

# MTQ48

# Coaching Report

---

Name: Mary Sample

Date: 08/12/2004

---

## 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 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.

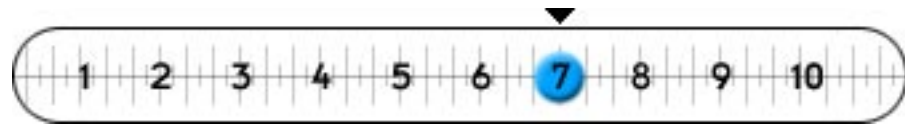
**YOU MUST NOT USE THIS REPORT AS THE BASIS OF ANY SELECTION DECISION, TO AWARD PAY RISES, TO PROMOTE PEOPLE OR TO OUTPLACE PEOPLE. THE ASSESSMENT REPORT, PART OF THIS COMPUTER PACKAGE, IS MORE APPROPRIATE FOR MAKING PERSONNEL DECISIONS.**

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 can be obtained from this computer software.

## The Mentally Tough Person

The mentally tough person tends to be sociable and outgoing; being able to remain calm and relaxed, they are competitive in many situations and have lower anxiety levels than others. With a high sense of self-belief and an unshakeable faith that they control their own destiny, these individuals can remain relatively unaffected by competition or adversity.

## Overall Mental Toughness

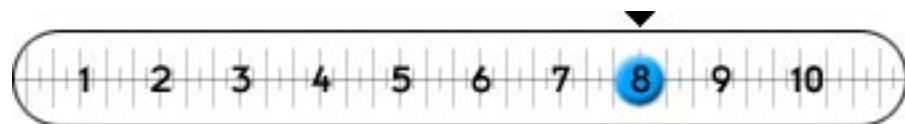


This individual is able to cope with most of life's challenges, although, when facing some difficult circumstances they may feel nervous and a little threatened. They are quite confident in their abilities, but their self-belief may be affected by others' criticism. When opportunities for development 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.

They will usually achieve their goals, although they may occasionally 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



This individual will tend to see a challenge as an opportunity rather than a threat, often using it as a way to achieve personal development.

They are not intimidated by changes in their routine and may be actively drawn to fast moving, challenging environments. They will tend to be 'quick on their feet', having an ability to quickly deal with unexpected events.

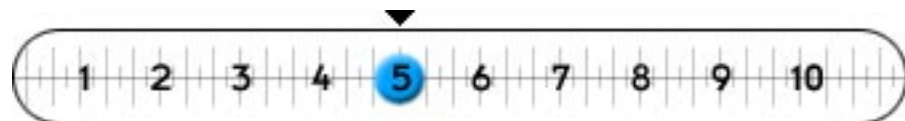
They may become quickly bored by repetitive tasks, becoming frustrated by what they see as mundane. They will probably appreciate an unstructured environment that allows them scope to be flexible.

Examples in the workplace might include taking on too many tasks or projects - because each one seems interesting. In turn this might mean that some work is not completed properly or is forgotten.

Coaching options might include some of the following (including combinations):

- Introducing high visibility project planning tools and techniques.
- Introducing regular meetings to review progress.
- Rationing new work until current work is handled.
- Reminding the individual of the importance and value of completing tasks.
- Drawing attention to the impact of their work on others.
- Diary management and time management tools and techniques.

## Commitment



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.

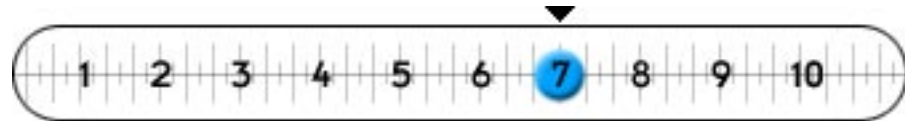
Coaching options include:

- 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 assignments (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.

## Control



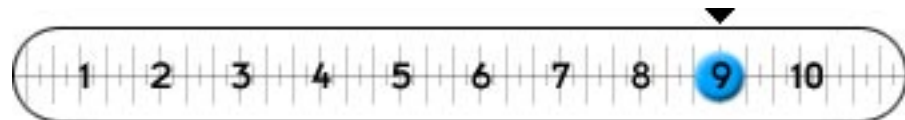
This individual is likely to feel in control in most situations, although they may occasionally feel that events are overtaking them. Their control orientation can be split into two distinct areas: Life Control and Emotional Control.

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:

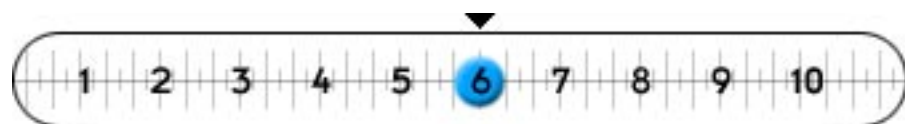
- Ensuring the individual understands that this occasional impasse is normal and will happen to most people.
- Identify the cause of the issue and use it as a learning point. Introduce development actions which restore the feeling of control.
- Give the individual some breathing space to recover - but 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



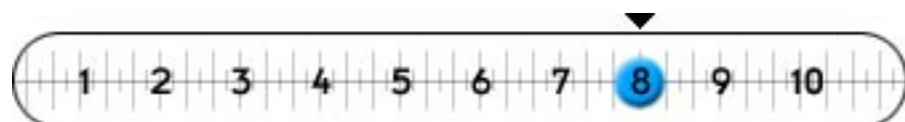
They will normally feel that they can have a major influence on their environment. They rarely feel that they are just 'going through the motions', believing that what they do makes a real difference.

## Emotional Control



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 from time to time they may have difficulty in controlling their emotions.

## Confidence



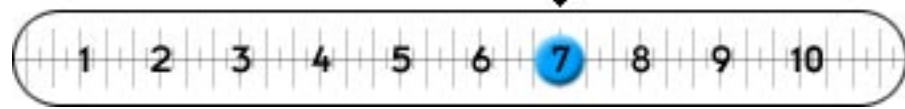
This individual has high levels of self-confidence and is self-assured.

Typically in the workplace these are seen as high achievers and will often succeed where others will give up or fail - but they may 'go for it' when this is not really warranted. They can be determined to try to succeed even when the task is unachievable.

Coaching suggestions include:

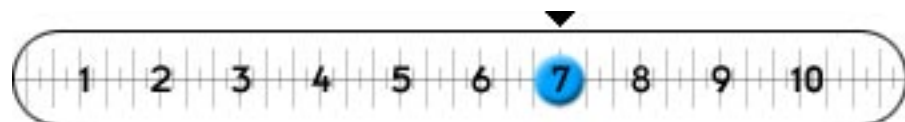
- Discussing work programmes and plans to ensure that these are properly scoped and assessed.
- Give clear parameters for unacceptable risks ('reduce costs but don't lose supplier X').
- Review their work regularly to reinforce learning.
- Check how someone is going to carry out a piece of work and whether he or she is comfortable taking it on. Don't just accept their word that they will do it - highly confident individuals will always say yes when asked to do something.

### Confidence In Abilities



They will usually have the self-belief to attempt most tasks but may, on occasions, fail to tackle challenges they are in reality capable of dealing with. They will normally believe that things will come right in the end, but they may become overly self critical at times, allowing mistakes to prey on their mind.

### Interpersonal Confidence



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.