

# Manager Coaching Guide

for

SAMPLE Profile

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**People Business Solutions**

*Create it. Fix it. Improve it.*

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## Table of Contents

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

Executive Summary for SAMPLE Profile

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

Keys to Coaching SAMPLE

In general communications with SAMPLE-

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

Emphasize SAMPLE's natural strengths in Management-

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

### How SAMPLE learns best-

- Offer flexible timeframes.
- Options to customize learnings for special applications/match personal needs.
- Provide visual and graphic analysis/information.
- Prefers to be part of small, close knit team with specialist role.
- Focus on positive reinforcement when correcting.

### Watch out for these potential friction areas-

- SAMPLE could become frustrated when quick actions and decisions are necessary.
- She may have difficulty focusing on a single priority, preferring instead to explore all the possibilities and options that could arise from that priority.
- SAMPLE could become frustrated when quick, risky decisions are critical and she does not have sufficient time to analyze the situation fully.
- There may also be a tendency to impose her well-developed value system and sense of what is the correct solution on others, which could create conflicting opinions.

## Keys to Motivating SAMPLE

### SAMPLE's motivated as a manager by-

- Having a wide variety of tasks and knowing something about all areas she supervises.
- Being the focal point for channeling activities on the team.
- Respecting and tangibly recognizing her through promotions, appropriate raises and titles.
- Immediate feedback, either correction or validation, is very important for her.
- A cooperative, participative and productive team environment.

### How to give SAMPLE new assignments-

- Emphasize the beginning of activities; this may be when her interest is highest.
- Allow her time to review instructions, formulate questions and plan for any necessary alterations for her carry through.
- Use detailed written instructions, backed up with opportunity to ask questions.
- Repeat instructions.
- Be specific, reassuring--not rushed--and available for questions.
- Let her know what to do for various stages of uncertainty.

## What you may most misunderstand about SAMPLE-

- She may appear to others as not being committed to agreed upon goals, yet she probably is committed; she may prioritize incorporating change and adapting to potential new circumstance higher than following the exact steps or protocol.
- Her ability to adapt to change may be hard for others, but may reflect the most viable outcome of consensus.
- SAMPLE may be overly reliant on established procedures and protocol as a safety net, not because of unwillingness to change.
- She may be sensitive to environments or mood changes and could take them personally.

## How SAMPLE best hears corrective feedback-

- Mention that there are several ways to go about an activity, but be clear about what is the preferred approach for this situation.
- Bring up corrections as soon as apparent and address them in a matter-of-fact manner to have a quality outcome.
- Clearly state SAMPLE's positive contributions, then bring up corrections from a "how to do it differently" perspective, rather than emphasizing what she did wrong.

## Keys to Developing SAMPLE

### Increasing SAMPLE's supervisory effectiveness-

- Give her as much information as possible to let her more easily adapt to new situations.
- Encourage her natural liaison skills in communicating to the various layers in the organization.
- Give her copies of all standard operating procedures and forms.
- Monitor her initial guidance activities with frequent feedback.
- Encourage her to observe when she should be flexible or "generous" when interpreting the rules for her staff or customers.
- Show her the value of prompt, direct, corrective feedback for the group and individuals involved.

### When coaching SAMPLE's planning and organizing skills-

- Ask SAMPLE to focus on her ideas and options one at a time, where her top priority is communicated and followed through until change becomes inevitable, then ask her to communicate the change to her staff and associates.
- Encourage SAMPLE to identify her phases of planning specifically: brainstorming, narrowing the options, prioritizing and setting the action plan, so others can follow her options-based thinking.
- Give SAMPLE the proper authority, resources (human as well a technological) and "chain of command" to accomplish her planning.
- Assist SAMPLE to focus on the people-communication areas that may seem "unnecessary" to her in directly accomplishing her goals, but will probably be vital to long term project success.
- Specifically cover expectations for areas where SAMPLE has and should exercise authority and be proactive, otherwise she may not be as assertive in her scope of planning, which could lead to lesser ability to have the order and organization she needs.

### To strengthen SAMPLE's delegation skills-

- Encourage her to explain why certain tasks are delegated and others are not.
- Coach her to be consistent in how and what she delegates.
- Have her develop summary checklists and monitoring systems others can complete and provide for their review.
- Allow her to be involved in selecting and training individuals to whom she will delegate.
- Encourage her to risk delegation, being careful to validate and to monitor regularly, especially in her early stages of letting go.
- Back her up with encouragement and validation.

### To improve SAMPLE's overall prioritization-

- SAMPLE might be good at multi-tasking, or at least having a few ongoing priorities available to work on for variety.
- Show how her priorities link all the pieces involved.
- Present in factual, logical order.
- Let her gather data she'll need.
- Back up your requests with objective rationale and purpose.

To enhance SAMPLE's overall problem solving skills-

- Make the outcome personally important.
- Let her research alternative solutions in standardized frame work.
- Appeal to her well-developed analytical, reasoning abilities.
- Ask her to set up a systematic approach to finding all the loopholes.
- Be straightforward about what needs to be changed to make it "right".

When supporting SAMPLE to build stronger people relationships-

- Help SAMPLE understand that by being involved in a variety of activities she may come across to those with single-focus work styles as less than focused and committed; if she communicates her priorities well, there will probably be fewer misunderstandings.
- Encourage SAMPLE to share her broad interest base with others, which will probably help them appreciate how she can relate easily to a number of different people.
- Give SAMPLE immediate feedback if she confuses her staff by throwing too many options or possibilities their way, so she can reframe her communication to be more decisive and clear with them.
- Help SAMPLE communicate to her staff and colleagues that she may have the organizational no-nonsense hat on when she is focusing on a goal, that she wants to do what is fair and correct for everyone involved and really welcomes their feedback to do a better job as their supervisor.
- Encourage SAMPLE to take more risk in speaking up for herself, her staff and ideas, that "championing" worthwhile ideas builds even stronger long term relationships on she staff.
- Establish a people-friendly and easy to use monitoring system to review key progress targets, dates, individual's responsibilities.
- Give her technical support—either user friendly computer systems or staff.

## Keys to Understanding SAMPLE's Current Capacity for Change

When assessing SAMPLE's current energy reserve-

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

SAMPLE's current stress level is:

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

Helping SAMPLE thrive with change-

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



### TRAIT SUMMARY CHART

*Flexible trait, may change;tends toward indicated side	
<b>SITUATIONS:</b>	
Decision-making:	assertive / wantsupport
Communication:	to-the-point / subtle
Leadership:	confident / behind the scenes
Follower Role:	strong-willed / take direction well
Approach to Change:	positive / cautious
Best Environment:	need a challenge / peaceful environment
Under Pressure:	commanding / withdraw
Worst Environment:	indecision / lack of support
Pet Peeves:	incompetence / overbearing styles
*Flexible trait, may change;tends toward indicated side	
Decision-making:	enthusiastic / analytical
Communication:	persuasive / reserved
Leadership:	team-oriented / quiet
Follower Role:	cooperative / non-disruptive
Approach to Change:	optimistic / questioning
Best Environment:	need to be with friends / need personal time
Under Pressure:	sarcastic / speak selectively
Worst Environment:	rejection / unexpected exposure
Pet Peeves:	non-communication / speaking before thinking
*Flexible trait, may change;tends toward indicated side	
Decision-making:	unhurried / quick
Communication:	casual / fastspeaking
Leadership:	planners / action-oriented
Follower Role:	dependable / active
Approach to Change:	deliberate / swift
Best Environment:	need cooperation / need variety
Under Pressure:	cover angerw/smile / abrupt
Worst Environment:	unexpected demands / slow-downs
Pet Peeves:	high pressure directives / waiting in lines
*Flexible trait, may change;tends toward indicated side	
Decision-making:	analytical / overview priorities
Communication:	calculating / unrestrained
Leadership:	strong organizers / delegators
Follower Role:	conscientious / self-reliant
Approach to Change:	careful / open-minded
Best Environment:	need personal security / need independence
Under Pressure:	refer to "book" / generalize
Worst Environment:	lack of structure / bureaucracy
Pet Peeves:	mistakes / structured settings