



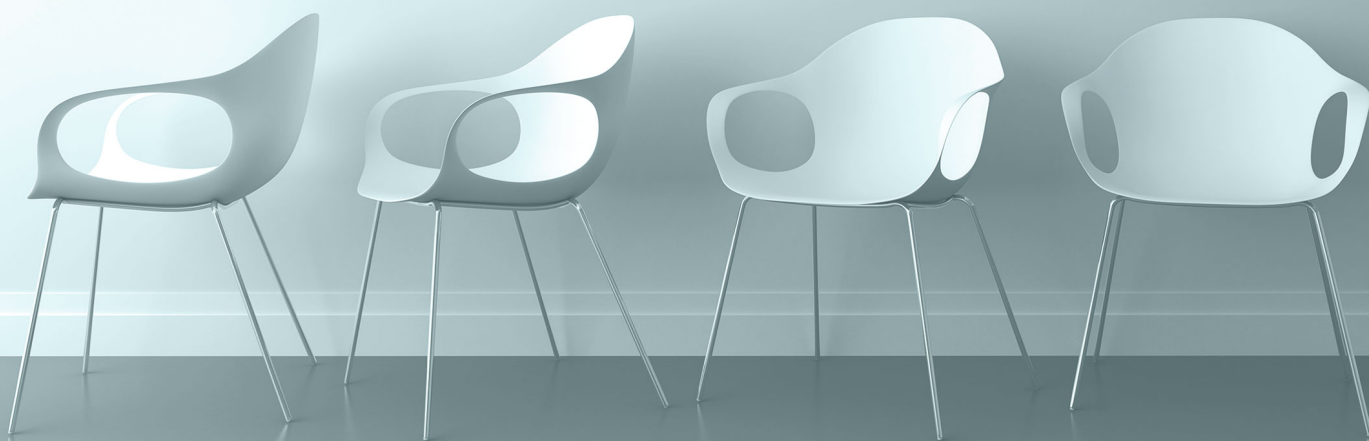
Coaching Report

One person, one position

RESULTS SUMMARY

DEFINITIONS

PERSONALIZED FEEDBACK



PROVIDED BY

People Values

14201 SE Petrovitsky Road
Ste. A3-226
Seattle, WA 98058
425-282-5090



INTRODUCTION

This report is intended to give you a deeper understanding of **Sunny Sample's** Thinking Style, Behavioral Traits, and Interests in relation to the position of **Manager - Medical Health Services (Preliminary)**. 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?

<p>RESULTS SUMMARY</p> <p>Assessment results are compared to the Performance Model, which shows the range of scores typical for success in the position</p>	<p>DEFINITIONS</p> <p>Thinking Style and Behavioral Traits will be defined on the pages following the results summary</p>	<p>PERSONALIZED FEEDBACK</p> <p>You will receive feedback personalized for the individual based on the results and how they should be interpreted</p>
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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 **Sunny answered candidly**.

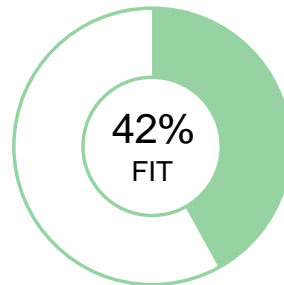
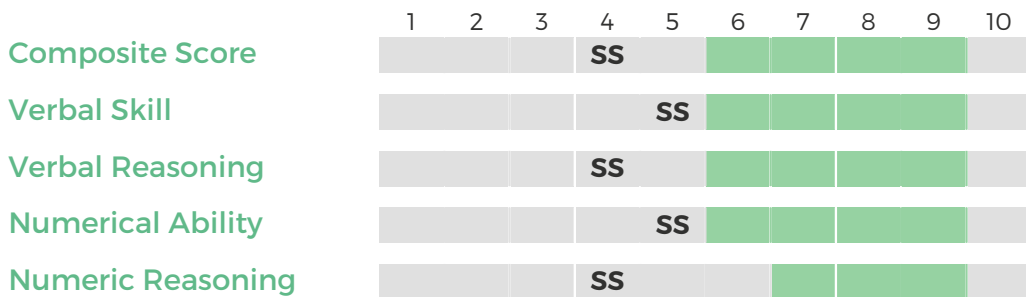
MANAGER - MEDICAL HEALTH SERVICES (PRELIMINARY)

Sunny Sample

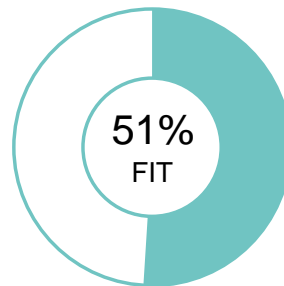
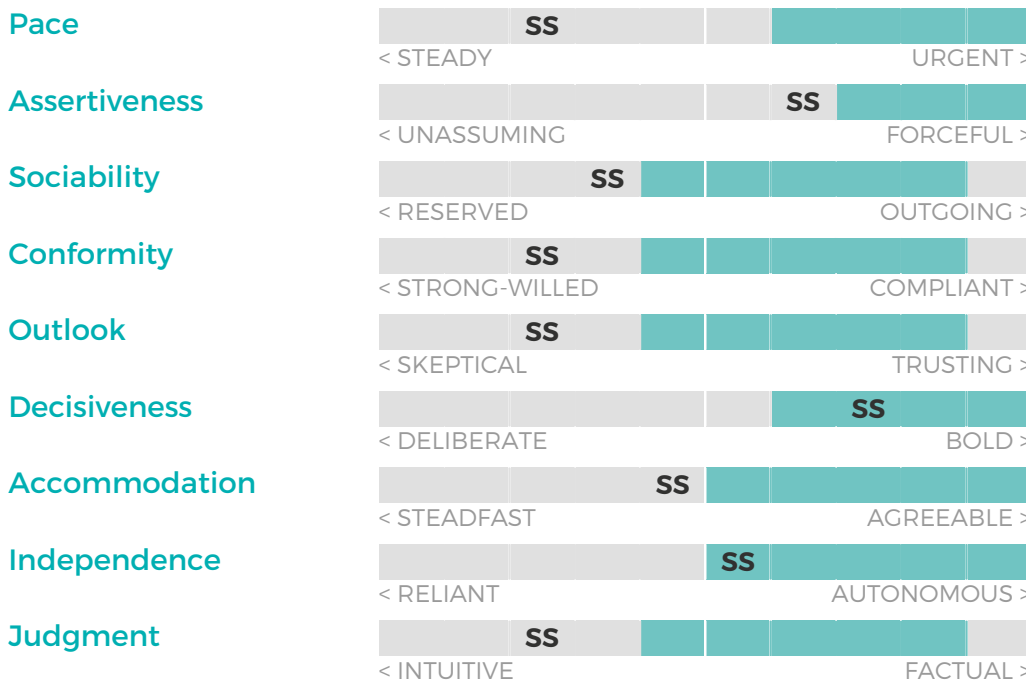


Performance Model = highlighted boxes; Sunny's placement = her initials

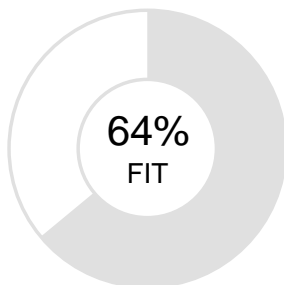
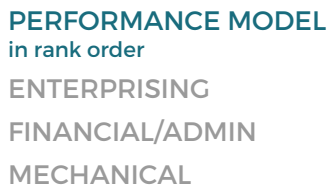
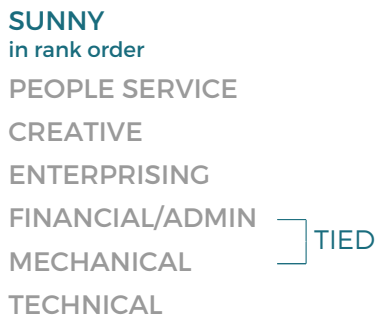
THINKING STYLE



BEHAVIORAL TRAITS



INTERESTS



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.



- Sunny does not fit the Performance Model for the Composite Score.
- She picks up new information within a reasonable amount of time but may occasionally require closer attention when learning some material.

What you need to know about Sunny:

- She might require more time than average to learn all of the complicated or demanding information required for the job.
- Repetition in a training program may be most effective for her.
- Sunny is capable of understanding and developing solutions for most basic problems.
- She may sometimes need extra training and encouragement to learn complex information.
- A systematic training program is probably best suited to her learning style.

Management tips:

- Offer direct and immediate feedback, and encourage her to ask questions and take notes as needed.
- For particularly demanding tasks, Sunny may benefit from having repeated opportunities to practice and refine her approach.
- Check in frequently with Sunny about her comfort level with her work until you are both confident she has mastered the task.

BOTTOM LINE:

Sunny is capable of learning basic, straightforward information but may need more time to grasp advanced concepts.

PACE

Behavioral Traits

Pace Overall rate of task completion

< STEADY

URGENT >

SS

- Sunny does not fit the Performance Model for Pace.
- She tends to be very patient and good with routine.

What you need to know about Sunny:

- She may be well-suited to work with methodical processes.
- Typically, she may not show a high sense of urgency.
- Sunny probably doesn't like feeling pressured.
- She tends to have a strong preference to work at an unhurried pace.
- Most interested in a job well done, she could appreciate an environment that fosters quality over quantity.

Management tips:

- Work with her to set appropriate timelines and to develop coping mechanisms for crunch periods requiring a rapid pace.
- Recognize the benefits of her ability to stay focused, but let her know when you believe that more urgency would be beneficial.
- Give her projects that require longevity and steadiness.

BOTTOM LINE:

Sunny may be most effective working in a relaxed environment where she can focus on one task at a time.

ASSERTIVENESS

Behavioral Traits

Assertiveness Expression of opinions and need for control

< UNASSUMING

SS

FORCEFUL >

- Sunny does not fit the Performance Model for Assertiveness.
- She tends to be fairly comfortable sticking up for her opinions and needs.

What you need to know about Sunny:

- 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.
- Sunny 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 >

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- Sunny does not fit the Performance Model for Sociability.
- She tends to be fairly introverted and may often keep to herself.

What you need to know about Sunny:

- 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.
- Sunny 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:

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

CONFORMITY

Behavioral Traits

Conformity Attitude on policies and supervision

< STRONG-WILLED

COMPLIANT >

SS

- Sunny does not fit the Performance Model for Conformity.
- She tends to question and may dispute the established procedures and policies, particularly if she doesn't agree with them.

What you need to know about Sunny:

- It may be frustrating for her to deal with organizational constraints.
- She tends to be wary of people in authority.
- She probably prefers to follow her own course of action, in spite of directions from her manager or supervisor.
- Sunny may be defensive toward people of authority, particularly when receiving criticism or feedback.
- She tends to defend her point of view, even if someone in authority disagrees with her.

Management tips:

- Define clear expectations so she is less tempted to redefine things in her own way or dig in her heels.
- Once guidelines and rules have been established, give her some freedom to express herself and make some decisions on her own.
- Make sure she is aware of the reasons behind any policies and procedures that must be followed.

BOTTOM LINE:

She functions most comfortably without policies, procedures, or limitations and when allowed to have almost complete discretion over her activities.

OUTLOOK

Behavioral Traits

Outlook Anticipation of outcomes and motives

< SKEPTICAL

SS

TRUSTING >

- Sunny does not fit the Performance Model for Outlook.
- She tends to be skeptical and looks for the evidence to back up a claim.

What you need to know about Sunny:

- She typically has a guarded outlook on how well things are likely to turn out.
- Sunny may express doubts about the outcome of some projects, appearing pessimistic.
- She may be skeptical of people who make emotional appeals.
- She may question changes in policies and guidelines and usually prefers to know why they were enacted.
- At times, she may become skeptical or suspicious of others' motives.

Management tips:

- Use her tendency to second-guess as an asset to determine the merit of new ideas.
- Give her opportunities to get to know her colleagues so she may be less questioning of their motivation.
- Encourage her to ask for evidence when problem solving, but don't allow her to dig in her heels and argue just for the sake of argument.

BOTTOM LINE:

Sunny functions best when she is encouraged to use vigilance and caution to regularly question situations.

DECISIVENESS

Behavioral Traits

Decisiveness Use of speed and caution to make decisions

< DELIBERATE

BOLD >

SS

- Sunny fits the Performance Model for Decisiveness.
- She tends to make quick decisions even with limited information.

What you need to know about Sunny:

- She tends to decide quickly, even when choosing from among many options.
- She usually remains confident in her decisions after they have been made.
- At times, Sunny may implement solutions without carefully considering the risks.
- Sunny may sometimes make decisions using too little information.
- She often moves things forward by taking decisive action.

Management tips:

- Remind her to take her time when more careful decisions need to be made.
- Advise her to avoid unnecessary risk by using available time frames to make informed decisions.
- Encourage her to be patient with colleagues who require more time than she does to deliberate.

BOTTOM LINE:

She makes decisions quickly and confidently.

ACCOMMODATION

Behavioral Traits

Accommodation Inclination to tend to others' needs and ideas

< STEADFAST

AGREEABLE >

SS

- Sunny does not fit the Performance Model for Accommodating.
- She is willing, in most circumstances, to express disagreement and defend her opinions.

What you need to know about Sunny:

- Most of the time, she will take a stand for what she feels is right.
- While she will usually listen to others' perspectives, she will likely stand by her position if she disagrees.
- She probably won't let anyone take advantage of her.
- She can be agreeable and cooperative on occasion, but does not go along just to get along.
- Sunny might be less likely than others to avoid arguments, disagreements, and/or conflict.

Management tips:

- When necessary, remind her that her colleagues bring different perspectives and strengths to the team that are worth considering.
- Reward any attempts she makes to seek out the agreement of the team.
- Recognize the value of expressing a differing opinion, but be mindful that this doesn't create a hurtful or negative environment.

BOTTOM LINE:

She responds appropriately to the needs of others but rarely suppresses her opinions.

INDEPENDENCE

Behavioral Traits

Independence Level of preference for instruction and guidance

< RELIANT

AUTONOMOUS >

SS

- Sunny fits the Performance Model for Independence.
- She often likes to set her own direction.

What you need to know about Sunny:

- She generally prefers minimal supervision when carrying out important tasks.
- On occasion, she may want more guidance and instruction.
- Sunny 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:

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

JUDGMENT

Behavioral Traits

Judgment Basis for forming opinions and making decisions

< INTUITIVE

SS

FACTUAL >

- Sunny does not fit the Performance Model for Judgment.
- She tends to base decisions primarily on personal experiences and gut instincts.

What you need to know about Sunny:

- At times, she may emphasize personal feelings over the facts.
- She may allow her intuition to override concrete, logical information.
- She is often comfortable trusting her gut on big decisions, even if she hasn't researched the topic thoroughly.
- She may believe that the best decisions take feelings and personal experiences into account.
- Sunny tends to be comfortable basing decisions on her first impressions.

Management tips:

- When necessary, guide her in making informed decisions.
- Remind her of any facts or concerns she should consider when making a decision.
- Encourage her to explain to others how she arrived at her decision so it is clear what factors influenced it.

BOTTOM LINE:

She will make judgment calls based on her intuition and personal feelings concerning the situation.

INTERESTS

SUNNY'S ORDER OF INTERESTS

Ordered from her highest- to lowest-scoring interest

Interests from the Manager - Medical Health Services (Preliminary) Performance Model are bolded
Ties are indicated if present

PEOPLE SERVICE

CREATIVE

ENTERPRISING

FINANCIAL/ADMIN

MECHANICAL

TECHNICAL

} TIED

What is Sunny most interested in?

People Service: With People Service as one of her highest-ranking interests, Sunny is likely to appreciate activities that involve working with and helping others, whether team members, the company, or customers. She probably finds these kinds of activities very fulfilling.

Creative: Creativity is one of Sunny's top interests. This means that she is probably motivated by innovative or imaginative pursuits. Whether it involves designing new things, coming up with ideas, or figuring out a way to do something better, this type of work can help enhance her job satisfaction.

Enterprising: Seeking out Enterprising pursuits or leadership may be one of Sunny's primary interests. It's likely that she will look for opportunities to use persuasiveness to achieve goals or lead others toward the victory line. Also, she will probably be attracted to activities that let her network or find new opportunities.

BOTTOM LINE:

Sunny will likely enjoy the Enterprising aspects of the job. However, she may not find Financial/Administrative and Mechanical activities as motivating as others who have been successful in this position.