

Coaching Effective Report Graphs for: Client 1

Current co-worker feedback was provided by raters in the following categories:

Pre-		Post
1	Boss	1
3	Peers	3
5	Direct Reports	5
2	Others	2

Introduction to Detailed Information.

This report shows how you have been rated for the leadership skills that are part of your Individual Development Plan. The responses are represented by a set of bars on the left of the page organized by rater type. Within each rater type are two bars: one for the ratings before the coaching program (pre-coaching) and one for the ratings taken after the coaching program (post-coaching). In addition, the ratings are shown in numerical format below each graph. The last bar on each graph shows the average over all the respondents, including yourself.

To the right of the graph is a chart that shows the change by rater type. The last line shows the average change over all the respondents, including yourself.

The following are **Improvement Categories**:

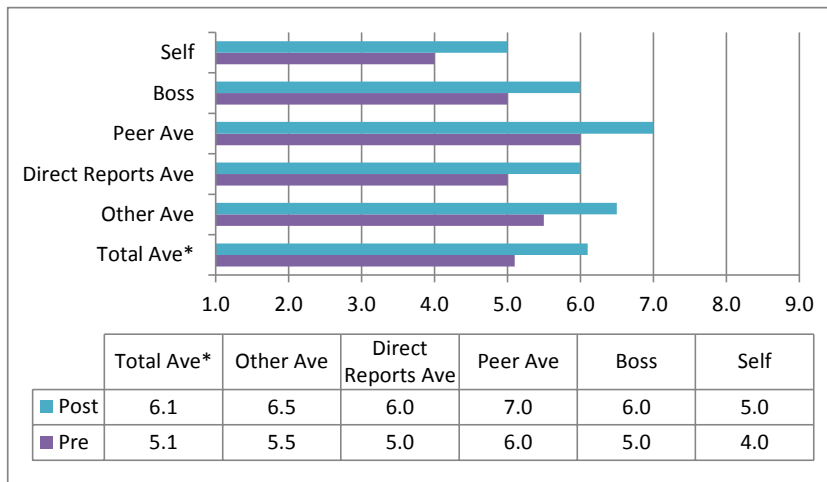
- * change score < 0 means no change or a negative change;
- * change score < 0.5 means some improvement;
- * change score < 1.0 means significant improvement;
- * change score > 1.0 means major improvement.

Throughout the report an "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

At the end of this report you can find the definitions of the Level of Mastery and the Behavior Frequency.

Coaching Effective Report Graphs for: Client 1

Conceptual Thinking: The ability to mentally envision comprehensive, long-range plans or goals and to identify, evaluate and allocate necessary resources

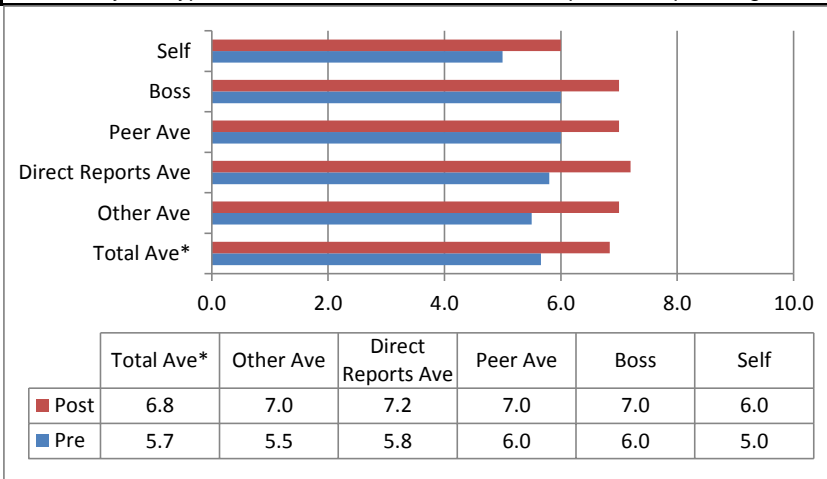


Level of Mastery Change - F / (U)

Self	1.0
Boss	1.0
Peer Ave	1.0
Direct Report Ave	1.0
Other	1.0
Total Ave	1.0

Corresponding Behaviors

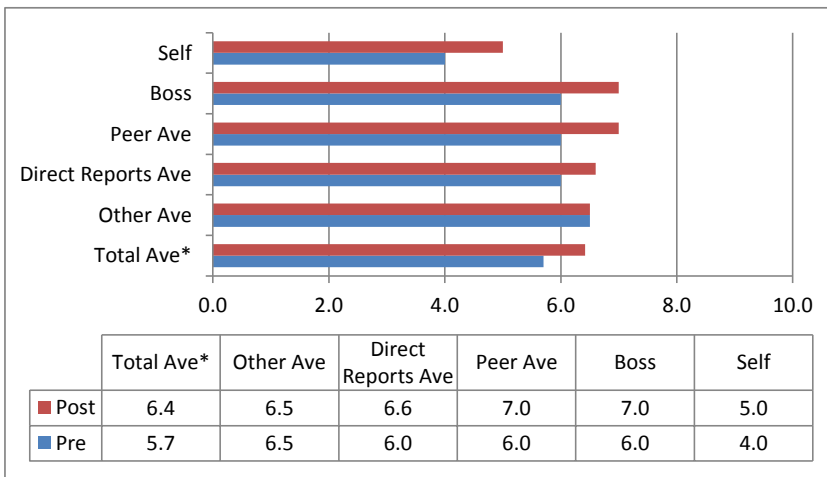
1 Analyzes hypothetical situations or abstract concepts to compile insight.



Skill Rating Change - F / (U)

Self	1.0
Boss	1.0
Peer Ave	1.0
Direct Report Ave	1.4
Other	1.5
Total Ave	1.2

2 Demonstrates ability to forecast long-range outcomes and develop suitable business strategies.



Skill Rating Change - F / (U)

Self	1.0
Boss	1.0
Peer Ave	1.0
Direct Report Ave	0.6
Other	0.0
Total Ave	0.7

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3 identifies, evaluates and communicates potential impacts of hypothetical situations.



Skill Rating Change - F / (U)

Self	1.0
Boss	1.0
Peer Ave	1.2
Direct Report Ave	0.6
Other	0.0
Total Ave	0.8

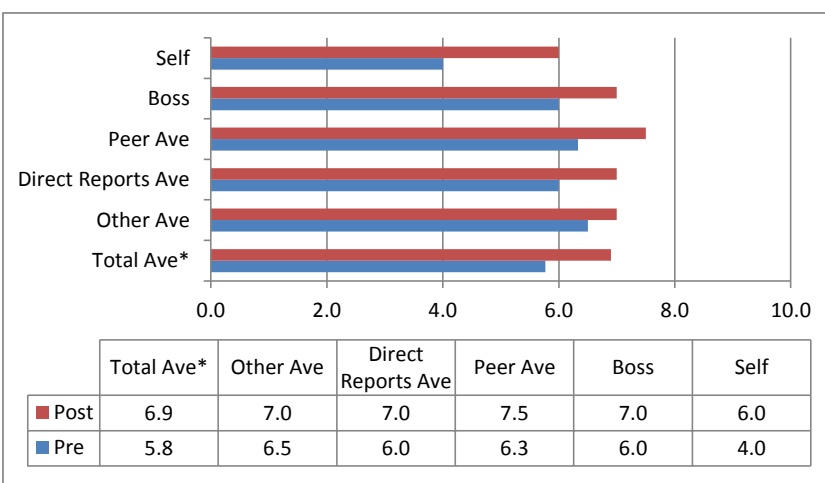
4 Defines options to leverage opportunities in achieving business goals.



Skill Rating Change - F / (U)

Self	0.0
Boss	0.0
Peer Ave	1.0
Direct Report Ave	1.2
Other	1.0
Total Ave	0.6

5 Develops plans and strategies that lead to desired strategic outcomes.



Skill Rating Change - F / (U)

Self	2.0
Boss	1.0
Peer Ave	1.2
Direct Report Ave	1.0
Other	0.5
Total Ave	1.1

Coaching Effective Report Graphs for:

Client 1

COMMENTS: Post-Coaching

Boss:

Client 1 has increased his ability to understand broader strategies and vision through weekly coaching and reading books. He has exhibited this skill by working with other leaders to establish guiding principles for acquisitions and review of Intermediate Ministries to move forward with Vision goals. Client 1 has consistently worked to ensure systems and processes are consistent with operations and shared services procedures/strategies (i.e. cash management system and utilization tracking). Budget analysis and program changes were made to decrease deficit spending and maximize resources in 2013.

Peers:

Client 1 is skilled in defining various options to address business goals and allocating resources to accomplish those goals. He growing in the practice of talking more about long range plans and implications.

Client 1 is diligent in his efforts to conceive the benefits of decisions and actions. He continues to show an appreciation for working as part of a team. He has constantly evidenced support for my department as we work together.

Self:

My role have allowed me to work on some of the categories more than other categories; therefore I left the rating the same in areas not affected

Direct Reports:

I have noticed him put considerable effort into taking a step back from plans and looking at them from a higher more strategic level.

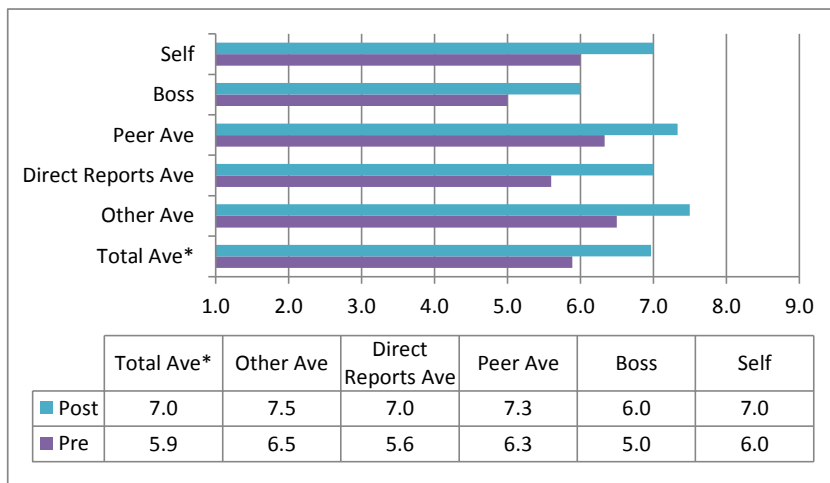
I think Client 1 does a good job taking the vision of others and work towards their goals, but I wouldn't say that Client 1 is a visionary and he looks to the future and makes strategies to work towards that end. His strength is in managing, assigning tasks and following up on the tasks. I don't mean this in a negative manner. I do believe he has moved to improve in this area, but sometimes feel he could have benefited in his career at <<Company>> to have served under various supervisors with different personalities and qualities which would ultimately have pushed him different areas and strengthened his overall abilities.

Other:

As Client 1 continues to grow and develop in his role and as he continues to engage in the Leadership Coaching, he has demonstrated an increased capacity for Empathetic Outlook. On more than one occasion he has demonstrated advanced skills in defining options for programs and weighing each option based on costs, impact, and practicality. He has always been strong in the area of developing plans and strategies to reach desired outcomes for <<Company>>.

Coaching Effective Report Graphs for: Client 1

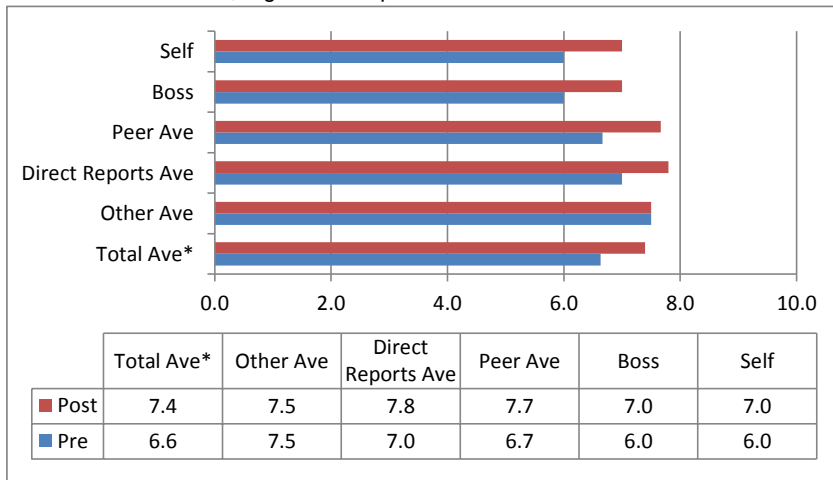
Diplomacy and Tact: The ability to treat others fairly, regardless of personal biases or beliefs. It includes effectively handling difficult or sensitive issues by utilizing tact, diplomacy and an understanding of organizational culture, climate and/or politics.



Level of Mastery Change - F / (U)	
Self	1.0
Boss	1.0
Peer Ave	1.0
Direct Report Ave	1.4
Other	1.0
Total Ave	1.1

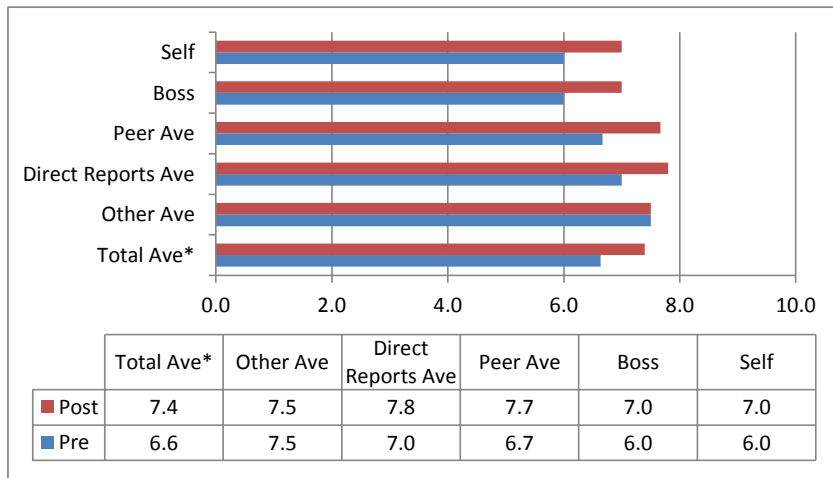
Corresponding Behaviors

1 Treat others fair, regardless of personal biases or beliefs.



Skill Rating Change - F / (U)	
Self	1.0
Boss	1.0
Peer Ave	1.0
Direct Report Ave	0.8
Other	0.0
Total Ave	0.8

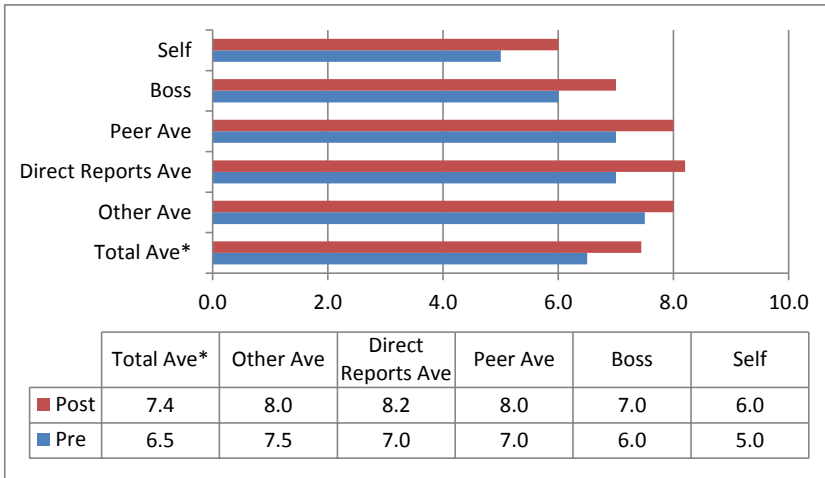
2 Maintains positive relationships with others through treating them fairly.



Skill Rating Change - F / (U)	
Self	1.0
Boss	1.0
Peer Ave	1.0
Direct Report Ave	0.8
Other	0.0
Total Ave	0.8

Coaching Effective Report Graphs for: Client 1

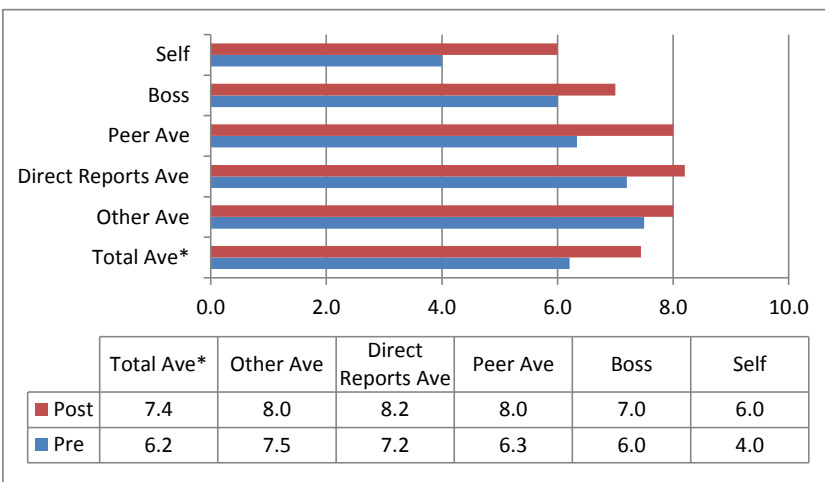
3 Demonstrates respect for others.



Skill Rating Change - F / (U)

Self	1.0
Boss	1.0
Peer Ave	1.0
Direct Report Ave	1.2
Other	0.5
Total Ave	0.9

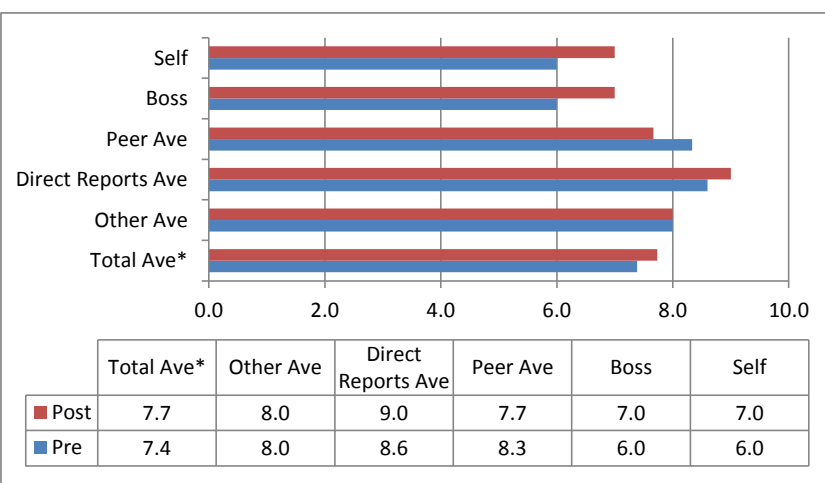
4 Demonstrates an understanding and value of differences between people.



Skill Rating Change - F / (U)

Self	2.0
Boss	1.0
Peer Ave	1.7
Direct Report Ave	1.0
Other	0.5
Total Ave	1.2

5 Respects diversity in race, national origin, religion, gender, age and disability.



Skill Rating Change - F / (U)

Self	1.0
Boss	1.0
Peer Ave	-0.7
Direct Report Ave	0.4
Other	0.0
Total Ave	0.3

Coaching Effective Report Graphs for:

Client 1

COMMENTS: Post-Coaching

Boss:

Client 1 continues to seek feedback from manager when having difficulty with team members, problem solving or meeting objectives. He holds regularly scheduled meetings to review operational issues, organizational objectives and provide training on various topics to improve performance. Client 1 has engaged his team in a group assessment process using the DISC tool to increase awareness of their communication styles. This has really helped Client 1 to respect and appreciate the differences of his team members. It has been instrumental in providing guidance and direction to meet desired objectives.

Peers:

I have seen improvement in Client 1's ability to manage emotional responses in meetings when he is asked about details of his work, where in the past, he would get upset on occasion.

Client 1 has grown in self-awareness and understanding of others. He is showing more patience and when working through issues with others. He is regularly acknowledging when things go well, and not just identifying problems.

Client 1 is a team player, evidencing the aptitude of appreciation for the work of others. He is able to articulate his appreciation and confidence and I have experienced this first hand through his interactions with myself and my team.

Self:

Greater awareness has been my biggest gain, this allows me to decide how I respond, either to be right or get it right.

Direct Reports:

Client 1 is a genuine and thoughtful person. He is open to feedback and has created an environment that fosters teamwork regardless of our individual differences. He is a skilled encourager.

I have seen him take more time in trying to communicate with a couple of his direct reports and identify what he may be doing to 'trigger' negative responses or reactions from them. I can see he is putting in more effort into this area. I see him enjoying these relationships more this year than last and part of that I believe was his acceptance that he was working with a higher level of professionalism in this position, than he had been on the campus. This has been a good exercise for him because there are times when he may be acting as a 'manager' and not a 'leader' and many on our team have a lot of experience in their fields and do not feel they need to be managed.

I have seen Client 1 grow in this area tremendously by applying what he is learning. Besides the coaching program he has proactively and deliberately made the time to improve himself and to assist others in their professional development. He signed up for conferences regarding self discipline and emotional control.

Coaching Effective Report Graphs for:

Client 1

Level of Mastery Scale

1. Awareness

- Applies the competency in the simplest situations.
- Requires close and extensive guidance.
- Demonstrates a minimal awareness of use for intended results/outcomes
- Demonstrates awareness of concepts and processes.

3. Basic.

- Applies the competency in somewhat difficult situations.
- Requires frequent guidance.
- Demonstrates limited understanding of use for intended results/outcomes Demonstrates familiarity with concepts and processes.

5. Intermediate.

- Applies the competency in difficult situations
- Requires occasional guidance.
- Demonstrates understanding of use for intended results/outcomes
- Demonstrates understanding of concepts and processes.

7. Advanced.

- Applies the competency in considerably difficult situations
- Generally requires little or no guidance.
- Demonstrates a moderate comprehension of use for intended results/outcomes
- Demonstrates broad understanding of concepts and processes.

9. Expert.

- Applies the competency in exceptionally difficult situations.
- Serves as a role model, key resource and advises others.
- Demonstrates full comprehension of use for intended results/outcomes
- Demonstrates comprehensive, expert understanding of concepts and processes.

Skill Level Scale

1	Never	6	
2	Seldom	7	
3		8	Usually
4	Sometimes	9	
5		10	Always