

# What Raters Look for in Subordinate Counseling/Employee Problem Exercises

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Have you ever wondered what you're being rated on when you do a subordinate counseling exercise in an assessment center or a promotional process? Raters are given guidelines for scoring candidates based on how the candidate performs.

***Candidates that score the highest usually exhibit the behaviors/traits below that raters are looking for:***

- Maintains control of the meeting
- Is able to identify and address the main issue(s)
- Stays courteous and respectful to the role-player
- Appears organized in the approach
- Has a method for discipline (if discipline is needed)
- Recognizes discipline is not always needed (sometimes coaching is needed)
- Directs the role player to EAP when appropriate
- Addresses the concerns of the role-player
- Shows effective communication skills by leading a two-way discussion
- Listens effectively to the role player's side without cutting him/her off
- Makes consistent and friendly eye contact
- Uses a calm tone of voice and friendly body language
- Discusses how the role player's actions/decisions affect the whole crew
- Gets a commitment from the role player to change behavior
- Shows compassion towards role player
- Focuses on steering the role player back to the values of the dept.
- Establishes an action plan to correct issues
- Demonstrates a willingness to follow up on action plan
- Uses positive influence to get the role player to buy-in to the solution (doesn't "strong arm" the role player or try to intimidate him/her)
- Exercises self-control and doesn't lose patience
- Involves the role player in the process of developing solutions
- Demonstrates good command presence with confidence and courtesy
- Explains to the role player his/her leadership philosophy/style
- Uses time effectively (doesn't go over time limit)
- Asks questions of the role players to ensure he/she gathers all the necessary facts and information
- Demonstrates approachability
- Demonstrates strong leadership skills

***Candidates score in the lower categories and even fail when they exhibit these behaviors/traits:***

- Lets the role player dictate the flow of the meeting
- Demonstrates poor listening skills (interrupts, interjects, is defensive, etc.)
- Shows a lack of comprehension of the issues
- Does not take responsibility for what he/she should
- Demonstrates a low level of confidence and command presence
- Is too cocky/arrogant
- Jumps to conclusions without gathering information
- Appears disorganized and unprepared
- Allows the meeting to run too long or too short
- Takes the side of the role player against management or the chief
- Lets the role player get off track with the real issues (and stays off track)
- Does not take corrective actions
- Does not administer discipline (if needed)
- Does not recognize the importance of leadership
- Fails to recognize need to be a mentor, coach, and role model
- Is hard to understand (talks too fast, mumbles, talks too low, etc).
- Demonstrates too much nervousness
- Keeps repeating himself/herself
- Has aggressive body language
- Comes across as pushy and hard to follow as a leader
- Comes across as too passive or a “push-over”
- Will not take a stand for the mission, vision, and goals of the dept.
- Shows defensiveness and an inability to take responsibility
- Demonstrates rude behavior
- Raises voice at role player
- Lets the role player continue to make excuses for behavior
- Lets the role player roll over the top of him/her
- Is not viewed as someone people could follow as a leader