

# Manager Coaching Guide

for

SAMPLE Profile

March 08, 2006

The logo for PREP Profile Systems Inc. features the word "PREP" in a bold, red, sans-serif font. Below it, "Profile Systems Inc." is written in a smaller, grey, sans-serif font. To the right of the text is a stylized graphic consisting of a vertical line and several grey circles of varying sizes connected by thin lines, resembling a network or a molecular structure.

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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.

## 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.

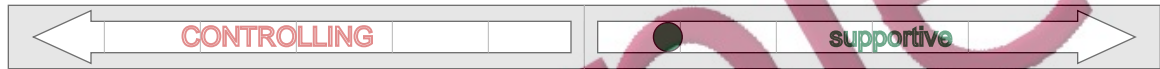
Helping SAMPLE thrive with change-

- 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

**SITUATIONS:**

- Decision-making:
- Communication:
- Leadership:
- Follower Role:
- Approach to Change:
- Best Environment:
- Under Pressure:
- Worst Environment:
- Pet Peeves:



\*Flexible trait, may change;tends toward indicated side

- |                  |                      |
|------------------|----------------------|
| assertive        | wants support        |
| to-the-point     | subtle               |
| confident        | behind the scenes    |
| strong-willed    | take direction well  |
| positive         | cautious             |
| need a challenge | peaceful environment |
| commanding       | withdraw             |
| indecision       | lack of support      |
| incompetence     | overbearing styles   |



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- |                         |                          |
|-------------------------|--------------------------|
| enthusiastic            | analytical               |
| persuasive              | reserved                 |
| team-oriented           | quiet                    |
| cooperative             | non-disruptive           |
| optimistic              | questioning              |
| need to be with friends | need personal time       |
| sarcastic               | speak selectively        |
| rejection               | unexpected exposure      |
| non-communication       | speaking before thinking |



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- |                          |                  |
|--------------------------|------------------|
| unhurried                | quick            |
| casual                   | fastspeaking     |
| planners                 | action-oriented  |
| dependable               | active           |
| deliberate               | swift            |
| need cooperation         | need variety     |
| cover anger/smile        | abrupt           |
| unexpected demands       | slow-downs       |
| high pressure directives | waiting in lines |



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- |                        |                     |
|------------------------|---------------------|
| analytical             | overview priorities |
| calculating            | unrestrained        |
| strong organizers      | delegators          |
| conscientious          | self-reliant        |
| careful                | open-minded         |
| need personal security | need independence   |
| refer to "book"        | generalize          |
| lack of structure      | bureaucracy         |
| mistakes               | structured settings |