

# Confidential Coaching Report for Staff Development Services

*Prepared by John Beane/Staff Development Services*

John Doe

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**Disclaimer:** The SDS Hiring and Coaching Reports are based on information from the Simmons Personal Survey. This instrument measures 13 character traits that are key to job performance. These traits are compared to an organization's specific job requirements and/or the U.S. Department of Labor Occupational Handbook norms. The reports are not designed to evaluate education, technical skills, intelligence, or experience but can identify how likely the candidate is to use these assets to fulfill the job requirements. The information within the reports should be validated by a good hiring process.

**Emotional Energy:** for John Doe is high enough that he enjoys a fast pace in his work and gets bored if it is too slow. This gives him an excellent ability to handle stress and he recovers very quickly from any stress he suffers. He does not like being blocked from accomplishing his tasks. John has a good level of energy to function as a pre-litigation attorney but, perhaps, almost too much since he has difficulty being sedentary for any length of time.

**Stress:** He is not feeling much stress which is mainly due to the fact that he has fairly well integrated tendencies. Being well integrated indicates that his character tendencies are rather well balanced (i.e. he does not have too much or too little of a particular tendency). And, it also means that there is harmony in how he views his behavior and how he feels others view it. The little stress that he is experiencing is likely coming from his character tendencies related to managing people. Those areas will be noted where appropriate.

**Optimism:** John is well balanced in his ability to discern the good as well as the bad in people and situations. He can assess things well and then decide how he should feel about it. At times, he leans toward being faultfinding and, at other times, he finds the good without difficulty. Even when somewhat faultfinding, he tries to not be too critical when pointing out the negatives.

**Self-Esteem:** John wants to be respected and have a job with status. He usually feels good about himself and is open to admitting his mistakes or needing to make improvements in his character. But, there are times when he can become a bit defensive and less responsive to criticism. This may be in reaction to certain types of criticism or it could be a difference between how he behaves at home and at work. However, most attorneys have high self-esteem and this should not be much of an issue since he does not maintain the defensiveness all the time. John will be more responsive to mentoring than to criticism.

**Work:** He is a moderately hard worker who does better when he feels challenged by his tasks. He likes staying on task, working hard, and being responsible for what he does. However, with his level of energy, he likely feels somewhat bored by a job once he has mastered it and seeks other tasks that provide him with more excitement. When he feels the challenge, he responds by working harder and doing what it takes to accomplish the task. He is very willing to delegate work to others, especially tasks that he does not enjoy doing. He has a good level of this tendency for an attorney managing the pre-litigation area.

**Detail:** John's level of detail is just below the minimum level expected in an attorney. This indicates that he is organized, accurate, and thorough in his work as long as he has the time he needs to do his work. But, if the pressure is on him to perform, this level of detail diminishes and he becomes more careless and disorganized. But, as soon as the pressure is gone, he resumes his normal level of detail. As the managing attorney, he may spend more time on tasks than he should which could keep him behind in his work. He likely would benefit from spending less time correcting other people's mistakes and, instead, hold them accountable for their work. When it is incorrect, he needs to give it back to them for completion.

**Change:** John is quite creative and very open to new ideas or situations. He enjoys moving from task to task, yet tries to do each one very well. But, the newer ones are more fun for him and he likely gives them more effort than the older or more repetitive ones. He does not enjoy too much routine or repetition and may change things just to do something different. He indicates he is attempting to raise this tendency even further, which would make it more difficult for him to continue doing the same task or project for long periods of time. High energy coupled with high change can be a combination that is detrimental to someone, especially if they are in a highly repetitious job. He may make changes that are not well thought out, especially when under too much pressure and this could create a bit of havoc for his staff.

**Courage:** He enjoys working under pressure because that makes his job more exciting. When he is under pressure, he performs better since he does whatever is necessary to accomplish his goals. His level of this tendency is close to the ideal for an attorney. However, the level of this tendency also means, that unless he is challenged by his work or he enjoys what he is doing, the quality of his performance may suffer a bit. He is self-confident and likes showing what he is capable of doing to others. The more routine his work, the quicker he gets bored with it and then looks for something more exciting and challenging to do.

**Direction:** He is rather independent in his thinking and can function without much input from superiors. He is good at making decisions, forming opinions, setting goals and objectives for himself and his department. Yet, he likes having a structure to work within but within that structure he wants the freedom to do as he feels is best. He has a good level of courage and direction but needs to lower his desire for change to a more appropriate level. This is because his courage and direction in combination with his high change may cause him to alter or modify things that should be left alone.

**Assertiveness:** John is posturing or acting as if he can be somewhat assertive with people. He is putting some effort into maintaining this façade which creates some stress for him. This posturing level is appropriate for doing pre-litigation work since it permits him to act persuasively without being pushy or confrontational. When he is away from work, he may be more submissive and conforming than he is at work. Here he is not too quick to get upset or issue ultimatums to people. He is much better at negotiating than litigating but he may have a tendency to 'give away' more than he should. He would benefit from raising this tendency a little so that he can better withstand the advances of a tough competitor.

**Tolerance:** He is a very patient, understanding, and forgiving person. He prefers getting along with people rather than having harsh or confrontational types of relationships. He lets people ‘get away’ with a little more than he should, hoping that they will change or improve without his intervention. If they do not and it is brought to his attention, he reluctantly deals with the situation. By not expressing his anger, he raises his stress a bit. If he is under a good deal of pressure, he is quicker to express his emotions. But, as soon as the pressure is gone, so is this ability. Having to discipline people or deal with those sorts of issues is likely one of the more difficult parts of his job. He could benefit from lowering this tendency by 20 or 30% so that he can more quickly deal with issues. This can be accomplished by addressing inappropriate behaviors or performances when they occur. This should not be done by being antagonistic or critical but, instead, by just letting people know what was observed and what changes need to be made.

**Consideration:** John is well balanced between trying to get his wants and needs taken care of while helping those around him achieve theirs. Thus, when he needs to be ‘tough’ with people he finds it difficult since he can over empathize with their plight. He is ‘tuned into’ others’ feelings and does not want to hurt them. This puts him in a position in which he wants to achieve his wants and needs due to his courage and direction but then finds it difficult to deal directly with employees when that need arises. Yet, those employees may be keeping him from getting what he wants. Both his tolerance and consideration need to be lowered so he can more effectively deal with people issues. He needs to be less responsible for others’ wants or needs and more focused on achieving his own as manager of the pre-litigation department.

**Sociability:** Another aspect that makes it difficult for him to deal with people is that he really likes them and enjoys being around people. While this makes him good at dealing with clients and his co-workers like him a great deal, solving people issues becomes a bit problematic for him. He is good at making small talk and can be entertaining. He has the ability to ‘kick this up a notch’ if needed to where he is very friendly and talkative. This could indicate a difference between home and work or just varying times at work. In either case, he needs to make certain he does not let conversation take priority over getting the job done. He has some difficulty being alone and working on tasks as he would rather be interacting with people.

**Summary:** Overall, John Doe’s survey indicates he has a fairly good pre-litigation attorney profile. He has good energy, optimism, work, and detail. But he has too much change and this makes it difficult for him to do mundane or repetitive tasks for long. He may also want to change things that should be left alone. His courage and direction are very close to the ideal for an attorney or a manager. But, his assertiveness is a bit low for an attorney but not too bad for a manager. He is ‘soft’ with people due to his higher tolerance and consideration and this makes it difficult for him to address issues when they arise as quickly as they should be. He likely hopes things will get better on their own so that he will not have to intervene. If he could lower these two tendencies by roughly 20 to 40%, he would find managing people much easier.