

Coaching Guide

for

Report Sample

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1. Introduction to Report Sample's Coaching Guide

The following report is a guide for coaching Report in this position. The Coaching Guide was developed by interviewing a wide variety of communication “coaches”, managers, consultants and counselors to provide you with helpful, respectful and insightful tips for developing greater rapport with Report.

Since words have different meanings for each of us, it is very important to verify the coaching suggestions in the report directly with Report. Deeper trust, understanding and better communication may also result when reviewing the report's accuracy directly.

You may also find it beneficial to have Report read a copy of the report and:

- ☐ Note areas that describe her well.
- ☐ Edit areas that do not significantly apply to her.
- ☐ Discuss these coaching refinements specifically with Report.
- ☐ Share, as appropriate, how you also wish to receive communications and feedback for clearer two-way communications.
- ☐ Review how communication is going, where it is working well and where to communicate differently.

The report includes:

1. Executive Summary for Report's style
2. Keys to Coaching Report
3. Keys to Motivating Report
4. Keys to Developing Report
5. Keys to Understanding Report's Current Capacity for Change

For even more understanding about your personality, ask your PREP Administrator about “The Pocket Communicator”, “The Communicator” or contact us at PREP Profile Systems, Inc., 541/382-1401, Fax: 541/382-6725, www.prep-profiles.com.

THE COACHING SUGGESTIONS CONTAINED IN THIS REPORT ARE BASED ON STATISTICAL AVERAGES AND DEPEND ON THE CANDOR OF THE PARTICIPATING INDIVIDUAL(S). PREP PROFILE SYSTEMS, INC. CANNOT AND DOES NOT GUARANTEE OR WARRANT THAT SUCH SUGGESTIONS ARE APPLICABLE TO A SPECIFIC INDIVIDUAL.

2. Executive Summary for Report's Style

Key Personality Traits	Controlling and Generalizing, also Outgoing and Urgent.
Communication Style	Objective and Outgoing: personable, especially to meet goals; quick thinking/speaking
Problem Solving Style	Innovative and Proactive: non-linear and new solutions-based, natural brainstormer, big picture oriented.
Approach to Environment	Proactive: prefers fast pace, change and results; short-term, big picture and urgent
Activity Focus	Outcomes: analytical and goals oriented; hard working; skeptical of unproven.
Leadership Style	Leadership big-picture role, group brainstorming
Learning Style	Provide visual and graphic analysis/information with brief verbal summary; Prompt communications when goals aren't being met
Change Readiness	Average Short Term
Energy	Modest

3. Keys to Coaching Report Sample

In general communications with Report...

- Be direct, succinct but not dictating.
- Ask for her opinion first, then give yours.
- Use friendly persuasion with personal examples for gaining trust.

Emphasize Report's natural strengths in management...

- Report has inner sense to see the big picture and prioritize relationships to accomplish the bottom line.
- Achieving outcomes and tangible results is natural for Report.
- She has a natural ability to create a sense of camaraderie among her reports.

How Report learns best...

- Give her an overview to the big picture and progress updates/feedback.
- Limit negative personal criticism.

Watch out for these potential friction areas...

- Report may become frustrated by team situations when results are not being accomplished.
- Report may become de-motivated when she feels she could be more effective by working individually.
- Report may become frustrated when a choice needs to be made between bottom-line results and relationships.

4. Keys to Motivating Report Sample

Report is motivated as a manager by...

- Having the challenge of seeing bottom line results.
- Working hard to attain financial and tangible rewards commensurate with her effort.
- Opportunity for unbounded personal and financial growth with friendship potential.

How to give Report new assignments ...

- Briefly, emphasizing the key priorities to accomplish.
- Report catches on quickly, but may forget details, may need to be reminded.
- “Test” Report Sample's comprehension one time to verify she is on track.
- Begin with the broad picture.

What you may most misunderstand about Report...

- Report Sample's intense desire to fix things may translate into others feeling “controlled”.
- She may need to be reminded of respecting others' boundaries and needs to make their own choices, even if they may appear to her to be “mistakes”.
- She probably appreciates the negotiation of boundaries (both her and others) as early in the relationship as possible.
- She enjoys looking at the big picture and possibilities of life rather than day-to-day details or routine activities. She may not give the appearance of appreciating the value and time it takes to produce quality and detailed information or products. She probably would appreciate straightforward explanations of the detail's relevance to the big picture, so she would more readily know to value those whose hard work might be overlooked.
- While she is appreciative of people who help her with important detail work when she needs it, she could be too busy thinking about “the next project” to pay attention to making a timely request from those working up the details.

How Report best hears corrective feedback...

- Clearly have Report Sample's attention, then approach her in a straightforward, objective and timely manner.
- Begin with a summary review of the overall outcome to be achieved, then address the specific areas to be changed to more effectively accomplish the big picture.
- Avoid trying to be subtle, gentle or indirect, which could actually have an unintended adverse impact on Report by losing clarity and focus.
- Emphasize what didn't work, what different outcome you want and the timeframe.

5. Keys to Developing Report Sample**Increasing Report's supervisory effectiveness...**

- Designate her turf and others' at the outset of a project or new relationship.
- Encourage Report to use rapport-building skills - especially with mild-mannered individuals - in addition to her clear directions.
- Remind Report to tell her subordinates that she appreciates direct, straightforward communications.
- Clarify the critical outcomes and potential “glitches” that will need close attention.
- Emphasize not delegating too much, too fast.
- Show her how to do processes, monitoring and reporting in the easiest way.

When Coaching Report's planning and organizing skills...

- Help show Report that she can best develop buy-in by those impacted by plans she has made before she begins implementation by asking them for their input and incorporating it as much as possible.
- Ask Report to include communication strategies for the planning process as well as the technical components; regular, facilitated staff meetings may be one of the avenues for consistent dialog.
- Ask Report to write down her plans, deadlines and expectations so others can tangibly refer to something visual, not just a verbal overview.

To strengthen Report's delegation skills...

- Be specific as to what Report is to delegate and let her develop and use a monitoring system to assure quality work.
- Give Report tangible incentive for the work to be delegated.
- Challenge her with an incentive to focus her attention on the bigger picture, more “important” task.
- Help her create and commit to a simple schedule of regular follow-up with her people for review and revisions.
- Encourage her to have those to whom he has delegated activities keep track of details and write down procedures.
- Have her encourage her people to be prepared, ask for more details and information.

To improve Report's overall prioritization...

- Show how the priority relates to the whole.
- Make priority's impact measurable and important to Report Sample's interests.
- Give consequences of not doing it.
- Show how prioritizing helps implement creative ideas.
- Allow her to develop a support system (computer, additional help, etc.) to handle the routine detail.
- Show her a way to do the priority work more efficiently so she can spend more time on broad perspective, creative work/projects.

Increasing Report's overall problem solving skills...

- Try offering Report a competitive challenge to achieve something that hasn't been done before.
- Give her special or unique problems to solve.
- Create a competitive situation where she gets tangible results of achievement.
- Give her the conceptual framework first.

When supporting Report Sample to build stronger people relationships...

- Prompt Report to focus on her listening skills and not offering advice until asked.
- Help Report ask her staff open-ended, non-threatening questions that probably begin with a “How is it that...”, rather than a “You didn't...” statement or a defensive questioning of “why did you...?”
- Work with Report to be more specific when giving instructions and appreciating the amount of time it takes to get the necessary details for the quality she wants as a supervisor.

6. Keys to Understanding Report Sample's Current Capacity for Change

When assessing Report's current energy reserve...

- Report currently has a modest energy reserve.
- She may feel less capable of changing effectively currently than she would like and would probably thrive in a focused environment addressing activities one at a time, rather than randomly.
- Recharging her battery currently would probably be good for Report.

Report's current stress level is...

- Average short term.
- Report Sample's current ability to handle planned change and her regular supervisory work should be adequate.
- Her resilience appears to be OK for tackling scheduled projects and current staff; at times she may be experiencing a longer term fatigue, which might show up as irritability when she feels pressured unnecessarily or not appreciated by those with whom she works and is close.
- Giving Report more planning time, fewer unexpected or unexplained changes in her workload would probably be appreciated for the next few months, or until she has a chance to recharge her battery.
- If there should be additional intense, emotionally draining demands or extraordinary physical set-backs, Report Sample's stress coping should be re-evaluated.

Helping Report thrive with change...

- Show how change will benefit Report.
- Present in context of overall plan.
- Allow Report to test the change personally, to make it “her”.
- Give her the time frames and stages when change should be introduced, especially if you do not want the change to take place immediately or pervasively (which could be her assumption).
- Encourage her to create a structure or system for implementing a plan, so that changes are made consistently, thoroughly and in an appropriate sequence.

7. Trait Summary Chart

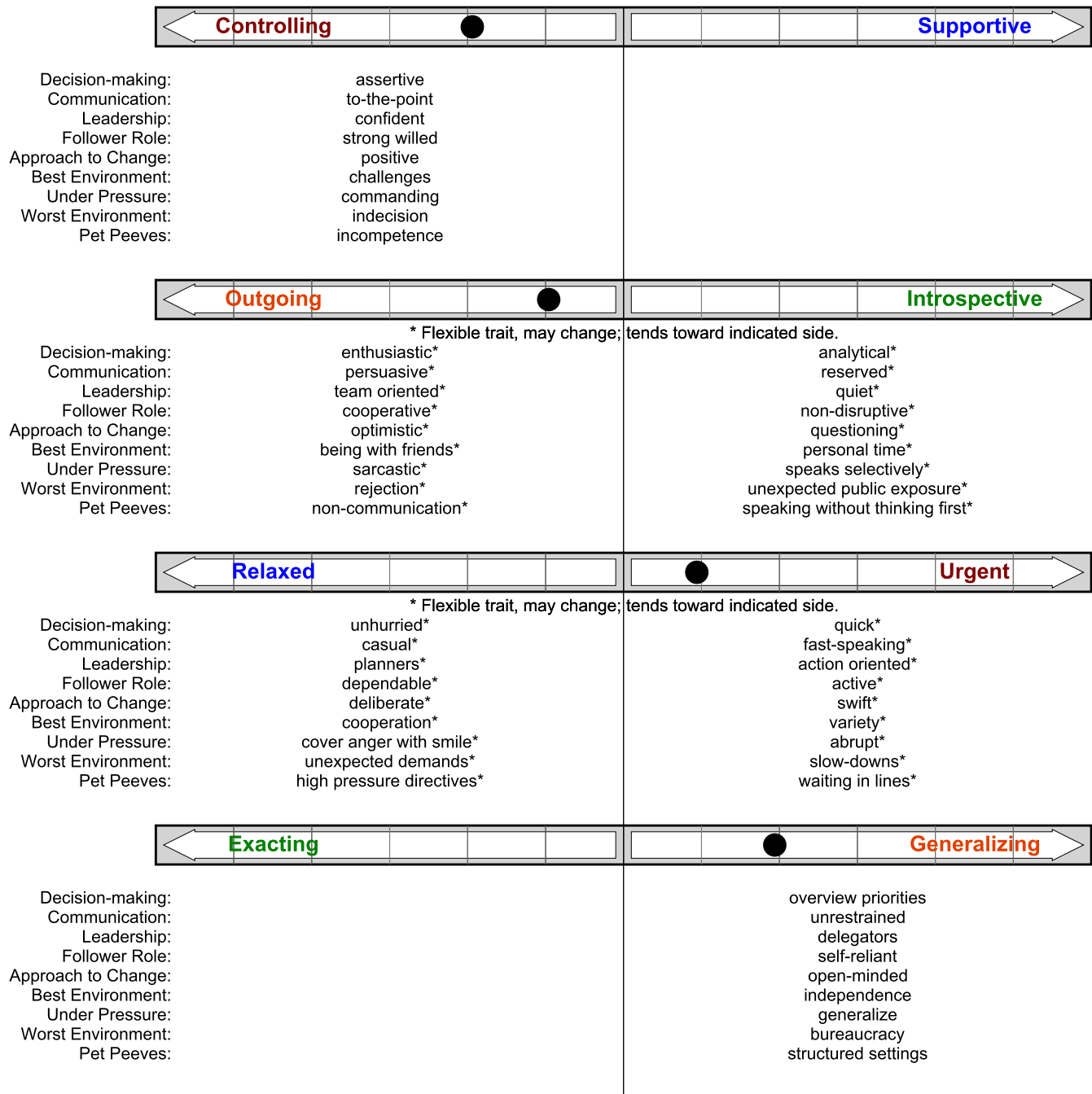


Figure 1. Trait Summary Chart