

Confidential Coaching Report

Prepared by John Beane/Staff Development Services

Jane Doe

September 11, 2006

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Emotional Energy: for Jane Doe is exceedingly high so she can think and move very quickly. Emotional energy can be equated to the size of a car engine so it determines how hard and how long a person can work against resistance. In Jane's case, her engine (emotional energy) is big enough that she can work a long day at the office and then go home and continue to do many additional tasks. With her high level of energy, she is far more likely to create stress for others than to become overstressed herself. For a person with this level of energy, they need well-integrated character tendencies that work together in order for the person to utilize their energy at an optimal level. However, Jane's behavior is at the extreme levels in several of her character tendencies, which makes it difficult to optimize her energy and job performance.

Stress: Stress is the amount of resistance a person is experiencing in their life and their level of emotional energy dictates how much stress they can handle. A certain amount of stress is expected for someone who is meeting life's challenges 'head on'. But, too much stress can consume a person's energy and result in a deterioration of their performance. Jane is experiencing a good deal of stress but she has enough energy to handle even more and still be able to work effectively. A lot of her stress is being internally generated because of some of her extreme character tendencies which creates resistance and causes stress. By following suggestions for change in the following character tendencies, she would better fulfill her job requirements and reduce her stress, permitting her to perform even better. Although people with her level of emotional energy enjoy stress as they use it to motivate themselves, Jane's stress level is great enough that it could create health problems for her over time.

Self-Esteem: Jane is a very modest person who is very aware of her faults. But, she is sensitive to criticism from others and tends to 'beat herself up' for her shortcomings far more than anyone else ever would. It is difficult for her to feel good about herself and this may cause her to misinterpret others' words as criticism when that was not their intention. She may feel somewhat hurt by some things in this report and want to disagree with it in order to 'protect herself'. But, inwardly, she will be open to the suggestions and 'run with them' since she is always looking for ways to improve herself. Her low self-regard can push her to take on challenges that she is not well suited to handle in an attempt to prove her value to others. She is seeking approval from others so, if anyone accepts her as she is, she tends to do everything in her power to please them. But, she would actually become much more comfortable with herself if she could learn to praise herself when she does things well rather than being overly critical when things do not go well. She needs to pause and think to herself, "I am not perfect but no one expects me to be and what can I learn from this situation so that I do not repeat it."

Optimism: She is a positive person who tends to find the good in people or circumstances much easier than any downside. She has an enthusiasm for life and tends to smile and laugh easily. While she can find problems or the negatives associated with someone or something, she is a little slow in doing so. Her positive outlook makes her very pleasant to work with or be around but, as a manager, she may not be quite as quick to identify and address issues as her superiors would like. This highly optimistic nature is not an uncommon character trait in someone in her profession but having a better balance between being able to see potential problems as well as potential opportunities is a beneficial tendency for someone serving as a line manager. She could benefit from improving her ability to find problems and then apply her creative thinking to solving them.

Work: Jane enjoys working hard, taking on a great deal of responsibility, and working long hours which helps her to 'burn' some of her emotional energy so that she can sleep at night. She would much rather do a task herself than to delegate it or, if she does let go of something, she may have troubling not 'meddling' with how it is done. This can reduce her effectiveness as an upper-level manager since she may not permit her staff members to do their jobs. She also has some difficulty maintaining a global perspective since she can get too 'caught up in' doing something. In order to do best in this new role, she would need to be closely involved initially but, as staff is added over time, she would need to 'back off' and let the employees do more while she prioritizes where to put her efforts.

Detail: Her attention to detail is rather good so she works in a fairly precise and careful manner without spending too much time on any task. However, with her challenge orientation, she has a tendency to procrastinate on any simple task in order to increase the pressure of getting it done. This can also create a situation where she may not put as much effort into some tasks and, therefore, the quality of those tasks is not nearly as good as that of tasks that truly challenge her abilities. She is usually well organized and has the capacity to think through issues to arrive at good decisions relatively quickly. But, the detrimental aspect for her heading up a new division is that she may be far more excited about doing the start-up than maintaining what she has created. This tends to be an issue for highly challenge-oriented people since they can become rather quickly bored with routine and are constantly seeking the next big challenge. So, while her behavior in this tendency serves her well in one phase of starting a new division, it becomes a burden in the next.

Change: She can be rather creative in her thinking and enjoys a good deal of variety. It would not be surprising to learn that she is constantly rearranging the furniture in her home due to her need for variety. She enjoys change enough that she becomes bored with anything that is routine or repetitive so she is well suited for working in a consulting firm where each day can be quite different. She also likes looking at existing processes in an attempt to improve them. This can be beneficial most of the time but, due to the strength of her character, it may also serve to reduce her boredom and, therefore, she needs to make certain there is a genuine reason for the changes she makes. She can also multi-task very well and finds it very challenging to 'juggle as many different balls' as possible. While she is above the norm for her level of management, the more troubling aspect is that she is indicating that she wishes to increase this tendency even further. She would be better served if she would learn to consider what is good about the way things are and, rather than make changes, perhaps, discuss her plans with others before proceeding. If this tendency became much stronger, it could push her to be quite impulsive whereas she is likely just somewhat impulsive at the moment.

Courage: Jane has strength in two tendencies that are needed for anyone in management but, in her case, they are far stronger than necessary and, therefore, may be more of a liability than an asset to her performance. The first is her exceedingly strong desire to primarily do difficult work and to put herself under a great deal of pressure to perform. The detrimental aspect of this tendency is that she can overestimate her abilities and agree to take on challenges that she is ill-equipped to handle. This tendency works with her low self-regard to push her to prove herself to people but, because this tendency is so strong, she feels she must only take on strong challenges. While her attention to detail helps to mitigate some of the risk, she may simply increase the size of the challenge to a point where she cannot accurately assess the degree of risk she is taking. This is further complicated by her optimistic nature since she seldom feels that she will fail. She would benefit a great deal by spending more time evaluating the positives and negatives of any given challenge and arriving at an accurate assessment of her chances of succeeding.

Direction: The second tendency creating issues for her job performance is her very strong desire to do what she feels best, leading her to disregard information people give her. She needs to demonstrate her independence very strongly and, although people may attempt to help her by providing good insight into what she is doing, she may choose to ignore it since she may feel that, by accepting the advice, she is showing weakness. She needs a great deal of control over her work and acceptance of her ideas since, if they are not accepted, she takes it as personal criticism rather than simply taking it as someone thinking it is not a good idea. She has the capacity to engage in power struggles with people and, although she is a very intelligent person, she may 'shoot herself in the foot' from time to time just so she can be right. As the manager of the new division, this could be a problem since she may have difficulty building a team atmosphere in the department. She would benefit greatly from respecting other people's opinions and decisions and become willing to be a follower as well as a leader. Good ideas can come from anywhere and the best leaders listen to what everyone says in order to arrive at the best possible outcome.

Assertiveness: Jane can be a strongly assertive person, letting people know what she thinks or feels rather easily. Although she does not expose her real feelings, if she does not like something, people will know it rather quickly. Once she has decided on a course of action, she has the strength to 'push' to get her way with her superiors. She can be quite forceful, confrontational, or argumentative if she feels it would benefit her. While she may begin any conversation in a persuasive manner, she has the strength of character to ratchet this to a higher level if she feels that would help her get what she wants. There is also an element of fun for her in engaging people in confrontational situations and, since she is always attempting to make herself feel better by winning, she may engage in arguments so she can attempt to win. But, this can also strain relationships since she may not always give adequate consideration to whom she is engaging in this confrontation.

Tolerance: She can become upset quite easily when her needs are not being met. Fortunately, her optimistic nature keeps her from being critical but she may become uncooperative with someone if she feels they are withholding what she wants or needs. This reduces her ability to be part of the team since she would rather keep the 'limelight' for herself rather than having to share it. But, as the manager of a division, she needs to increase this tendency a little so that she still does not tolerate inappropriate behavior or performance but becomes better at asking for insight from those working with her in order to achieve better solutions to problems. Her survey indicates that she is attempting to become more tolerant which will likely serve her well as a manager.

Consideration: Jane tends to put her emphasis on taking care of her wants and needs. She has a small circle of people she cares about and would do things for them but, for the most part, she looks out for herself and her needs. She is not very 'tuned into' others' feelings and can unintentionally hurt or offend people and, if anyone points out what she has done, she may simply blame them for being too sensitive. As an upper-level manager, she would have no difficulty holding others accountable for meeting their responsibilities and expectations. Her level of consideration is appropriate for this role but, by increasing her tolerance a little, she would give people a chance to make changes before she would decide to make changes for them.

Sociability: She tends to be reserved and would much rather work alone than as part of a team. She has only a minimal desire to be around people and would much rather talk with people on the phone than to be face-to-face with them. But, she also recognizes that she must act in a social manner so she does push herself to be a little better at making small talk. As an upper-level manager, her rather reserved or 'distant' nature could create issues for her since, when she does things her staff does not like, they would have difficulty forgiving her. The best upper-level managers have the ability to keep people liking them even when they are doing things those same people do not approve of. She would benefit from showing more interest in people and asking them questions about themselves, their work, etc. in order to learn from them. And, by increasing this tendency, she would help solidify her ability to be a leader who appreciates the people around her and they recognize that she does. Whereas, presently, she can come across as quite friendly but people may have a feeling that she is only trying to gain an advantage for herself rather than doing something that benefits everyone.

Summary: Jane Doe is a highly energetic individual who constantly attempts to prove her value to people by taking on challenging situations and putting forth the effort necessary to succeed. As a manager, she wants to command and control rather than be participative. She has a rather strong need to show people how good she is and this keeps her from wanting to share the successes. She likes doing things herself rather than delegating in order to maintain control and, almost more importantly, to get credit for the success. But, in order to function as the manager of the new division, she needs to recognize her need for challenges and reduce it to a point where she can permit others to 'win' rather than her needing to always 'win'. She also must reduce her desire to maintain control by solving problems and setting priorities on her own. Great managers listen to what people tell them, sort through the information, and then make a decision that not only benefits them but everyone else that is impacted by the decision. By recognizing that she has several compelling needs, she can begin analyzing her behavior and, more importantly, analyze each situation to discover why she is doing something and then proceeding in a manner that is beneficial to the largest possible number of people.

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Emotional Energy: for John Doe is only moderately high so he enjoys working in an active environment. He handles stress relatively well but, if exposed to too much pressure, his performance suffers until he has time to recover which takes an average amount of time. He has enough energy to function effectively as an associate attorney.

Stress: His character tendencies are not congruent. In other words, they do not work together harmoniously so he has to expend a great deal of his emotional energy on just to 'holding himself together'. This leaves him little energy to put into his work. He could perform best in a job where stress and the need to work hard come sporadically rather than consistently. He is experiencing so much stress that he likely is not performing very well since his concentration and coordination are negatively impacted. In order to reduce this stress, he would need to make major modifications in his character. Those changes will be pointed out in each tendency where it is required for better performance.

Optimism: John is a rather pessimistic person and feels that things usually do not work out too well for him. This wariness and distrust can make him 'less than pleasant' to be around for any period of time. But, for the short term, people probably think he is great due to his outgoing nature but, once they are around him for a period of time, his gloominess begins to pervade the setting. It is as if he looks to find things wrong with people, the firm, his job, his life, and is then very quick to tell others about his findings. He may have come from a 'tough' background and has developed this outlook on life since things may not have come easily to him. Yet, when people do things for him he does not appreciate it since he likely feels he deserves it and then questions what they are trying to get from him. He needs to spend more of his time 'counting his blessings' and less time finding fault. When people do things for him he needs to say "thank you" rather than dissecting their intentions.

Self-Esteem: His self-esteem is at the point that he could be defensive about himself or he could be somewhat responsive to criticism and open to suggested improvements. But, he may not be willing to listen to anyone since he is so distrustful of people. He may come across as feeling superior to others since he seems to have been badly hurt at some point in his past and needs to feel things are not his fault. He has difficulty showing respect to people and their ideas or thoughts and seldom apologizes when he is wrong. This particular tendency is not that detrimental by itself but it is negatively affected by many of his other character tendencies that are not well integrated.

Work: John is not motivated to work very hard unless he is responding to a challenge or doing what he wants. His level of productivity is related to proving himself by ‘tackling’ big challenges and then trying to accomplish them or in doing things that he likes doing. Otherwise, he performs poorly. He would prefer to have been born to status so he would not have to work at all but, since he must, he may have tried to find the easiest way to earn an income or perhaps someone challenged him by saying they doubted he could get into law school. It was most likely not well planned, however, that he got into the legal field. Due to his low desire to work, he needs a good deal of supervision to keep him focused and ‘on track’. He would much rather visit and tell stories than do anything productive since he highly enjoys people. It may be beneficial to base his compensation based on performance only. That may be enough of a challenge to keep him more focused on his work and productivity. John has the profile of a salesperson rather than an attorney. To get this job, he likely did a good ‘sales job’ but, after the fact, would have difficulty living up to the promises he made. This type of person usually has a decline in their performance after being hired and then, again, after learning the job. If they happen to find just the ‘right spot’ for themselves, they can be very good performers but that usually occurs working in their own business instead of working for someone else.

Detail: John gives very little thought to what he does or how he does it. Most of the time he is careless, spontaneous, and does not apply himself very well to what he does. But, if he is challenged or wants to do a task, he can ‘rise to the occasion’ and do it very well. So, planning a birthday party for a good friend could get more effort from him than handling the boring details of a case that do not interest him. He is quick to delegate as much as he can so he does not have to handle minutiae. But, then he may forget to go back and check up on how it is going. He needs to handle short, simple tasks that take little effort on his part but permit him to look good. John would rather ‘look good’ than actually do well at a task. He needs protection from distractions since he has difficulty staying focused for long and, on the way from one point to another in the office, he can get distracted and spend too much time visiting or doing something he should not be doing. He needs to spend more time thinking before he acts or to have a checklist of things that he must do each day. Since most of what he does is not done that well, he needs to be rewarded for his accuracy, neatness, and organization. Thus, if he does not change, he does not earn much.

Change: He is quite creative and open to new ideas and situations. By itself, this tendency level is very close to what one would want in an attorney. But, when coupled with his very low work and detail, this level of change becomes a negative. It almost takes ‘super glue’ to keep him in one place doing what he should be doing. He becomes quickly bored with anything that is routine or mundane and immediately looks for something else to do that is either more fun or exciting. He would benefit from learning the value of doing routine tasks and learn to take satisfaction from doing something well rather than constantly seeking new and different challenges.

Courage: This is one of John's compulsive character tendencies and one that is causing him quite a bit of stress. He does not want to do anything unless it provides an adrenaline rush so one could say he is an 'adrenaline junky'. Therefore, in order to make things more fun, he will procrastinate doing regular tasks that he finds boring until the last minute. His courage is so high that he overestimates his competence and can agree to take on things at which he cannot succeed. He is willing to 'tread where angels fear to tread' due to his strong need to prove himself. His desire for risk is far too high for an attorney and leaves him with little ability to handle the routine things that come his way. In order to perform at his best, he needs to stop or slow down to the point he can accurately analyze a situation and the likelihood of success of anything he undertakes. He should be compensated for doing the safe thing and for exhibiting some caution rather than for taking risks. He is so strong in this tendency he is likely trying to become even more courageous since people with compulsive character tendencies never feel they are actually strong enough and are constantly driven to satisfy this need.

Direction: John is self-directing enough to function on his own but does best within a framework provided by someone else. If left to his own devices, he may not be capable of prioritizing tasks but, instead, just does those things he likes doing. Thus, he may not be very productive. But, with a structure or general guidelines, he can function more effectively. Yet, at the same time he may fight having to work within the structure since he needs to feel he does not need anyone's help. In a strange way, this makes him dependent on people but not wanting to admit that he is dependent. This lower desire to lead himself poses problems due to his high courage and low detail. When someone challenges him, he responds without thinking logically about whether he can succeed at the challenge or not. He is rather slow in forming opinions, developing goals, and deciding what the priorities are and actually needs someone to help him do these things. But, he is quick at making decisions which are not well thought out and may be based on his compulsions rather than on logical thought. This tendency on its own is at a good level for an associate but his very high courage tends to override it.

Assertiveness: He is very quick to speak up, make statements, and get into 'verbal battles' over things he wants. His desire to be pushy, confrontational, and argumentative is so strong that he has difficulty keeping his mouth closed. And, with his lower detail and consideration, he can make statements to people that they cannot believe he has said. Or, he can get into 'battles' with people just so he can show how strong he is, resulting in ruined relationships. He enjoys 'baiting' people and then engaging in verbal sparring just to prove how good he is. This tendency also pushes him to let people know when he is upset. Regardless of his age, he can act rather immaturely in his interactions with people. He would benefit from listening more rather than being so quick to tell people what he thinks. He also needs to be less controlling and recognize that others may be trying to help him by telling him things that he does not want to hear.

Tolerance: John is not a very tolerant person and can quickly become angry and 'let people have it'. He does not permit anyone to abuse or neglect him for long. When he gets upset, he very quickly lets the 'guilty party' know how he feels and then may act vindictively towards them, be uncooperative with them, or criticize them to anyone who will listen. With his pessimism, high assertiveness, and low tolerance it is almost as though he looks for reasons to get upset. He needs to recognize that this is one of the reasons he has difficulty maintaining relationships. He probably tries to place the blame on others rather than recognizing he is the source of most of the problem. He is quick to judge people against his values and, when they do not match, he lets them know about it. Therefore, he needs to let people do more as they wish without commenting on everything and thinking they need to be more like him.

Consideration: He has little concern for what anyone else may want or need. He is focused on getting his wants and needs satisfied and, in doing so, may hurt or offend people. It would not be surprising to find that he flaunts his material possessions to people who do not have the ability to earn as much as he. He may treat staff badly while ‘playing up’ to senior management. If he hurts someone’s feelings and it were brought to his attention, he would likely blame them for being too sensitive rather than accepting blame for being too harsh with them. He has little desire to help anyone unless he gets some benefit from doing so. If he were to lower his assertiveness some and raise his tolerance and consideration a bit, he could have much better relationships. With his low level of work and consideration, he wants to find the easiest way of getting what he wants and is not above taking shortcuts to achieve a result. He looks for every advantage in every situation to benefit himself with little regard for the other person or the firm. With his high courage, this might even encompass doing things that are illegal since he would feel he would not get caught and, even if he did, he would feel he could ‘talk his way out of it’.

Sociability: He is very friendly and good at interacting with people. But, he uses this outgoing persona to ‘glaze over’ his other troublesome tendencies. So, at first impression, he would appear to be a good employee. But, once people are around him for a while, his undesirable character tendencies mentioned previously begin to come out and others begin to become less enthused about him. While he may make many contacts, he likely is unable to keep them as close friends. He has little interest in dealing with data or doing tasks since his success comes from people and ‘working them’ to get what he wants. He has a strong need to be the center of attention, be popular, well known, and get lots of public recognition. One of the reasons he takes on big challenges is so that he can be recognized for his accomplishments. This need to ‘look good’ is so strong that he takes credit for things that others may have done. He looks for simple tasks that do not require him to put much effort into doing but at which he can succeed doing easily. This type of profile is usually associated with someone in a sales position that does not require the salesperson to have much technical knowledge. John is not out of the ideal range in this tendency but, when coupled with some of his other tendencies that are more extreme, it is exacerbated. If he were to change those tendencies, it would permit this one to work positively for him.

Summary: It would likely take longer than most people are willing to invest to get John Doe to change and become better balanced in his emotional tendencies. He also would have to want to be different and it could even take professional help to make that happen, depending on his background and the issues arising from that. If he were being considered for employment, he would receive a 55 out of 100 for the role. So, to get him to change enough to indicate that he would be even a fair candidate (at least a 70) would be a major challenge. And, while he knows that his life is not working very well at the moment, he is not likely to make the necessary changes.