



# COACHING

## DEVELOPMENT PLAN FOR STRATEGIC SELF-AWARENESS

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**Report for :** John Score-Average

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# Introduction

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The Coaching Report is designed to guide you through the development planning process. The report will help you bring together the results from the Leadership Forecast Reports (and any other assessment data you may have) and integrate those results into a comprehensive development plan. You can make effective use of this report on your own or in conjunction with a more formal coaching process. The report includes the following components:

- Process Checklist designed to walk you through building a development plan
- Development Model that provides guidance for integrating assessment data
- Job Analysis Worksheet to better understand the target job for your development effort
- Multi-rater Worksheet to indicate 360 results or behavioural examples
- Forecast Summary that overviews the results of your Leadership Forecast Reports
- Assessment Worksheet to summarise results of your Leadership Forecast Reports
- Data Integration Worksheet to organise all results into an overall performance snapshot
- Development Planning Form to record your development information (Appendix A)



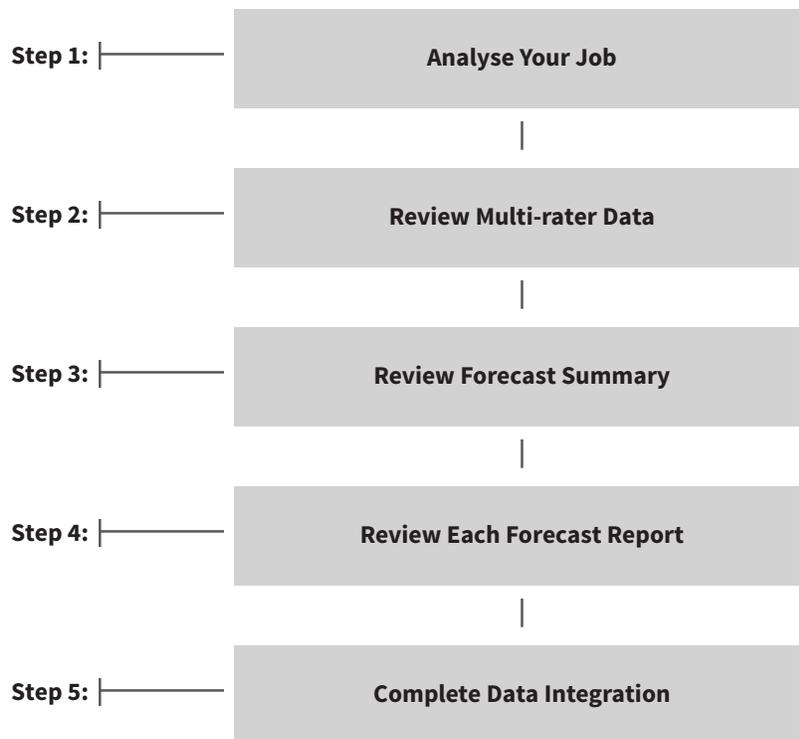


# Process Checklist

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The process checklist shown below outlines the steps necessary to fully understand the large volume of information you now have regarding your development and how to use the information to create a comprehensive development plan. Before you begin to build your development plan, you should carefully read the next section outlining the Hogan Development Model. The model provides an excellent overview of the steps involved in creating a development plan.

This report follows the sequence of steps listed below beginning with the section following the Hogan Development Model.

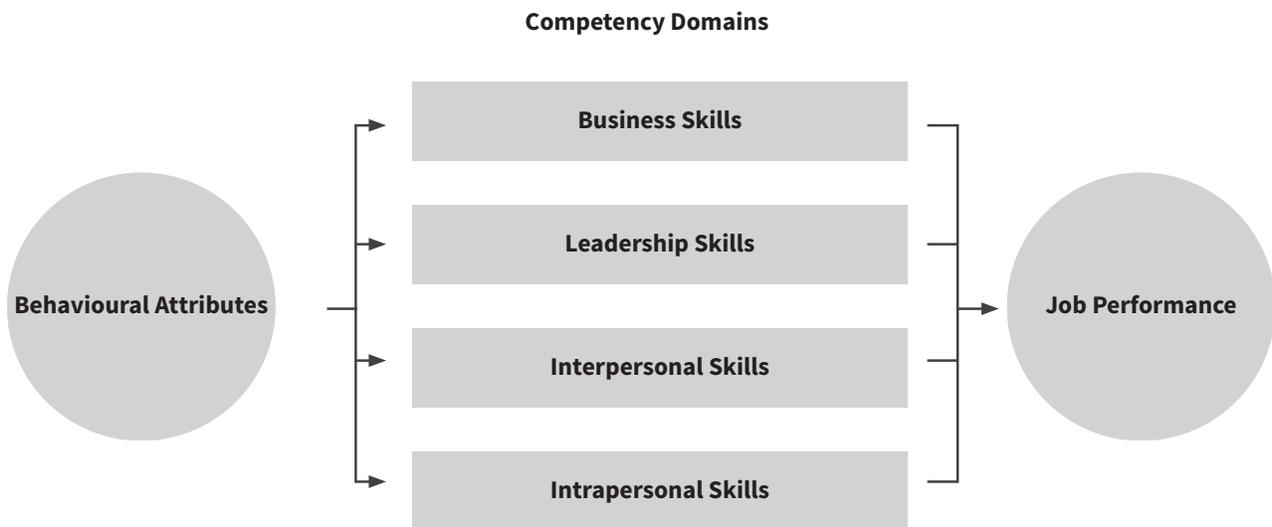




# General Model

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One of the most difficult challenges associated with development is sifting through performance data and targeting areas for change. The Hogan Development Model is a simple way of meeting this challenge. The model has three components: Behavioural Attributes, Competency Domains, and Job Performance. Behavioural Attributes describe "why we do what we do." Competency Domains describe "what we do and how we do it." Job Performance represents the requirements necessary to be successful in a job. If you have development information on your Behavioural Attributes and Competency Domains, you can relate that information to job requirements. Accurately targeting development is a matter of choosing those areas that you can reasonably expect to change and, if you make the change, it will produce a noticeable performance improvement. The best targets are those that will produce the most improvement with the least amount of effort to change.



# Job Performance

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An appropriate development target should have a significant impact on job performance. If you understand the requirements of the job that impact successful performance, then targeting development is a matter of lining up the three components of the model. You should think about job requirements in terms of the Competency Domains. In other words, consider the competencies responsible for successful performance and group them according to the four domains. The domains will then serve as an organising structure for all development planning activities. Your manager is probably the best source of information regarding those competencies most responsible for successful performance.





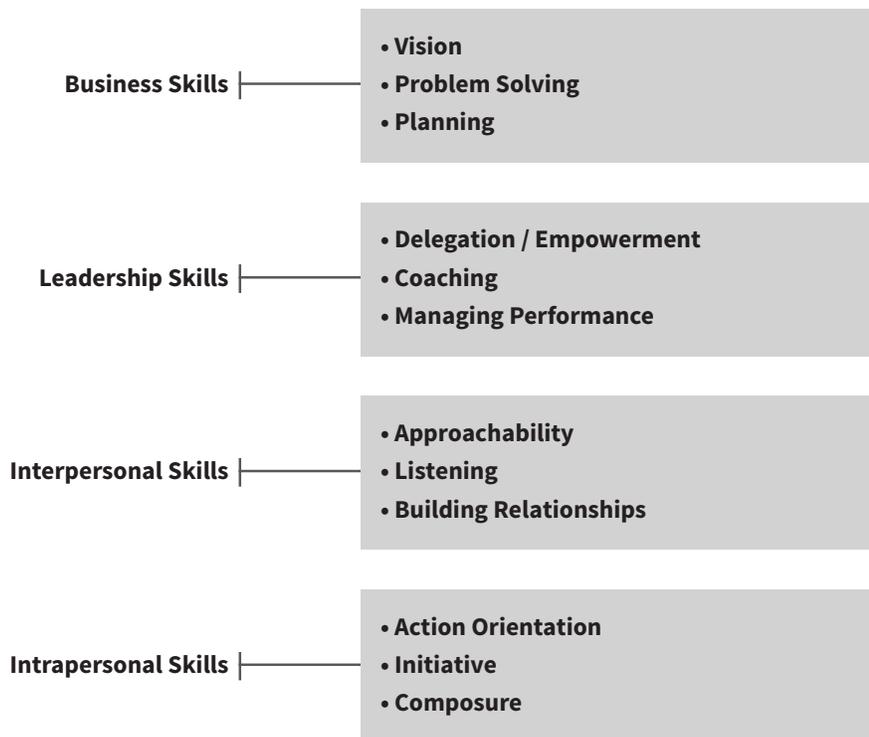
# Competency Domains

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Competency Domains are clusters of competencies that tend to go together. They are best measured using on-the-job behavioural examples obtained through feedback. This can be done systematically using a 360 rating process or by simply asking for feedback from those individuals that know your work best. Four domains capture most of the competencies that commonly occur in business. Business Skills include competencies that can be done on your own and usually are thoughtful in nature. Leadership Skills include competencies used in managing others. Interpersonal Skills encompass competencies used in getting along with others. Finally, Intrapersonal Skills refer to competencies considered to be at the core of how one approaches any work assignment.

The Competency Domains have an important developmental relationship to each other. Intrapersonal Skills develop early in life followed by Interpersonal, Leadership, and Business Skills. The earlier in life a skill is developed, the more difficult it is to change. For example, planning skills (Business Skills Domain) are much easier to develop than initiative (Intrapersonal Skills Domain). This distinction should be considered when choosing development targets.

## WHAT WE DO AND HOW WE DO IT, MEASURED USING JOB-RELATED FEEDBACK



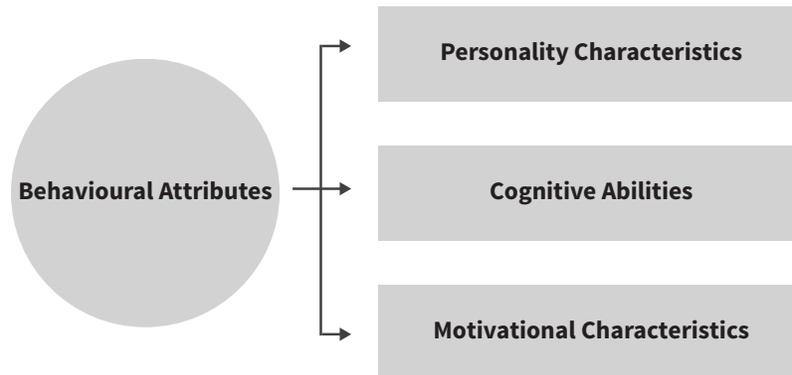


# Behavioural Attributes

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Behavioural Attributes are best measured by assessment inventories that are capable of looking beyond a small sample of behaviours to provide a description of "why" those behaviours occur in the first place. Behavioural Attributes are comprised of personality characteristics, cognitive abilities, and motivational characteristics. The Leadership Forecast Potential Report and Challenge Report both provide excellent measures of personality characteristics. A measure of critical thinking such as the Watson-Glaser Critical Thinking Inventory is a good measure of cognitive abilities. Motivational characteristics speak to our wants and desires and are often manifested in our values. The Leadership Forecast Values Report provides a good understanding of motivational characteristics. Understanding your personality characteristics, cognitive ability, and motivational characteristics is the foundation for development. Knowing "why you do what you do" often dictates the targets you are likely to be successful in changing. It may also dictate the change strategy with the highest probability of success.

## WHY WE DO WHAT WE DO, MEASURED USING ASSESSMENT INVENTORIES





## Applying the Model

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You now have a better understanding of the three components of the model. The next step is to apply these components to create a high impact development plan. The following example uses a sales job to illustrate how the model works.

Sales jobs have many critical requirements including planning (Business Skills), listening (Interpersonal Skills), and initiative (Intrapersonal Skills). In analyzing the sales job, you find that initiative is the most important competency followed by listening, then planning. In reviewing Competency Domain data (from your 360 ratings), you were rated high in initiative, but low in listening and planning.

Turning to data on your Behavioural Attributes, you were somewhat low on personality characteristics associated with listening and planning. Since you have Competency Domain and Behavioural Attribute data that indicate weaknesses in listening and planning, which one should be the primary target for development? You have to use some judgment at this point. Since listening was rated as more important to success than planning, it would be reasonable to target listening. However, it is important to realise that your listening skills develop long before your planning skills and will be a more challenging development target. You essentially have to balance the development challenge with the potential impact on successful job performance. In this case, it would be reasonable to conclude that, as a sales person, listening skills take priority over planning skills.

The following pages will help you apply this model in building a development plan for your target job.





# Step I – Analyse Your Job

The starting point in building your development plan is to identify the key requirements of your job that are responsible for successful performance. Spend a few minutes thinking about the truly important requirements for success. You may want to ask your manager just to make sure you fully understand the requirements that will lead to success. In the space below, write down the competencies that are critical to success, grouping them according to the Competency Domains. Once you have listed them, describe in your own words what you think is the most important job requirement for each domain.

Domains	Competencies	Describe the most important requirement
BUSINESS	<hr/> <hr/> <hr/> <hr/>	
LEADERSHIP	<hr/> <hr/> <hr/> <hr/>	
INTERPERSONAL	<hr/> <hr/> <hr/> <hr/>	
INTRAPERSONAL	<hr/> <hr/> <hr/> <hr/>	



# Step 2 – Review Multi-rater Data

Multi-rater data can be very important to understanding "what" you do and "how" you do it on the job. If you have multi-rater data such as a 360 assessment, you can use this section to summarise the results. If you do not have 360 data, but have feedback from your manager or others in your organisation regarding your job performance, you may want to use this section to summarise that information. Skip this section if you do not have any feedback regarding your job performance.

Review your multi-rater data and think about what the results reveal about your strengths and opportunities for development in each of the competency domains. Note your strengths and opportunities in the space provided and write down the specific multi-rater item (or statement) that was most important in leading you to your conclusions.

Domains	Strengths / Opportunities	Multi-rater Items
BUSINESS	Strengths:  Opportunity:	_____ _____ _____ _____
LEADERSHIP	Strengths:  Opportunity:	_____ _____ _____ _____
INTERPERSONAL	Strengths:  Opportunity:	_____ _____ _____ _____
INTRAPERSONAL	Strengths:  Opportunity:	_____ _____ _____ _____



## Step 3 – Review Forecast Summary

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This section summarises your results from the Leadership Forecast Potential Report, Values Report, and Challenge Report. The summary will prepare you to do a more detailed review of the individual Leadership Forecast Reports. This section is organised in four parts: (1) Performance Strengths; (2) Values and Drivers; (3) Challenges; and (4) a Career Development Summary. At the end of this section, there is a table containing your individual scale scores for each of the Leadership Forecast Reports.

### Performance Strengths

#### Personal Impact

Low keyed and seemingly relaxed, you will not mind letting others be in charge and generally will avoid the “political behaviour” that is sometimes necessary to advance in an organisation. Because you tend not to seek leadership roles, your career promotions most likely will be based on technical competence rather than by maintaining a high profile within the organisation. You appear friendly, outgoing, and approachable, but you are willing to listen and let others talk.

#### Interpersonal Skill

You are a pleasant and tolerant person, but one who will take a stand when necessary. You are reasonably planful and careful about procedures, but also able to be flexible enough to change directions when necessary.

#### Working and Learning Style

You tend to be reflective and self-critical. As a result, you are usually vigilant regarding mistakes, concerned about being evaluated, responsive to coaching and feedback, and work in bursts of energy. These characteristics are useful in research activities, and as a stimulus to productivity and hard work. You are open minded and curious, but you also take a practical approach to problem solving. You seem uninterested in education or training for its own sake and, relative to most other people, you are only moderately motivated by academic pursuits. This does not imply a lack of ability; rather, people with this characteristic are likely to see reading and learning as a means to an end rather than something intrinsically important.





# Values and Drivers

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## **Achievement Motivation**

You like to strike a balance between working hard and playing hard and, although you respect traditional business manners and practices, you are also willing to change with the times. You seem appropriately interested in advancing your career, but you also pay attention to the demands of career, family, and social life. You like being noticed and enjoy having your achievements recognised—you are even willing to advertise them from time to time.

## **Social Interests**

You seem equally happy working by yourself or as part of a team. You enjoy meeting new people, but you also like having time to yourself. You like people, but you do not need constant interaction. You enjoy assisting and developing others, especially those who need the most help. You help others because it is the right thing to do. You also think it is important to pay attention to staff morale, communicate with staff regularly, ask them for feedback, and to encourage and support their efforts. You seem to prefer a balance between change and diversity on the one hand, and stability and uniformity on the other. You are neither liberal nor conservative in management style; you seem to have a natural preference for moderation and compromise. You value the lessons of the past but are willing to experiment for the future.

## **Entrepreneurial Values**

You seem to have a sensible attitude toward money; although you appreciate its value, you are not preoccupied by compensation issues. You judge yourself in part by income potential, but you also take pride in family, friends, and leisure time activities. You prefer to minimise risk and uncertainty; you like expectations to be spelled out and performance standards to be made explicit. You would rather be safe than sorry, which means that you will take few foolish chances, but you may also be reluctant to take the chances necessary to advance your career.

## **Decision Making Style**

You seem to strike a balance between form and function in decision making. You want equipment to look good but also to perform reliably and efficiently. You understand the trade off between elegant style and durable performance and use it in making decisions. You seem willing to make decisions based on data and research as well as your own personal experience. You are comfortable with technology, but you are not interested in technological innovations for their own sake—you understand the use of technology without being addicted to it.





# Challenges

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## Reactions to Others

You seem to be an energetic and enthusiastic person, but one who tends to be easily annoyed or disappointed with other people's performance. As a result, at times you may seem somewhat irritable, critical, and willing to give up on people or projects. You seem to be quite insightful about others' motives and intentions, but somewhat thin-skinned and easily offended. Under pressure, others may see you as mistrustful, uncooperative, or argumentative. You are a careful person who rarely makes silly mistakes. At the same time, however, you may be too careful and, as a result, may seem slow to act or make decisions, and reluctant to take any risks. You are a sturdy person who can stand up to criticism and adversity. Nonetheless, because you can be reserved, others may think you are aloof, detached, and unconcerned about their interests. Because you are so stoic, others may not know what is on your mind. You also dislike being interrupted, can be sceptical of others' competency, and possibly you are hard to coach.

## Personal Performance Expectations

Others may see you as rather modest and reluctant to speak up unless your opinion is explicitly solicited. You seem candid, but somewhat reserved and careful to avoid what you see as unnecessary risks. You seem somewhat hesitant to call attention to yourself. You may be reluctant to put forward ideas that others may see as radical or different.

## Reactions to Authority

You seem somewhat tolerant and flexible, but may be inconsistent in your standards for evaluating others' work, sometimes being too strict and other times too lenient. You seem attentive, cooperative, and like consensus rather than controversy. On the other hand, you may seem reluctant to take a stand or make independent decisions and perhaps too eager to please your boss.





# Career Development

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## **When Strengths Become Weaknesses—Development feedback for Mr. Score-Average**

You tend to be somewhat defensive and may take things personally. As such, periodically remind yourself to lighten up and perhaps even practice stress management. In view of your tendency to be somewhat passive in social settings, you would benefit from training (assertiveness and/or public speaking)—if needed for the current or future job—to enhance your willingness to speak up and take initiative. You should be reminded to talk regularly with your co-workers, to ask them questions, and seek their advice. The goal is for you to achieve a balance between the social and technical aspects of work. You should anticipate others' expectations during interactions and respect their needs. You should be positive and remember that you can gain others' trust by being rewarding and honest in interactions with them. Remember to be patient when others make mistakes—typically, others do not make errors on purpose. You should stay open to change and be flexible in uncertain situations. When making decisions, you should remember that you may never have all relevant information, but should still decide promptly. Make an effort to prioritise work, keeping in mind that not every task requires equal time or attention. There's a big picture for every organisation—it is the strategy and vision for the business. Make sure you understand it, able to talk about it, and can determine how your activities contribute to this larger picture. Because you are not particularly interested in traditional education, you should make an effort to read, to take advantage of training opportunities, and encourage others to do the same. You should identify your preferred modes of learning (e.g., videotapes, audio tapes, on-the-job, etc.) and incorporate these in to your development planning process.

## **Dealing with Derailment Tendencies**

- First, remember your strengths—at your best, you are a cooperative, congenial person who works well as part of a team. You are good at resolving disputes and soothing ruffled feelings, and you are a loyal supporter of good people and admirable causes.
- Second, remember that if you want your staff to be loyal, then you must be loyal to them, even if that means sometimes annoying superiors.
- Third, when asked for an opinion, you should take your time, decide what you believe, and be prepared to defend your position when challenged.
- Fourth, although you dislike conflict, there will be times when confrontation and disagreement are inevitable. In the long run, credibility depends on confronting in a tactful yet persistent manner.





# Summary of Scores from your Leadership Forecast Reports

Scale	%	Scale Interpretation
<b>Hogan Personality Inventory</b>		
<b>Adjustment</b>	32	Concerns composure, optimism, and stable moods.
<b>Ambition</b>	30	Concerns taking initiative, being competitive, and seeking leadership roles.
<b>Sociability</b>	48	Concerns seeming talkative, socially bold, and entertaining.
<b>Interpersonal Sensitivity</b>	47	Concerns being agreeable, considerate, and skilled at maintaining relationships.
<b>Prudence</b>	43	Concerns being conscientious, dependable, and rule-abiding.
<b>Inquisitive</b>	38	Concerns being curious, imaginative, visionary, and easily bored.
<b>Learning Approach</b>	24	Concerns enjoying formal education and actively staying up-to-date on business and technical matters.
<b>Motives, Values, Preferences Inventory</b>		
<b>Recognition</b>	68	Desire to be known, seen, visible, and famous.
<b>Power</b>	55	Desire for challenge, competition, achievement, and success.
<b>Hedonism</b>	38	Desire for fun, excitement, variety, and pleasure.
<b>Altruistic</b>	66	Desire to serve others, to improve society, and to help the less fortunate.
<b>Affiliation</b>	46	Need for frequent and varied social contact.
<b>Tradition</b>	48	Concerns for morality, family values, and devotion to duty.
<b>Security</b>	73	Need for structure, order, and predictability.
<b>Commerce</b>	53	Interest in earning money, realising profits, and finding business opportunities.
<b>Aesthetics</b>	48	Interest in the look, feel, sound, and design of products and artistic work.
<b>Science</b>	45	Interest in new ideas, technology, and a rational and data-based approach to problem solving.
<b>Hogan Development Survey</b>		
<b>Excitable</b>	69	Concerns being overly enthusiastic about people/projects, and then becoming disappointed with them.
<b>Sceptical</b>	79	Concerns being socially insightful, but cynical and overly sensitive to criticism.
<b>Cautious</b>	70	Concerns being overly worried about being criticised.
<b>Reserved</b>	66	Concerns lacking interest in or awareness of the feelings of others.
<b>Leisurely</b>	68	Concerns being charming, but independent, stubborn, and hard to coach.
<b>Bold</b>	6	Concerns having inflated views of one's competency and worth.
<b>Mischievous</b>	34	Concerns being charming, risk-taking, and excitement-seeking.
<b>Colourful</b>	57	Concerns being dramatic, engaging, and attention-seeking.
<b>Imaginative</b>	63	Concerns thinking and acting in interesting, unusual, and even eccentric ways.
<b>Diligent</b>	38	Concerns being conscientious, perfectionistic, and hard to please.
<b>Dutiful</b>	85	Concerns being eager to please and reluctant to act independently.





# Step 4 – Review Each Forecast Report

The Leadership Forecast Reports are designed to help you understand "why" you do what you do. There are three reports in the series including the Potential, Challenge, and Values Reports. Use this section to record strengths and opportunities as identified in the Leadership Forecast Reports.

In the previous step, you reviewed a summary of the three Leadership Forecast Reports. You are now ready to complete an in-depth review of the individual reports. We suggest you read all three reports before completing this section. Once you have read the reports, you should go back, and beginning with the Potential Report, review and record strengths and opportunities for development in each of the competency domains. Do the same for the Challenge and Values Reports. Keep in mind that it is not necessary to list something in every box. Only record the strengths and opportunities that are pertinent to your job success.

Domains	Potential Report	Challenge Report	Values Report
<b>BUSINESS</b>	Strengths:  Opportunity:	Strengths:  Opportunity:	Strengths:  Opportunity:
<b>LEADERSHIP</b>	Strengths:  Opportunity:	Strengths:  Opportunity:	Strengths:  Opportunity:
<b>INTERPERSONAL</b>	Strengths:  Opportunity:	Strengths:  Opportunity:	Strengths:  Opportunity:
<b>INTRAPERSONAL</b>	Strengths:  Opportunity:	Strengths:  Opportunity:	Strengths:  Opportunity:



# Step 5 – Complete Data Integration

You have now completed an analysis of your job, reviewed your 360 results, and reviewed your assessment results. You have all the data you need to identify some high impact development targets. First, use your overall impression of the data to identify any behaviours that you believe need to change to improve your job performance. Record those behaviours in the right-hand column under the appropriate domain. It is not necessary to list something in every box. Record only those behaviours that indicate a clear need for attention. Second, in the middle column record the actual 360 items (or statements) that suggested a need for improvement. Finally, in the left-hand column record the Leadership Forecast Report results that help you understand "why" you exhibit these behaviours. Keep in mind, the best development targets are those that will significantly improve your job performance, you have clear data supporting the need for change, and you have acquired some insight as to "why" you exhibit the behaviour.

Domains	Using the assessment data from Step 4, describe the results that indicate why you do what you do.	Using the 360 data (or statements) from Step 2, list items that led you to select behaviours needing improvement.	Describe behaviours that need to change in order to improve your performance.
BUSINESS			
LEADERSHIP			
INTERPERSONAL			
INTRAPERSONAL			



# Building Your Development Plan

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There are many options for creating a development plan. Three options you should consider are outlined below.

## **Your company's approach**

Most companies offer some form of a development planning form that can be used to document and track your personal development. In-house approaches vary widely, but usually include a place to specify development goals, action plans, and a way to document progress. The advantage of using an in-house approach is that it is consistent with what other people are doing in the organisation and likely has some structure which conforms to an in-house development process.

If an in-house approach is not available or if you are looking for an alternative, the following two approaches should be considered.

## **Development Planning Form**

For those interested in a simple paper-and-pencil approach that does not require a large time investment to create, we have provided a planning form that is located in Appendix A. Based on the information you recorded in Section 5, you should identify one or two development goals and record them in the first column of the form. A good development goal is one that is stated in behavioural terms and can be measured over time to ensure progress. Development action items can be listed in the second column and progress toward achieving the goal can be recorded in the subsequent columns over time. If you need suggestions for development actions, the Internet provides a rich source of information. An inverted pyramid approach is recommended to complete a successful Internet search. Begin with a specific development question, perhaps even the goal you have selected. Work backward using less specific search questions until you locate information that you find useful. This approach often reduces search time on the Internet and improves the probability of finding information directly related to your development goal.





# Appendix A – Development Planning Form

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Goal	Development Actions	Results		
		3 Months	6 Months	9 Months