

Coaching Report - Excerpt

"Alan Acceptable" scored outside the position match pattern in the following areas. When working with Alan Acceptable, you might consider the following:

THINKING STYLE

Verbal Reasoning (Pattern 5-8) — **Score: 3** — On the Verbal Reasoning scale Mr. Acceptable is below the designated Profile for this Job Match Pattern. This suggests that his ability to solve verbal problems may be less than the position typically requires and that he could have a problem with processing communications from others efficiently. Discussions with him should determine his capacity for using words as a basis in reasoning without becoming overly stressed.

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- Maintain straightforward communication with him to facilitate the process of solving problems of a verbal nature. Keep instructions simple and direct.
 - Mr. Acceptable requires additional time to process verbal information. He should limit verbal communications to highly structured and direct content. Review information and ask for clarity in his communications.
 - Using words and verbal information requires deliberation and consideration on Alan's part. Observe his effectiveness in solving problems and offer assistance when necessary.
 - Maintain close observation to be certain that verbal information is clearly understood by Mr. Acceptable, to help overcome any weaknesses in verbal problem solving.

BEHAVIORAL TRAITS

Assertiveness (Pattern 6-8) — **Score: 5** — While Mr. Acceptable achieved an Assertiveness score comparable to most people, it is below the designated job profile for this position. This suggests that his willingness to take charge is moderately less than the position typically requires. Discussions with him should explore his potential for Assertiveness training.

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- Alan may occasionally back down from his position if confronted by others on his team. Take an active role as mediator, fostering his ability to express himself in conflicts.
 - When locked in a conflict with a team member, he may need feedback concerning his tendency to submit in a high stress situation. Assertiveness training may instruct him on how conflict need not be stressful.
 - On occasion, Mr. Acceptable may not provide input to the team. Confront this hesitance by encouraging participation and spend time discussing his input. Reward him for these discussions.
 - Mr. Acceptable will occasionally follow the group consensus, despite personal disagreements. Be perceptive of this and encourage debate and expression of alternate viewpoints when possible. Reward team members who adequately express themselves and he may respond appropriately in time.

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Manageability (Pattern 5-8) — **Score: 3** — On the Manageability scale Mr. Acceptable is below the designated Profile for this Job Match Pattern. This suggests that his willingness to follow standard procedures is less than the position typically requires and that he could have a problem working in this area. Discussions with him should determine his potential for becoming frustrated within the constraints of this position.

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- As you direct him in following procedural guidelines, reward his compliance with occasional opportunities to express his personal freedom in other areas. Focus on primary goals and allow room for adaptation in secondary areas to follow in a paced manner.
 - If Alan appears confrontational about authority in your organization, it may be possible to spend one-on-one time with him. Maintain a personal demeanor in these conferences, stressing the importance of his compliance and your availability as a facilitative group leader.
 - To confront an attitude of opposition to organizational policies or procedures, clarify the options available for Alan's behavior and the specific consequences of his choices.
 - It may be frustrating for Mr. Acceptable to deal with organizational constraints. In many cases, an employee responds best when structure and predictability are made integral to the organizational climate in which he works.

OCCUPATIONAL INTERESTS

Mr. Acceptable is interested in the Mechanical theme of the inventory. A preference for production tasks and applying practical skills directly with a product or system, is typical.