



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 **Michele Matt's** Thinking Style, Behavioral Traits, and Interests in relation to the position of **Consultant - IS**. 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 Assessment results are compared to the Performance Model, which shows the range of scores typical for success in the position</p>	<p>DEFINITIONS Thinking Style and Behavioral Traits will be defined on the pages following the results summary</p>	<p>PERSONALIZED FEEDBACK 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 **Michele answered candidly**.

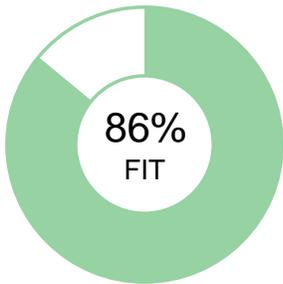
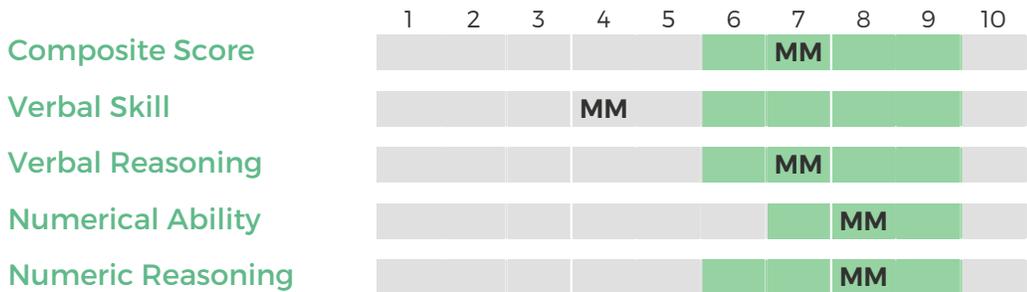
CONSULTANT - IS

Michele Matt

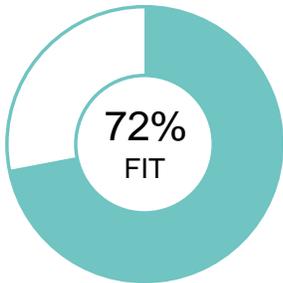
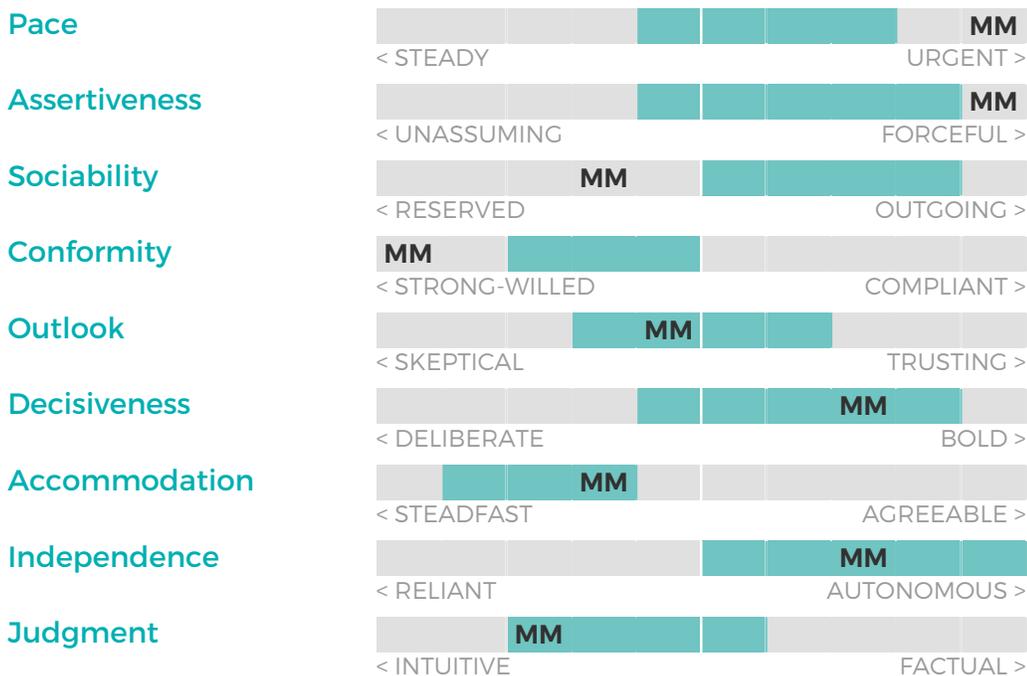


Performance Model = highlighted boxes; Michele's placement = her initials

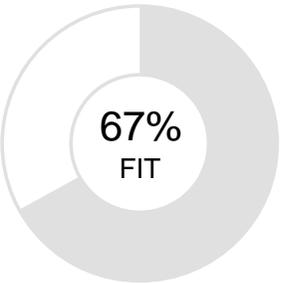
THINKING STYLE



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.



- Michele fits the Performance Model for the Composite Score.
- She likely has good potential for learning new information.

What you need to know about Michele:

- She will respond best to being challenged in both training and daily work experiences.
- She generally learns new information best by applying it.
- Upon completing a training program, she should pick up new concepts relatively easily.
- Michele is capable of learning the necessary information to develop a strategic plan.
- Overall, she may be expected to complete a typical training program with success.

Management tips:

- Be sure to continually engage Michele and require hands-on involvement to avoid boredom on her part.
- Educate her about the reasons behind a task and the value it brings to the team's or organization's goals.
- Look for opportunities for her to be creative or solve problems to keep her invested in her work.

BOTTOM LINE:

Michele is an effective learner and is generally adaptive in most training situations.

PACE

Behavioral Traits

Pace Overall rate of task completion

< STEADY

URGENT >

MM

- Michele does not fit the Performance Model for Pace.
- She tends to be driven and fast-paced.

What you need to know about Michele:

- She has a high sense of urgency.
- She enjoys a quick pace and focuses on critical deadlines and timely results.
- Because she works at a very high pace, she probably would not enjoy sedentary work.
- She may get impatient with delays.
- She most likely seeks to implement new ideas with urgency.

Management tips:

- Make sure she has background projects she can turn to when her workload slows.
- Help her find ways, such as periodic check-ins or reviews, to ensure the reliability of her work while maintaining a fast pace.
- Create new and challenging opportunities for her to prevent boredom and keep her invested in her role.

BOTTOM LINE:

Michele is very active and results-driven but may have difficulty working on very methodical or repetitive tasks.

ASSERTIVENESS

Behavioral Traits

Assertiveness Expression of opinions and need for control

< UNASSUMING

FORCEFUL >

MM

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

What you need to know about Michele:

- Michele has a strong need to be in charge, make decisions, and lead others.
- She should be capable of making unpopular decisions when necessary.
- When she feels strongly about an issue, she may attempt to persuade others in an authoritarian manner.
- Michele is highly motivated by situations in which she is held accountable for results.
- She tends to be motivated by a desire for power and authority.

Management tips:

- Give her opportunities to lead discussions.
- Identify occasions when it seems that she is dominating the group, and encourage her to back down and exercise more patience with her peers.
- Help her see the value in considering others' ideas, both in terms of better outcomes and improved morale.

BOTTOM LINE:

She is very direct, self-assured, and highly motivated when given the chance to influence others.

SOCIABILITY

Behavioral Traits

Sociability Desire for interaction with others

< RESERVED

MM

OUTGOING >

- Michele 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 Michele:

- 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.
- Michele 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:

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

CONFORMITY

Behavioral Traits

Conformity Attitude on policies and supervision

< STRONG-WILLED

COMPLIANT >

MM

- Michele 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 Michele:

- 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.
- Michele 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

TRUSTING >

MM

- Michele fits the Performance Model for Outlook.
- She tends to be fairly skeptical and often looks for the evidence to back up a claim.

What you need to know about Michele:

- She may have a guarded outlook on how well things are likely to turn out.
- She may be skeptical of people who make emotional appeals.
- Michele may not always welcome change, unless it is supported by a strong justification.
- She tends to question changes in policies and guidelines and can be doubtful of the benefits.
- She may approach solving problems and interpersonal conflict with caution.

Management tips:

- Clarify your intentions so she doesn't jump to conclusions.
- Allow her to openly express her skepticism so you can provide the reassurance or evidence that she or others might need.
- Although skepticism can uncover important issues, be watchful that this doesn't produce an overly negative environment.

BOTTOM LINE:

Michele functions best when able to express a reasonable amount of concern and skepticism.

DECISIVENESS

Behavioral Traits

Decisiveness Use of speed and caution to make decisions

< DELIBERATE

BOLD >

MM

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

What you need to know about Michele:

- 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, Michele may implement solutions without carefully considering the risks.
- Michele 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 >

MM

- Michele fits the Performance Model for Accommodating.
- She is willing, in most circumstances, to express disagreement and defend her opinions.

What you need to know about Michele:

- 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.
- Michele 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 >

MM

- Michele fits the Performance Model for Independence.
- She seldom seeks guidance and likes to set her own direction.

What you need to know about Michele:

- She takes on new assignments on her own, bringing in others to help only when absolutely necessary.
- She may believe that the best work comes from an independently minded perspective free of highly specific guidance.
- Michele is an independent worker who prefers minimal guidance and coaching.
- Most likely, she is highly self-sufficient and tends to function comfortably with little instruction.
- She may become frustrated with excessive supervisory attention.

Management tips:

- Give her as much freedom as possible to decide how she will accomplish tasks and objectives.
- Check in periodically to ensure she is on track with her work.
- If you need to restrict her freedom, make sure you explain to her why it's necessary.

BOTTOM LINE:

Michele performs best when provided minimal structure and given the room to make decisions independently.

JUDGMENT

Behavioral Traits

Judgment Basis for forming opinions and making decisions

< INTUITIVE

FACTUAL >

MM

- Michele fits the Performance Model for Judgment.
- She tends to base decisions primarily on personal experiences and gut instincts.

What you need to know about Michele:

- 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.
- Michele 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

MICHELE'S ORDER OF INTERESTS

Ordered from her highest- to lowest-scoring interest
 Interests from the Consultant - IS Performance Model are **bolded**
 Ties are indicated if present

CREATIVE

PEOPLE SERVICE

ENTERPRISING

FINANCIAL/ADMIN

MECHANICAL

TECHNICAL

} TIED

} TIED

What is Michele most interested in?

Creative: Creativity is one of Michele'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.

People Service: With People Service as one of her highest-ranking interests, Michele 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.

Enterprising: Seeking out Enterprising pursuits or leadership may be one of Michele'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:

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