

**Sam Sample**  
**16 Nov 2016**

**EXPERT**

**COACHING REPORT  
(COMPETENCY MODEL)**

**FIFTEEN FACTOR QUESTIONNAIRE PLUS**



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## REPORT STRUCTURE

This report presents Sam Sample's competency profile in the following sections:

### 1. Guide to Using This Report

- Introduction
- Context
- Dimensions
- Results Scale
- Reference Group Used
- Response Style

### 2. Competency Profile

- Competency Profile Chart

### 3. Competency Results

- Integrity
- Creativity
- Logical and Analytical
- Interpersonal Skills
- Resilience
- Persuasiveness
- Planning and Organising
- Quality Orientation
- Energy and Drive

### 4. Development Planning

- Feedback and Reactions
- Selecting Areas for Development
- Feedback and Reactions

## DISCLAIMER

This is a strictly confidential assessment report on Sam Sample. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam Sample.

The Competency profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



## GUIDE TO USING THIS REPORT

### INTRODUCTION

Organisations use competencies and competency frameworks to identify, develop and reinforce certain types of behaviours that are required to achieve organisational success. Today almost all the Fortune 500 corporations have integrated the concept of competencies in all critical areas of human resources management. The Competency Coaching Report aids organisations to identify and develop competency related behaviours.

The information in this report was obtained solely from the questionnaire that was completed by the individual. It represents only one source of information and it is important to recognise that other forms of evidence about their workplace behaviours and competent performance will exist.

The purpose of this report is to give information about the individual's likely behaviours in a number of areas of competence seen as important in most organisational contexts. This has been achieved by comparing their responses with those obtained from a large sample of people as described in the reference group described below.

The report identifies some implications for behaviour or performance by focusing on potential strengths as well as suggesting possible coaching or development actions. These are intended as possible lines of coaching enquiry and other ways of helping the individual to develop may also be appropriate. Before the coach begins any development interventions based on this report it is important that hypotheses presented are checked with the respondent and corroborated. The objective of such corroboration is to ensure observations are supported and accepted as appropriate indications of behaviour or likely competence.

The best way to maximise the usefulness of this report is to:

- Read the report fully and objectively before beginning planning a coaching meeting.
- Consider the report carefully. Factor in other information from other sources. It is important that you discuss the findings with the respondent. Only after such exploration is it possible to draw useful conclusions from indications presented here.
- The discussion should be balanced, objective and supportive and should be focused on working more effectively and productively with the coaching client in question.

### DIMENSIONS

The behaviours/dimensions used in the questionnaire are derived from Psytech's Fine Nine Competency Framework. They were selected to provide a clear picture of a respondent's capabilities within a framework familiar to most HR professionals and trainers, and which could be derived from personality traits.

- **Integrity** - is defined as the tendency to be reliable and honest. People who have a strong competency in this area can be trusted to work independently, with only minimal supervision. They tend to avoid taking inappropriate risks and take responsibility for their own mistakes and errors. They are likely to act with due diligence and have a strong sense of business ethics.
- **Creativity** - is defined as the tendency to think in a creative and innovative manner. People who have a strong competency in this area are good at generating novel, innovative ideas. They tend to be adaptable and often come up with original solutions to problems. They are inclined to 'focus on the bigger picture' and to approach problems strategically.
- **Logical and Analytical** - is defined as the tendency to approach problems in a rational, intellectual manner. People who have a strong competency in this area like to base their decisions on a logical analysis of the available evidence. Their decisions are typically well-considered and thought through. They would be expected to have a well-tuned critical faculty.
- **Interpersonal Skills** - is defined as the tendency to build positive working relationships with others. People who have a strong competency in this area have a high level of interpersonal sensitivity and empathy. They tend to be good at building rapport, and promoting and maintaining harmonious relationships. They would be expected to be effective at resolving interpersonal conflicts and are likely to be viewed as being supportive.
- **Resilience** - is defined as the tendency to cope well with pressure. People who have a strong competency in this area tend to be calm and keep control of their emotions. They are unlikely to get flustered or lose their temper in emotionally charged situations. They would be expected to accept criticism in a constructive manner and not to be disheartened by setbacks.
- **Persuasiveness** - is defined as the tendency to communicate in a persuasive, confident manner. People who have a strong competency in this area tend to enjoy public speaking and are effective communicators. They are likely to enjoy socialising and to



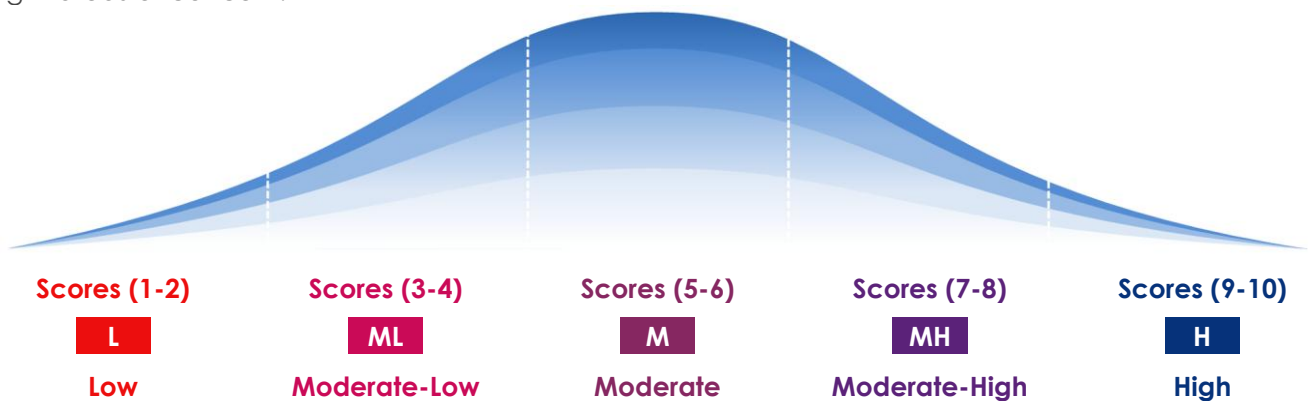
have a strong social presence. They would be expected to be charismatic and good at breaking down barriers and bringing people around to their point of view.

- **Planning and Organising** - is defined as the tendency to organise one's own and others' work and to plan for all contingencies. People who have a strong competency in this area are likely to be tidy and well-organised. They would be expected to plan their work so it can be completed within agreed timeframes and to be happy to delegate work appropriately.
- **Quality Orientation** - is defined as the tendency to attend to detail and produce work that is accurate and of a high standard. People with this competency are inclined to set themselves high standards, to be detail conscious systematic and orderly in their work. They would be expected to be motivated to see tasks through to the end.
- **Energy and Drive** - is defined as the tendency to have high levels of drive, energy and enthusiasm. People with this competency are likely to be lively and energetic and to display passion and pride in their work. They would be expected to be enthusiastic about their work, take the initiative and be self-motivated and committed.

## RESULTS SCALE

A reference group is used to evaluate Sam's results and determine her tendency to exhibit effective workplace behaviours compared to others. Her results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a 'Low' to a 'High' tendency is provided to help highlight areas of concern.



## REFERENCE GROUP USED

The following norm was used to generate this report:

Test	Norm Used	Sample Size
Fifteen Factor Questionnaire Plus (15FQ+)	SA Aggregate Population updated 2016	20374

## RESPONSE STYLE

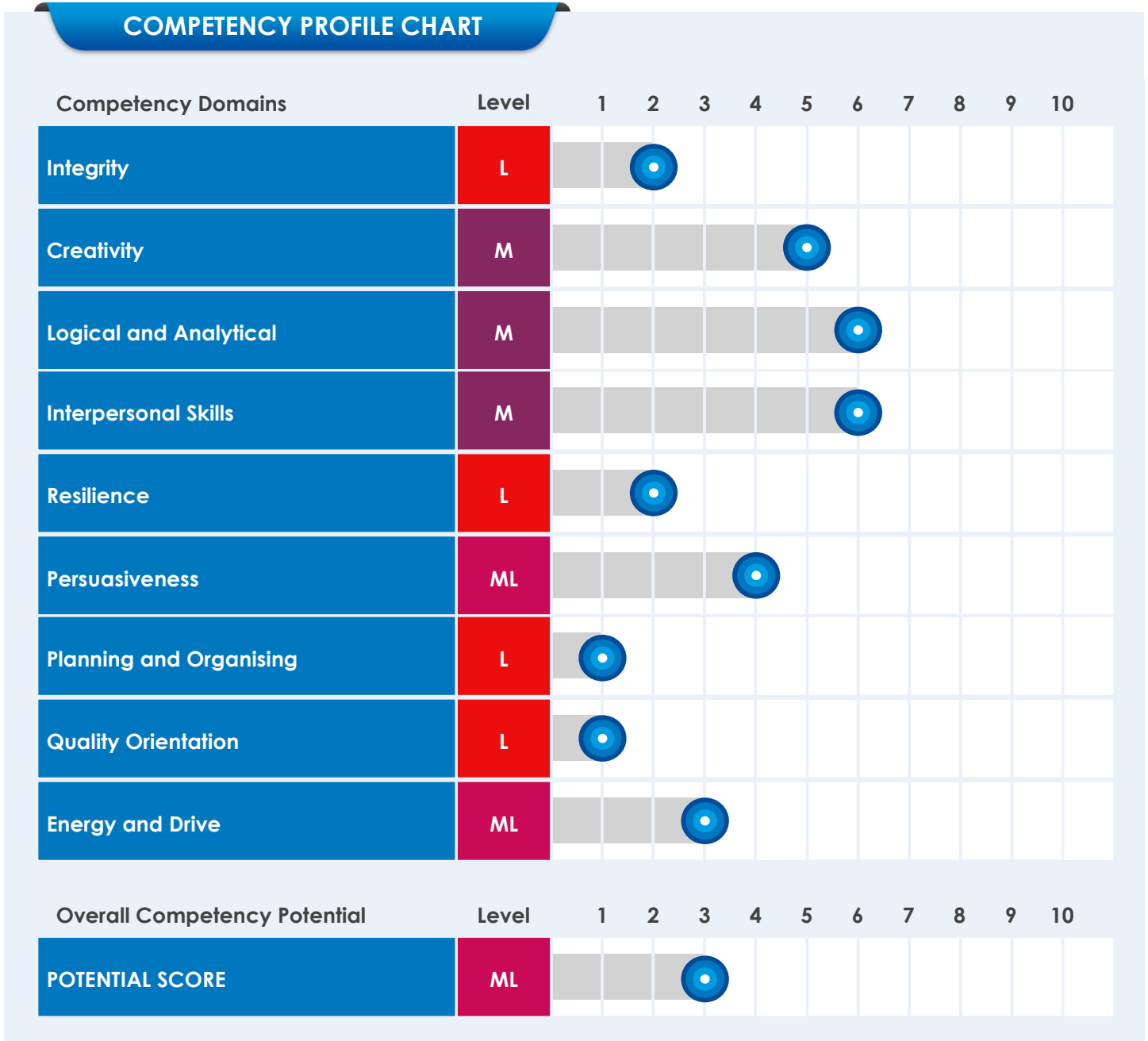
The 15FQ+ contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately.

The results indicate that Sam Sample has responded to the questionnaire in an open and honest manner.



# COMPETENCY PROFILE

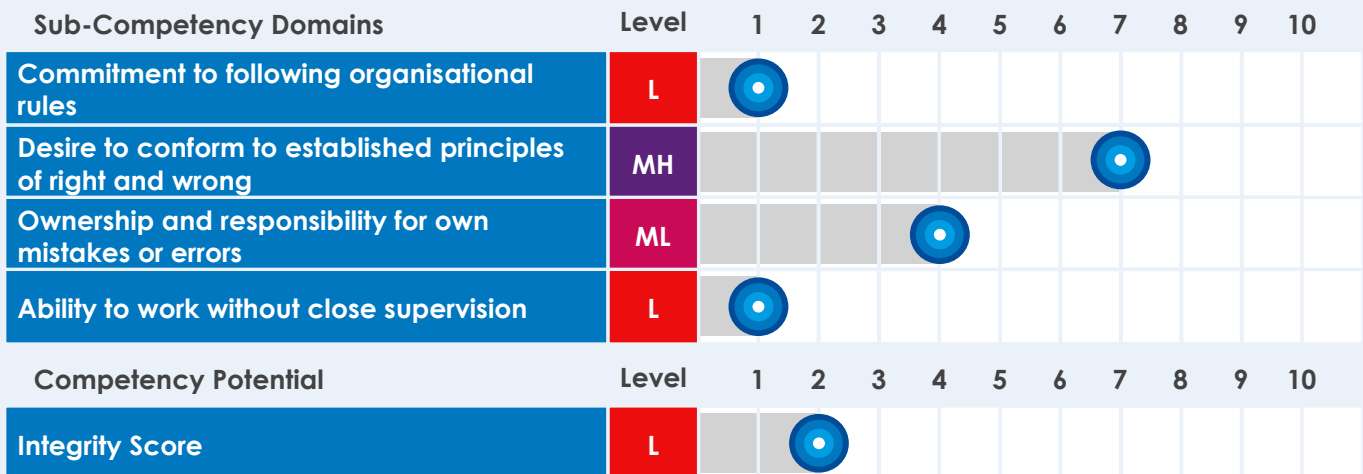
The overall competency potential score estimates Sam's tendency to exhibit effective workplace behaviours. The competency scores are weighted composites of the behavioural dimensions that contribute to each of Psytech's Fine Nine competencies. The score any given individual obtains on these scales depends not only upon that person's pattern of strengths and weakness across the behavioural dimensions, but also on the importance of each behavioural dimension in contributing to the particular competency.





# INTEGRITY

## INTEGRITY PROFILE CHART



### Potential Strengths

- Sam's results indicate she is quite respectful of authority and is quite inclined to conform to established principles of right and wrong. As a result, Sam would be expected to be relatively committed to the organisation's ethical culture and to have a reasonable sense of responsibility and duty.

### Potential Development Areas

- Having a profile that suggests she is extremely spontaneous and flexible in her attitude and approach towards work, Sam is unlikely to feel bound by organisational rules, regulations and procedures.
- Sam's responses to the questionnaire suggest she is not suspicious. Consequently, she should generally be relatively happy to own up to and take responsibility for her own mistakes or errors. However, prone to be quite threat sensitive, she may be a little reluctant to do so if she anticipates strong criticism.
- As her profile suggests she is rather lacking in self-sufficiency and is inclined not to diligently attend to the detailed requirements of tasks, Sam may require closer supervision than most to ensure she completes work on time and to the required standard.

### Development Recommendations

- Training aimed at facilitating Sam's understanding of, and adherence to, the organisation's rules regulations and procedures is very likely to be of benefit to her.
- Monitor Sam's adherence to the organisation's rules, regulations and procedures very closely. Ensure she understands why it is extremely important to adhere to these and reward/reinforce her compliance with them.
- While Sam's profile indicates there isn't a strong need for training in this area, routine induction to familiarise her with the organisation's values, culture and ethics may be of some benefit to her.
- Support staff in taking personal responsibility for their own mistakes. Make it very clear to Sam that she will not be unduly criticised as a result of owning up to errors she has made.
- If Sam is required to work independently of others, provide a high level of supervision to ensure that she attends to the detailed requirements of the task she is working on.



### Corroborative Discussion Notes

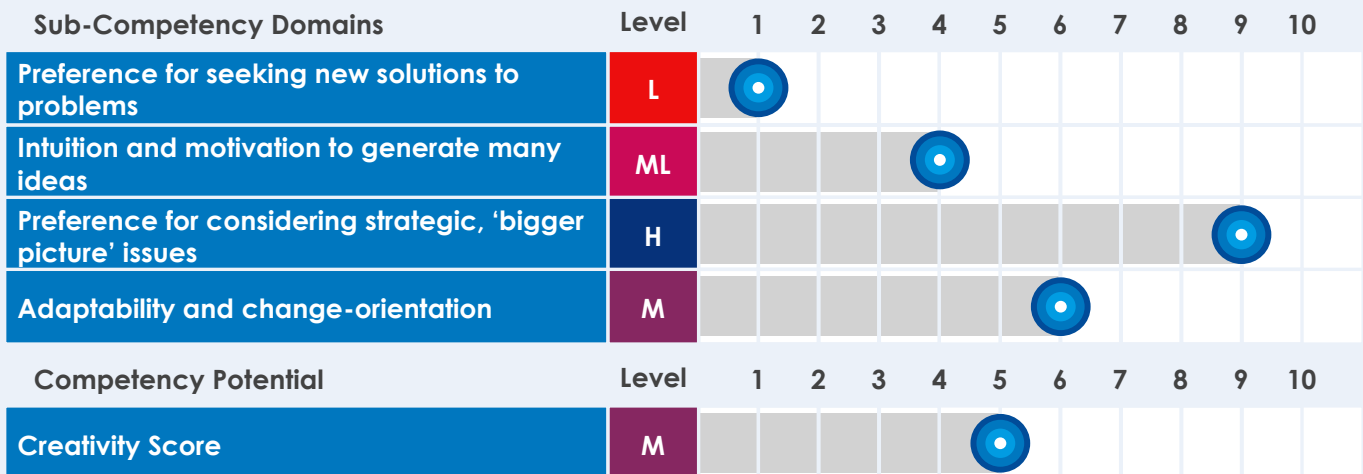
### Implications for Performance Within Coaching Context

### Action Planning



# CREATIVITY

## CREATIVITY PROFILE CHART



### Potential Strengths

- As the pattern of scores she obtained indicates she is very flexible, it is not expected that Sam would lose sight of the 'bigger picture'. In addition to this, her profile further indicates that she should be as confident as most of her ability to tackle complex strategic issues.
- While Sam's results suggest she may not be as open as most to change, her results further indicate she is fairly adaptable and is unlikely to experience great difficulty adjusting to new working practices and procedures.

### Potential Development Areas

- Having obtained a pattern of results which indicates a strong preference for following tried and tested methods, Sam is unlikely to be that motivated to seek out new solutions to problems. Moreover, she may be rather disinclined to accept novel ideas unless their benefits are quite clear.
- Sam's responses to the questionnaire suggest she is as pragmatic and concrete in her thinking as most and is no more intuitive by nature than most. As a result, she is not likely to be naturally drawn towards idea generation.

### Development Recommendations

- Encourage Sam to be open to new ideas.
- Value the originality of any unconventional ideas Sam develops, *prior* to evaluating their quality and practicality.
- Ensure Sam remains mindful of the importance of not critically appraising ideas as they are being generated, but rather evaluating them once all the ideas have been produced.
- Sam may also benefit from training programmes that develop creative problem solving and the ability to 'think outside of the box'.
- Ensure Sam remains mindful of the importance of not addressing issues of implementation before an overall approach to solving the problem has been formulated.
- Actively value Sam's use of intuition to solve problems.
- Sam may benefit from training programmes that are designed to foster a more intuitive approach to idea generation (i.e. training in lateral thinking, etc.)
- Ensure Sam does not become so focused on the 'bigger picture' that she does not pay sufficient attention to detail.





### Corroborative Discussion Notes

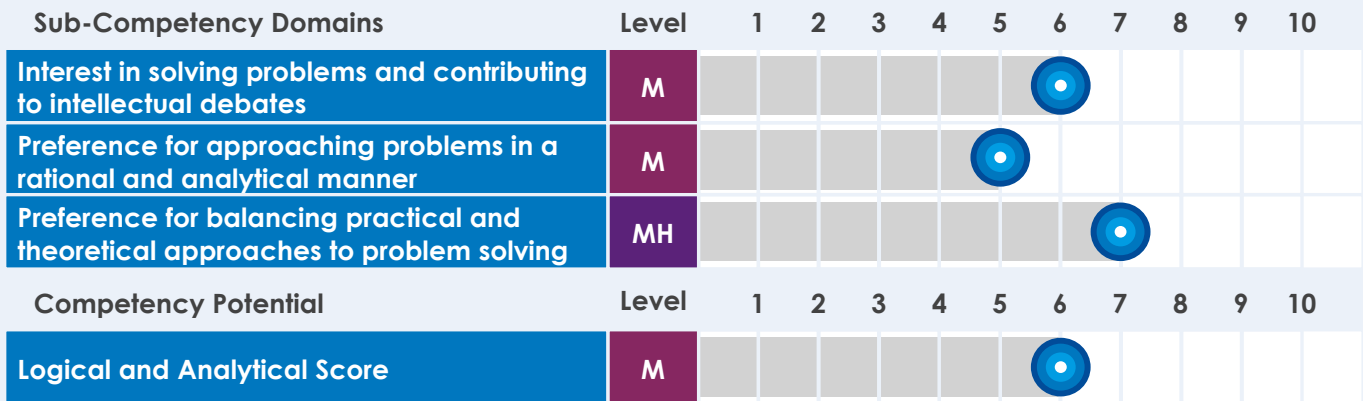
### Implications for Performance Within Coaching Context

### Action Planning



## LOGICAL AND ANALYTICAL

### LOGICAL AND ANALYTICAL PROFILE CHART



#### Potential Strengths

- Sam's profile suggests she is as intellectually orientated as most and has an average level of confidence in her ability to understand complex ideas. As such, she would be expected to contribute as actively as most people to intellectual debates and discussions.
- Sam's responses to the questionnaire suggest she prefers to adopt a balanced thinking style, which is neither overly intuitive nor too factual in approach. She would be expected to appreciate the value of making decisions in a rational and analytical manner, while also being aware that it is necessary at times to base decisions on an intuitive appraisal of whether or not things feel right.
- The pattern of results Sam obtained on the questionnaire indicates she is likely to try to maintain a balance between recognising the value of theoretical approaches while also being aware of the need to 'keep her feet firmly on the ground' and be mindful of practicalities. It should be noted that the quality of her appraisal of how realistic solutions to problems are, will depend in part on her level of reasoning ability which she rates as highly as most others.

#### Potential Development Areas

- No potential development areas could be derived from Sam Sample's profile on this competency.

#### Development Recommendations

- Sam may benefit from mentoring aimed at increasing her confidence in her own intellectual abilities.
- Support Sam's confidence in her own intellectual abilities by actively acknowledging the value of the contributions she makes to debates and discussions.
- Value Sam's balanced approach to problem solving; her use of both intuition and logic. Encourage her to build on this by developing a logical analysis of why her intuitive judgements are correct.
- Training aimed at promoting a more logical and analytical approach to solving intellectual problems may be of some benefit to Sam.
- Value Sam's desire to maintain a balance between wishing to be open to theoretical approaches to problem solving, while at the same time ensuring that solutions are practical and realistic.
- Training in theoretically based approaches to problem solving may be of some benefit to Sam.



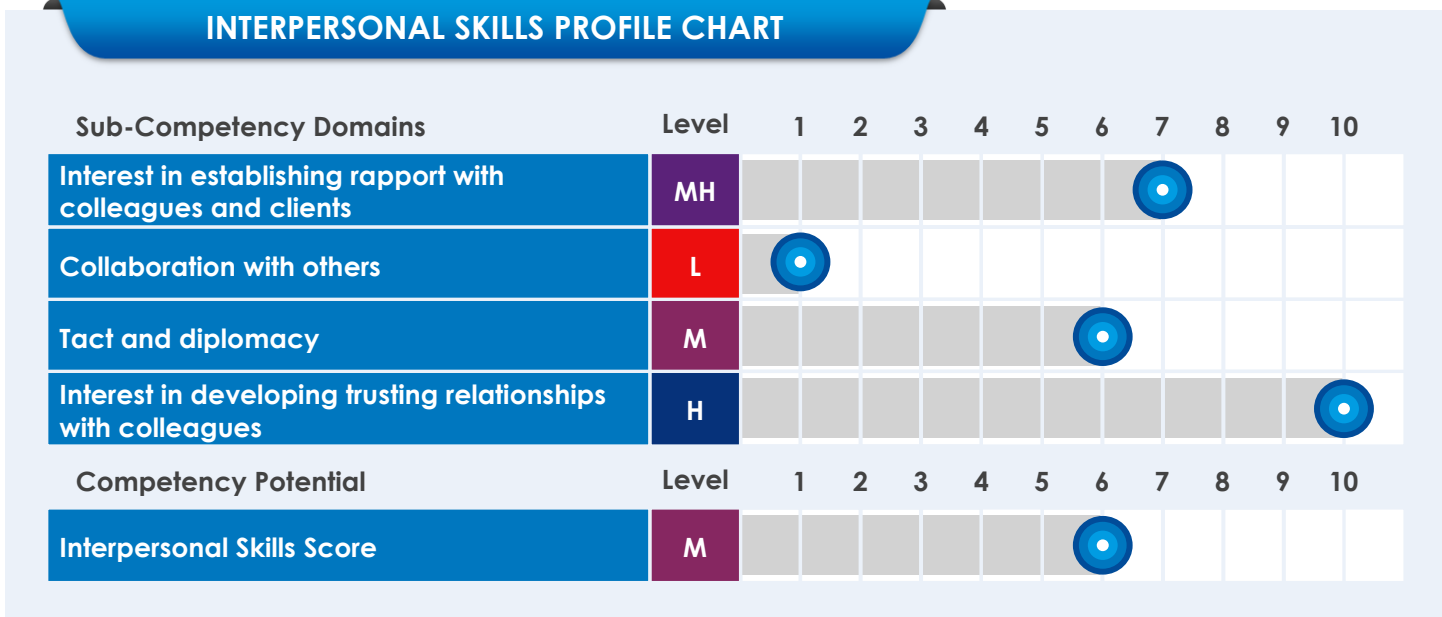
### Corroborative Discussion Notes

### Implications for Performance Within Coaching Context

### Action Planning



# INTERPERSONAL SKILLS



#### Potential Strengths

- Having a profile which indicates she is quite warm, sympathetic and is interested in other people, Sam is likely to find it relatively easy to establish rapport with colleagues and/or clients.
- Sam's responses to the questionnaire suggest she is unlikely to be overly forthright and plain-speaking or unduly circumspect and diplomatic in her dealings with others. While her profile indicates she will generally wish to avoid confronting others unnecessarily, she should nonetheless be capable of being direct and to the point if this is called for.
- Sam's pattern of results suggests she has a much greater need for company than most and is inclined to be quite trusting of others. Consequently, she would be expected to develop trusting relationships with her colleagues quite quickly.

#### Potential Development Areas

- As Sam's results suggest she is quite lacking in assertion, she might be expected to experience significant difficulty pressing uncooperative colleagues into action.

#### Development Recommendations

- Sam is very likely to benefit from assertion skills training.
- Model assertive behaviour.
- Offer praise/support when Sam asserts herself.
- Sam may possibly benefit from training and/or mentoring aimed at promoting a more diplomatic interpersonal style.
- Promote a working environment that respects diversity and values differences of opinion.



### Corroborative Discussion Notes

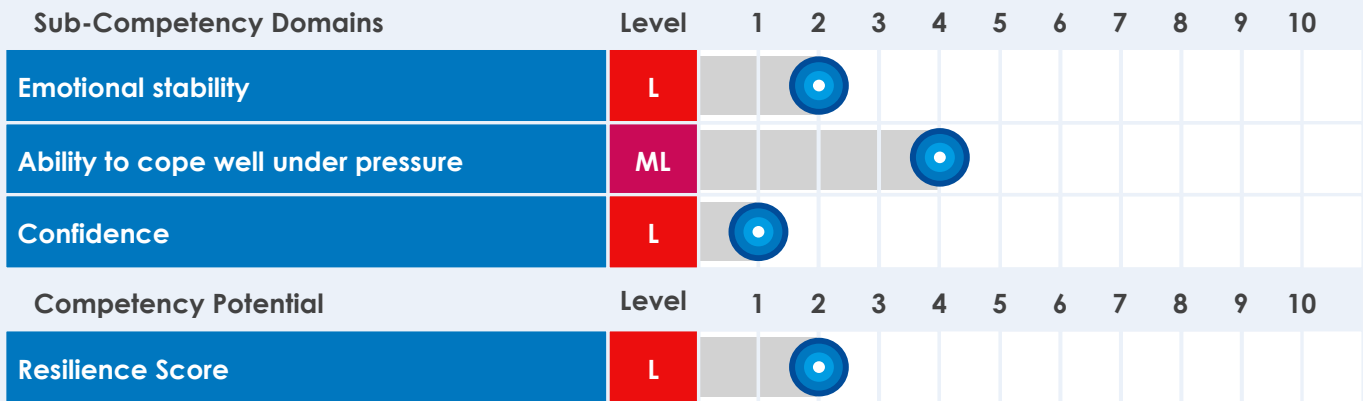
### Implications for Performance Within Coaching Context

### Action Planning



# RESILIENCE

## RESILIENCE PROFILE CHART



### Potential Strengths

- No potential strengths could be derived from Sam Sample's profile on this competency.

### Potential Development Areas

- Sam's results indicate she is likely to be relatively prone to mood swings. As a result, she might on occasion find herself experiencing somewhat strong emotions that could disrupt her work or which others may at times even find a little difficult to manage.
- Sam's responses indicate that despite having slightly higher levels of frustration tolerance than many, she is nonetheless rather prone to mood swings. Consequently, while she may not lose her temper when things go wrong, she may experience more difficulty than many managing her emotional reactions to situations.
- Sam's results suggest she is significantly lacking in confidence and self-assurance. Consequently, she is likely to be very threat sensitive and prone to be easily upset by any comments she perceives to be critical.

### Development Recommendations

- Sam is likely to find training in positive thinking techniques to be of some benefit to her.
- Encourage Sam to see the positives in challenging situations.
- If Sam is upset about something, try to understand the situation from her perspective.
- Sam may benefit from training in stress management techniques.
- Training aimed at increasing Sam's self-confidence is very likely to benefit her.
- Try to build on the positive aspects of Sam's performance, rather than focus on any shortcomings she may have.
- Ensure feedback is provided in a constructive manner.



### Corroborative Discussion Notes

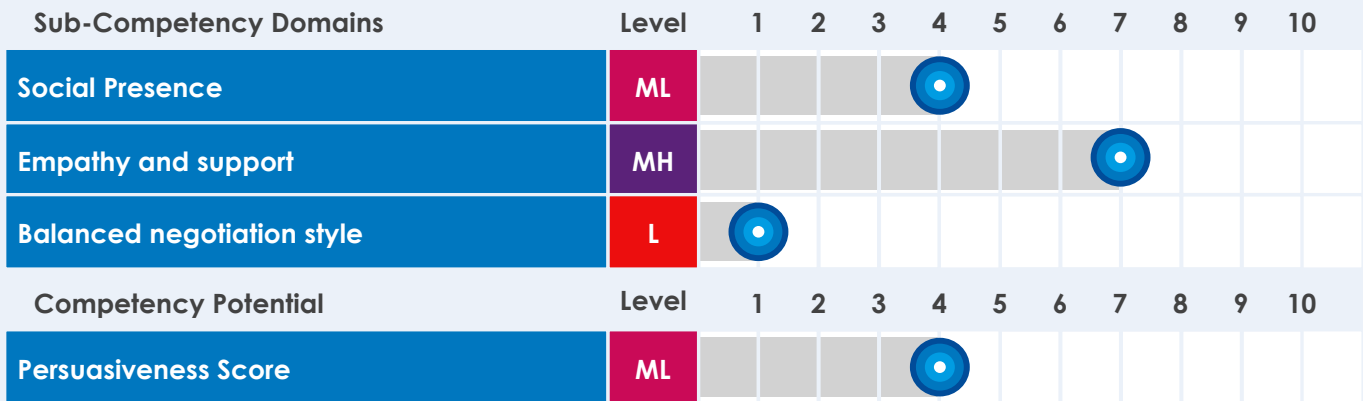
### Implications for Performance Within Coaching Context

### Action Planning



# PERSUASIVENESS

## PERSUASIVENESS PROFILE CHART



### Potential Strengths

- Sam's results suggest she is relatively personable, relatively affable and possesses a fair degree of interest in other people. Therefore, it would be expected that others would view her as being a reasonably good listener. She is likely to be fairly supportive of others and relatively empathic. As such, she would be expected to be fairly motivated to support and encourage others, as well as promote their personal development.

### Potential Development Areas

- Having obtained a pattern of scores that suggests she may be a little prone to feel slightly ill at ease in social settings and may be a little more lacking in social confidence than many, Sam is unlikely to have a particularly strong social presence. Sam may be inclined on occasion to feel slightly uncomfortable in group settings and, as a result, she may wish to avoid presentations and public speaking if possible. Consequently, she is not highly likely to be a persuasive speaker.
- As her results suggest she is quite lacking in assertion, she might be expected to experience significant difficulty pressing uncooperative colleagues into action. Sam's responses further suggest that she might be a little too inclined to concede ground. This tendency may prevent her from being particularly effective as a negotiator.

### Development Recommendations

- Sam might benefit from training in presentation and public speaking skills.
- Depending upon the role demands of her job, Sam may well benefit from training in sales techniques.
- Try to avoid putting Sam in the public spotlight.
- Acknowledge that she may well need some support and encouragement if she has to deal with a lot of people she does not know.
- Value her ability to build rapport with colleagues and clients.
- Encourage her colleagues to see the importance of understanding and respecting others' points of view.
- Assertiveness training is very likely to be of significant benefit to Sam.
- She may also benefit from coaching/mentoring aimed at encouraging her to use the assertiveness skills she has learnt.
- Support assertive behaviour.
- Offer Sam encouragement/praise when she asserts herself.





### Corroborative Discussion Notes

### Implications for Performance Within Coaching Context

### Action Planning



# PLANNING AND ORGANISING

## PLANNING AND ORGANISING PROFILE CHART

Sub-Competency Domains	Level	1	2	3	4	5	6	7	8	9	10
Desire to be organised and create plans	L	●									
Effective time management	L	●									
Delegation of tasks and responsibilities	L		●								
Competency Potential	Level	1	2	3	4	5	6	7	8	9	10
Planning and Organising Score	L	●									

### Potential Strengths

- No potential strengths could be derived from Sam Sample's profile on this competency.

### Potential Development Areas

- Sam's profile suggests she is not particularly organised by nature. As a result, she is likely to very much prefer to deal with problems as they arise rather than plan ahead. Her results further suggest she is rather inclined to leave things to the last moment. This may sometimes result in her facing difficulty meeting schedules and deadlines.
- Sam's responses to the questionnaire indicate she is not likely to be as meticulous as most. Consequently, she may be inclined to give rather less priority than many to time management issues.
- Sam's results indicate she is quite trusting. As a result, she would be expected to be happy to delegate work to others. However, her profile also suggests she may be prone to set herself less exacting standards than most and may not monitor her colleagues' quality of work as closely as may be required.

### Development Recommendations

- Set Sam clear targets and goals.
- Ensure she stays mindful of the importance of forward planning to achieving targets.
- Remember to offer praise when Sam meets the targets she has been set.
- Training in time management skills is very likely to benefit Sam.
- Sam is likely to benefit from training in goal setting.
- Lead by example, modelling appropriate delegation skills.
- Ensure Sam monitors the quality of work produced by colleagues she has delegated tasks to.



### Corroborative Discussion Notes

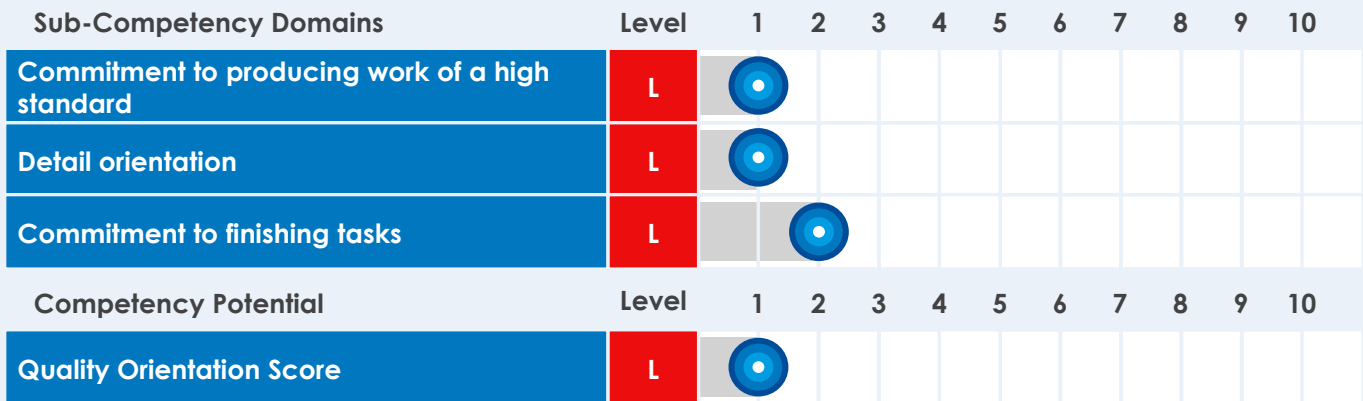
### Implications for Performance Within Coaching Context

### Action Planning



## QUALITY ORIENTATION

### QUALITY ORIENTATION PROFILE CHART



#### Potential Strengths

- No potential strengths could be derived from Sam Sample's profile on this competency.

#### Potential Development Areas

- Having obtained a pattern of results that suggests she is unstructured by nature and is not at all disposed to approach tasks in a systematic and well-organised manner, Sam is likely to be less committed to meeting agreed quality standards than most.
- Sam's profile further suggests she is much less methodical and meticulous than most. As a result, she would not be expected to be that motivated to attend to the detailed requirements of tasks.
- The results she obtained on the questionnaire indicate that Sam has a relatively strong sense of duty. Consequently, she is likely to be fairly committed to finishing tasks she has started. However, her scores also suggest she is likely to be rather less attentive to detail than most. As a result, she might experience difficulty persevering with tasks that are quite boring or repetitive.

#### Development Recommendations

- Set Sam quality standards that are extremely clear.
- Ensure she stays mindful of the importance of meeting these standards and offer praise when she does.
- Remember to monitor Sam's work to ensure that she is able to meet the set standards of quality.
- Sam is very likely to benefit from training in techniques aimed at improving her attention to detail.
- Sam is likely to benefit from training in time management skills.
- Value Sam's diligence and perseverance.



### Corroborative Discussion Notes

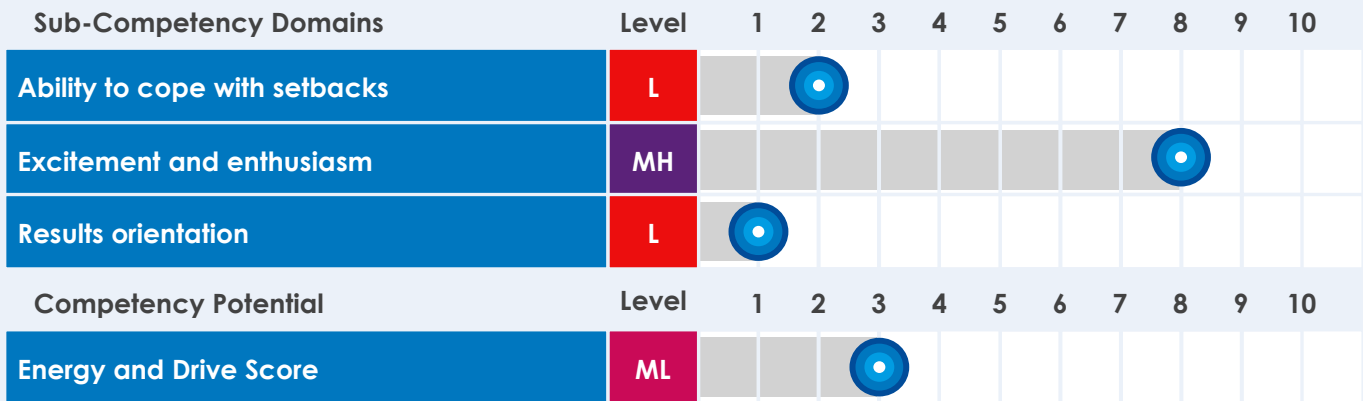
### Implications for Performance Within Coaching Context

### Action Planning



# ENERGY AND DRIVE

## ENERGY AND DRIVE PROFILE CHART



### Potential Strengths

- Having a profile that indicates she is quite active and participative, Sam is likely to enthuse others with her fairly high level of enthusiasm. Moreover, as she is likely to be quite lively and animated, she would be expected to seek out excitement and stimulation. However, she might be prone to become bored reasonably quickly if there is not enough activity to maintain her interest and attention.

### Potential Development Areas

- The pattern of results Sam obtained on the questionnaire suggests she may be a little prone to feelings of despondency when things go wrong. Consequently, she may be inclined to experience some difficulty maintaining her levels of energy when faced with setbacks and challenges.
- Sam's responses to the questionnaire indicate she is likely to be extremely accommodating and that she very strongly prefers to avoid confrontation. As a result, she is likely to experience great difficulty if required to push others into action. Sam's profile further suggests she may be inclined to let others take the lead and might at times appear to be lacking in initiative.

### Development Recommendations

- Sam may find training in problem solving techniques to be of some benefit in helping her maintain her levels of energy and drive when confronted by setbacks.
- Offer support and encouragement when she is faced with setbacks and challenges.
- Try to focus on Sam's successes rather than on any weaknesses or limitations.
- Try to make good use of her tendency to motivate and enthuse those around her.
- Ensure she has sufficient variety and change to maintain her interest.
- Sam is very likely to find training in leadership skills to be of benefit to her.
- Offer praise if Sam takes the lead and shows initiative.
- Be careful not to undermine her if she tries to push for action.



### Corroborative Discussion Notes

### Implications for Performance Within Coaching Context

### Action Planning



## DEVELOPMENT PLANNING

This section provides respondents with the opportunity for self-reflection and self-development. Work with Sam Sample to define development goals based on the results of her profile. Before working with Sam Sample on her development plan, please ensure that you refer to her competency results and development recommendations provided in the previous sections.

### Suggested development process:

1. Feedback and reactions
2. Selecting areas for development
3. Development plan

## 1. FEEDBACK AND REACTIONS

Gauging Sam's reaction to the profile is essential to the interpretation of the results and is useful in determining a development plan. A copy of the Feedback Report can be shared with Sam before discussing the results with her. Use the following questions to gauge her reactions to the feedback.

What did you learn from the results?

How did your perceptions of your workplace behaviour compare to those of the profile?

What areas did you agree with the most?

What areas did you disagree with the most?





## 2. SELECTING AREAS FOR DEVELOPMENT

Discuss with Sam which areas she would like to focus on for development after having reviewed the report's findings. Use this page as the basis for all agreed development plans.

	This development plan is for:	This development plan is overseen by:
<b>Name</b>	Sam Sample	
<b>Position</b>		
<b>Signature</b>		
<b>Date</b>		

The table below lists the competencies used in Fine Nine Competency Framework. The areas which have been determined as most in 'Need' for development from the profile have been marked with a check mark under the 'Need' column, though users may also select other areas which they deem to be in need for development.

Competency	Highlighted Behavioural Dimensions	Need	Priority
<b>Integrity</b>	Commitment to following organisational rules. Ownership and responsibility for own mistakes or errors. Ability to work without close supervision.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Creativity</b>	Preference for seeking new solutions to problems. Intuition and motivation to generate many ideas.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Logical and Analytical</b>		<input type="checkbox"/>	<input type="checkbox"/>
<b>Interpersonal Skills</b>	Collaboration with others.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Resilience</b>	Emotional stability. Ability to cope well under pressure. Confidence.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Persuasiveness</b>	Social Presence. Balanced negotiation style.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Planning and Organising</b>	Desire to be organised and create plans. Effective time management. Delegation of tasks and responsibilities.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Quality Orientation</b>	Commitment to producing work of a high standard. Detail orientation. Commitment to finishing tasks.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Energy and Drive</b>	Ability to cope with setbacks. Results orientation.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Dimensions selected as being in 'Need' of development and which have also been selected as a 'Priority' should be considered as part of Sam's development plan.



### 3. DEVELOPMENT PLAN

Please consider the following points in order to gain as much benefit from the development plan:

- Focus on the dimensions identified for development from the previous page.
- The development guides provide general recommendations for development. Use the development recommendations to help determine which development activities to pursue.
- Keep the objectives simple and measurable.
- Define how to monitor and evaluate progress.
- Use the provided form to put the plans in writing.
- Monitor Sam's progress through regular review meetings.

**What areas do you wish to develop?**

**Why is it important or necessary to develop these areas?**

**How will you go about developing these areas?**

**Who do you need support from in order to achieve your development objectives?**

**When do you wish to achieve the desired development?**