



COACHING REPORT

Jane Sample
20 March 2016



INTRODUCTION

MEANINGFUL DIALOGUE

On the following pages, you will find some information on Jane’s approach in a variety of capabilities that are relevant to her current role. This information is intended to provide you with **insight** into Jane’s strengths and areas she could potentially further develop in her role. It is not an overview of what Jane can or cannot do, but more information on her current preferences.

The purpose of this insight is to provide objective data that should formulate the basis of your discussions with Jane regarding her professional development.

At the end of this report, you will find a supplement Development Planning Discussion and Outcomes document. You should use this to help you plan for your development discussion with Jane.

PREPARATION

Because this report contains a number of areas that may or may not be relevant to Jane’s role, you will need to ascertain the following four things:

1. What are the key requirements of Jane’s role and how do the capabilities in this report relate to them?
2. What are Jane’s core strengths outlined in the report? How do you see Jane utilising these at work?
3. What are the key development opportunities for Jane outlined in the report? Do you agree with these and why?
4. How will you support Jane? How will you create an environment that will harness her strengths? What will you do to assist Jane to bridge any gaps?

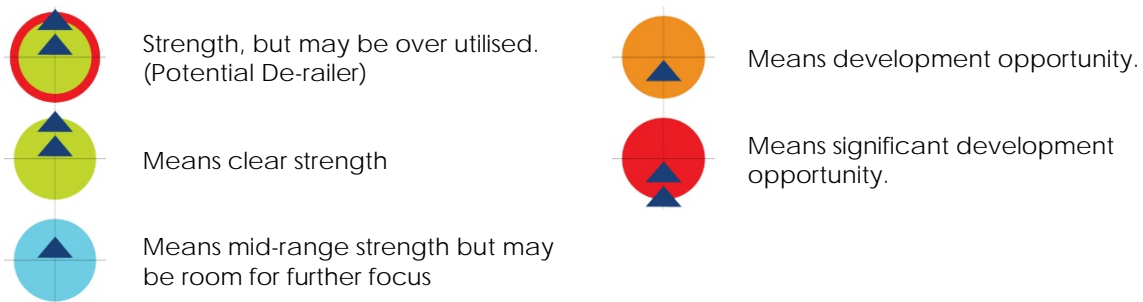
Each section contains observations about Jane’s approach in each capability, including information designed to assist you to interpret the information in a relevant way.

REVIEWING THE REPORT

Your first coaching session should primarily be to facilitate discussion gathered from the report. For this reason you will need to spend some time reviewing the results and making notes. You will notice each Capability is broken down into traits. And each trait contains the following:

1. A red, green or orange graphic **illustration**.
2. An “**Insight**” that describes what Jane’s result means, that contains suggestions of what you may wish to probe during the feedback session with Jane to draw out potential actions.

At the bottom of each page, you will see a table that explains what the graphic illustration means. However, to summarise:



Use the tables provided at the bottom of each page to make notes and observations to be discussed during the first development discussion & the provided Development Plan page to make notes during coaching feedback.

BUILDING RELATIONSHIPS

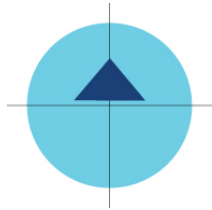
This Capability looks at 3 main areas:

1. Their investment in maintaining face to face contact with people
2. How inclined they are to be a talkative person and keep the 'conversation going'
3. How comfortable they feel in some formal situations such as meetings and/or presentations

Relevant Development Tool Kits:

Building Relationships – Communicating – Stakeholder Planning, Public Speaking

RESULTS

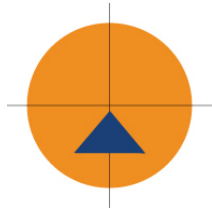


Maintains Contact

Jane brings an moderate investment in maintaining face-to-face contact with people.

Ask yourself: Does this need to be explored further? Do you think that she effectively builds and maintains relationships with her stakeholders? If not,

Ask her: 'What kind of things do you do to stay in touch with key people?' or 'What do you do to get to know new people at work? How do you build trust with them?'



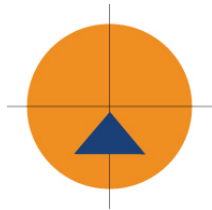
Is Talkative

Jane is very reserved in her style and therefore may tend to be quiet. This might impact on how inclined she is to ensure two way communications.

Ask yourself: How important is it for her to keep the conversation going? Does her role require her to be talkative?

If so, ask her: 'What kind of things do you do to ensure that you keep the conversation going?' or 'What kind of things do you do to ensure you have effective communications with others?'

Explore: What might assist Jane to keep the conversation going, such as practicing conversational skills.



Is Socially Confident

Jane sees herself as distinctly less at ease in some formal settings of work such as meetings and presentations.

Ask yourself: How important is it for Jane to make a strong impact during meetings and presentations? If is it important, then

Explore: What type of settings she is less at ease in and discuss what strategies might assist to overcome this tendency. A plan to expose herself to those settings in which she feels less at ease may be helpful.

DISCUSSION POINTS

Use the space below to record any points you wish to discuss with Jane during feedback of this section.

Area	Notes:



Significant Development



Some development



Sound Focus



Strength



Potential De-railer

BROAD BASED INFLUENCING

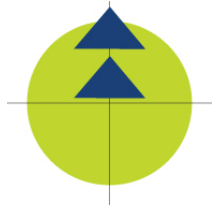
This Capability looks at 3 main areas:

1. How focussed you are on seeking out the opinions of others and involving them when making decisions
2. How likely you are to use persuasive argument or to actively seek to change the perspectives of others to your own
3. How comfortable you are telling others what you think, even if this means disagreeing with them

Relevant Development Tool Kits:

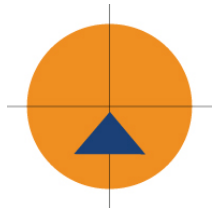
Influencing – Listening – Stakeholder Planning

RESULTS



Consults

Jane has a tendency to involve others in the decision making process and should be obviously consultative in her style. As this is likely a strength, there is unlikely to be any development required here.



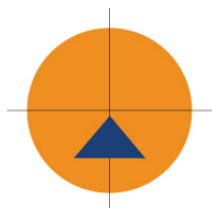
Uses Persuasion

Jane is less inclined to actively seek to convince people over to her point of view. This style is consistent with someone who will prefer that people come to their own conclusions.

Ask yourself: Does her role require her to actively seek to change people’s perspectives? If so, then:

Ask her: ‘What strategies do you use to ensure that you convince others to your way of thinking, or the outcomes you want?’

Explore: What strategies might assist Jane to develop her persuasion. Relevant Development Tool Kits: Selling, or Influencing.



Debates

Jane is somewhat inclined to be someone who holds back from putting forth her opinions, and may be someone who finds it difficult to openly disagree with the perspectives or opinions of others.

Ask yourself: Does she demonstrate a willingness to offer her opinion and get across her perspective. Does she tell people what she thinks even if this means disagreeing with them? If not, then

Ask her: ‘What strategies do you use to ensure you get across your opinions under challenging circumstances?’

Explore: How she can become more comfortable putting forth her views. The Development Tool Kits Communicating or Giving Feedback are relevant.

DISCUSSION POINTS

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Area	Notes:



Significant Development



Some development



Sound Focus



Strength



Potential De-railer

COMMERICAL/BUSINESS ACUMEN

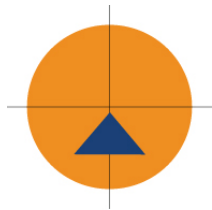
This Capability looks at 2 main areas:

1. How invested and interested they are in working with numbers and the analysis of data and statistical information
2. How likely they are to leave people's needs out of your decisions. How willing they are to be pragmatic and focussed on 'bottom line' decisions

Relevant Development Tool Kits:

Financial Acumen

RESULTS



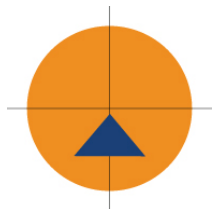
Is Fact Based

Jane appears less invested in working with numbers and analysing data, her style more in line with someone who tends to be more intuitive or relies on their experience when making decisions.

Ask yourself: Does Jane use data/numbers effectively in work? If not,

Ask her: 'What do you do on a day to day basis to get across the numbers?'

Explore: If Jane enjoys working with numbers and what could assist her to increase her focus here. The Financial Acumen Development Tool Kit can be of assistance.



Is Pragmatic

Jane sees herself as someone who is more inclined to base her decisions on people's feelings than on more pragmatic considerations such as the bottom line.

Ask yourself: Does Jane demonstrate a willingness to put the needs of the business first when making decisions? If not, then

Ask her: 'What do you do in those instances where you have to make a decision for the business that you know will negatively impact on someone?'

Explore: What strategies she may utilise when she needs to make tough commercial decisions.

DISCUSSION POINTS

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Area	Notes:



Significant Development



Some development



Sound Focus



Strength



Potential De-railer

MANAGING TASKS

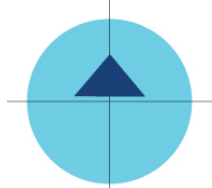
This Capability looks at 2 main areas:

1. How invested you are in the systematic management of your tasks. How likely you are to check your work for the detail
2. How likely you are to see deadlines as inflexible. How inclined you are to persevere with routine in order to meet deadlines

Relevant Development Tool Kits:

Quality Control – Time Management

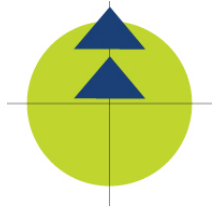
RESULTS



Attends to the Detail

Jane is likely to bring a sound focus checking her work for accuracy and in attending to the detail.

This is likely to be a sound focus for Jane.



Is Time Conscious

Jane clearly brings a focus on seeking to ensure that she consistently meets deadlines, suggestive of someone who will diligently works to get things done in a timely way.

This is likely to be an area of strength for Jane.

DISCUSSION POINTS

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Significant Development



Some development



Sound Focus



Strength



Potential De-railer

MANAGING STRESSORS

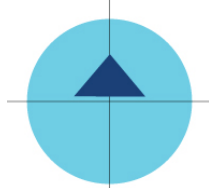
This Capability looks at 3 main areas:

1. Their tendency to be relaxed in response to work related challenges and duress
2. Their resilience to challenging comments from others
3. How invested they are in looking at the positives

Relevant Development Tool Kits:

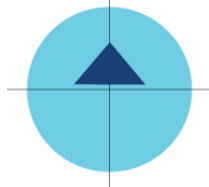
Resilience

RESULTS



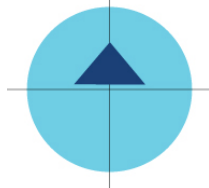
Relaxed

Jane is likely to be someone who will be moderately relaxed in her style, suggestive of a general capacity to respond effectively to work related duress.



Resilience to Negative Feedback

Jane should be moderately resilient to negative feedback and there is likely to be little need for development here.



Positive in Outlook

Jane is generally positive in her and should remain reasonably optimistic in the face of work-related setbacks.

DISCUSSION POINTS

Use the space below to record any points you wish to discuss with Jane during feedback of this section.

Area	Notes:



Significant Development



Some development



Sound Focus



Strength



Potential De-railer

COORDINATING PEOPLE OR PROJECTS

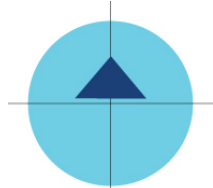
This Capability looks at 3 main areas:

1. How comfortable you are taking charge, making decisions for a group and in telling others what to do
2. How invested you are in thinking ahead and in setting goals for the future
3. How inclined you are to trust your people to deliver

Relevant Development Tool Kits:

Supervising Others – Recruit & Build Talent - Planning

RESULTS



Takes Charge

Jane will be generally comfortable taking charge and giving direction to others as part of any people management or project management responsibilities she may have.

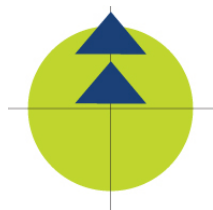
This is a sound focus, but if you feel there may be some scope for Jane to further develop this capability, explore with her how she can further refine her focus here.



Sets Goals

Jane is likely to have a sound commitment to think ahead and set longer term goals and targets, although this will be solid rather than a clear commitment for her.

As this is a sound focus, it will depend on the individual circumstances of Jane whether she will benefit from some additional focus here.



Trusts People

Jane should be very trusting of other people, of benefit where she will need to trust others enough to delegate tasks to them.

It is unlikely to be any development actions will be required here.

DISCUSSION POINTS

Use the space below to record any points you wish to discuss with Jane during feedback of this section.

Area	Notes:



Significant Development



Some development



Sound Focus



Strength



Potential De-railer

COACHING & DEVELOPING

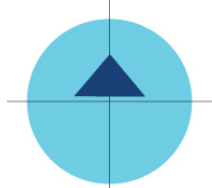
This Capability looks at 3 main areas:

1. How interested you are in analysing people's behaviour and what motivates them
2. How invested you are in collaborative decision making
3. How comfortable you are giving feedback to others, even if this is of a challenging nature

Relevant Development Tool Kits:

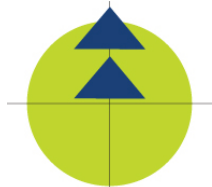
Developing Others – Recruit & Build Talent

RESULTS



Analyses People

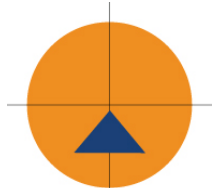
Jane is likely to bring a generally sound focus on analysing what motivates and drives the behaviours of others, of some benefit when required to identify the strengths of development needs of those she is coaching or developing. It is unlikely that there will be any development actions required here.



Consults

Jane can be expected to bring an appropriate level of consultation and her ability to collaborate, very beneficially when undertaking professional development activities with other people.

This is an area of strength for Jane and there is unlikely to be any need for development action here.



Gives Feedback

Jane is somewhat less inclined to put forth her views or make her disagreements known, which is likely to be less beneficial where she will need to provide challenging feedback when coaching or developing others.

Ask yourself: Does Jane tend to keep her opinions to herself? If so,

Ask Jane: 'What methods do you use to ensure that you have been clear about your opinions/suggestions when having development discussions with a team member?'

DISCUSSION POINTS

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Area	Notes:



Significant Development



Some development



Sound Focus



Strength



Potential De-railer

COACHING ACTION SESSION

Date:

(please review last month's development objectives first)

	Met? Yes/No
.....	
.....	
.....	

Plan for this month:
(achievable goals)

Action What will I do? What do I need to do?	Why What broader development objective will this assist and why?	Resources Needed (people, books, Development Tool Kits etc)



Significant Development



Some development



Sound Focus



Strength



Potential De-railer