

Management Potential Assessment

Coaching Guidebook

For:
Doe, John T.

Sample Company

09/16/16

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SAMPLE ONLY

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Coaching Suggestions: Use any of the following coaching suggestions as needed to help this person improve on the job, or if you notice behavior that could be improved. Customize them to fit the circumstances and the person as necessary.

[Management Style Coaching Suggestions \(p. 7\)](#)
[Dealing with People Coaching Suggestions \(p. 8\)](#)

[Problem Solving Coaching Suggestions \(p. 9\)](#)
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1. John's Work Style:

- ➔ **Energetic vs. Deliberate:** He prefers a slow, deliberate work pace and may have limited stamina. Encourage him to manage his work pace carefully so that he has enough stamina and reserves of energy when an extra effort is required by the job. Help him also by encouraging him to evaluate his lifestyle carefully to identify any habits that may be limiting his energy level.
- ➔ **Open vs. Resistant to Others' Ideas:** He is not easily coached; he tends to believe that his opinion or approach is best. He may listen more willingly to people that he feels know what they are talking about, but without that credibility, he will tend to dismiss advice from others. Use instances that did not go well after he has followed his own judgment rather than good advice from others as "teaching moments." Encourage him to take an extra moment to consider advice and coaching from others, separate from his opinion of their credibility, and then to extract the useful information from the coaching.
- ➔ **Strongly Prefers Change vs. Strongly Prefers the Familiar:** He values change for its own sake such that he may not always think through the usefulness or consequences of actions that he takes. Encourage him to think through the consequences of his actions by requiring him to present an analysis of the reasons in favor of, and against, the change or action that he proposes, along with the benefits that he expects. Help him learn to see where his analysis may overlook difficulties or barriers to making the change immediately, so that he can learn to make more realistic proposals and plans.
- ➔ **Big Picture vs. Detail Approach:** His work style is characterized by a strong focus on specific facts and details in his work. This is such a strong preference that he may end up solving similar problems as if they were new each time, rather than seeing overall patterns in the same types of situations. Help him learn to put problems in context by requiring him to explain his plans in terms of the overall objective. Remind him to look for patterns in problems to help him see the "big picture" and use that point of view to put details in perspective.
- **Restraint vs. Impulsiveness:** His work style will usually be neither too rushed nor too deliberate. He uses restraint effectively. Unusual impulsiveness may be a signal that stress in some area is having an effect on his work. If you see a pattern of impulsive behavior, bring it to his attention and explore ways with him to handle the situation more effectively.
- ➔ **Quick Thinking vs. Needs Extra Time and Guidance:** A major strength of his work style will be his ability to learn quickly. He will enjoy mental challenges. He enjoys seeing all sides of an issue but may spend so much time thinking about possibilities and potential outcomes that he misses the moment when action must be taken. He will be most effective when he is given deadlines and the real-time limits within which decisions must be made to help him manage his tendency to over-think things. In addition, coach him to be patient with people who learn more slowly than he does.

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