



Coaching Report

One person, one position

RESULTS SUMMARY

DEFINITIONS

PERSONALIZED FEEDBACK



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INTRODUCTION

This report is intended to give you a deeper understanding of **John Fit's** Thinking Style, Behavioral Traits, and Interests in relation to the position of **Mechanical Engineers**. Along with some insight into his motivations and challenge areas, it will provide you with useful tips to aid in his training and development.

What's in this report?

RESULTS SUMMARY

Assessment results are compared to the Performance Model, which shows the range of scores typical for success in the position

DEFINITIONS

Thinking Style and Behavioral Traits will be defined on the pages following the results summary

PERSONALIZED FEEDBACK

You will receive feedback personalized for the individual based on the results and how they should be interpreted

What does the assessment measure?

THINKING STYLE

- Thinking Style is the ability to process information.
- It includes problem-solving, communication, interaction, and learning skills.
- Results are illustrated on scales ranging from 1 to 10.
- A higher score is not necessarily the best indicator of on-the-job performance.

BEHAVIORAL TRAITS

- Behavioral Traits are commonly observed actions that help define who someone is.
- Each scale is defined by two opposing, but equally valuable, end points.
- One side of the continuum is not better than the other.

INTERESTS

- The Interests section may predict motivation and potential satisfaction with various jobs.
- These are ranked in order from the highest- to lowest-scoring interest.

Distortion was not detected in this report. What does that mean?

Some candidates may answer in a way that is socially desirable or to make themselves look better, rather than respond candidly and risk disapproval. Based on his assessment results, it appears that **John answered candidly**.

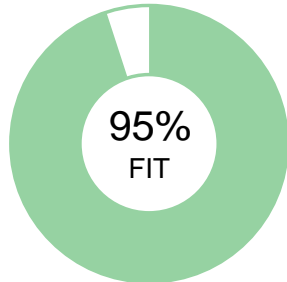
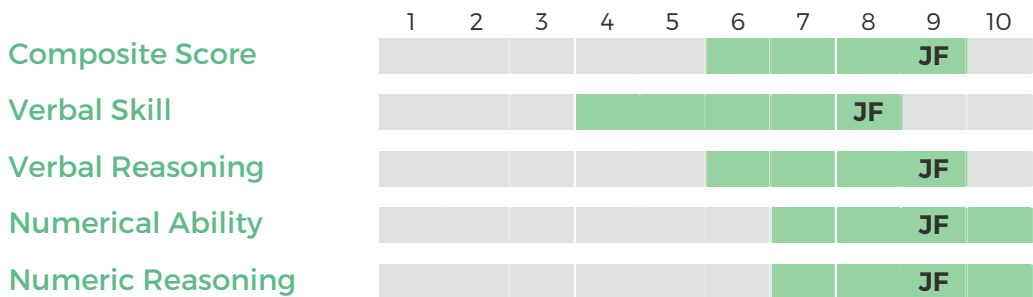
MECHANICAL ENGINEERS

John Fit

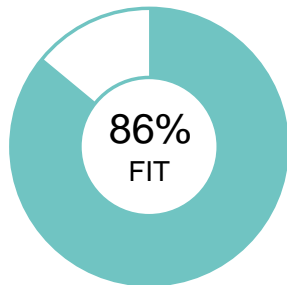
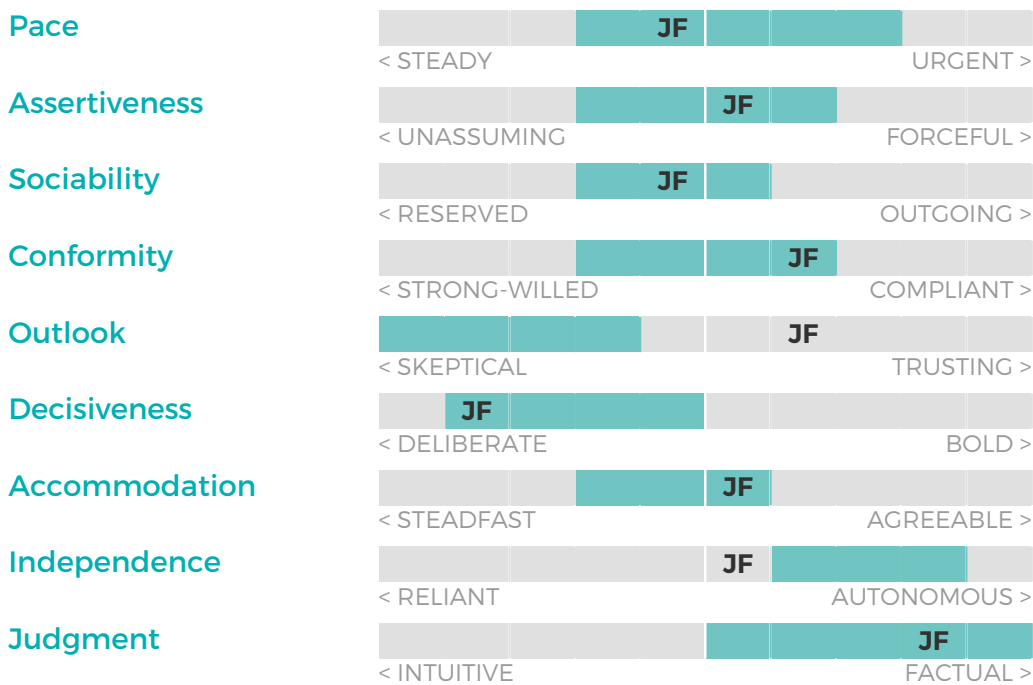


Performance Model = highlighted boxes; John's placement = his initials

THINKING STYLE



BEHAVIORAL TRAITS



INTERESTS

JOHN

in rank order

TECHNICAL

MECHANICAL

FINANCIAL/ADMIN

ENTERPRISING

CREATIVE

PEOPLE SERVICE

TIED

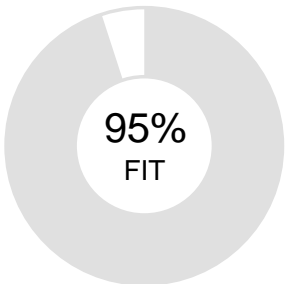
PERFORMANCE MODEL

in rank order

TECHNICAL

MECHANICAL

FINANCIAL/ADMIN



COMPOSITE SCORE

Thinking Style

Composite Score A reflection of overall learning, reasoning, and problem-solving potential

The Composite Score is the combined score of the four other Thinking Style scales. Because looking at a person's Thinking Style comprehensively is most effective in a coaching context, it is the only Thinking Style scale discussed in this report.



- John fits the Performance Model for the Composite Score.
- He tends to learn quickly and understand complex information without difficulty.

What you need to know about John:

- He is an effective learner who may appreciate a challenge while training on new tasks.
- He solves problems effectively, considering solutions from many different perspectives.
- Without challenge in a training program, you may lose his full attention.
- His capacity to adapt to various training situations is very strong.
- John learns easily and can apply that learning to the requirements of a new job situation.

Management tips:

- Keep his workload and training opportunities challenging enough so that he doesn't get bored and lose interest.
- Invite John to apply his problem-solving skills to challenges within the department or organization.
- If others need more time to learn a shared task, provide John with additional, meaningful work to keep him engaged.

BOTTOM LINE:

John is highly responsive to training at many levels of complexity.

PACE

Behavioral Traits

Pace Overall rate of task completion

< STEADY

URGENT >

JF

- John fits the Performance Model for Pace.
- He tends to be good with routine and works at a steady to moderate pace.

What you need to know about John:

- He tends to work at a steady, productive pace.
- Typically, he may not show a high sense of urgency.
- John probably doesn't like feeling pressured.
- At times, he could get caught up in the planning stages of a project.
- He will probably take steps with urgency when necessary.

Management tips:

- Suggest short-term goals and deadlines when situations call for urgency.
- Don't require him to switch gears too quickly.
- To prevent him from feeling stress or frustration, allow him adequate time to complete tasks with thoroughness.

BOTTOM LINE:

John may be most effective working in a relaxed environment, but will pick up the pace when necessary.

ASSERTIVENESS

Behavioral Traits

Assertiveness Expression of opinions and need for control

< UNASSUMING

FORCEFUL >

JF

- John fits the Performance Model for Assertiveness.
- He tends to be fairly comfortable sticking up for his opinions and needs.

What you need to know about John:

- He tends to be motivated by situations in which he is held accountable for results.
- He is willing to be assertive, to be more of a leader than a follower.
- John typically uses direct statements.
- He will likely present his position with a fair amount of confidence.
- At times, he may be overly assertive when giving direction to others.

Management tips:

- Provide positive feedback when he engages in active listening rather than pushing forth with his agenda.
- If you notice that he is too dominating in situations, provide feedback suggesting that he allow others more opportunity to offer input.
- Give him opportunities to lead discussions if he appears to have a desire to do so.

BOTTOM LINE:

He takes on leadership roles comfortably but is still willing to follow direction from someone else when necessary.

SOCIABILITY

Behavioral Traits

Sociability Desire for interaction with others

< RESERVED

OUTGOING >

JF

- John fits the Performance Model for Sociability.
- He tends to be fairly introverted and may often keep to himself.

What you need to know about John:

- He may be somewhat uncomfortable as the center of attention.
- He may not always involve others in a discussion about how things should be done.
- John tends to prefer working by himself, at least some of the time.
- He may occasionally reach out to others for feedback.
- He can likely work well without relying on strong personal relationships.

Management tips:

- Ask him how he prefers to be approached when you need him (email, phone, one-on-one, etc.).
- Provide some opportunities for him to socialize with his colleagues, but also recognize that this may be somewhat draining for him.
- Recognize that he appreciates a level of privacy and may be slightly more comfortable working independently or in very small groups.

BOTTOM LINE:

John is comfortable working alone, but willing to collaborate when necessary.

CONFORMITY

Behavioral Traits

Conformity Attitude on policies and supervision

< STRONG-WILLED

COMPLIANT >

JF

- John fits the Performance Model for Conformity.
- He tends to be cooperative and usually works within the rules.

What you need to know about John:

- He is typically willing to accept guidance and suggestions from others.
- He is friendly, cooperative, and likely fairly easy to manage.
- John demonstrates a positive attitude concerning organizational constraints and restrictions.
- He should be willing to conform to company policies without feeling any loss of personal freedom.
- He will usually accept the advice and criticism of those in authority.

Management tips:

- Encourage free thinking and reward efforts to develop creative solutions to accomplishing tasks, even if they contradict established procedures.
- Acknowledge the importance of procedural requirements, but encourage personal expression in areas that don't need as much regulation.
- Demonstrate in your daily work how it is acceptable to bend the rules within the limits of your organizational culture.

BOTTOM LINE:

He responds well to a regulated environment and is willing to accept external controls.

OUTLOOK

Behavioral Traits

Outlook Anticipation of outcomes and motives

< SKEPTICAL

TRUSTING >

JF

- John does not fit the Performance Model for Outlook.
- He tends to be fairly optimistic and trusting.

What you need to know about John:

- He usually trusts others' motives.
- He tends to be optimistic about changes to policies and procedures.
- John typically has positive expectations for solutions to problems.
- He usually has a positive attitude when facing risk, change, and unexpected challenges.
- On occasion, his belief in the results of some projects may be so optimistic that it allows for mistakes and unforeseen conflicts to occur.

Management tips:

- Help him come up with reasons why something might not work so he can prepare alternate plans.
- Encourage him to ask questions to help draw out and clarify issues.
- Make sure his expectations don't become so optimistic that they're no longer realistic.

BOTTOM LINE:

John has a generally positive attitude, yet will express doubt on occasion.

DECISIVENESS

Behavioral Traits

Decisiveness Use of speed and caution to make decisions

< DELIBERATE

BOLD >

JF

- John fits the Performance Model for Decisiveness.
- He takes time to carefully consider and analyze various options when making decisions.

What you need to know about John:

- He usually requires ample time to make decisions.
- At times, he may have a slow response in urgent situations.
- He may appear indecisive when making critical decisions.
- Most likely, he will gather information from various sources in order to make an informed decision.
- Before making a decision, he will likely weigh the pros and cons and carefully assess the risk involved.

Management tips:

- When a decision needs to be made, give him as much advance notice as possible so he can weigh all the relevant information.
- Emphasize deadlines when decisions need to be finalized.
- Make him aware of the most critical parts of an issue so he understands what's most important and is comfortable moving forward with the decision.

BOTTOM LINE:

He usually makes decisions carefully and methodically by gathering all available information and data.

ACCOMMODATION

Behavioral Traits

Accommodation Inclination to tend to others' needs and ideas

< STEADFAST

AGREEABLE >

JF

- John fits the Performance Model for Accommodating.
- He tends to be fairly agreeable and willing to go along with the group.

What you need to know about John:

- He tends to have a cooperative outlook and is generally prepared to help others.
- Usually, he recognizes the need for working with others and is willing to share resources and information.
- When it comes to most issues, he is more likely to express a moderate opinion than an extreme one.
- John is generally pleasant, friendly, and patient.
- He will probably seek solutions that are acceptable to everyone.

Management tips:

- Encourage him to express his opinions rather than just going along with the group.
- Provide opportunities for him to build his self-confidence so that he is more likely to speak up with a differing opinion.
- When appropriate, enlist his aid to help colleagues reach compromises.

BOTTOM LINE:

He is attentive to others but also appreciates the forum to express a contrary point of view.

INDEPENDENCE

Behavioral Traits

Independence Level of preference for instruction and guidance

< RELIANT

AUTONOMOUS >

JF

- John does not fit the Performance Model for Independence.
- He often likes to set his own direction.

What you need to know about John:

- He generally prefers minimal supervision when carrying out important tasks.
- On occasion, he may want more guidance and instruction.
- John is usually self-sufficient and willing to take on new developments or challenges on his own.
- He prefers to decide his own course of action in most situations.
- He is comfortable solving problems and handling situations independently when necessary.

Management tips:

- Give him a reasonable amount of control over his work.
- If he is working independently, check in from time to time to make sure he is on track.
- When you need to limit his freedom, make sure you explain why it's necessary.

BOTTOM LINE:

John is moderately independent but still accepts necessary guidance and instruction.

JUDGMENT

Behavioral Traits

Judgment Basis for forming opinions and making decisions

< INTUITIVE

FACTUAL >

JF

- John fits the Performance Model for Judgment.
- He tends to base decisions wholly on the facts of the matter.

What you need to know about John:

- He probably needs to see the evidence or proof behind a decision to feel good about it.
- He exceedingly relies on objective data when determining appropriate solutions.
- John may frequently discount the value of personal feelings and circumstances when making decisions.
- He attends to potential problems by examining factual information.
- John has a tendency to take a very objective view to reach conclusions.

Management tips:

- If he is required to make a decision without the benefit of hard data, encourage him to express any concerns or caveats associated with his decision.
- Show him the value of gathering subjective opinions, including his own, to make well-rounded decisions.
- When there is too much information to sift through or all options seem to be favorable, encourage him to make decisions based on his overall impressions.

BOTTOM LINE:

He heavily focuses on the factual information available to make judgment calls and decisions.

INTERESTS

JOHN'S ORDER OF INTERESTS

Ordered from his highest- to lowest-scoring interest
Interests from the Mechanical Engineers Performance Model are bolded
Ties are indicated if present

TECHNICAL] TIED
MECHANICAL]
FINANCIAL/ADMIN
ENTERPRISING
CREATIVE
PEOPLE SERVICE

What is John most interested in?

Technical: Technical aspects of the job appear to interest John. Most likely, he will pursue activities that involve research, theories, and the application of technical information. He may be particularly interested in analytical or conceptual tasks that require critical thinking.

Mechanical: John seems to be motivated by Mechanical activities. He may enjoy building or repairing things, and he likely welcomes opportunities to get his "hands dirty" with objectives that are tangible, practical, and functional. If he can contribute in this way, he is more likely to feel enthusiastic about the project at hand.

Financial/Admin: John appears to be interested in Financial or Administrative tasks. Therefore, he is likely to seek out activities that involve organizing or otherwise dealing with budgets, information, and/or supplies. A main source of motivation for him may be in classifying and managing information.

BOTTOM LINE:

John will likely enjoy the Financial/Administrative, Mechanical, and Technical aspects of the job. His interests align with others who have been successful in this position.