



# Manager's Coaching Report

**For John Sample**

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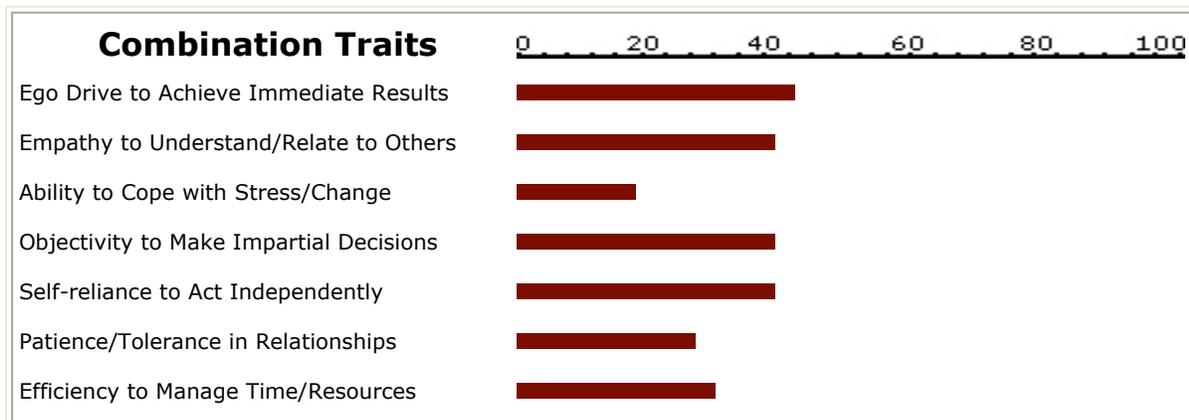


## Manager's Coaching Report

For: John Sample

This CraftSystems' Manager's Coaching Report should not be used as a selection tool to reject candidates. This report has been designed to help you more effectively coach or supervise your employees to higher levels of productivity based upon their unique personality. The following "Basic Eight" personality traits are each independent factors that have resulted from John 's responses to the Craft Personality Questionnaire (CPQ). Extensive research over the past 20 years has found that these eight factors can be combined in different ways to predict dozens of different personality traits found in other questionnaires. Though these combination traits (see this page) are generally less predictive than the "Basic Eight" traits due to weighting and averaging, they can still be quite valuable when coaching or supervising your employees.

| Basic Eight Traits             | VERY LOW | LOW | MOD LOW | MOD HIGH | HIGH | VERY HIGH |
|--------------------------------|----------|-----|---------|----------|------|-----------|
| <b>Goal-orientation</b> (Go)   |          |     |         |          |      | 84        |
| <b>Need for Control</b> (Nc)   |          |     |         | 52       |      |           |
| <b>Social Confidence</b> (Sc)  |          | 31  |         |          |      |           |
| <b>Social Drive</b> (Sd)       |          |     |         | 51       |      |           |
| <b>Detail-orientation</b> (Do) |          | 36  |         |          |      |           |
| <b>Good Impression</b> (Gi)    |          | 32  |         |          |      |           |
| <b>Need to Nurture</b> (Nn)    |          | 27  |         |          |      |           |
| <b>Skepticism</b> (Sk)         |          |     |         | 57       |      |           |

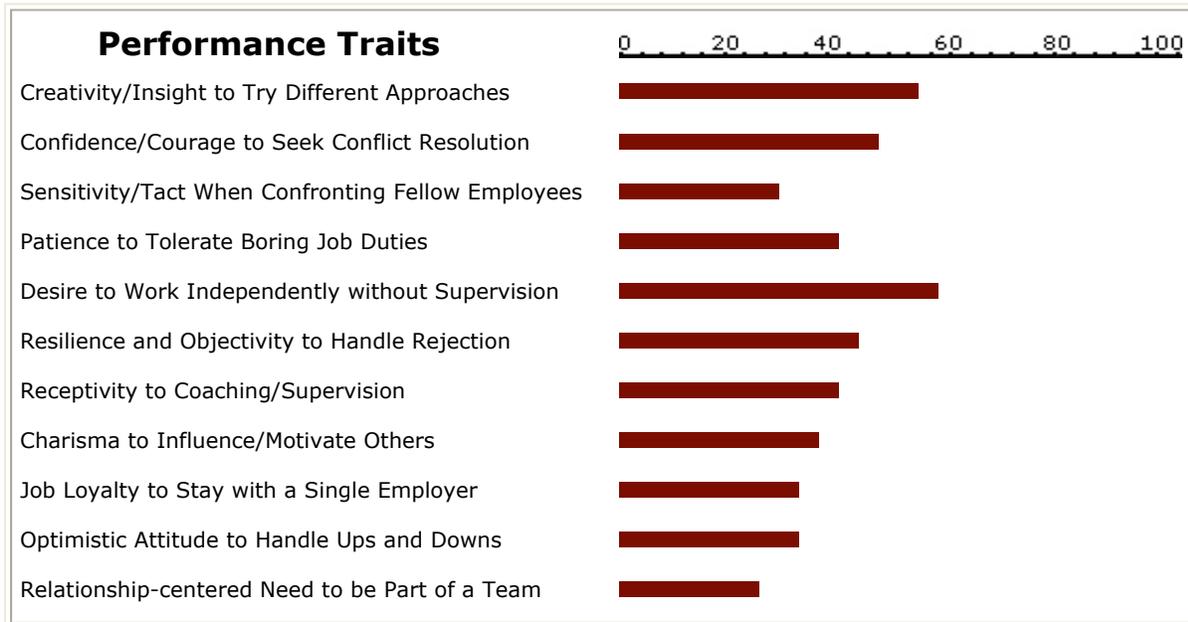




## Manager's Coaching Report

For: John Sample

For each of the following Performance Traits, a single percentile score describes one aspect of compatibility, based upon personality and motivation. High (60-79%) and very high (80-100%) scores indicate a compatibility with that trait while low (20-39%) and very low (0-19%) scores indicate a lack of compatibility that requires compensation in the form of additional training or accountability systems.

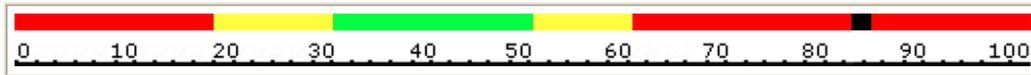




## Manager's Coaching Report

For: John Sample

### Goal-orientation (Go)



**Goal-orientation Score: 84%**

**Recommended Coaching Hours: 5**

#### Summary Statement:

Employees who receive high scores on Goal-orientation typically place heavy emphasis upon goals/results and are more intense and hurried (than even-paced and consistent) in their efforts. John 's highly driven sense of urgency, when coupled with intelligence and self-discipline, can be quite productive as long as John isn't frustrated by repetition or obstructions that delay gratification. As long as John 's job duties lead to short-term results and there is enough creativity and variety in the job description, interest and work intensity can be maintained. Though the descriptions on this page pertain to all scores in this high range, scores above 80% amplify these descriptions.

#### During the First 90 Days:

If the job description requires a consistent, even-paced effort, it is important to breakdown any monotonous job duties into short-term goals that can maintain John 's interest over time.

#### Expect Competency Strengths in:

- Initiative/Creativity
- Results Orientation
- Learning and Growing
- Leadership
- Navigating Change

#### Watch for Possible Challenges in:

- Collaborating
- Teamwork
- Customer Service
- Technology
- Mentoring

#### Coaching Recommendations:

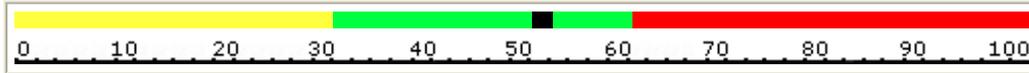
- Whenever possible, modify job duties to allow flexibility and creativity. Individuals with high scores on this scale become easily bored within a year or two if variety and upward mobility are not part of the job description.
- Whenever possible, convert monotonous job duties into well-defined daily or weekly goals. When delegating a project, discuss the reasons and expectations and breakdown the process to more immediate goals that can be easily achieved.
- Communicate openly regarding John 's tendency to place too much emphasis on the results and too little emphasis on the process/system. Let John know that there are times when John needs to be more of a "workhorse" and less of a "Racehorse."
- Help John to take "the unnatural stretch" to provide structure or systems that can be replicated once the project is completed. Let John know the importance of documentation and follow-through.
- Train John to understand the impact of John 's high score on other team members, especially the superficial sense of urgency. Coach John to honor other team members' need for structure, process, consistency, and predictability.
- Review John 's Social Drive (Sd) and Need for Control (Nc). This high Goal-orientation can amplify the intensity of high scores on these other two scales and produce a competitive spirit that can be overbearing. Where this occurs, provide insight and specific examples of inappropriate behaviors to minimize its negative impact.



## Manager's Coaching Report

For: John Sample

### Need for Control (Nc)



**Need for Control Score: 52%**

**Recommended Coaching Hours: 0**

#### Summary Statement:

When individuals score in this moderate range on any personality scale, they are likely to reflect the behaviors associated with both low and high scores, but without the extremes. Because John will display behaviors characteristic of both low and high scores, it is often difficult to consistently predict behavior. John moderate Need for Control means he/she will avoid the extremes of being either too independent or too compliant.

#### During the First 90 Days:

As long as John 's job description is compatible to this moderate Need for Control, there will be minimal coaching required. However, if the job description requires either of the extremes (independent or compliant), you'll need to let him/her know you understand the challenge and then help in any way that you can to take "the unnatural stretch" to perform these incompatible job duties. Use positive (not negative) reinforcement and avoid personal criticism.

#### Expect Competency Strengths in:

- Communicating
- Teambuilding
- Flexibility
- Influencing/Persuading
- Organizing

#### Watch for Possible Challenges in:

- Versatility
- Collaborating
- Mentoring
- Negotiating
- Initiative/Creativity

#### Coaching Recommendations:

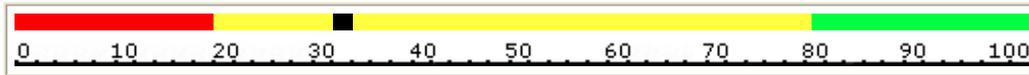
- Whenever possible, modify job duties to avoid the extremes of this scale. When asking John to take "the unnatural stretch," be patient and provide positive reinforcement.
- Communicate openly regarding potential problems that may result from placing John in situations that require John to either work alone or subordinate personal goals. Ask John to let you know whenever John is stretched beyond the comfort zone and feels incompatible with the job duties.
- Train John to understand the impact of this moderate score on other team members. Coach John to honor both those with high scores and those with low scores (those who need control and those who don't).
- Educate fellow team members who have high or low scores to honor and respect team members who have moderate scores by emphasizing John 's strengths (balance, moderation, etc.).
- Review John 's Social Confidence (Sc) score. When this moderate Need for Control is combined with a low Sc score, it can result in the desire to avoid taking risks. Provide insight and specific examples to minimize its negative impact.



## Manager's Coaching Report

For: John Sample

### Social Confidence (Sc)



**Social Confidence Score: 31%**

**Recommended Coaching Hours: 1.5**

#### Summary Statement:

Employees who receive low scores on this scale typically avoid direct confrontation and prefer to ask (as opposed to tell) others what to do. Though John may appear to be relatively assertive and outgoing in safe situations around people he/she knows quite well, John can be intimidated by large groups of strangers or authoritative personality types. Though the descriptions on this page pertain to all scores in this low range, scores below 20% amplify these descriptions.

#### During the First 90 Days:

Avoid asking John to take team leadership positions or bold social initiatives during the first 90 days. Make a special effort to slowly build John 's confidence by complimenting strengths and downplaying weaknesses. Avoid criticism. Ask fellow team members to help John "feel at home." Provide access to assertiveness training workshops. As John 's competency increases and he/she feels safe in the job, Social Confidence should also increase.

#### Expect Competency Strengths in:

- Adherence to Policies
- Consistency
- Learning and Growing
- Receptive to Coaching
- Reliability
- Flexibility

#### Watch for Possible Challenges in:

- Managing Resources
- Organizing
- Communicating
- Judgment
- Leadership
- Mentoring
- Presenting
- Teambuilding

#### Coaching Recommendations:

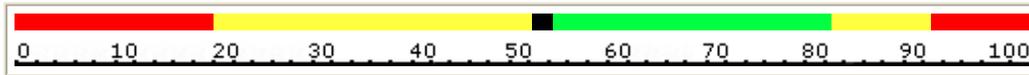
- Make sure all criticism is constructive, not personal. Be patient. Individuals with low Social Confidence scores need time to adjust to an unfamiliar work environment and new relationships.
- Communicate openly regarding John 's tendency to "stuff" his/her frustrations until they turn into negative emotion/attitude. Let John know you have an open door to discuss any problems he/she may encounter. Avoid authoritative leadership techniques that may create fear and paralyze productivity.
- Empower John to take "the unnatural stretch" to be assertive in a positive, non-confrontational way. Once John feels safe and secure in the job, provide team leadership opportunities to show your confidence in him/her.
- Train John to understand the impact of this low score on team productivity and encourage more initiatives to be taken. Help John better understand and work with fellow team members who have high scores on this scale.
- Educate fellow team members who have higher scores to understand and respect team members who have lower scores (like John ) by emphasizing their strengths (asks rather than tells, non-confrontational, etc.).
- Review John 's Goal-orientation (Go) score. If this low Social Confidence score is combined with high Go, frustrations that are not vented can erupt in ways that hurt team productivity. To minimize its negative impact, provide insight and specific examples of non-productive behaviors.



## Manager's Coaching Report

For: John Sample

### Social Drive (Sd)



**Social Drive Score: 51%**

**Recommended Coaching Hours: 0**

#### Summary Statement:

When individuals score in this moderate range on any personality scale, they are likely to reflect the behaviors associated with both low and high scores, but without the extremes. Because John will display behaviors characteristic of both low and high scores, it is often difficult to consistently predict behavior. This moderate Social Drive means John will avoid the extremes of being either too socially impulsive or too controlled. Rather than having the social impulsivity of an extrovert or the social ineptitude of an introvert, John is a mixture of the two without the extremes.

#### During the First 90 Days:

As long as the job description is compatible to this moderate Social Drive, there will be minimal coaching required. However, if the job description requires either of the extremes (working alone or "schmoozing"), you'll need to let John know you understand the challenge and then help in any way that you can to take "the unnatural stretch" to perform these incompatible job duties.

#### Expect Competency Strengths in:

- Adherence to Policies
- Customer Service
- Decision-making
- Supervising
- Action Orientation
- Flexibility
- Organizational Relationships
- Leadership
- Mentoring
- Record Keeping
- Teamwork

#### Watch for Possible Challenges in:

- Teambuilding
- Receptivity to Coaching
- Networking
- Role Matching
- Navigating Change
- Innovation
- Judgment
- Reliability

#### Coaching Recommendations:

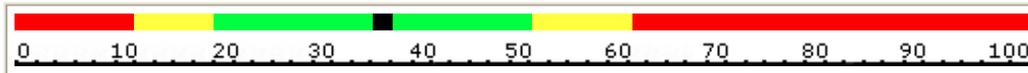
- Whenever possible, modify job duties to avoid the extremes of this scale (working alone or "schmoozing"). Employees with these moderate scores on this scale become bored by the former and frustrated by the latter.
- Whenever possible, make sure the job duties include some social interaction and also the opportunity to occasionally work alone without interruptions, but neither to the extreme. If a particular project requires either of the extremes, empower John to take "the unnatural stretch" to compensate.
- Communicate openly regarding potential problems that may result from placing John in situations that require behaviors consistent with the extremes. Let John know that there are times when you don't need either an extrovert or an introvert; you need someone with the balance to handle both.
- Train John to understand the impact of this moderate score on other team members. Coach John to honor both those with high scores and those with low scores (those who can enjoy working alone and those who need the social feedback provided by casual relationships).
- Educate fellow team members who have high or low scores to honor and respect team members who have moderate scores by emphasizing John 's strengths (balance, moderation, etc.).



## Manager's Coaching Report

For: John Sample

### Detail-orientation (Do)



**Detail-orientation Score: 36%**

**Recommended Coaching Hours: 0**

#### Summary Statement:

Employees who receive low scores on Detail-orientation report that they do not enjoy the details associated with facts, figures, research, and analysis. Though John doesn't enjoy these analytical job duties, he/she still might be quite good at handling detail, depending upon his/her general intelligence. This is a "likes/dislikes" scale, not a competency scale and low scorers would rather use their experience and "gut feelings" (than detailed analysis) to make decisions. Though the descriptions on this page pertain to all scores in this low range, scores below 20% amplify these descriptions.

#### During the First 90 Days:

If job duties include statistical analysis, research, accounting, data processing, or other related activities, be sure to monitor the <#FirstName#>'s job satisfaction and the accuracy of his/her work. Complement this assessment with intelligence or aptitude testing to make sure John has the ability to accurately handle complex data. If there is an accuracy problem, provide additional training or change the job description.

#### Expect Competency Strengths in:

- Leadership
- Mentoring
- Managing Resources
- Teambuilding
- Creativity

#### Watch for Possible Challenges in:

- Organizing
- Adherence to Policies
- Communicating Complex Material
- Learning and Growing
- Planning
- Problem Analysis
- Technology

#### Coaching Recommendations:

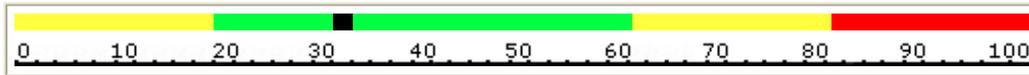
- If the job description requires analysis of detail, provide a work environment that minimizes any distractions. Low scoring individuals, especially those with high Goal-orientation (Go) scores, are easily distracted and bored by an abundance of detailed analysis. (See Go score of this report to see if this statement applies.)
- Communicate openly regarding the tendency to place too much dependence upon John 's intuition and too little emphasis upon detailed analysis, collection of data, and accountability processes. Let John know that there are times when it is necessary to back up his/her decisions with appropriate data and keep accurate records.
- Help John to take "the unnatural stretch" to balance intuition with detailed analysis to produce the most effective outcome. Empower John to master any areas of legal compliance that will help protect the company.
- Train John to understand the impact of this low score on other team members, especially the tendency to delegate the detail to others. Coach John to honor high scoring team members' need for facts, figures, and analysis when this need can increase productivity or provide compliance/protection.
- Review John 's Go score. If this low Detail-orientation is combined with a high Go score, John can make decisions too impulsively. To minimize its negative impact, provide insight and specific examples.



## Manager's Coaching Report

For: John Sample

### Good Impression (Gi)



**Good Impression Score: 32%**

**Recommended Coaching Hours: 0**

#### Summary Statement:

While taking the questionnaire, respondents are given the opportunity to exaggerate their strengths or downplay their weaknesses to provide an unrealistically favorable impression. John avoided this tendency and, instead, was frank and even self-critical at times. As a result, John will communicate openly and avoid using traditional ego defenses (blaming others, rationalizing weaknesses, or failing to admit mistakes). Though the descriptions on this page pertain to all scores in this low range, scores below 20% amplify these descriptions.

#### During the First 90 Days:

You can depend upon John to provide you with a genuine perspective without attempting to leave an unrealistically favorable impression or exaggerating the data. As a result, feel free to rely upon John to honestly and accurately discuss any problems that may negatively impact productivity. Communicate regularly and openly regarding any concerns, but avoid criticism until John feels safe and secure in your relationship.

#### Expect Competency Strengths in:

- Initiative/Creativity
- Customer Focus
- Judgment
- Leadership
- Presenting
- Receptivity to Coaching
- Innovation
- Technology
- Mentoring

#### Watch for Possible Challenges in:

- Attention to Policy
- Consistency
- Organizing/Planning
- Quality Management
- Action Orientation
- Managing Resources
- Influencing/Persuading

#### Coaching Recommendations:

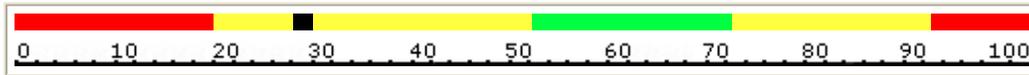
- Whenever possible use positive, not negative, reinforcement to empower John to higher levels of productivity.
- Communicate openly regarding John 's tendency to be too open and vulnerable.
- Be gentle and constructive in your criticism. Avoid authoritative leadership techniques that may create fear and paralyze John 's productivity.
- Depend upon John for objective and accurate assessments without attempting to leave a Good Impression.
- Empower John to take "the unnatural stretch" to avoid being too self-critical.
- Educate fellow team members who have high scores on this scale to understand and respect team members who have low scores (such as John ) by emphasizing their strengths (open communication, lack of ego defenses, etc.).
- Review John 's Social Confidence (Sc) score. Low Sc interacts with this low Good Impression to produce intense vulnerability and sensitivity to criticism. To minimize its negative impact, provide insight and specific examples.



## Manager's Coaching Report

For: John Sample

### Need to Nurture (Nn)



**Need to Nurture Score: 27%**

**Recommended Coaching Hours: 1.5**

#### Summary Statement:

Though employees who receive low scores on the Need to Nurture scale typically lack the compassion and caring concern for others, they are usually quite efficient and self-disciplined when it comes to performing tasks and managing their time. This low score is the reason why John often prefers to discuss sports, politics, and work related subjects rather than his/her personal feelings. John works best in situations that allows him/her to be focused on work, rather than serving the needs of others. Though the descriptions on this page pertain to all scores in this low range, scores below 20% amplify these descriptions.

#### During the First 90 Days:

If there are any job duties that require John to serve others or express caring concern, acknowledge any problems and ask for help to take "the unnatural stretch" to do what may not be enjoyed in order to contribute to the team.

#### Expect Competency Strengths in:

- Consistency
- Learning and Growing
- Organizing
- Planning
- Results Orientation

#### Watch for Possible Challenges in:

- Adherence to Policies
- Collaborating
- Communicating
- Coaching/Mentoring
- Flexibility
- Teamwork
- Organizational Relationships

#### Coaching Recommendations:

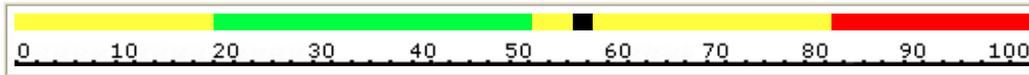
- Whenever possible, modify John 's job duties to minimize the Need to Nurture others. Individuals with low scores on this scale become frustrated if the flow of their work is often interrupted by job duties that require that they cater to the personal needs of others.
- Communicate openly regarding John 's tendency to focus so intensely on the task that the personal needs of fellow team members are ignored. Let John know that there are times when it will be necessary to compensate by showing a genuine caring concern for others.
- Help John to take "the unnatural stretch" to empathetically relate to the needs of others. If there is a problem, consider sending John to external workshops or seminars that specialize in "sensitivity training" or relationship building.
- Train John to understand the impact of this low score on other team members, especially the perception that John doesn't care about others or their needs. Coach John to honor other team members' high Need to Nurture.
- Review John 's Social Confidence (Sc), Need for Control (Nc), and Skepticism (Sk) scores. High scores on any of these three scales tend to compound an employee's insensitivity to the needs of other team members. To minimize its negative impact, provide insight and specific examples.



## Manager's Coaching Report

For: John Sample

### Skepticism (Sk)



**Skepticism Score: 57%**

**Recommended Coaching Hours: 1**

#### Summary Statement:

When individuals score in this moderate range on any personality scale, they are likely to reflect the behaviors associated with both low and high scores, but without the extremes. Because John will display behaviors characteristic of both low and high scores, it is often difficult to consistently predict behavior. This moderate Skepticism means that John will avoid the extremes of being either too skeptical or too trusting.

#### During the First 90 Days:

As long as the job description is compatible to this moderate Skepticism, there will be minimal coaching required. However, if the job description requires either of the extremes (belief in others or skepticism), you'll need to let John know you understand the challenge and then help in any way that you can to take "the unnatural stretch" to perform these incompatible job duties.

#### Expect Competency Strengths in:

- Customer Focus
- Decision-making
- Influencing/Persuading
- Leadership
- Communicating
- Presenting
- Receptivity to Coaching
- Supervising
- Negotiating
- Mentoring
- Preparation/Planning
- Teambuilding

#### Watch for Possible Challenges in:

- Adherence to Policies
- Innovation
- Technology
- Navigating Change
- Networking
- Professionalism

#### Coaching Recommendations:

- Whenever possible, modify job duties to avoid the extremes of this scale. (Example: John may not be comfortable at quality control but may be comfortable in some other production position.)
- Communicate openly regarding potential problems that may result from placing John in situations that require behaviors consistent with the extremes. Ask John to let you know whenever he/she is being stretched beyond his/her comfort zone and feels incompatible with the job duties.
- Train John to understand the impact of this moderate score on other team members. Coach John to honor both those with high scores and those with low scores (those who believe in others and those who are skeptical).
- Educate fellow team members who have high or low scores to honor and respect John 's moderate score by emphasizing John 's strengths (balance, moderation, etc.).