

## Coaching Report

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**This Coaching Report provides manager/coach with narrative about the person's mental toughness and offers coaching suggestions to help them to guide the candidate more effectively.**



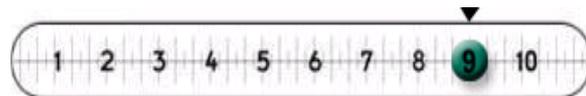
For any enquiry email: [headoffice@aqr.co.uk](mailto:headoffice@aqr.co.uk)

## Coaching Report

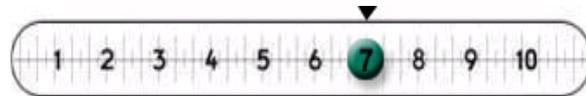
### SUMMARY

#### STEN GRAPH - Mr Sample Report

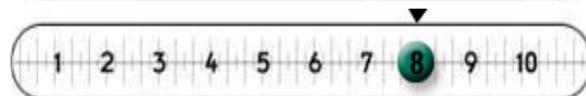
OVERALL MENTAL TOUGHNESS



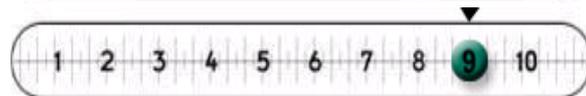
CHALLENGE



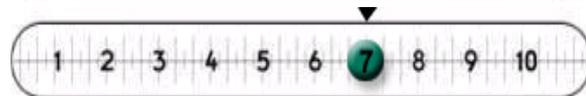
COMMITMENT



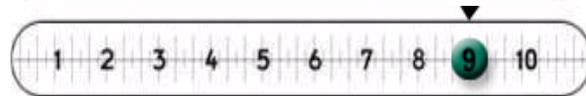
CONTROL



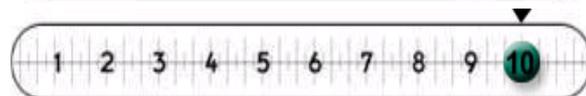
Life Control



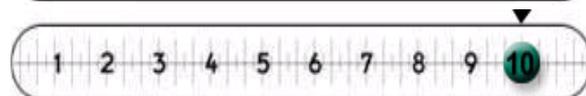
Emotional Control



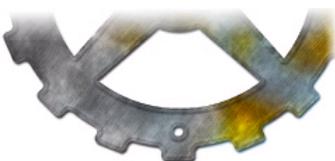
CONFIDENCE



Confidence In Abilities



Interpersonal Confidence



# Coaching Report

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## How to use this report

The information used to generate 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 mental toughness will exist. The report should be interpreted within this wider context.

The purpose of this report is to give information about the individual's mental toughness. This has been achieved by comparing their scores with scores obtained from a large sample of people in the general population.

The report identifies some implications for behaviour or performance in a workplace as well as suggesting possible coaching or development actions. These are intended as prompts and suggestions - they are not comprehensive and other ways of helping the individual to develop may also be appropriate. Before the manager/coach begins any development actions that are based on the results presented here it is important that they check the report and ensure that it's comments are supported by observations of the individual at work.

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

- Read the text with an open mind.
- Consider the report carefully. Factor in other information from other sources. It is important that you discuss the findings with the individual in question. Only after this discussion is it possible to draw useful conclusions from data presented here.
- The discussion should be supportive and should be targeted at helping you work more productively with the individual in question. This can be achieved by changing your management style, changing the working environment, or simply by having a better understanding of what makes them tick.
- **YOU MUST NOT USE THIS REPORT AS THE BASIS OF ANY SELECTION DECISION, TO AWARD PAY RISES, TO PROMOTE PEOPLE OR TO OUTPLACE PEOPLE. THE ASSESSMENT REPORT, PART OF THIS COMPUTER PACKAGE, IS MORE APPROPRIATE FOR MAKING PERSONNEL DECISIONS.**

The findings presented here represent a snapshot in time. Mental Toughness can be enhanced in a number of ways. These are introduced in the DEVELOPMENT REPORT, which can be obtained from this computer software.

## Mental Toughness

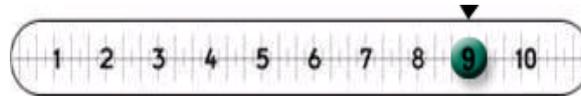
Mental Toughness is a quality which determines, in some part, how individuals perform when exposed to stressors, pressure and challenge.

It can play a significant role in determining how an individual manages stress as well as being a key factor in enabling individuals to perform to the peak of their abilities.

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## OVERALL MENTAL TOUGHNESS



This individual has the capability to withstand a significant amount of pressure. They have confidence in their abilities and are often willing to take on demanding tasks, believing they will succeed. They can usually shrug off criticism and not take others' comments to heart. They are likely to speak their mind when working in groups and are usually comfortable in many different social and work contexts.

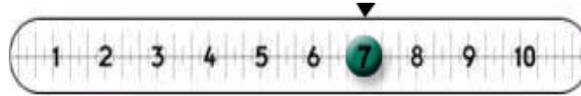
They are normally committed to the task in hand. They tend to be tenacious and resolute and likely to complete what they start. They can deal with unforeseen circumstances without undue stress. When problems arise, they are unlikely to give up, and typically view such events as challenges and opportunities for personal development, rather than threats to their security.

They believe that they are in control of their life. They feel that they are responsible for their own destiny and that they are influential in their own environment. They tend to be in control of their emotions and can cope with difficult events. They are usually calm and stable under pressure.

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## CHALLENGE



This individual will be able to cope effectively with most of life's challenges, and may use these as a way on enhancing their personal development. They may at times seek "change for change sake", but are reasonably accepting of a degree of routine. They will be most comfortable in an environment that provides them with a balance of predictability and flexibility, but they will usually be able to react quickly to the unexpected when necessary.

Occasionally this individual may take on more challenges than they can handle which might mean that they struggle to complete tasks assigned to them.

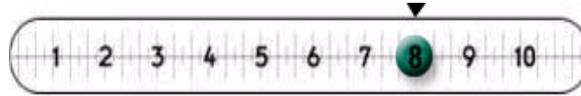
Coaching suggestions will include:

- Helping the individual to review and prioritise their work.
- Introducing simple time management tools and techniques.
- Supporting them in delegating their work to others.
- Encouraging the team to support the individual.

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## COMMITMENT



This individual will usually complete his or her tasks even under difficult conditions, finding different ways to motivate him or herself. They will have high levels of internal resources which allow them to sustain high levels of effort.

They are resilient and tenacious. Once this person has begun a task they will usually see it through to the end, tending to go round, or occasionally through, obstacles that are blocking the achievement of their end goal.

Typically in the workplace this is the kind of person to whom you would be likely to entrust a key project. There may be occasions where the high degree of focus may mean that others may be bruised by this individual's commitment to achieve - particularly where weaknesses are ruthlessly criticised and strengths and achievements taken for granted.

Whilst this behaviour may be acceptable for the "crisis" assignment, sometimes these individuals do this for all assignments - and may acquire a reputation for being "hard". In this circumstance others will increasingly seek to avoid working with this individual because the experience is unpleasant.

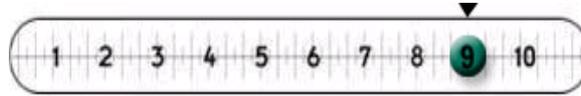
Coaching options include:

- Getting the individual to think about the strengths and weaknesses of the people around him or her and to plan to play to strengths - particularly where some have less energy and drive but will still contribute.
- Encouraging the individual to recognise those who have helped to achieve - and to give "praise".
- Reviewing the time, energy and effort being expended to achieve and get the individual to consider whether it is a productive use of resource.

# Coaching Report

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## CONTROL



This individual will tend to feel in overall control of their lives and has a belief that they can make things happen. Their overall control orientation can be split into two distinct areas: Life Control and Emotional Control.

In the workplace they may typically be seen as unflappable and believe that they can always make a difference. However there are occasionally situations where the organisation or events do not allow this to happen. Often, these individuals will not recognise this is occurring and will become frustrated - "knocking their heads against a brick wall" or they will simply react negatively to the obstruction.

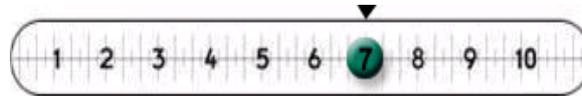
Coaching suggestions could include:

- Helping the individual to scope their work and the situation to understand why they are not achieving their goals.
- Re-direct and re-prioritise their energy into potentially more rewarding areas.
- Carry out - with them - a force field exercise to identify blockages and then work on how to overcome them (possibly by going round the blockage instead of bulldozing through).

## Coaching Report

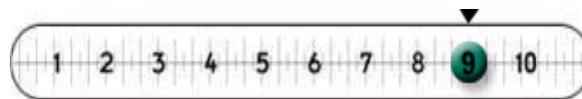
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### Life Control



They believe that what they do will normally make a difference, but may, on occasions, see themselves as "going through the motions".

### Emotional Control

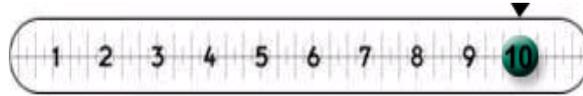


They are not prone to undue worrying, and tend to be able to control their anxieties. They tend to be poised and are unlikely to "lose their cool", even in stressful situations. They may not show their true feelings to other people.

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## CONFIDENCE



This individual has high levels of self-confidence and is self-assured.

Typically in the workplace these are seen as high achievers and will often succeed where others will give up or fail - but they may "go for it" when this is not really warranted. They can be determined to try to succeed even when the task is unachievable.

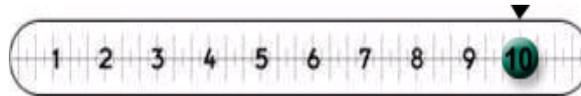
Coaching suggestions include:

- Discussing work programmes and plans to ensure that these are properly scoped and assessed.
- Give clear parameters for unacceptable risks ("reduce costs but don't lose supplier X").
- Review their work regularly to reinforce learning.
- Check how someone is going to carry out a piece of work and whether he or she is comfortable taking it on. Don't just accept their word that they will do it - highly confident individuals will always say yes when asked to do something.

## Coaching Report

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### Confidence In Abilities



They will typically have the self-belief to attempt tasks that may be considered too difficult by individuals with similar abilities but lower confidence. They have a genuine feeling that they are a worthwhile person. They will tend to accept new and difficult assignments, and will expect to be successful. They have a generally positive view about life and don't usually allow mistakes to get them down.

### Interpersonal Confidence



They will tend to feel comfortable in groups, but may not always speak their mind when they have something to say. They will sometimes be willing to take charge of a situation, but on some occasions they may fail to act proactively. Normally, they will play a significant role when working with other people.