

## Coaching Report

Sample Report 21 July 2014

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.

# Summary

**OVERALL MENTAL TOUGHNESS**

1 2 3 4 5 **6** 7 8 9 10

**CHALLENGE**

1 2 3 4 **5** 6 7 8 9 10

**COMMITMENT**

1 2 3 4 5 **6** 7 8 9 10

**CONFIDENCE**

1 2 3 4 5 6 **7** 8 9 10

**CONFIDENCE IN ABILITIES**

1 2 3 4 5 6 7 8 **9** 10

**INTERPERSONAL CONFIDENCE**

1 2 3 **4** 5 6 7 8 9 10

**CONTROL**

1 2 3 4 5 6 **7** 8 9 10

**EMOTIONAL CONTROL**

1 2 3 4 5 **6** 7 8 9 10

**LIFE CONTROL**

1 2 3 4 5 6 7 **8** 9 10

## 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 in their life or 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 THE MTQ48 ASSESSMENT 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 is available elsewhere in this package.

## 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.

# Overall Mental Toughness



1 2 3 4 5 **6** 7 8 9 10

This individual is able to cope with most of life's challenges, although, when facing some difficult circumstances they may feel nervous and a little threatened. They are moderately confident in their abilities, but their self-belief may sometimes be affected by others' criticism. Others can occasionally get "under their skin"

When opportunities for development present themselves, they are likely to accept the challenge, although the potential for failure may concern them. They are likely to be comfortable in most social situations, and will usually contribute to group activities. Very occasionally they may feel out of their depth.

They will usually achieve their goals, although they may sometimes become distracted when facing difficult circumstances. They are likely to feel in control in most situations and feel that they have some power to influence what goes on around them. However, they may occasionally feel that events have overtaken them.

Under normal circumstances, they are in control of their emotions. They tend to be fairly calm and stable but they may, on occasions, feel anxious and worried.



# Challenge



1 2 3 4 **5** 6 7 8 9 10

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. However at times they may avoid some of the opportunities which, to them, carry risk. 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. In times of high stress or pressure they may tend towards risk avoidance.

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

If exposed to too much change and challenge this person may become worn down and will lose enthusiasm and interest. If confidence is also low there may be a risk of "burnout".

Coaching suggestions will include:

- Helping the individual to review and prioritise their work.
- Getting them to see what they are doing from a wider perspective. Are there others with no greater abilities achieving what they are being asked to handle?
- Introducing simple time management tools and techniques.
- Supporting them in delegating their work to others.
- Encouraging the team to support the individual.
- Getting them to review their goals and targets – are they truly realistic? Are they dependant on others and are the others reliable?
- Check or evidence of "burn out". Are activities beginning to take much longer than expected? What can be done to refresh the person?



1 2 3 4 5 **6** 7 8 9 10

Whilst this individual will normally stick to their task they may, on occasions, become distracted. This may mean that they, occasionally, do not achieve their goals in the most efficient way, or fail to reach the end point.

They are relatively resilient and will normally be enthusiastic and motivated, but under extreme pressure their enthusiasm for a particular task may wax and wane. They are usually quite optimistic in outlook, believing that they will succeed.

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.
- Help the individual to analyse work assigned to them (perhaps using techniques like the 5 whys') and identify how they can achieve
- Use techniques like SWOT or Force Field analysis to identify what is blocking them and how to get past the blockage.
- Introduce closer project management for some work assignments to introduce some elements of learning – introduce regular reviews and meetings to support and develop the individual to achieve.
- Operate an open door policy – make yourself very accessible so that they can seek help when they are stopped by a setback or problem.



1 2 3 4 5 6 **7** 8 9 10

This individual is likely to feel in control in most situations, although they may occasionally feel that events are overtaking them. Their control orientation can be split into two distinct areas: Life Control and Emotional Control.

Typically in the workplace these are people who might work steadily for long periods of time with significant success but who will occasionally appear to reach a impasse. For the most part they can cope with work and with life but can be worn down. The solution often lies in rebuilding their feeling of control.

Coaching suggestions include:

- Ensuring the individual understands that this occasional impasse is normal and will happen to most people.
- Identify the cause of the issue and use it as a learning point. Introduce development actions which restore the feeling of control.
- Help them to put into perspective what they can control and what they can't control.
- Give the individual some breathing space to recover – but do it for a finite period by assigning to a less demanding task.
- Help the individual to handle the next set of tasks to a satisfactory conclusion, give them due recognition for this and build up their feeling that they are back in control.

# Life Control



1 2 3 4 5 6 7 **8** 9 10

They will normally feel that they can have a major influence on their environment. They rarely feel that they are just 'going through the motions', believing that what they do makes a real difference. They do not need others to tell them this.



# Emotional Control



1 2 3 4 5 **6** 7 8 9 10

Whilst they may worry about important aspects of their lives, they do not usually get this out of proportion. They will normally remain cool, calm and collected but on rare occasions they may have difficulty in controlling their emotions. These emotional episodes may surprise those that know them well.



# Confidence



1 2 3 4 5 6 **7** 8 9 10

This individual is reasonably self-assured, having moderate levels of self-confidence. Most of the time they feel they are worthwhile.

Typically these are people who can be relied upon to deliver satisfactorily most of the time. However if subject to a run of setbacks then their confidence and inner belief will diminish – and they may under perform even though they clearly still possess ability. In these circumstances they may turn to others to regain some sense of self belief.

The challenge here is to restore that feeling of self worth and self-belief.

Coaching suggestions include:

- Giving praise consciously when they achieve – and seek every opportunity to do so.
- Change temporarily their work environment to give new challenges that are not tainted by recent “failures”. Ensure that they are given the best opportunity for success by helping them to plan.
- Use the strength of the team to bring back the individual to full speed.
- Give time off to allow the individual to recover.
- Consider assertiveness training or personal confidence training to freshen the individual's range of tools and techniques – and ensure that support is available to them in the workplace.

## Confidence in Abilities



1 2 3 4 5 6 7 8 **9** 10

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



1 2 3 **4** 5 6 7 8 9 10

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.

They will be fairly sensitive to what others say and think about them.



## Comments

### **AQR TRIAL**

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