

Table of Contents

EXECUTIVE SUMMARY FOR SAMPLE PROFILE	2
KEYS TO COACHING SAMPLE	2
KEYS TO MOTIVATING SAMPLE	3
KEYS TO DEVELOPING SAMPLE	4
KEYS TO UNDERSTANDING SAMPLE'S CURRENT CAPACITY FOR CHANGE	7
TRAIT SUMMARY CHART	8

Executive Summary for SAMPLE Profile

CORE Personality:	Exacting and Supportive, also Outgoing and Relaxed.
Communication Style:	Personal: warm, cordial, welcoming in approach to others
Problem Solving Style:	Systematic and Proactive: may delegate easily, calculates risk for big picture priorities.
Approach to Environment:	Can be proactive in some situations and the observer in others.
Activity Focus:	Can be both outcome and process oriented, depending on situation.
Leadership Style:	Variety and ability to change roles from time to time
Learning Style:	Verbally present new materials face-to-face with written, graphic/visual summaries to review on own
Change Readiness:	Hardy
Energy:	Efficient

Keys to Coaching SAMPLE

In general communications with SAMPLE-

- Avoid strongly opinionated, irreversible statements.
- Keep conversations varied and appropriate to the surroundings.
- Be respectful of accepted protocol and practices for her as a person, in her position and in the organization.
- Use a clear approach being specific and detailed at the outset.

Emphasize SAMPLE's natural strengths in Management-

- SAMPLE develops teams based on consensus and well-orchestrated coordination.
- SAMPLE has a natural ability to work well with virtually all types of people in a team.
- SAMPLE has a natural ability to take calculated risks and to serve as a security mechanism for over-optimistic plans.
- She will stand up freely for what she understands to be right and fair.

Keys to Understanding SAMPLE's Current Capacity for Change

When assessing SAMPLE's current energy reserve-

- SAMPLE currently has an efficient energy reserve.
- She has a strong battery to draw upon, which should serve her well in handling most changes that come her way.

SAMPLE's current stress level is:

- Hardy and is apparently productive and in the healthy range.
- SAMPLE's current ability to handle change and her supervisory work should be good.
- Her resilience appears to be strong for tackling new projects, employees or trouble-shooting.
- While her stress level appears very resilient currently, if there should be additional intense, emotionally draining demands or extraordinary physical set-backs, SAMPLE's change readiness should be re-evaluated.

Helping SAMPLE thrive with change-

- Present in matter-of-fact, diplomatic way.
- Involve her actively in the change process, especially in translating change to benefit those affected.
- Approach the change analytically and cautiously.
- Appeal to her sense of reason.
- Give detailed evidence of benefits.
- Reassure her she has support.
- Present how the change will make her job/task easier or more enjoyable.

TRAIT SUMMARY CHART

SITUATIONS:

- Decision-making:
- Communication:
- Leadership:
- Follower Role:
- Approach to Change:
- Best Environment:
- Under Pressure:
- Worst Environment:
- Pet Peeves:



*Flexible trait, may change;tends toward indicated side

- | | |
|------------------|----------------------|
| assertive | wants support |
| to-the-point | subtle |
| confident | behind the scenes |
| strong-willed | take direction well |
| positive | cautious |
| need a challenge | peaceful environment |
| commanding | withdraw |
| indecision | lack of support |
| incompetence | overbearing styles |



*Flexible trait, may change;tends toward indicated side

- Decision-making:
- Communication:
- Leadership:
- Follower Role:
- Approach to Change:
- Best Environment:
- Under Pressure:
- Worst Environment:
- Pet Peeves:

- | | |
|-------------------------|--------------------------|
| enthusiastic | analytical |
| persuasive | reserved |
| team-oriented | quiet |
| cooperative | non-disruptive |
| optimistic | questioning |
| need to be with friends | need personal time |
| sarcastic | speak selectively |
| rejection | unexpected exposure |
| non-communication | speaking before thinking |



*Flexible trait, may change;tends toward indicated side

- Decision-making:
- Communication:
- Leadership:
- Follower Role:
- Approach to Change:
- Best Environment:
- Under Pressure:
- Worst Environment:
- Pet Peeves:

- | | |
|--------------------------|------------------|
| unhurried | quick |
| casual | fastspeaking |
| planners | action-oriented |
| dependable | active |
| deliberate | swift |
| need cooperation | need variety |
| cover anger/smile | abrupt |
| unexpected demands | slow-downs |
| high pressure directives | waiting in lines |



*Flexible trait, may change;tends toward indicated side

- Decision-making:
- Communication:
- Leadership:
- Follower Role:
- Approach to Change:
- Best Environment:
- Under Pressure:
- Worst Environment:
- Pet Peeves:

- | | |
|------------------------|---------------------|
| analytical | overview priorities |
| calculating | unrestrained |
| strong organizers | delegators |
| conscientious | self-reliant |
| careful | open-minded |
| need personal security | need independence |
| refer to "book" | generalize |
| lack of structure | bureaucracy |
| mistakes | structured settings |