participant is required to explore performance issues during the meeting, despite the Role Player voicing their frustrations about various matters, such as, limited development opportunities and unrealistic targets.

COMPETENCIES

- Achieving Goals & Delivering Results
- Communication
- Creating & Innovating
- Customer Focus
- Developing Self & Others
- Entrepreneurial & Commercial Thinking
- Flexibility & Adapting to Change
- Leading & Supervising
- Planning & Organising
- Problem Solving & Decision Making
- Strategic Thinking
- Teamwork & Relationship Building

INTERNAL ROLE PLAY EXERCISE TIMESCALE

| INSTRUCTIONS FOR PARTICIPANT | 5 MIN |
| ROLE PLAY PREPARATION | 30 MIN |
| ROLE PLAY | 30 MIN |

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SYNOPSIS

The exercise places the Participant in ASTROBank as a Branch Manager. ASTROBank provides a range of wealth management services, as well as business and personal banking products and services.

As Branch Manager of the Miller Street Branch, the Participant’s role is primarily to manage the on-going operation of the branch. Due to a termination of lease, the Miller Street Branch has to be relocated within 6 months. The two largest commercial property leasing companies have each shortlisted two locations for a new site. The participant’s role is to review the proposals of these companies in context of the company’s strategic objectives and the market in which it operates. The Participant is required to identify and justify the best relocation site for the Miller Street Branch. In addition to this, the Participant has to outline a transition plan whilst specifying necessary contingency plans. The output of this exercise consists of a written report and an optional presentation.

COMPETENCIES

✓ Achieving Goals & Delivering Results
✓ Communication
✓ Creating & Innovating
✓ Customer Focus
✓ Entrepreneurial & Commercial Thinking
✓ Flexibility & Adapting to Change
✓ Planning & Organising
✓ Problem Solving & Decision Making
✓ Strategic Thinking
SYNOPSIS

Participants assume the role of Branch Managers at ASTROBank within the Central Region. ASTROBank provides a range of wealth management services, as well as business and personal banking products and services.

The Regional Manager has asked the group of Branch Managers to explore business solutions to counter the continuous decrease in customer satisfaction levels. The group of Participants is presented with potential solutions to address the problem and is instructed to reach consensus on the most appropriate business solution which will effectively address the current customer satisfaction problems in the Central Region.

COMPETENCIES

✓ Achieving Goals & Delivering Results
✓ Communication
✓ Creating & Innovating
✓ Customer Focus
✓ Developing Self & Others
✓ Flexibility & Adapting to Change
✓ Leading & Supervising
✓ Planning & Organising
✓ Problem Solving & Decision Making
✓ Strategic Thinking
✓ Teamwork & Relationship Building
ASTROBank

INTERNAL ROLE PLAY

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<tbody>
<tr>
<td>INDUSTRY</td>
<td>BANKING</td>
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<tr>
<td>PARTICIPANT’S ROLE</td>
<td>BRANCH MANAGER</td>
</tr>
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</tr>
</tbody>
</table>

**SYNOPSIS**

The Participant assumes the role of a newly appointed Branch Manager at ASTROBank within the Central Region. ASTROBank provides a range of wealth management services, as well as business and personal banking products and services.

The participant is provided with external feedback indicating that the bank’s loan departments have been underperforming. According to internal feedback received the employees in this department has low job satisfaction and are seeking opportunities outside ASTROBank. The Participant is required to conduct a meeting with the Senior Loan Officer of the Miller Street Branch to address the performance issues and to decide on the best way forward despite the Role Player blaming limited internal support for the department’s underperformance.

**COMPETENCIES**

- Achieving Goals & Delivering Results
- Communication
- Creating & Innovating
- Customer Focus
- Developing Self & Others
- Entrepreneurial & Commercial Thinking
- Flexibility & Adapting to Change
- Leading & Supervising
- Planning & Organising
- Problem Solving & Decision Making
- Strategic Thinking
- Teamwork & Relationship Building

**INTERNAL ROLE PLAY EXERCISE TIMESCALE**

| INSTRUCTIONS FOR PARTICIPANT | 5 MIN |
| ROLE PLAY PREPARATION        | 30 MIN |
| ROLE PLAY                    | 30 MIN |