

## Overview of results for HighLight in-basket

The HighLight in-basket is a challenging management task where the aim is to absorb and process a large amount of information in a short time, take measures to solve the problems presented, make decisions and coordinate activities.

First of all, there are 28 e-mails to be dealt with within 60 minutes. The task is to estimate the importance of the various facts presented, and to select from the optional actions suggested those which appear meaningful and appropriate to solving the situation and achieving the overall objectives. The tasks arising as a result of the actions initiated should be delegated to one or several suitable employees and coordinated from a time aspect. In the analytical section of the task, the participant has 20 minutes in which to identify the correct statements from a range of data and facts by means of simple mathematical calculations.

Solving the in-basket task requires the participant to work quickly and with concentration, to absorb and process information rapidly, to identify connections, make judgements, be decisive and target-oriented.

The resulting values are analyzed on the basis of a standard reference sample, and represented as a percentile (PR). The percentile (PR) indicates which ranking a participant occupies in the comparison group used. A PR=50 means that the value achieved exceeds 49% of the reference sample, and is exceeded itself by 50%.



The goal achievement is determined by the mean score of the values obtained from the overall objectives and the problem solving score.



The efficiency of acting in the in-basket exercise is determined by the ratio of the goal achievement to the number of hours spent (time required for the measures initiated).



In the analytical section, the participant is supposed to answer a total of 16 questions on two different data tables. The correct answers are to be found by means of mathematical calculations and then highlighted. The lower the value, the higher the error rate.



This value indicates the number of e-mails dealt with compared to the standard reference sample. An e-mail is considered dealt with if at least three activities have been recorded (e.g. setting the importance, selecting an action and specifying a delegation).



Planning skills are determined by the mean score of the values obtained from prioritisation, scheduling, management of resources and quality of delegation.

## Achievement of overall objectives

It is pointed out in the briefing that the problems presented in the e-mails are to be solved when working on the in-basket task and that at the same time attention must be paid to the overall objectives.

The different requirements which emerge from the various overall objectives must be weighed against one another when solving the problems because many of the measures affect the overall objectives in different ways. It is therefore important to choose an approach which is as balanced as possible. Omitting measures (e.g. by not dealing with the e-mails completely) can also have an adverse effect on achieving the overall objectives.



The overall objective "economical approach" cannot be optimized simply by instigating measures to increase cost-effectiveness (see page 5), it also requires active resource management and an approach that takes effort and expenditure into consideration.



"Customer satisfaction" benefits from actions which consider the needs and wishes of customers and improve the quality of the service. Sometimes, however, it may be adversely affected by decisions which favor resource management or profitability.



The overall objective "employee satisfaction" benefits from actions that indicate employee-orientation (see page 5) but is adversely affected by decisions that restrict the employees' area of responsibility or freedom to make decisions.

## Solving the problems presented

Among the measures suggested in each e-mail, there are some which at the very least (regardless of the overall objectives) ought to be taken to solve the problem presented in each case. The higher this value, the more of these necessary and solution-relevant measures were initiated in the overall in-basket task. A low value indicates that the reaction to many of the problems presented has been inappropriate.



## Selection of actions within the e-mails dealt with

The suggestions for actions offered in the e-mails cover different possibilities for reacting to the problems presented. The number and orientation of the various measures that are initiated within the e-mails dealt with provide information about the approach to problems.

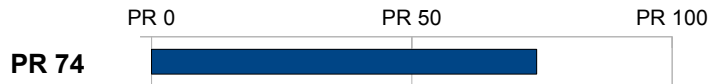
### Research/monitoring

#### Research behavior



The higher this value, the more frequently research activities are initiated. This may indicate great care and attention to detail, but also a pronounced need for reassurance. What's more, this may take up additional time due to extensive research activities. A low value by comparison may indicate a more intuitive, pragmatic and decision-oriented approach where sometimes decisions are also made without an adequate information base.

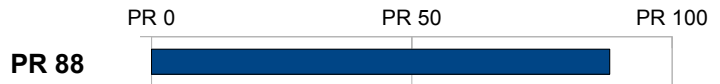
#### Monitoring behaviour



The higher this value, the greater the number of actions initiated that are suitable for checking and monitoring work results and work processes. This may indicate a pronounced need for checking and also sometimes lack of confidence in the abilities of employees. On the other hand, a high value also indicates a strong sense of responsibility and high quality standards. A low value may indicate that the execution of tasks or the progress of processes is monitored too little or that a great deal of trust is placed in employees.

### Intervening/steering

#### Quality assurance



The higher this value, the more frequently actions are taken to ensure and improve the quality of the service offered. This indicates high quality standards and a strong desire to satisfy the needs of customers as comprehensively as possible. In the extreme case, however, this may lead to high costs, and therefore impact adversely on profitability. A low value indicates that too little importance is attached to the quality of the service provided and the associated effects on customer satisfaction and sales opportunities are underestimated.



The higher this value, the more frequently actions were selected that aim to push through the participant's own interests and objectives aggressively, sometimes even in the face of anticipated opposition. A very high value shows that the participant's own interests are defended under any circumstances and very aggressively. It also indicates a willingness to stand up to opposition and conflicts. A low value may indicate a tendency to avoid conflicts and make compromises. In this case, the participant's own interests are sometimes scaled back in favor of harmonious cooperation. It may also indicate that the effort involved in communicating and representing one's own interests is avoided.



The higher this value, the more frequently actions with a proactive character are selected. This means that countermeasures are taken at an early stage when there is a potential for critical developments. This may also mean that sometimes the participant acts hastily without waiting for the actual situation to develop. A low value may indicate that the focus is placed on the actions most necessary at the time. This may also mean that the participant waits too long when there are indications of misunderstandings, and does not intervene actively enough.

**Marketing/networking**



The higher this value, the more frequently actions were initiated that are suitable for advertising the service and increasing sales opportunities. However, some of the marketing actions suggested are neither appropriate nor do they lead to the required result. A very high value shows that cost and benefit were not carefully considered in each case. A low value may indicate that insufficient importance is attached to marketing and advertising actions.



The higher this value, the more actions were initiated that are suitable for making personal contact with customers and employees. This may indicate that conflicts and problems are frequently dealt with by means of personal discussions. However, a large number of appointments may substantially increase the time expended and it is not necessary to select this procedure in every case. A low value may indicate that less importance is attached to making personal contacts, or that the time expenditure associated with this is avoided.

**Problem solving in e-mails dealt with**



Among the measures suggested in each e-mail, there are some which at the very least (regardless of the overall objectives) ought to be taken to solve the problem presented in each case. The higher this value, the more of these necessary and solution-relevant measures were initiated in the e-mails dealt with.

### Actions for achieving the overall objectives



These include all the actions that are suitable for optimizing the profit margin, for example by adjusting calculations or avoiding or actively preventing costly measures.



These include all the actions indicating customer orientation, such as listening and responding to customers' wishes, developing personal contacts and analyzing and taking account of customers' requirements.



These include all the actions that indicate employee orientation, such as listening and responding to employees' wishes, conducting appraisal interviews, including employees in decision-making and supporting professional development by means of appropriate measures.

### Planning skills



The higher the value, the more appropriate the importance of the circumstances presented is estimated to be and as a result the more structured the volume of information. The lower the value, the more frequently the relevance of circumstances is under or overestimated.



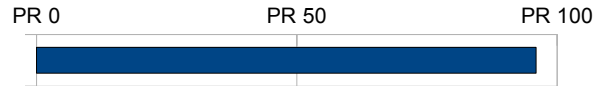
The higher the value, the more appropriately the activities are coordinated on the timeline in relation to their actual urgency. A low value indicates that activities which are less urgent are scheduled in the current week instead of in the following week or that conversely urgent tasks are postponed until the following week.



The higher the value, the more frequently the decision made when selecting from the actions suggested will avoid or actively prevent superfluous activities or activities that are too costly. A low value indicates that too little consideration is given to the time expenditure and that more attention should be paid to using resources sparingly.

**Quality of delegation**

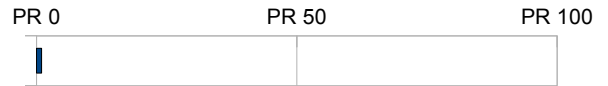
**PR 96**



The higher the value, the more frequently the employees' abilities and responsibilities, which are described in the briefing, are taken into account, and the more frequently tasks are assigned to the person most suitable in each case. A low value indicates that employees are not used according to their abilities, and the tasks assigned to them may be too challenging or not challenging enough. This low value may also occur if tasks for which appropriate employees are available are carried out too frequently by the participant him/herself.

**Degree of delegation**

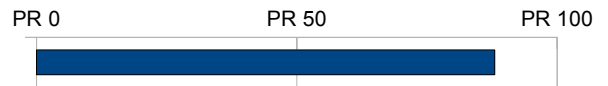
**PR 1**



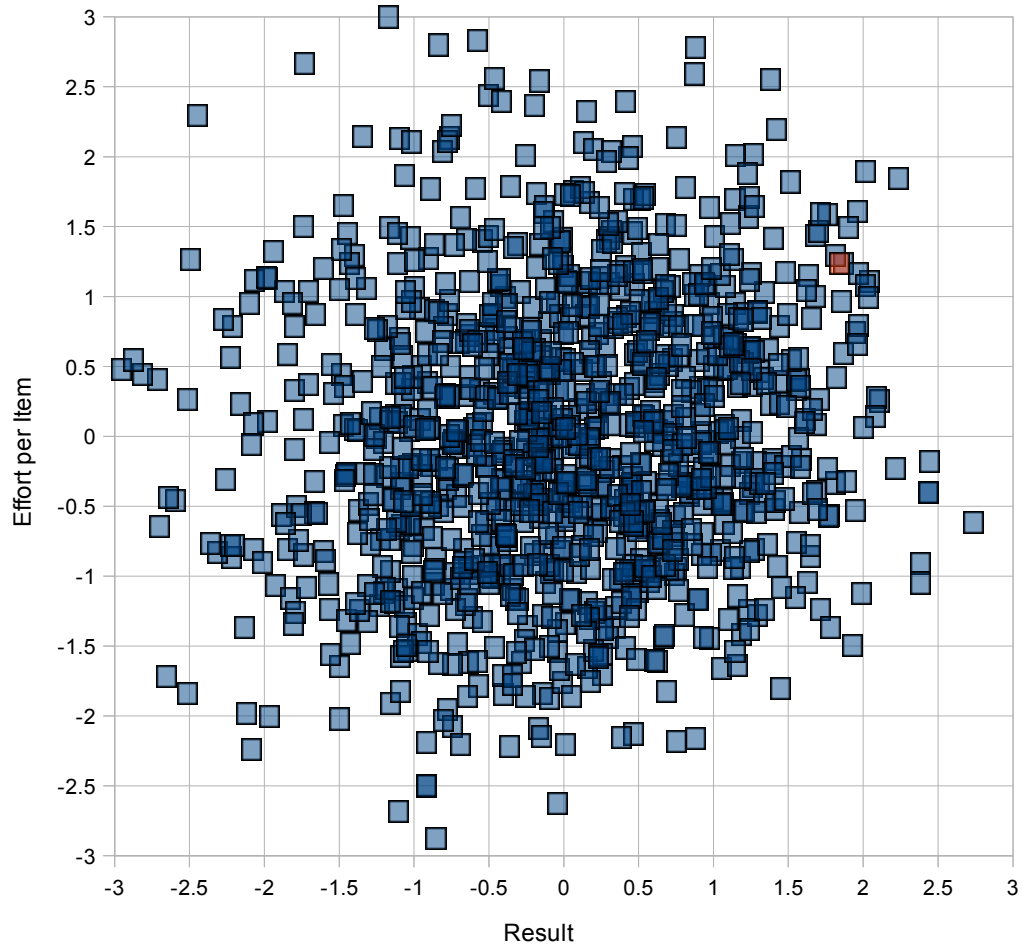
The higher the value, the more of the activities initiated are delegated to employees. A very high value may mean that responsibility is handed over to employees too frequently and there is a risk of them being unable to cope (see quality of delegation). A low value indicates that the participant takes on too many tasks him/herself. This may also indicate a willingness to accept a high level of personal responsibility.

**Expenditure in hours**

**PR 88**



The higher the value, the greater the time expenditure arising as a result of the actions initiated. A low value shows that only a small number of actions or actions that were less time-consuming were selected.



Result: Overall result, standardized  
Effort per Item: Effort per e-mail, standardized

Efficiency of in-basket task                      PR 49

Item	Time in seconds	Dealt with	Importance	Importance points	Actions											
					Action 1	Action 2	Action 3	Action 4	Action 5	Action 6	Action 7	Action 8	Action 9	Action 10	Action 11	Action 12
1	321	1	2	3	+	+	+	+	+	+	+	+	+	+	+	
2	307	1	1	3	+	+	+	+	+	+	+	+	+	+	+	
3	179	1	2	3	+	+	+	+	+	+	+	+	+	+	+	
4	299	1	2	2	-	+	+	+	+	+	-	+	+	+	+	
5	254	1	2	1	+	+	+	+	+	+	+	-	+	+	+	
6	201	1	2	1	+	+	+	-	+	+	+	+	+	+	+	
7	90	1	3	0	+	+	+	+	+	+	+	+	+	+	+	
8	201	1	2	1	+	-	-	-	-	-	+	+	+	+	+	
9	149	1	2	3	-	+	-	+	-	-	-	-	-	-	-	
10	128	1	1	3	-	+	+	+	+	-	+	+	-	+	+	
11	158	1	2	3	+	+	+	+	+	+	+	+	-	+	+	
12	115	1	1	3	-	+	-	+	+	+	+	+	+	+	+	
13	279	1	3	1	+	+	+	+	+	+	+	+	-	+	-	
14	96	1	1	3	+	-	-	-	-	-	+	+	-	-	-	
15	145	1	2	3	+	+	-	-	-	-	-	+	+	-	+	
16	85	1	3	0	-	+	+	+	+	-	-	-	-	-	-	
17	64	1	3	3	+	?	+	-	-	-	-	-	-	-	-	
18	84	1	3	3	+	+	-	+	+	-	-	+	-	-	?	
19	84	1	1	3	-	-	+	-	+	+	+	+	-	-	-	
20	80	1	3	0	-	-	-	-	-	-	-	+	+	+	+	
21	74	1	3	3	-	+	+	-	-	-	+	+	+	+	+	
22	99	1	2	0	-	-	-	-	+	+	+	+	-	+	+	
23	50	1	3	0	-	-	-	-	-	-	-	-	-	-	-	
24	68	1	3	3	-	-	+	-	-	-	+	+	+	+	+	
25	18	0	?	0	?	?	?	?	?	?	?	?	?	?	?	
26	0	0	?	0	?	?	?	?	?	?	?	?	?	?	?	
27	0	0	?	0	?	?	?	?	?	?	?	?	?	?	?	
28	0	0	?	0	?	?	?	?	?	?	?	?	?	?	?	
Items	101%	86%														
Inbox	7				Completeness of work overall										85%	PR 72
Calendar	0				Completeness of work in items dealt with										99%	
Other	0				Actions initiated in items dealt with Items										64%	PR 73
Total 1	100%															
1	586				+	-	+	-	+	+	+	+	+	+	+	+
2	606				-	-	-	-	+	+	+	+	+	+	+	+
Total 2	99%				Answers provided										100%	



	Mon.	Tue.	Wed.	Thurs.	Fri.	Next	W1	W2	FTE	Weekly working hours	Capacity usage W1	Capacity usage W1 (PR)	Capacity usage W1 + W2 (PR)
Me	9	5	7	9	1	21	30	21	1.0	40	74%	PR 93	PR 98
Anna	8	3	4	2	0	10	17	10	0.5	20	83%	PR 94	PR 98
Tom	1	4	0	8	0	5	13	5	1.0	40	31%	PR 7	PR 15
Julia	11	6	0	0	0	11	17	11	0.7	28	62%	PR 16	PR 57
Martin	8	8	0	1	11	7	27	7	1.0	40	68%	PR 16	PR 28
All	37	25	10	19	12	53	103	53		168	61%	PR 59	PR 90

