

Situational Judgement

Question & Answers

What are situational judgement tests?

Situational Judgement Tests assess how you approach situations encountered in the workplace. They are built around hypothetical scenarios to which you would be expected to react accordingly. Based on your answers it will be verified how aligned you are with values and behaviours of a particular company.

What is the format of situational judgement tests?

Whilst Situational Judgement Tests vary in form, usually, you will be presented with a number of descriptions to which you are obliged to provide an appropriate response from a multiple choice list. So, try to be as sensible as you can and use the full capacity of your emotional intelligence.

“Each company will value different competencies which they’ll be specifically looking to test.”

The good news is that in some of the industries, employers are relying on relatively stable competencies that have been sought after for years. Communication skills, commercial awareness, building relationships and teamworking are just a few of them.

Instructions for use

We’ve provided 5 situational judgement questions and answers for you to work through. Try and do each one under timed conditions without looking at the answers. Once you’ve completed each one, look at the answer to assess your performance and see how you can improve moving forwards.

If you’d like more situational judgement test practice, you can access our huge [situational judgement test](#) vault online. They’re all written by industry experts and are designed to replicate the real tests.

Question 1 – A technical work placement

Read the passage and select how you would most likely and least likely to respond

Passage

You are on a placement working alongside a team of specialists in order to give you the opportunity to learn more about the technical side of the manufacturing business where you are working. Your mentor has asked you to find a way of sharing this technical information more widely with other people in the business who have failed to get to grips with it. It is a fast-moving industry and staying on top of the latest technology can prove to be a real challenge. You need to think about how to approach this, taking account of the fact that there are many sites around the country plus the technical team have a reputation for not communicating very well and remaining detached from the wider business. This often results in other departments not knowing where to turn for more information. Which approach would you take?

Options

- 1) Ask your mentor to give you a list of people who would benefit from extra training and email them, inviting them to a webinar you will be running on a number of different dates. Suggest to your mentor that you could do this annually to ensure people's knowledge remains up-to-date.
- 2) Send an email to all department heads explaining that you can offer their team members the opportunity for extra technical training and offer a number of pre-booked dates that they can choose to attend. Suggest to your mentor that this should become a core part of new starter inductions.
- 3) Agree to write a simple report that outlines the key advances in technology that are impacting the manufacturing process in the business. Offer to talk to the intranet manager about making it available to everyone so that it is a reference tool that people can make use of whenever they wish.
- 4) Suggest that a "new technology forum" group is created that meets regularly. Offer to chair it and invite representatives from all departments across the business along with key experts from the technical team. The remit of the group will be to continually disseminate information more widely across the business.

Solution

- 1) Ask your mentor to give you a list of people who would benefit from extra training and email them, inviting them to a webinar you will be running on a number of different dates. Suggest to your mentor that you could do this annually to ensure people's knowledge remains up-to-date.

Whilst this approach ensures that the right people get the right information on an annual basis it doesn't take account of the longer-term. The technical team will remain reliant upon you to communicate on their behalf with this approach plus it is clear from the scenario that the technology within the industry changes rapidly so annual updates might not give people the information as often as they need it.

- 2) Send an email to all department heads explaining that you can offer their team members the opportunity for extra technical training and offer a number of pre-booked dates that they can choose to attend. Suggest to your mentor that this should become a core part of new starter inductions.

This approach offers a number of advantages including the fact that people choose a date that suits them, it will ensure that all departments are considered and it also raises the issue with new starters. However, it fails to help the technical team improve their communication with the wider business.

- 3) Agree to write a simple report that outlines the key advances in technology that are impacting the manufacturing process in the business. Offer to talk to the intranet manager about making it available to everyone so that it is a reference tool that people can make use of whenever they wish.

Least likely. Having a resource like this does mean that everyone has access to the information you have gathered but as the technology changes so frequently it will prove difficult to maintain and it is unlikely to be utilised by many people.

- 4) Suggest that a "new technology forum" group is created that meets regularly. Offer to chair it and invite representatives from all departments across the business along with key experts from the technical team. The remit of the group will be to continually disseminate information more widely across the business.

Most likely. This approach not only gets information out to those who need it but it also encourages the technical team to build better relationships and communicate more effectively with other parts of the business. Their profile will be raised and will not be reliant upon you to disseminate information on their behalf. Having departmental representatives will ensure that the information is shared right across the business.

Question 2 – Delivering a challenging project

Read the passage and select how you would most likely and least likely to respond

Passage

You have been leading an important and highly visible project within your business. It has been a challenging project with some difficult obstacles to overcome but you and your team have successfully managed to work round, and overcome all of the issues that have arisen. It is clear that the project will now be delivered on time and within budget, however, your manager has just informed you that a regional meeting has been brought forward by one day and this would be a great opportunity to share the project outcomes with some key people from across the business.

The team have been really stretched and under a lot of pressure already and you are proud of what they have managed to achieve thus far as the circumstances have been very challenging. What do you do?

Options

- 1) Explain to your manager that the project has had quite an impact on the team already and to put extra pressure on them at this stage may have quite a detrimental effect. Say that you could provide an interim update at the regional meeting but the full results will not be ready at that stage.
- 2) Tell your manager that you will ask the team to pull out all the stops to ensure the project is delivered one day early so that the results will be ready in time for the regional meeting. Explain that they have been under a lot of pressure already but you will do your best to support them as required in these final stages.
- 3) Tell your manager that you will do everything within your capabilities to try and get the project delivered a day early but warn them that the team have already been working really hard and that you can't guarantee delivery one day early.
- 4) Point out to your manager that the project plan is already very tight and the team are under pressure. Explain that in order to deliver it any earlier you will need extra resources. If you are able to get access to another person then the project can be delivered a day earlier.

Solution

- 1) Explain to your manager that the project has had quite an impact on the team already and to put extra pressure on them at this stage may have quite a detrimental effect. Say that you could provide an interim update at the regional meeting but the full results will not be ready at that stage.

Businesses are looking for graduates that display drive, determination and resilience. This response fails to demonstrate that you are up for a challenge. Whilst it is clear that the team have been under pressure, asking them to bring the project in one day early is unlikely to have a long-term detrimental impact on them.

- 2) Tell your manager that you will ask the team to pull out all the stops to ensure the project is delivered one day early so that the results will be ready in time for the regional meeting. Explain that they have been under a lot of pressure already but you will do your best to support them as required in these final stages.

Most likely. This shows your manager that you are up for a challenge and that you recognise that your team may need some extra support but you are confident that you can provide it. Employers are looking for graduates with drive and resilience; this response shows this.

- 3) Tell your manager that you will do everything within your capabilities to try and get the project delivered a day early but warn them that the team have already been working really hard and that you can't guarantee delivery one day early.

Whilst this response shows some drive and determination, it fails to demonstrate to your manager that you have faith in yourself and your team to go the extra mile and deliver the project early. Graduate recruiters are looking for people who thrive on challenge and this response fails to demonstrate that.

- 4) Point out to your manager that the project plan is already very tight and the team are under pressure. Explain that in order to deliver it any earlier you will need extra resources. If you are able to get access to another person then the project can be delivered a day earlier.

Least likely. Businesses are looking for graduates that display drive, determination and resilience. This response fails to demonstrate that you are up for a challenge or that you are capable of motivating your team to put in the extra effort to deliver a day earlier. It assumes that extra resource is available and in reality, businesses are often stretched with little scope to find extra resource easily.

Question 3 – Boosting sales of key products

Read the passage and select how you would most likely and least likely to respond

Passage

You have been managing a small team of customer agents who deal with the day to day incoming calls at the bank where you work. You are really pleased with the work your team have been delivering over the 6 months you have been managing them and feel that the new processes you have put in place have reduced call times and led to improvements in customer satisfaction ratings.

However, at a recent supervisor's meeting you were told by your manager that incoming customer agents were now going to be responsible for cross-selling products and services as well as handling queries from customers. This is part of a wider initiative to boost the sales of key products and services that have not been very successful of late. You believe that this will have a negative impact on the key performance indicators your team are measured against and have concerns that the team will respond negatively to being asked to try and cross-sell as this isn't what they were originally recruited to do. How would you deal with the situation?

Options

- 1) Politely raise your concerns at the meeting so that the managers who are responsible for the cross-selling initiative can take account of the likely negative impact on the customer agents and their current performance indicators.
- 2) Go back to your team and explain the new initiative to them, highlighting your concerns about what impact the changes may have and ask them to think of ways to avoid them happening.
- 3) Wait until after the meeting and then ask your manager for a separate meeting to discuss your concerns about the changes and the impact they might have on your team. That way you can get their opinion before developing a plan for implementing them.
- 4) Spend time thinking about how the changes will impact the team and then adapt your current plans and processes to reduce the likely negative implications. Once you are happy with your plan, go back to the team to share the new initiative.

Solution

- 1) Politely raise your concerns at the meeting so that the managers who are responsible for the cross-selling initiative can take account of the likely negative impact on the customer agents and their current performance indicators.

Least likely. It's true the new initiative could have a negative impact on existing measures, but as a graduate it is expected that you will be able to see the wider implications. By raising concerns without trying out the new approach you are failing to demonstrate that you are able to adapt to changing circumstances. It also demonstrates that you are not thinking about the bigger picture and the likelihood that the performance indicators are likely to change in line with the new responsibilities anyway.

- 2) Go back to your team and explain the new initiative to them, highlighting your concerns about what impact the changes may have and ask them to think of ways to avoid them happening.

It seems you're supporting the new initiative, but you are doing so in a manner that immediately makes the team think about the negative implications. As a graduate you are expected to be able to respond to changing circumstances and to adapt your plans and approaches in a way that will make them effective. Your role as supervisor is to ensure that the team can initiate the changes successfully.

- 3) Wait until after the meeting and then ask your manager for a separate meeting to discuss your concerns about the changes and the impact they might have on your team. That way you can get their opinion before developing a plan for implementing them.

As the team supervisor you have been given responsibility for rolling out the changes. Your manager called the meeting originally to tell you this and has now passed on the responsibility for rolling them out to you. By going to them with concerns it suggests you are unable to successfully adapt to changing circumstances.

- 4) Spend time thinking about how the changes will impact the team and then adapt your current plans and processes to reduce the likely negative implications. Once you are happy with your plan, go back to the team to share the new initiative.

Most likely. This response suggests that you are comfortable with change. Whilst we do not always agree with changes in our workplace, we often have to find ways to work with the changes and to consider their implications on the wider business, not just the impact they may have on us or our immediate team.

Question 4 – Dealing with a difficult colleague

Read the passage and select how you would most likely and least likely to respond

Passage

At a recent departmental meeting one of your more senior colleagues appears to be acting intentionally awkward towards you. Whenever you make suggestions relating to the topic area being discussed they interrupt you and come up with reasons why your suggestion is not workable. You have known this person since you joined the business 6 months ago and you have always got on well. They have been with the company for over 2 years and seem to be well respected by most people. You have heard rumours that they are having personal issues at the moment. You are only 1 hour into an all-day meeting. What would you do?

Options

- 1) Wait until the next coffee break and ask the colleagues you are closer to whether they have noticed this behaviour and ask for their thoughts on how to deal with the situation, particularly considering the delicacy of the personal issues that may be ongoing for the individual concerned.
- 2) Ignore their behaviour and continue to input to the meeting in a confident and supportive manner. This will show your peers and manager that you can handle difficult situations and as you have always got along well with this person in the past this is probably a one-off.
- 3) Attempt to face the problem in the meeting. The situation is reflecting badly on you and you do not want your line manager to think that you can't stand up to someone just because they have more experience. Wait to see if it happens again and then politely ask whether they have an issue with you that they would like to discuss in more detail.
- 4) Wait until the coffee break and then ask the person if they could spare five minutes. Politely ask them whether you have done something to offend them as you feel their attitude towards you has been somewhat negative. Ask if there is something you can do to improve the situation as it is making the meeting awkward for everyone.

Solution

- 1) Wait until the next coffee break and ask the colleagues you are closer to whether they have noticed this behaviour and ask for their thoughts on how to deal with the situation, particularly considering the delicacy of the personal issues that may be ongoing for the individual concerned.

Least likely. This response could make the problem worse on a number of levels. Firstly, you have flagged the issue to people who do not really need to be involved. Secondly, you are bringing up someone else's personal issues that are of no concern to your other colleagues regardless of how well you get on with them.

- 2) Ignore their behaviour and continue to input to the meeting in a confident and supportive manner. This will show your peers and manager that you can handle difficult situations and as you have always got along well with this person in the past this is probably a one-off.

There may be a reason why this person is acting as they are and it could even be as a result of something that you have done. Not doing anything about it may prolong the issue even more.

- 3) Attempt to face the problem in the meeting. The situation is reflecting badly on you and you do not want your line manager to think that you can't stand up to someone just because they have more experience. Wait to see if it happens again and then politely ask whether they have an issue with you that they would like to discuss in more detail.

This response does tackle the potential problem head on but it does so in a public forum. By bringing this up in front of the rest of the group you will not only derail the meeting, but will unlikely come to an agreement whilst the rest of the group look on.

- 4) Wait until the coffee break and then ask the person if they could spare five minutes. Politely ask them whether you have done something to offend them as you feel their attitude towards you has been somewhat negative. Ask if there is something you can do to improve the situation as it is making the meeting awkward for everyone.

Most likely. This approach ensures that the problem is addressed before it becomes any worse. As there may be a genuine reason why they are obstructing your suggestions it shows that you are willing to listen to and learn from other people. It also does so in a non-public forum so that you can both share your views freely.

Question 5 – Improving performance at your new company

Read the passage and select how you would most likely and least likely to respond

Passage

You recently joined an information technology consulting company as a graduate within a busy sales function. The company hasn't been performing as well as many of its competitors recently and is losing customers fairly frequently. It is a very competitive and fast-moving market. Within your role, you are responsible for your own targets but have also been asked to take part in a project to review ways to increase sales and reduce costs within the department.

The project lead has suggested a series of next steps for the project and has asked which is preferable. The budget and resources available at this stage in the project are somewhat limited therefore the first stage needs to have as big an impact as possible. Which of the following approaches would you agree with?

Options

- 1) Interview key members of staff within the team to gather their opinions on what changes need to happen in order to achieve the targets set out for the project.
- 2) Conduct an online multiple-choice survey with all departmental staff asking them to consider why sales have been down of late and what should be done to address this.
- 3) Initiate a competitor review, taking account of both established and new competitors to consider how their offering compares to yours and what can be learnt from that.
- 4) Initiate a thorough review of existing processes and practices within the department to find quick-wins that will reduce costs and potentially free up more time for staff to focus on selling rather than dealing with unnecessary bureaucracy.

Solution

- 1) Interview key members of staff within the team to gather their opinions on what changes need to happen in order to achieve the targets set out for the project.

This could prove to be a useful step but it has a very inward-looking focus, failing to see the bigger picture and how the organisation is operating within the wider market place. It is clear from the scenario provided that competitors are winning your business so focussing on why this is the case is likely to have a bigger impact than merely talking to internal staff.

- 2) Conduct an online multiple-choice survey with all departmental staff asking them to consider why sales have been down of late and what should be done to address this.

Whilst this may seem to have a major impact as it gathers the opinions of all team members it also means that people are choosing from a series of predefined options and this may miss out on opportunities for innovation amongst team members. Further, whilst staff opinions are a valid place to start, it may not take account of how the organisation is operating within the wider market place.

- 3) Initiate a competitor review, taking account of both established and new competitors to consider how their offering compares to yours and what can be learnt from that.

Most likely. It is clear from the scenario that competitors are winning business from you and are therefore providing customers with something superior to your current offering. Only by understanding this first, can you start to address changes within the department. Graduates are expected to have good knowledge of the wider industry and markets within which they operate and are also required to keep up to date on what the competition is doing.

- 4) Initiate a thorough review of existing processes and practices within the department to find quick-wins that will reduce costs and potentially free up more time for staff to focus on selling rather than dealing with unnecessary bureaucracy.

Least likely. This approach takes no account of what is happening within the wider market place and how your business is operating in relation to the competition. It may create a few short-term cost savings but fails to consider the longer-term implications of what the business needs to do to get ahead of the competition.

Practice 1000's aptitude tests online

Join 9+ million people and access our complete Aptitude Testing catalogue online.



Numerical Reasoning

45 tests | 900 questions



Verbal Reasoning

45 tests | 675 questions



Diagrammatic Reasoning

30 tests | 300 questions



Abstract Reasoning

1 tests | 10 questions



Inductive Reasoning

1 tests | 10 questions



Mechanical Reasoning

1 tests | 10 questions



Financial Reasoning

1 tests | 10 questions



Spatial Reasoning

1 tests | 10 questions



Logical Reasoning

1 tests | 10 questions



Prepare yourself for leading employers



