



AC-EXS Assessment & Development Centre Exercises

Exercises available on
VirtualAC™

D Middle Management

Mega Models



Criteria

Planning & Organising
 Management Control
 Delegation
 Judgement
 Problem Analysis
 Decisiveness
 Interpersonal Sensitivity
 Initiative

The Participant assumes the role of the General Manager of Mega Models Ltd, a subsidiary of Mega Toys and Games. Mega Models manufactures a range of toys and models, which span age groups from nursery to adult. The In-Basket contains issues relating to sales & marketing, production, finance and human resources. As such, they typify issues likely to be faced by a middle manager.

Code: INB-MM

Timing

| | | | |
|-----|------------------------------|----|----|
| AI | Administrator's Instructions | 5 | 90 |
| | In-Basket | | |
| IFP | Participant Review | 15 | |
| PRF | | | |

110

E Executive and Senior Management

Mega Toys and Games



Criteria

Planning & Organising
 Delegation
 Judgement
 Problem Analysis
 Decisiveness
 Strategic Perspective
 Interpersonal Sensitivity
 Initiative

The Participant assumes the role of Managing Director of International Operations within Mega Toys and Games. This role is highly strategic, having overall responsibility for international sales and marketing, as well as product sourcing. It does not, however, include manufacturing. Items to be handled in the In-Basket relate to strategic issues about divisional responsibilities, headcount, potential mergers and other executive decisions.

Code: INB-MTG

Timing

| | | | |
|-----|------------------------------|----|----|
| AI | Administrator's Instructions | 5 | 90 |
| | In-Basket | | |
| IFP | Participant Review | 15 | |
| PRF | | | |

110

E Executive and Senior Management

Department for Personal Data



Criteria

Planning & Organising
 Management Control
 Delegation
 Judgement
 Problem Analysis
 Decisiveness
 Strategic Perspective
 Written Communication
 Interpersonal Sensitivity
 Diversity Awareness

The Participant assumes the role of the Director of Corporate Support and Shared Services for the Department of Personal Data, which is responsible for the collection, co-ordination and dissemination of all personal data for use by other government departments. The In-Basket contains issues relating to the preparation of ministerial briefings regarding the security and abuse of personal data and the need to provide public reassurance and respond to legal challenges. There are also some issues relating to staff performance and implications for the Department's policy on diversity awareness and budgetary planning, as well as other strategic matters.

Code: INB-DPD

Timing

| | | | |
|-----|------------------------------|----|----|
| AI | Administrator's Instructions | 5 | 90 |
| | In-Basket | | |
| IFP | Participant Review | 15 | |
| PRF | | | |

110

E Executive and Senior Management

Chameleon Corporation – HR



Criteria

Planning & Organising
 Delegation
 Judgement
 Problem Analysis
 Decisiveness
 Strategic Perspective
 Written Communication
 Interpersonal Sensitivity
 Initiative

The Participant takes on the role of a HR Director of Chameleon Corporation UK and is required to handle a number of complex strategic issues relating to HR policies on pay and reward mechanisms, succession planning and the future development of the Human Resource Department and other executive decisions.

Code: INB-CCP

Timing

| | | | |
|-----|------------------------------|----|----|
| AI | Administrator's Instructions | 5 | 90 |
| IFP | In-Basket | | |
| PRF | Participant Review | 15 | |

110



Chameleon Corporation – Manufacturing



Criteria

Planning & Organising
Delegation
Judgement
Problem Analysis
Decisiveness
Strategic Perspective
Written Communication
Interpersonal Sensitivity
Initiative

As the Production Director of Chameleon Corporation UK, the Participant has to deal with a number of issues related to product quality, technological development and innovation, major capital expenditure projects, product development and the interface between production and all other aspects of the Company's operations. At this level much of the content is future oriented. Current issues have an impact across the whole organisation.

Code: INB-CCM

Timing

| | | |
|-----|------------------------------|----|
| AI | Administrator's Instructions | 5 |
| IFP | In-Basket | 90 |
| PRF | Participant Review | 15 |



Chameleon Corporation – Sales



Criteria

Planning & Organising
Delegation
Judgement
Problem Analysis
Decisiveness
Strategic Perspective
Written Communication
Interpersonal Sensitivity
Initiative

As the Sales Director of Chameleon Corporation UK, the Participant is required to deal with a wide range of sales-related issues, to do with performance, targets, recruitment, awards, conferences and business opportunities, amongst other things. The Participant is also expected to take a strategic view across the business in their capacity as a Director and a number of the items reflect this requirement.

Code: INB-CCS

Timing

| | | |
|-----|------------------------------|----|
| AI | Administrator's Instructions | 5 |
| IFP | In-Basket | 90 |
| PRF | Participant Review | 15 |



Executive and Senior Management

Chameleon Corporation – Finance



Criteria

Planning & Organising
Delegation
Judgement
Problem Analysis
Decisiveness
Strategic Perspective
Written Communication
Interpersonal Sensitivity
Initiative

As the Finance Director of Chameleon Corporation UK, the Participant has to deal with a wide range of strategic and operational matters. Current strategic challenges include a potential acquisition and a collaboration agreement. Operational matters relate to ensuring adherence to accounting standards, managing pension and treasury issues, preparing the annual Shareholders Report and various other day-to-day issues to do with staff management and resourcing requirements.

Code: INB-CCF

Timing

| | | |
|-----|------------------------------|----|
| AI | Administrator's Instructions | 5 |
| IFP | In-Basket | 90 |
| PRF | Participant Review | 15 |

In-basket exercises (express)

Express exercises are condensed versions of their original counterparts. They assess fewer competencies and take less time to both complete and mark.

A Non-management

The personal assistant (express) **NEW**



Criteria

Attention to Detail
 Planning and Organising
 Judgement
 Problem Analysis
 Numerical Analysis
 Written Communication
 Interpersonal Sensitivity
 Initiative
 Customer Service

The Participant assumes the role of a Personal Assistant to the Senior Partner in the Law firm, Parker Woods LLP. They work closely with the Senior Partner providing administrative support for daily work requirements. The Participant is required to deal with issues relating to diary management, internal and external requests, quality checking documents and performance issues. This exercise is one of four more challenging Level A exercises due to the responsibilities of a Personal Assistant.

Code: INBX-TPA

Timing

| | | |
|-----|---------------------|----|
| AI | Virtual AC tutorial | 10 |
| IFP | In-basket | 45 |
| PRF | Participant review | 15 |

70 mins

B Graduate

Management trainee scheme (express) **NEW**



Criteria

Attention to Detail
 Planning and Organising
 Judgement
 Problem Analysis
 Decisiveness
 Written Communication
 Initiative

The Participant takes on the role of a recently recruited graduate who is on the company's Management Trainee Scheme. The scheme is comprised of a series of 3-month placements working on a series of special projects, aimed at giving the individual a broad understanding of the organisation. The Exercise scenario involves the Participant managing a range of issues related to a new set of projects. Items within the In-Basket include emails, circulars and correspondence and the Participant has to process these items within the allotted time.

Code: INBX-MTS

Timing

| | | |
|-----|---------------------|----|
| AI | Virtual AC tutorial | 10 |
| IFP | In-basket | 45 |
| PRF | Participant review | 15 |

70 mins

C First-line Management

Haven Housing Association (express) **NEW**



Criteria

Planning and Organising
 Leadership
 Judgement
 Problem Analysis
 Decisiveness
 Customer Service

Working within an organisation which is committed to building sustainable communities and better lives, the Participant will assume the role of a newly appointed Branch Manager within Haven Housing Association. The issues included in this In-Basket are typical of a first-line management role and include managing services to customers, team motivation, maximising income and performance management. No prior experience of Housing Associations or related services is assumed.

Code: INBX-HHA

Timing

| | | |
|-----|---------------------|----|
| AI | Virtual AC tutorial | 10 |
| IFP | In-basket | 60 |
| PRF | Participant review | 15 |

85 mins

D Middle management

Public sector agency (express) **NEW**



Criteria

Attention to Detail
 Planning and Organising
 Judgement
 Problem Analysis
 Decisiveness
 Written Communication
 Initiative

The Participant assumes the role of a Regional Director of a Public Sector Agency responsible for the collation and ongoing analysis of demographic data within the UK. The In-Basket contains issues relating to staff, such as recruitment, staff development and the results of a recent Employee Opinion Survey, as well as some issues with direct reports. It also contains items regarding the use of new technology for data analysis, commercial opportunities for the use of their data and various other strategic initiatives.

Code: INBX-PSA

Timing

| | | |
|-----|---------------------|----|
| AI | Virtual AC tutorial | 10 |
| IFP | In-basket | 60 |
| PRF | Participant review | 15 |

85 mins

In-basket exercises (express)

Express exercises are condensed versions of their original counterparts. They assess fewer competencies and take less time to both complete and mark.

First-line Management

Factory HR Manager

(express) **NEW**






Criteria

Planning and Organising
Delegation
Problem Analysis
Decisiveness
Written Communication
Interpersonal Sensitivity

The Participant assumes the role of a Factory HR Manager of a leading motor components manufacturer. Supported by a small team, the Factory HR Manager is responsible for all HR matters at several sites and this entails managing a wider range of correspondence from various levels within the organisation. The issues raised relate to selection, appraisal, training & development, internal communications, rewards and disciplinary matters. Participants are not required to display specific knowledge of HR practices or legal principles, beyond what would be expected of any line manager.

Code: INBX-FPM

Timing

| | |
|--|----|
|  Virtual AC tutorial | 10 |
|  In-basket | 60 |
|  Participant review | 15 |

Analysis Exercises

C First-Line Management

Loughmead Transport Plan (express)



Criteria

Attention to detail
 Planning & Organising
 Organisational sensitivity
 Judgement
 Problem analysis
 Decisiveness
 Written communication
 Interpersonal sensitivity
Briefing Only
 Stress Tolerance
 Flexibility
 Openness to Change
 Listening
 Persuasive Oral Communication
 Impact

This exercise is a parallel version of The New Directive express analysis exercise.

The Participant assumes the role of a newly appointed manager for Loughmead Borough Council and is responsible for Transport Implementation. Central Government have recently cascaded a new directive. The Participant is provided with a range of qualitative and quantitative information. Their role is to analyse the information provided and make recommendations as to how they will implement the Central Government's Directive at a local level.

Code: AEX-LTP

Timing

| | | |
|-----|--|----|
| AI | Virtual AC Tutorial | 10 |
| | Administrator's Instructions | 5 |
| IFP | Option 1: Report Only | 60 |
| | Analysis & report writing | |
| IFP | Option 2: Report & Briefing | 60 |
| | Analysis & preparation | 40 |
| | Briefing | 40 |
| PRF | Participant Review | 10 |

85 - 125 mins

C First-Line Management

Rivero Sales Strategy (express)



Criteria

Planning and Organising
 Judgement
 Problem Analysis
 Decisiveness
 Creativity
 Interpersonal Sensitivity
Briefing Only
 Listening
 Persuasive Oral Communication
 Written Communication
 Impact

This exercise is a parallel version of The Restructuring Challenge express analysis exercise.

The Participant plays the role of an Area Sales Manager of a recently amalgamated healthcare company, Rivero DermaPro. Due to the merger the Manager must re-organise their sales region. Written and graphical information is provided, including: product sales, potential competitor information, sales representatives' performance and logistical considerations. The aim is to supply the Business Unit Director with a written report of how the objectives can be achieved.

Code: AEX-RSS

Timing

| | | |
|-----|--|----|
| AI | Virtual AC Tutorial | 10 |
| | Administrator's Instructions | 5 |
| IFP | Option 1: Report Only | 45 |
| | Analysis & report writing | |
| IFP | Option 2: Report & Briefing | 45 |
| | Analysis & preparation | 40 |
| | Briefing | 40 |
| PRF | Participant Review | 10 |

70 - 110 mins

C First-Line Management

Training Implementation Project (express)



Criteria

Attention to Detail
 Planning and Organising
 Judgement
 Problem Analysis
 Decisiveness
 Numerical Analysis
 Commercial Awareness
 Written Communication
Briefing Only
 Stress Tolerance
 Flexibility
 Openness to Change
 Listening
 Persuasive Oral Communication
 Impact

This exercise is a parallel version of the Organisational Change Project express analysis exercise.

The Participant assumes the role of Project Manager of Speiro Global, a worldwide provider of investment management. The Company, which was formed following a merger, is currently going through considerable change. The Participant's role is to manage the implementation of a new e-learning system. They must analyse information and make recommendations as to which supplier or suppliers should be chosen to undertake the system implementation. The information provided is both qualitative and quantitative and includes company details, financial data and associated risks and benefits

Code: AEX-TIP

Timing

| | | |
|-----|--|----|
| AI | Virtual AC Tutorial | 10 |
| | Administrator's Instructions | 5 |
| IFP | Option 1: Report Only | 60 |
| | Analysis & report writing | |
| IFP | Option 2: Report & Briefing | 60 |
| | Analysis & preparation | 40 |
| | Briefing | 40 |
| PRF | Participant Review | 10 |

85 - 125 mins

D Middle Management

Private Finance Initiative (express)



Criteria

Attention to Detail
 Planning & Organising
 Judgement
 Problem Analysis
 Decisiveness
 Commercial Awareness
 Written Communication
Briefing Only
 Flexibility
 Impact
 Listening
 Openness to Change
 Persuasive Oral Communication

This exercise is a parallel version of Public-Private Partnership express analysis exercise.

The Participant assumes the role of the Procurement Manager in the Finance & Planning Division of Wiltshire Council. The Council is currently redeveloping one of its schools and has decided that the service will be provided through a Public-Private Partnership. The Participant is required to analyse a range of numerical and textual information, including a risk allocation matrix, to assess the appropriateness of submissions from potential partners. Participants must provide a proposal, making recommendations as to which submissions will be short-listed. No prior knowledge of procurement procedures is required in order to complete the Exercise.

Code: AEX-PFI

Timing

| | | |
|-----|--|----|
| AI | Virtual AC Tutorial | 10 |
| | Administrator's Instructions | 5 |
| IFP | Option 1: Report Only | 60 |
| | Analysis & report writing | |
| IFP | Option 2: Report & Briefing | 60 |
| | Analysis & report writing | 40 |
| | Briefing | 40 |
| PRF | Participant Review | 10 |

85 - 125 mins

Analysis Exercises

D Middle Management

Prison Finance Project (express)



Criteria

Attention to Detail
 Planning & Organising
 Judgement
 Problem Analysis
 Decisiveness
 Commercial Awareness
 Written Communication
Briefing Only
 Flexibility
 Impact
 Listening
 Openness to Change
 Persuasive Oral Communication

This exercise is a parallel version of the Public-Private Partnership express analysis exercise.

The Participant assumes the role of the Procurement Manager in the Finance & Planning Division of the National Justice Service (NJS). The NJS is currently redeveloping one of its prisons and has decided that the service will be provided through a Public-Private Partnership. The Participant is required to analyse a range of numerical and textual information, including a risk allocation matrix, to assess the appropriateness of submissions from potential partners. Participants must provide a proposal, making recommendations as to which submissions will be short-listed. No prior knowledge of procurement procedures is required in order to complete the Exercise.

Code: AEX-PFP

Timing

| | | |
|-----|--|----|
| AI | Virtual AC Tutorial | 10 |
| | Administrator's Instructions | 5 |
| IFP | Option 1: Report Only | 60 |
| | Analysis & report writing | |
| IFP | Option 2: Report & Briefing | 60 |
| | Analysis & preparation | 40 |
| | Briefing | |
| PRF | Participant Review | 10 |

85 - 125 mins

D Middle Management

International Growth Initiative (express)



Criteria

Planning & Organising
 Organisational sensitivity
 Judgement
 Problem analysis
 Decisiveness
 Strategic perspective
 Written communication
Briefing Only
 Stress tolerance
 Openness to change
 Leadership
 Listening
 Persuasive oral communication
 Impact

This exercise is a parallel version of the Global Expansion Project express analysis exercise.

The Participant assumes the role of Head of Development at Delta Plastics, a global manufacturing company. Delta Plastics is looking to increase their presence in Asia in the coming year and there are two locations to choose from for a new site. The Participant's role is to analyse the information collected to date and to recommend which site should be chosen and how the project should be delivered. Information provided includes company details, Corporate Social Responsibility policies, industry trends and local area data.

Code: AEX-IGI

Timing

| | | |
|-----|--|----|
| AI | Virtual AC Tutorial | 10 |
| | Administrator's Instructions | 5 |
| IFP | Option 1: Report Only | 60 |
| | Analysis & report writing | |
| IFP | Option 2: Report & Briefing | 60 |
| | Analysis & preparation | 40 |
| | Briefing | |
| PRF | Participant Review | 10 |

85 - 125 mins

E Executive and Senior Management

Aramec's Strategy Review (express)



Criteria

Openness to change
 Planning & Organising
 Organisational sensitivity
 Judgement
 Problem analysis
 Decisiveness
 Creativity
 Commercial awareness
 Strategic perspective
 Written communication
 Interpersonal sensitivity
 Customer service
Briefing Only
 Listening
 Persuasive oral communication
 Impact
 Stress tolerance

This exercise is a parallel version of Redisso's Strategic Realignment express analysis exercise.

The Participant assumes the role of Head of Commercial Operations at Aramec S.A., a medium software solutions business. A Non-Executive Director of Aramec's Board has voiced concerns about the Company's declining profit margins and highlighted a potential need to re-structure the business and realign its growth strategy. The Participant must carry out a detailed review of Aramec's financial and commercial performance over the last three years and set out clear recommendations for how this might be improved in the short, medium and long term.

Code: AEX-ASR

Timing

| | | |
|-----|--|----|
| AI | Virtual AC Tutorial | 10 |
| | Administrator's Instructions | 5 |
| IFP | Option 1: Report Only | 80 |
| | Analysis & report writing | |
| IFP | Option 2: Report & Briefing | 80 |
| | Analysis & report writing | 40 |
| | Briefing | |
| PRF | Participant Review | 10 |

105 - 145 mins

E Executive and Senior Management

Recreational Service Transformation (express)



Criteria

Planning and Organising
 Judgement
 Problem Analysis
 Decisiveness
 Commercial Awareness
 Strategic Perspective
 Customer Service
 Written Communication
Briefing Only
 Flexibility
 Impact
 Listening
 Persuasive Oral Communication
 Stress Tolerance

This exercise is a parallel version of the Improving Performance express analysis exercise.

The Participant assumes the role of a newly-appointed Director of Culture and Recreational Services within a Council. The Chief Executive has asked them to look at current performance across a number of internal divisions within the department, make recommendations for improving performance and service delivery and detail actions which could be made to save costs.

Code: AEX-RST

Timing

| | | |
|-----|--|----|
| AI | Virtual AC Tutorial | 10 |
| | Administrator's Instructions | 5 |
| IFP | Option 1: Report Only | 60 |
| | Analysis & report writing | |
| IFP | Option 2: Report & Briefing | 60 |
| | Analysis & preparation | 40 |
| | Briefing | |
| PRF | Participant Review | 10 |

85 - 125 mins

Day-in-the-Life Exercises

C First-Line Management

Strides Customer Engagement Manager



Criteria

Stress Tolerance
Flexibility
Integrity
Planning and Organising
Leadership
People Development
Judgement
Problem Analysis
Decisiveness
Strategic Perspective
Persuasive Oral Communication
Interpersonal Sensitivity
Initiative

In this 'day-in-the-life' exercise, the Participant assumes the role of a newly appointed Customer Engagement Manager in the Marketing Department at Strides, an international gym and health club chain. The exercise is made up of three different components: an email section (similar to an Inbox or Inbasket), an Analysis Exercise with a briefing call and an Internal Interview Simulation (or Roleplay). In the email section of the exercise, the Participant is faced with staff issues, a decision about a new commercial partner and a review of team processes. In the Analysis Exercise they are required to review the success of previous marketing campaigns, and in the Interview Simulation they need to address performance issues with a direct report.

Code: DIL-SCEM

Timing

| | | |
|-----|------------------------|-----|
| AI | VirtualAC Tutorial and | 20 |
| IFP | Instructions | 195 |
| PRF | Participant Review | 15 |

230 mins

D Middle Management

Golden Square



Criteria

Stress Tolerance
Flexibility
Integrity
Planning and Organising
Leadership
People Development
Judgement
Problem Analysis
Decisiveness
Strategic Perspective
Persuasive Oral Communication
Interpersonal Sensitivity
Initiative

In this 'day-in-the-life' exercise, the Participant assumes the role of a newly-appointed Senior Manager in the Professional Services firm Golden Square. The exercise is made up of three different components: an email section (similar to an Inbox or Inbasket), an Analysis Exercise with a Briefing call and an Internal Interview Simulation (or Roleplay). In the email section of the exercise, the Participant is presented with a recent staff survey, a budget review, and an issue concerning the overcharging of a Client. In the Analysis Exercise they are required to analyse data and information relating to the performance of the teams they manage, and in the Interview Simulation they need to build rapport, coach and raise issues with a direct report.

Code: DIL-GS

Timing

| | | |
|-----|------------------------|-----|
| AI | VirtualAC Tutorial and | 20 |
| IFP | Instructions | 195 |
| PRF | Participant Review | 15 |

230 mins

D Middle Management

GC Regional Manager



Criteria

Stress Tolerance
Flexibility
Integrity
Planning and Organising
Leadership
Judgement
Problem Analysis
Decisiveness
Strategic Perspective
Persuasive Oral Communication
Interpersonal Sensitivity
Initiative
People Development

In this 'day-in-the-life' exercise, the Participant assumes the role of the newly-appointed Regional Commercial Manager for the Middle East for Groupe Chaumont (known as 'GC'). GC is an international manufacturer of soft drinks. The exercise is made up of three different components: an email section (similar to an Inbox or Inbasket), an Analysis Exercise with a Briefing call and an Internal Interview Simulation (or Roleplay). In the email section of the exercise, the Participant is faced with a sales query, a request for recommendations about a possible licencing agreement, and a need to review outputs of a staff survey. In the Analysis Exercise the Participant has to review data and information relating to an explosion in one of the factories, and in the Interview Simulation they have a meeting with a direct report in which they must address some performance issues.

Timing

| | | |
|-----|------------------------|-----|
| AI | VirtualAC Tutorial and | 20 |
| IFP | Instructions | 195 |
| PRF | Participant Review | 15 |

230 mins

E Executive and Senior Management

Seigo's Head of Strategic Change



Criteria

Stress Tolerance
Flexibility
Integrity
Planning and Organising
Leadership
Judgement
Problem Analysis
Decisiveness
Strategic Perspective
Persuasive Oral Communication
Interpersonal Sensitivity
Initiative

In this 'day-in-the-life' exercise, the Participant assumes the role of the newly-appointed Head of Strategic Change at Seigo, an international toy manufacturing company. The exercise is made up of three different components: an email section (similar to an Inbox or Inbasket), an Analysis Exercise with a briefing call and an Internal Interview Simulation (or roleplay). In the email section of the exercise, the Participant is faced with tensions between two senior staff members, a request for recommendations based on the outputs of an engagement survey, and issues regarding sustainability within the toy industry. In the Analysis exercise the Participant has to review data and information relating to Seigo's performance in the Asia-Pacific region, and in the Interview Simulation they meet with a Senior Level Peer, with whom they need to build rapport and raise some specific issues.

Code: DIL-SHSC

Timing

| | | |
|-----|------------------------|-----|
| AI | VirtualAC Tutorial and | 20 |
| IFP | Instructions | 195 |
| PRF | Participant Review | 15 |

230 mins