

Sam Sample
16 Nov 2016

EXPERT

**COACHING REPORT
(GROW MODEL)**

FIFTEEN FACTOR QUESTIONNAIRE PLUS



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REPORT STRUCTURE

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

1. Guide to Using This Report

- Introduction
- The GROW Model Coaching Report
- Reference Group (Norm) Used
- Client Goals

2. Personality Assessment

- Response Style
- Interpersonal Style
- Interpersonal Style GROW Exploration
- Thinking Style
- Thinking Style GROW Exploration
- Coping Style
- Coping Style GROW Exploration

3. Coaching Summary

DISCLAIMER

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

This 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

The Fifteen Factor Questionnaire Plus (15FQ+) is an assessment of personality and individual differences. The 15FQ+ is based on one of the most researched and respected models of personality, identifying behaviour preferences across Cattell's 16 personality constructs (Cattell, 1946) and the big five personality traits (McCrae and Costa, 1987). These provide insight into how people typically think, feel and interact in ways that may be productive or counter-productive them.

Extensive research, conducted over many years, has consistently demonstrated that 10-30% of the variance in job performance is attributable to personality differences. Moreover, a person's potential for burnout, their trainability and subsequent job satisfaction, have all been shown to be strongly influenced by personality. Thus personality assessment can support coaching interventions, with the aim of helping individuals understand how their personality can support their journey towards their coaching goals.

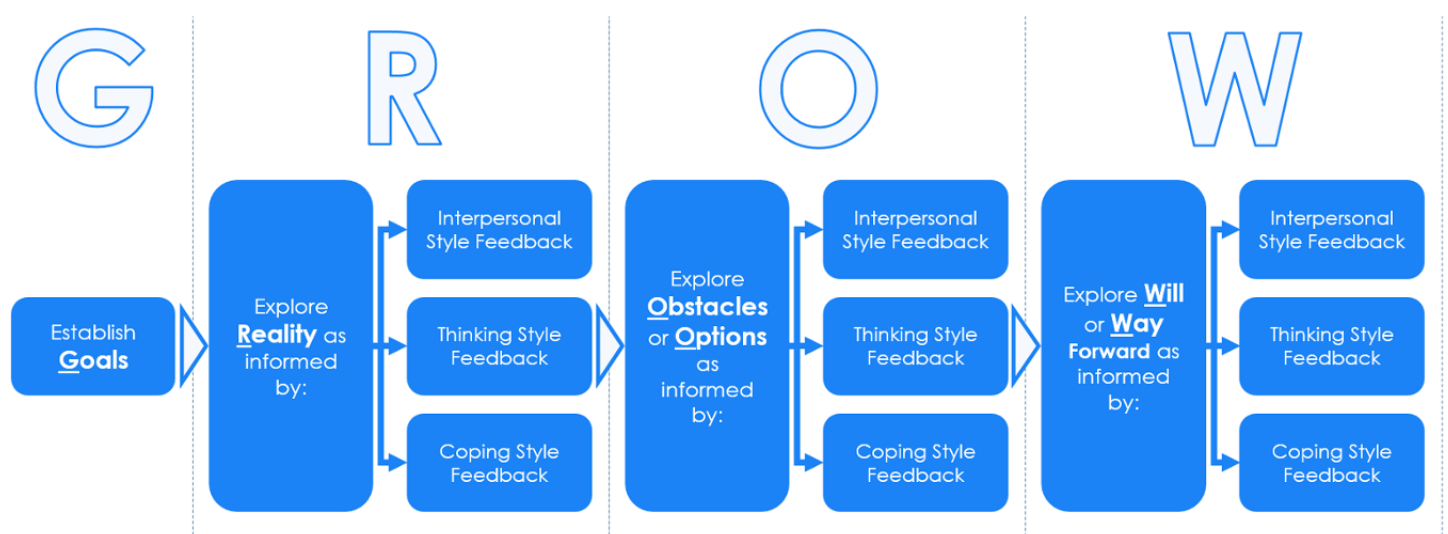
THE GROW MODEL COACHING REPORT

The Standard Coaching Report provides the main narratives of the 15FQ+ profile under 3 major behavioural clusters: Interpersonal Style, Thinking Style and Coping Style. Each of these behavioural clusters may inform the coaching conversation.

This report supports the use of the GROW Model widely used in coaching. Other approaches and models are also used. If you would like your reports to support your coaching approach or model more specifically, speak to your Psytech supplier to discuss possibilities.

It is suggested that this report be used within the coaching cycle after any contracting conversations and once Goals have been established. This report can be used within subsequent coaching conversations where personality and the resulting behavioural clusters can inform an understanding of coachee Reality, how personality might influence or provide Obstacles and Options for action, and how personality might support or inform the Way forward or the Willingness to adopt specific options for action.

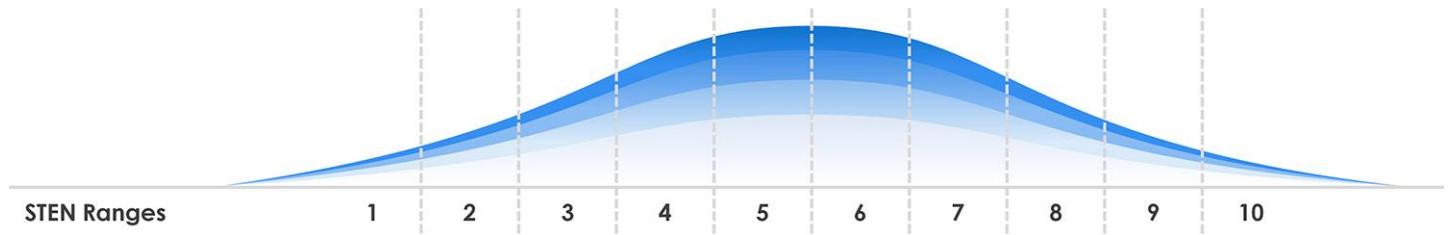
Space is provided within the report for the Coach to add notes for each behavioural cluster in discussion with the Coachee to help inform the coaching cycle. Whilst the report is set out sequentially to avoid repetition of personality information, and experienced coaches can use the report flexibly, an effective way to use this report is illustrated here:





REFERENCE GROUP (NORM) USED

A reference group is used to evaluate Sam's results. Her results are presented as standardised STEN scores with Mean=5.5 and SD=2 as demonstrated in the following chart.



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



CLIENT GOALS

Remember: Goals should be SMART (Specific, Measurable, Attainable, Realistic, and Time-bound)

Possible Questions to elicit or establish Goals

What:

- do you want to achieve from this coaching opportunity?
- goal(s) do you want To achieve?
- outcome would be ideal?
- Do you want or need To change?
- would the benefits be If you achieved this goal?

Why:

- are you hoping to achieve this goal?
- is this the right time to pursue these goals?

How:

- will you recognise goal achievement; what will goal achievement look or feel like
- realistic is this goal?

When:

- do you wish to achieve this goal by?

Make your notes below:



PERSONALITY ASSESSMENT

RESPONSE STYLE

The 15FQ+ contains a number of measures that examine the way in which the respondent has approached the questionnaire. The results indicate that Sam Sample has responded to the questionnaire in an open and honest manner.

INTERPERSONAL STYLE

Sam Sample's personality orientation is quite extraverted. That is, she will like a good deal of contact with people and will adopt quite an open style in her communications. She is quite drawn to social gatherings. Seeking a non-active role, she is attracted to social gatherings. She projects a quite good-natured, easy going personality, relating to others in a quite warm, caring and sympathetic manner. At times however, she may become too close to associates and find difficulty in maintaining an interpersonal distance from those reporting to her. She tends to be spontaneous, enthusiastic and quite optimistic in her approach to life. Fun loving, she will enjoy animated lively social events and activities. Spontaneity appeals to her. Her enthusiasm will rub off on those around her. However, only with encouragement and support would she be tempted into taking rash action. Being somewhat retiring and quite self-conscious, she may wish to avoid high-profile participation in social gatherings. She may experience a degree of embarrassment if unexpectedly made the focus of group attention. She is likely to expend nervous energy performing on the social stage and in group situations and when meeting new people. Outside familiar circles, she may come across as slightly inhibited and formal, her conversation appearing somewhat hesitant at times. However, with people she knows well, she will express an above average degree of interpersonal warmth. Generally preferring to work within a team, Sam Sample enjoys group participation and social recognition. She will tend to feel most comfortable working in a group setting, where she can share her thoughts with others. Being rather group-dependent she is receptive to the group's suggestions and may seek consultation with peers before making decisions or initiating action. This over-reliance on group support may reflect a lack of self-confidence.

Very amenable and cooperative, she will be strongly inclined to put the needs of others first, even if this means that at times people may try to take advantage of her. She is likely to avoid 'rocking the boat' at all costs. Being motivated to avoid unproductive confrontations, she is likely to adopt a highly participative, egalitarian style in social interactions. Friendly, supportive and obliging, people will warm to her. Temperamentally, Sam Sample has a rather trusting nature and is inclined to believe that people are basically genuine and honest. As a group member, she may occasionally be accused of being overindulgent, and consequently may be taken advantage of. She will generally give people the benefit of the doubt without being unduly credulous. In personal interactions, she appears noticeably passive and accommodating. Extremely unassertive, she has a great aversion to confrontation, and will attempt at almost any cost to avoid conflict and, if unavoidable, appease those involved. She is likely to be submissive and quite timid. She appears to be as sensitive as most people to the demands of social situations. She will generally resist saying things that could cause upset or offence.

Potential Strengths

- May be effective in smoothing over interpersonal conflicts.
- Will generally take the views of others into account.
- Will tend to have a high regard for people and is likely to give others the benefit of the doubt.
- Will generally appear to be empathic and accommodating.

Potential Development Needs

- May tend to give way too readily when faced with opposition.
- May seem rather too reliant on group acceptance and support.
- May tend to be too trusting and take others at face value.
- May be too inclined to please others.



Feedback Preparation

Key Interpersonal Style issues to explore through feedback:



REALITY: this section can help the Coachee raise their own awareness of how their interpersonal style might inform their current Reality.

Possible questions to help explore Reality

What (are there aspects of your interpersonal style which influence these):

- is happening now (what, who, when, And how often)?
- has contributed to your success?
- might be stopping you achieving your goals?
- would you say Is beneficial to your success about your interpersonal style?
- If anything, would you change about how you relate to others?

How (are there aspects of your interpersonal style which influence these):

- did you feel when that happened?
- would you describe what you did?

Make your notes below:



OBSTACLES / OPTIONS FOR ACTION: this section can help the Coachee raise their own awareness of how their interpersonal style might inform Obstacles or support Options for Action.

Possible questions to help explore Obstacles / Options

What (are there aspects of your interpersonal style which influence these):

- do you think you need to do next?
- could you do quickly and easily towards your goal?
- aspects of your interpersonal style might support or inhibit your options?
- do you see as the biggest challenge Or limitation to your options?
- strategies would help change behaviour to better meet your goals?

Who (are there aspects of your interpersonal style which influence these):

- could help you and what do you need from them?
- might be an inhibitor in reaching your goals; what can you do to counter that?

How (are there aspects of your interpersonal style which influence these):

- have you dealt with similar issues before and can you repeat that?
- will you make the first step?
- can you use the strengths of your interpersonal style to support success?

Make your notes below:



WAY FORWARD / WILLINGNESS TO ACT: this section can help the Coachee raise their own awareness of how their interpersonal style might influence their commitment to action.

Possible questions to help explore the Way Forward and Willingness to Act

What (are there aspects of your interpersonal style which influence these):

- will you do first?
- behaviours will support your action plan?
- aspects of your interpersonal style might help or inhibit your actions?
- will you Do If you meet challenges In completing your action plan?

When (are there aspects of your interpersonal style which influence these):

- do you plan to take the first steps?
- will you know your actions are contributing towards your goal?

How (are there aspects of your interpersonal style which influence these):

- are you going to use this information about your personality to support success?
- are you going to measure success?

Make your notes below:



THINKING STYLE

Sam Sample should, in most situations, be able to strike a balance between viewing things from an intuitive, subjective perspective and a rational, objective stance. While not being overly speculative in her approach, she is nonetheless likely to be as receptive to experiences and emotions as most. Having a relatively conventional perspective on life, she prefers established, well-proven solutions to problems. She may, as a result, be reticent about accepting new, innovative ideas, particularly if they are outside the realm of her own personal experience. She may be a little uncompromising with regard to the new and the unconventional. She is neither excessively hard-headed, tough and utilitarian nor highly soft-hearted and sentimental. Having an appreciation of aesthetic issues whilst keeping functional considerations in mind, she strikes a balance between the rational and the emotional in decision-making. As attentive as most people to practical realities, she will not be unduly dismissive of abstract, theoretical concepts. She will tend to balance a focus on the here and now with an openness to possibilities and ideas.

Having below average levels of self-control, Sam Sample's behaviour and attitudes are more a function of her own personal belief system than social norms and expectations. Having concern for her reputation and being rather status conscious, she will emphasise self-discipline and control. This should guard her against taking impulsive action and in resisting the temptations of the moment. Given her natural inclination towards expediency, this stance may be unconvincing to those who know her more than superficially. Upholding the virtues of a traditional value system, her behavioural orientation is by contrast unconstrained to a very high degree, she has a strong inclination to bypass rules and cut corners, particularly when it is expedient to do so. Mindful of obligation, nevertheless, she might be an extremely inconsistent or poor finisher, unless pressed. Sam Sample will prefer to have a number of ongoing commitments, but is prone to put them down as quickly as she picks them up. She is averse to deliberation and procrastination, preferring rapid action to lengthy contemplation. Viewing things from a global perspective, work that requires close attention to detail will be an anathema to her.

Potential Strengths

- Will prefer to avoid excessive deliberation when making decisions.
- Being self-critical with an extremely high sense of personal obligation she will take care to avoid errors.
- Will prefer to utilise tried-and-tested solutions to problems.
- Will generally take the views of others into account.
- Will have a tendency to be effective in situations where she has a number of ongoing commitments, where she can concentrate on the global requirements of a task.
- Should be able to focus her efforts on the most important and/or rewarding projects without being deflected by remote prospects.

Potential Development Needs

- May tend to be overly impulsive, possibly not considering all the options.
- May give the impression of being uncomfortable with or resistant to change, possibly preferring a more conventional route to innovation.
- May have difficulty adhering to highly structured work procedures and may overlook the detailed requirements of a task.
- May be disinclined to persevere when confronted with tedious tasks.



Feedback Preparation

Key Thinking Style issues to explore through feedback:



REALITY: this section can help the Coachee raise their own awareness of how their thinking style might inform their current Reality.

Possible questions to help explore Reality

What (are there aspects of your thinking style which influence these):

- is happening now (what, who, when, And how often)?
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- might be stopping you achieving your goals?
- would you say Is beneficial to your success about your thinking style?
- If anything, would you change about how you relate to others?

How (are there aspects of your thinking style which influence these):

- did you feel when that happened?
- would you describe what you did?

Make your notes below:



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- might be an inhibitor in reaching your goals; what can you do to counter that?

How (are there aspects of your thinking style which influence these):

- have you dealt with similar issues before and can you repeat that?
- will you make the first step?
- can you use the strengths of your thinking style to support success?

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- are you going to measure success?

Make your notes below:



COPING STYLE

Sam Sample is currently experiencing above average levels of anxiety. Somewhat more prone to mood swings than most she may have difficulty in finding sufficient energy to meet challenging situations. Rather lacking in emotional resilience, she is expected to experience some stress when placed under pressure. Tending to be swayed by her emotions, some people may view her as being changeable and at times unpredictable. Often worrying about real or imagined past mistakes, she is prone to feel guilty about errors she fears she may have made. Apprehensive about the future, these doubts may erode her rather shaky self-confidence. Very much inclined to worry about how others see her, she is likely to feel anxious in social situations. Being her own worst critic, she is likely to have great difficulty living up to her own standards. This may however act as a source of motivation, prompting her to devote energy and attention to tasks. Sam Sample on the whole, appears to others to be a fairly easy going and composed individual. A 'laid-back', albeit somewhat emotional individual, she rarely appears tense, irritable or restless. Only major frustrations and irritations are likely to upset her. On occasion this may cause others to see her as lacking drive or motivation.

Potential Strengths

- Will tend to have a high regard for people and is likely to give others the benefit of the doubt.
- Is unlikely to over-estimate her ability to achieve unrealistically ambitious objectives and she should know when to give up.

Potential Development Needs

- May lack self-confidence and be prone to feelings of self-doubt.
- May tend to be too trusting and take others at face value.
- May experience difficulty when working under conditions of continual or acute pressure.
- May be disinclined to persevere when confronted with tedious tasks.
- Lacking confidence in her own ability, she may become disheartened if things go wrong.

Feedback Preparation

Key Coping Style issues to explore through feedback:



REALITY: this section can help the Coachee raise their own awareness of how their coping style might inform their current Reality.

Possible questions to help explore Reality

What (are there aspects of your coping style which influence these):

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Make your notes below:



COACHING SUMMARY

Goals Established

Reality Issues Discussed

Options / Obstacles Considered

Willingness / Way Forward Agreed