



Coaching Report

One person, one position

RESULTS SUMMARY
DEFINITIONS
PERSONALIZED FEEDBACK



PROVIDED BY

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INTRODUCTION

This report is intended to give you a deeper understanding of **Jane Fit's** Thinking Style, Behavioral Traits, and Interests in relation to the position of **Mechanical Engineers**. Along with some insight into her motivations and challenge areas, it will provide you with useful tips to aid in her 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 her assessment results, it appears that **Jane answered candidly**.

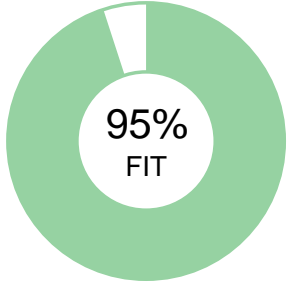
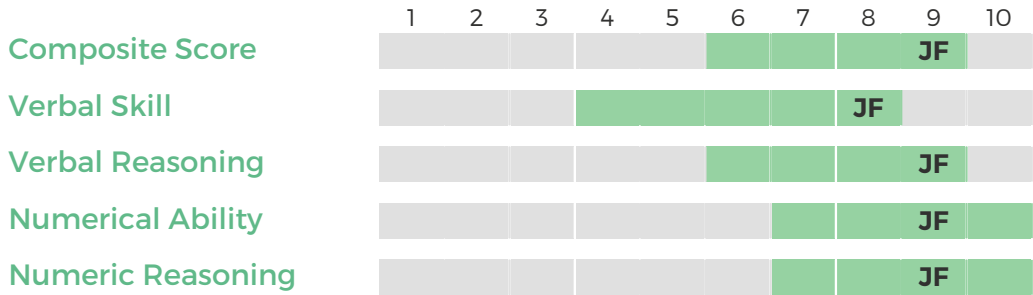
MECHANICAL ENGINEERS

Jane Fit

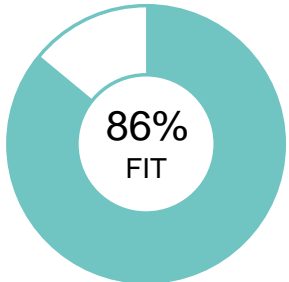
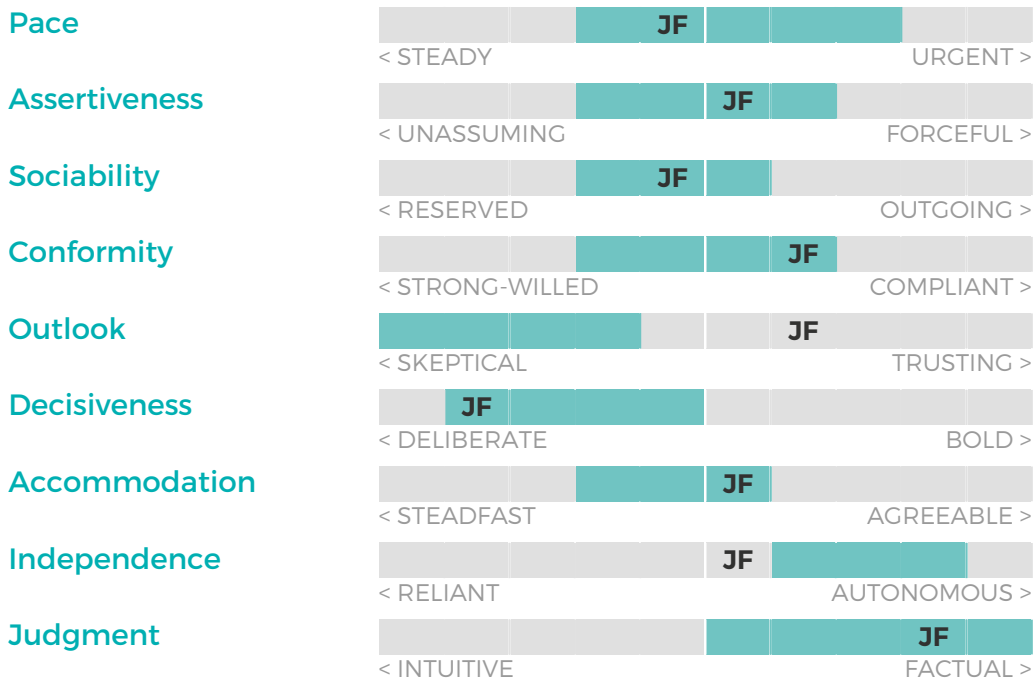


Performance Model = highlighted boxes; Jane's placement = her initials

THINKING STYLE



BEHAVIORAL TRAITS



INTERESTS

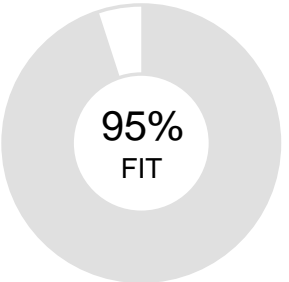
JANE
in rank order

- 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.



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

What you need to know about Jane:

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

Management tips:

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

BOTTOM LINE:

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

PACE

Behavioral Traits

Pace Overall rate of task completion

< STEADY

URGENT >

JF

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

What you need to know about Jane:

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

Management tips:

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

BOTTOM LINE:

Jane 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

- Jane fits the Performance Model for Assertiveness.
- She tends to be fairly comfortable sticking up for her opinions and needs.

What you need to know about Jane:

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

Management tips:

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

BOTTOM LINE:

She 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

- Jane fits the Performance Model for Sociability.
- She tends to be fairly introverted and may often keep to herself.

What you need to know about Jane:

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

Management tips:

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

BOTTOM LINE:

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

CONFORMITY

Behavioral Traits

Conformity Attitude on policies and supervision

< STRONG-WILLED

COMPLIANT >

JF

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

What you need to know about Jane:

- She is typically willing to accept guidance and suggestions from others.
- She is friendly, cooperative, and likely fairly easy to manage.
- Jane demonstrates a positive attitude concerning organizational constraints and restrictions.
- She should be willing to conform to company policies without feeling any loss of personal freedom.
- She 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:

She 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

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

What you need to know about Jane:

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

Management tips:

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

BOTTOM LINE:

Jane 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

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

What you need to know about Jane:

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

Management tips:

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

BOTTOM LINE:

She 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

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

What you need to know about Jane:

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

Management tips:

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

BOTTOM LINE:

She 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

- Jane does not fit the Performance Model for Independence.
- She often likes to set her own direction.

What you need to know about Jane:

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

Management tips:

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

BOTTOM LINE:

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

JUDGMENT

Behavioral Traits

Judgment Basis for forming opinions and making decisions

< INTUITIVE

FACTUAL >

JF

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

What you need to know about Jane:

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

Management tips:

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

BOTTOM LINE:

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

INTERESTS

JANE'S ORDER OF INTERESTS

Ordered from her 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 Jane most interested in?

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

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

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

BOTTOM LINE:

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