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About KCP simulation activities

KCP's Simulation Activities are designed for use in assessment, development and coaching contexts.

Drawing on over 45 years' experience in both the public and private sectors, all our activities are based around modern, realistic scenarios that provide participants with the opportunity to demonstrate samples of their typical behaviour and skills at work.

Group Activities - research consistently demonstrates that group activities are strong predictors of work behaviour, particularly in relation to **interpersonal characteristics** such as leadership, influencing style and team awareness. For this reason, all our activities major on interpersonal rather than cognitive assessment criteria, although some are designed to incorporate intellectual components such as business awareness, problem solving or innovation.

In all cases, we strongly recommend that users do not attempt to assess more than 3 or 4 areas of competence. It is unlikely that any activity will provide a sufficiently large enough sample of behaviour to make it possible to measure multiple competencies rigorously and reliably.

Inbox Activities - these are best used to explore **cognitive competencies** such as planning, strategic and operational awareness, problem solving and decision making.

Although some have argued in the past for the notion of a "psychometric" in-tray, we adhere to the view that it is virtually impossible to put, as it were, a scoring key over a participant's responses and arrive at a quasi-scientific score. For this reason, we recommend that wherever possible, assessors interview participants after the exercise to obtain a richer understanding of the thought processes that informed responses.

Situational Judgement - designed to assess problem analysis, decision making and selection of appropriate behaviours in realistic, work-related situations.

In addition, all of the above can be enhanced by post-hoc interviews exploring behavioural choices.

Benefits of KCP simulation activities

- scenarios are all derived from real-life situations
- structured assessment and scoring guidelines
- can be tailored to meet client-specific needs
- enable exploration of interpersonal, cognitive and behavioural competencies

anglo-european bank inbox

Who

Senior managers, executives and professionals

Where work requires

- absorbing complex data rapidly
- strategic and operational thinking
- effective prioritisation and action planning; recognising what's important
- decisiveness and the ability to communicate the route to decisions

What

Set in a banking environment facing competitive pressures, the scenario includes issues relating to customer service, HR issues and diversification of the business. Some matters are relatively trivial while others are of central importance.

Candidates do NOT need to have any experience of the financial sector since the issues presented can easily translate to any working environment.

- **Prioritisation and Action Planning** Each email in the inbox must be allocated a priority (importance/urgency) and an action allocated.
Task duration: 30 minutes; number of emails: 13
- **Decision making** Decisions must be taken on two critical matters, one strategic and the other operational.
Task duration: 40 minutes; number of issues: 2
- **Overall administration time**
Activity duration: 1 hour 40 minutes (includes a 30 minute review of the inbox)

Competencies assessed

Planning and organising
Action planning
Decision making
Strategic/operational awareness

tremaynes confectionery inbox

Who

Junior to middle managers/professionals, and exceptionally, very high potential graduates

Where work requires

- the ability to prioritise activities
- choosing effective responses to events
- understanding relationships within an organisation
- rational decision-making and the ability to communicate decisions

What

Set in a confectionery manufacturing company, the inbox presents a range of issues embracing staffing, marketing, PR, and scheduling. Certain issues are more important than others to the running of the business.

Candidates do NOT need to have any experience of manufacturing or confectionery since the content is relevant to most sectors.

- **Organisation and Action Planning** Each email in the inbox must be allocated a priority (importance/urgency) and an action allocated.
Task duration: 30 minutes; number of emails: 15
- **Decision making and Communicating** Decisions must be taken and communicated on two critical matters, one strategic and the other operational.
Task duration: 45 minutes; number of issues: 2
- **Overall administration time**
Activity duration: 1 hour 35 minutes (includes a 20 minute review of the inbox)

Competencies assessed

Planning and organising
Action planning
Decision making
Communicating in writing

heritage theatre inbox

Who

Graduates

Where work requires

- the ability to organise and prioritise
- action planning to meet priorities
- understanding relationships within an organisation
- decision-making and the ability to communicate decisions

What

Set in a community theatre, the inbox contains organisational, administrative and commercial issues. The scenario contains both trivial and important challenges.

Candidates do NOT need to have any experience of theatres.

- **Organisation and Action Planning** Each email in the inbox must be allocated a priority (importance/urgency) and an action allocated.
Task duration: 30 minutes; number of emails: 13
- **Decision making and Communicating** Decisions must be taken and communicated on two critical matters, one strategic and the other operational.
Task duration: 45 minutes; number of issues: 2
- **Overall administration time**
Activity duration: 1 hour 35 minutes (includes a 20 minute review of the inbox)

Competencies assessed

Planning and organising
Action planning
Decision making
Communicating in writing

summerton services inbox

Who

Administrative and clerical staff.

Where work requires

- prioritisation of tasks
- action planning to meet priorities
- responding to unexpected changes in priorities
- simple work-related communications

What

The task is based around a consultancy company. The candidate's inbox contains relatively straightforward items either from their boss, or to their boss. The issues embrace budgets, dealing with the public and relationships with suppliers.

Candidates do NOT need to have any experience of this type of organisation. However, they should have had some prior work experience.

- **Prioritisation and Communicating** Each email in the inbox must be allocated a priority (importance/urgency) and the highest priority must be communicated.
Task duration: 25 minutes; number of emails: 11
- **Responding to change** An unexpected change must be dealt with and communicated.
Task duration: 15 minutes; number of issues: 1
- **Overall administration time**
Activity duration: 48 minutes (includes an 8 minute review of the inbox)

Competencies assessed

Prioritisation
Communicating in writing
Responding to change

ventura situational inbox

Who

Graduates, supervisors, junior managers

Where work requires

- problem analysis
- prioritising and acting
- dealing with internal/external people
- reviewing and revising decisions

What

Ventura is an innovative approach to assessing judgement at work. Candidates are presented with lifelike scenarios and various options for action. Uniquely, it then takes an iterative approach to decisions - that is to say, each judgement leads to CONSEQUENCES that then have to be dealt with effectively.

The setting is a holiday resort (so understandable to most people). Issues include customer service, staffing, legal issues and marketing. No prior experience of resorts is required.

- **Prioritisation** Each email in the inbox must be allocated a priority (importance/urgency).
Task duration: untimed; number of emails: 6
- **Judgement** Each issue requires a set of judgements. These vary depending on previous decisions.
Task duration: untimed; number of judgements; 18
- **Overall administration time**
Activity duration: untimed, but typically about 40 minutes

Competencies assessed

Prioritising
Judgement
Customer focus
Commercial awareness

anglo-european group activity

Who

Senior managers

Where work requires

- leadership and co-ordination
- persuasiveness
- harnessing team effectiveness
- the ability to deal with strategic and operational challenges

What

The AEB Group Activity is a leaderless team exercise. Set in an international bank (also featuring in a KCP Inbox activity), the team are required to discuss and arrive at a consensus decision on how the Bank can diversify its offering in order to obtain a competitive market advantage.

The activity does not require a background in finance.

■ Materials

Group activity booklet, rough paper, calculator

■ Scoring

Observation form, competency rating form

■ Overall administration time

Preparation: 10 minutes; Activity: 50 minutes

Competencies assessed

Leadership
Influencing
Team membership
Strategic/commercial awareness

urban regeneration group activity

Who

Senior managers

Where work requires

- leadership and co-ordination
- persuasiveness
- harnessing team effectiveness
- stakeholder focus

What

A leaderless group activity, the scenario concerns a public/private sector initiative to tackle homelessness and unemployment in an inner city area. Participants must decide upon how best to allocate limited resources to kickstart the initiative.

The activity does not require any special knowledge or experience..

■ **Materials**

Group activity booklet, rough paper, calculator

■ **Scoring**

Observation form, competency rating form

■ **Overall administration time**

Preparation: 10 minutes; Activity: 50 minutes

Competencies assessed

Leadership
Influencing
Team membership
Customer/stakeholder focus

tremaynes group activity

Who

Senior/middle managers

Where work requires

- group analysis
- influencing/persuading
- organising others
- energy

What

Set in a marketing environment, this leaderless group activity requires participants to agree on the selection of a new confectionery product from data provided on a range of options. The group must then design and produce packaging materials for the product.

Assigned role version also available.

No prior experience of marketing or design is required.

- **Materials**
Group activity booklet, rough paper, calculator
- **Scoring**
Observation form, competency rating form
- **Overall administration time**
Preparation: 10 minutes; Activity: 50 minutes

Competencies assessed

Prioritising
Judgement
Customer focus
Commercial awareness

service first group activity

Who

Senior/middle managers

Where work requires

- leadership and co-ordination
- persuasiveness
- harnessing team talents
- customer focus

What

Set in a manufacturing company, Service First is part of an initiative to reposition the organisation in the marketplace. Participants are required to review and agree upon the most effective option for transforming the company's image and increasing customer engagement/recognition.

This is a leaderless group activity.

No prior knowledge is required

■ Materials

Group activity booklet, rough paper, calculator

■ Scoring

Observation form, competency rating form

■ Overall administration time

Preparation: 10 minutes; Activity: 50 minutes

Competencies assessed

Customer focus
Leadership
Influencing
Team membership

project excellence group activity

Who

Graduates, supervisors, junior managers

Where work requires

- problem analysis
- team leadership and drawing on all the resources
- coming up with persuasive arguments
- empathising with customers

What

This leaderless activity has a scenario that concerns a snack and soft drinks company. The participants are required to consider the results of a customer satisfaction survey and agree upon the most effective courses of action for the business.

Prior knowledge and experience is not required.

■ Materials

Group activity booklet, rough paper, calculator

■ Scoring

Observation form, competency rating form

■ Overall administration time

Preparation: 10 minutes; Activity: 40 minutes

Competencies assessed

Leadership
Influencing
Team membership
Customer focus

heritage theatre group activity

Who

Graduates, supervisors, junior managers

Where work requires

- situation analysis
- bringing others around to a point of view
- working effectively with others
- awareness of commercial realities

What

This scenario concerns a small, struggling community theatre that is faced with a possible takeover by a larger entertainments firm. The participants have to agree on the best way of using a substantial donation to help save the theatre. from the takeover.

The setting is accessible and neutral so no special knowledge of theatres is required.

■ Materials

Group activity booklet, rough paper, calculator

■ Scoring

Observation form, competency rating form

■ Overall administration time

Preparation: 10 minutes; Activity: 40 minutes

Competencies assessed

Leadership
Influencing
Team membership
Commercial awareness

wycherleys superstores group activity

Who

Graduates, supervisors, junior managers

Where work requires

- ideas need to be converted into action
- others need to be persuaded of a course of action
- a group needs leadership
- understanding of people

What

Wycherleys is a supermarket that requires updating to make it more attractive to customers. This activity concerns the use of merchandising space, and the re-design of the supermarket. There is a practical element to this so that participants can become actively involved in the task. Assigned role version is also available.

No previous experience of retail is required.

■ **Materials**

Group activity booklet, building plan, rough paper, calculator

■ **Scoring**

Observation form, competency rating form

■ **Overall administration time**

Preparation: 10 minutes; Activity: 45 minutes

Competencies assessed

Leadership
Influencing
Team membership
Energy

speedrail group activity

Who

Graduates, supervisors, junior managers

Where work requires

- problem analysis
- harnessing team resources
- influencing others
- customer focus

What

Based in a railway operating company, this activity requires participants to debate and agree upon possible courses of action to help increase the number of passengers on the company's trains.

No prior knowledge required.

■ Materials

Group activity booklet, rough paper, calculator

■ Scoring

Observation form, competency rating form

■ Overall administration time

Preparation: 10 minutes; Activity: 40 minutes

Competencies assessed

Leadership
Team sensitivity
Customer focus
Influencing

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SIMULATION ACTIVITIES

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