

Sam Sample
14 May 2020

EXPERT

**COACHING REPORT
(GROW MODEL)**

FIFTEEN FACTOR QUESTIONNAIRE PLUS



WWW.PSYTECH.COM

© Psytech International Ltd.



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.

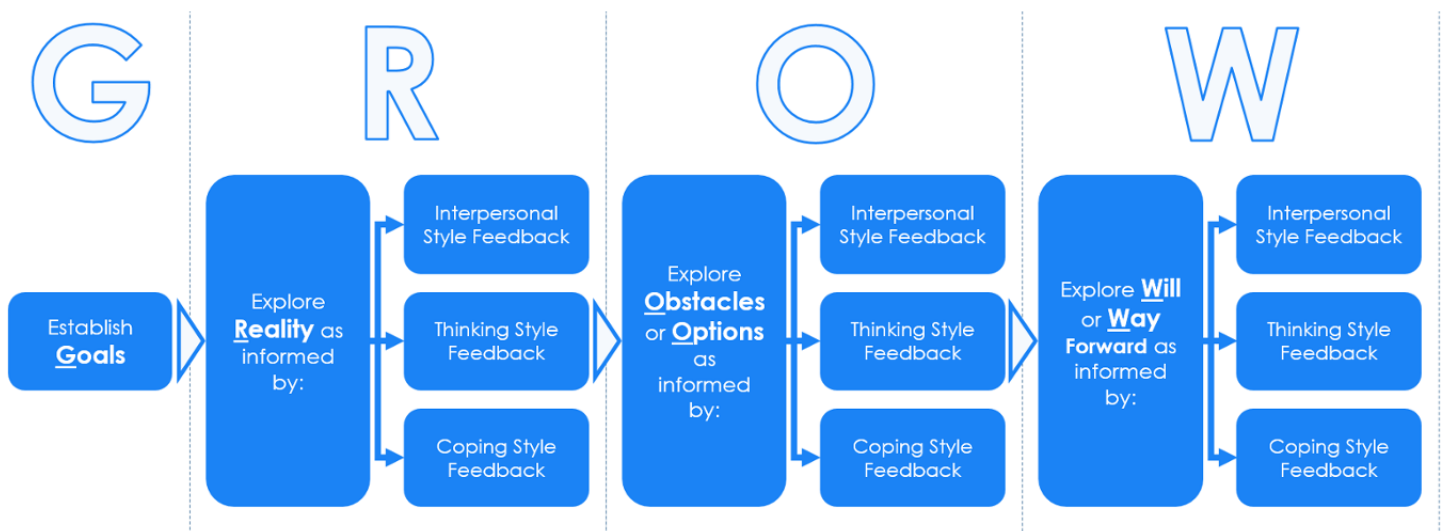
THE GROW MODEL COACHING REPORT

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.

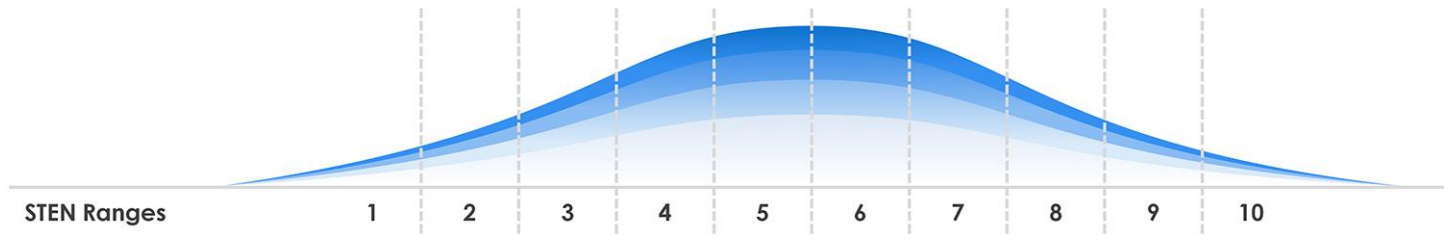
Space is provided within the report for the Coach to add notes for each behavioural cluster in discussion with the Coachee to help inform the coaching cycle. Whilst the report is set out sequentially to avoid repetition of personality information, and experienced coaches can use the report flexibly,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





REFERENCE GROUP (NORM) USED

A reference group is used to evaluate Sam's results. His 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+)	Professional Managerial	1186



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. Although the results suggest that Sam Sample may not have been particularly concerned about projecting a positive image of himself, he appears to have selected more middle or uncertain answers than is typical. This indication may be the result of his desire to reveal little of his true self, or may be a function of a genuinely moderate personality. Furthermore, Sam Sample's results indicate that there may have been an element of randomness within how he answered the questionnaire. This indication may be the result of a conscious lack of commitment to the assessment process, a failure for him to buy into the process or simply a lack of willingness to portray his true self. Whilst a risk of distortion exists due to the number of central answers and the degree of randomness, the risk of distortion remains moderate.

INTERPERSONAL STYLE

Sam Sample's interpersonal style has a tendency towards introversion. As such, he will tend to communicate with people without having a strong requirement for excessive personal contact. He may at times be happier occupied with a task than dealing with people, but will generally come forward in social situations, particularly if this places him at the centre of attention. Expressing moderate levels of warmth and empathy, he is likely to be seen as relatively supportive of colleagues. No more or less sympathetic and understanding than most, he will be able to maintain a degree of distance from colleagues when necessary. Tending not to let go in social settings, his reaction to situations will generally be fairly sober and serious. He may possibly come across as a little stiff and perhaps slightly lacking in spontaneity. Unexpected events, or rapidly changing situations, may put him off-balance and upset him. In the right setting however, he should be capable of a fair degree of enthusiasm. Socially confident, Sam Sample is likely to be quite bold, venturesome and quite uninhibited in social interactions. He will be attracted to social settings where he will be able to relate easily and comfortably with people. He will generally have little trouble with 'stage fright'. While quite socially confident, he may not feel particularly at ease when discussing matters of a lofty, intellectual nature. He is a relatively self-reliant individual who generally prefers to work on his own. Not having a great need for group contact or support, he will avoid unnecessary group distractions. He is likely to view most group discussions and team work as a waste of time. As a result, in a team/work-related context he will prefer to get on by himself. However, in a leisure context outside of the work environment, he will positively welcome group activities.

As amenable and co-operative as most, he will generally not seek confrontation for confrontation's sake. Being moderately competitive, he should not be averse to meeting challenges. While capable of being outspoken on occasion, he should not be oblivious to others' sensibilities. Sam Sample has a relatively cynical and questioning nature, tending to often suspect the underlying motives behind the things people say or do. Overly inclined to be critical, he is however unlikely to be excessively rigid or opinionated. He may be rather obstinate from time to time. He may resent being given instructions and may often do just the opposite of what he is told. He may feel that if he drops his guard, people will take advantage of him. Consequently, he is not likely to be the most popular team member. In personal exchanges Sam Sample maintains a balance by not being overbearing nor being too easily dominated. He will assert himself or give way as the situation demands. He is no more or less assertive than most people. He appears to be as sensitive as most people to the demands of social situations. He will generally resist saying things that could cause upset or offence.

Potential Strengths

- May be self-sufficient, without the need for group support.

Potential Development Needs

- May tend to be something of a loner and not 'walk the talk' as much as might be necessary.
- Tending to be a little wary of people he does not know well, he may prefer to take his time when integrating into a new team.



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 his approach, he is nonetheless likely to be as receptive to experiences and emotions as most. Somewhat unconventional in his attitudes and opinions, his views may tend to be at variance with those of most people. This may lead him to question older, established points of view and be reticent about accepting the status-quo. He 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, he strikes a balance between the rational and the emotional in decision-making. As attentive as most people to practical realities, he will not be unduly dismissive of abstract, theoretical concepts. He will tend to balance a focus on the here and now with an openness to possibilities and ideas.

Having fairly low levels of self-control, Sam Sample's behaviour and attitudes are more a function of his own personal belief system than social norms and expectations. Free-thinking and spontaneous, he may be somewhat dismissive of authority. Not having particularly high levels of self-discipline or self-control, he is not likely to be overly concerned about his social standing. He may prefer to relate casually to others rather than strictly observe formality and social etiquette. A person's status, position or authority is unlikely to carry much weight with him - he will tend to view people on their merits. However, being diplomatic and aware of the impact he may have on others, these attitudes may not always be evident. He may not relate at all well to group undertakings which discourage individualism. Manifestly rather unconstrained to some degree, he has an inclination to circumvent rules especially when it is expedient to do so. Unmindful of obligation, he might be an extremely inconsistent or poor finisher, unless pressed. This may be more apparent on work that he does not consider to be of great significance. Sam Sample may prefer to have a number of ongoing commitments, but lacking a strong sense of personal obligation, is prone to put them down when they become tedious or repetitive. He is not prone to deliberation and procrastination. Tending to view things from a global perspective, he will prefer to avoid work that demands close attention to detail.

Potential Strengths

- Will tend to feel unrestricted by protocol and established values.
- Will have a tendency to be effective in situations where he has a number of ongoing commitments, where he can concentrate on the global requirements of a task.
- Should be able to focus his efforts on the most important and/or rewarding projects without being deflected by remote prospects.

Potential Development Needs

- May show insufficient concern for protocol and established values.
- 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)?
- has contributed to your success?
- 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:



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

Possible questions to help explore Obstacles / Options

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

- do you think you need to do next?
- could you do quickly and easily towards your goal?
- aspects of your thinking 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 thinking 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 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?

Make your notes below:



WAY FORWARD / WILLINGNESS TO ACT: this section can help the Coachee raise their own awareness of how their thinking 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 thinking style which influence these):

- will you do first?
- behaviours will support your action plan?
- aspects of your thinking 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 thinking 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 thinking 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:



COPING STYLE

Sam Sample is currently experiencing average levels of anxiety. Not unduly prone to mood swings, he should have sufficient energy to cope with life's demands. However, he may nonetheless experience some stress coping with particularly demanding situations or when placed under extreme emotional pressure. As resilient as most, he should be capable of remaining calm in a crisis. Being as secure and self-assured as most, he will not normally be unduly burdened by feelings of low self-esteem or insecurity. His tendency to be relatively free of guilt feelings, coupled with his willingness to accept some personal responsibility for failure, would suggest that he is unlikely to rush into apportioning blame onto others when things go wrong. As relaxed and composed as most, Sam Sample is not usually troubled by feelings of irritability and tension. Like most people, however, he may become a little restless or tense when under pressure but this should not cause him undue problems as he is likely to be able to relax without too much difficulty. Whilst minor irritations should not generally upset him, if his goals are repeatedly frustrated he may become impatient or annoyed.

Potential Strengths

- It will be difficult to pull the wool over his eyes.

Potential Development Needs

- Tending to be a little wary of people he does not know well, he may prefer to take his time when integrating into a new team.
- May be disinclined to persevere when confronted with tedious tasks.

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):

- 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 coping style?
- If anything, would you change about how you relate to others?

How (are there aspects of your coping 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 coping style might inform Obstacles or support Options for Action.

Possible questions to help explore Obstacles / Options

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

- do you think you need to do next?
- could you do quickly and easily towards your goal?
- aspects of your coping 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 coping 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 coping 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 coping 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 coping 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 coping style which influence these):

- will you do first?
- behaviours will support your action plan?
- aspects of your coping 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 coping 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 coping 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:



COACHING SUMMARY

Goals Established

Reality Issues Discussed

Options / Obstacles Considered

Willingness / Way Forward Agreed