



- Coaching Plan -

Lewis Sophie

Participant:	Ms. Lewis Sophie
Profile:	head of department , Services sector
Test date:	31.maj.2013
Evaluation carried out by:	HSC group

Notes on Coaching

By coaching in this context we mean a consultative approach to working with an employee. Your role therefore is to give comprehensive advice and support to Lewis Sophie, a manager reporting to you.

This process does not represent a particular theoretical model but refers to specific cases and situations. The support you give is part of your normal working relationship. This type of coaching is a highly effective instrument for developing reporting managers.

DNLA MANAGEMENT has already given Ms. Sophie some feedback on those leadership factors where there is a need for further development.

This plan provides you, the manager, with relevant information and advice. It describes the options which are available for each management factor which deviates from the specified requirements profile, i.e. which is within a range of 50% to 70% or 130% to 150% of the requirement, and the implementation of these options. The overall development need for your reporting manager is illustrated by reference to the divergent scores for each of the factors concerned, giving you a quick overview.

The coaching programme for Ms. Sophie comprises a short report on the situation "as-is" and presents the potential advantages and disadvantages of a certain kind of behaviour.

A given leadership behaviour has benefits as well as drawbacks - it all depends on the circumstances. For example, a fairly authoritarian style of leadership would be inappropriate if the employees working for your reporting manager were top-flight specialists, but it could be appropriate if those employees were very junior or had widely varying technical skills. You should therefore not stick to a rigid scheme, but carefully weigh up the "pro's and con's". The requirements profile has been created taking full account of the company's requirements for the position of Ms. Sophie. This will allow you to focus on the deviations (i.e. areas where a particular competency is excessively strong or particularly weak).

Each comment on a relevant leadership factors is followed by a description of the advantages and disadvantages and then a review of the appropriate support and development options.

In some cases the individual may need more extensive training which cannot be covered within the scope of the coaching programme. For such cases we have included "further guidance" which makes training suggestions, and the DNLA Master Programme also gives you the option of printing out personal seminar plans for each of your reporting managers.

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AUTHORITY (50% to 70%)**(Requirements are not adequately met)**

Situation:	DNLA has found that the employees reporting to Ms. Sophie are managed in a very relaxed, even "chummy" style.
Possible advantages:	A relaxed style is perfectly acceptable with highly qualified and motivated employees.
Possible disadvantages:	Unpopular or tough measures may be hard to implement; the company's expectations in terms of staff commitment might not be fully met.
Action	Discuss typical situations with Ms. Sophie and together decide on the appropriate style of management for those situations, and practise structuring certain tasks more strongly for employees. You should make it clear how a more decisive type of behaviour can bring greater success in certain situations.
Guidance:	Behaviour in the area of "authority" has a lot to do with personality types and can therefore not be altered at will. Taking the right decisions on how far to involve staff in the planning of tasks and procedures, however, is a skill which can be learned and is effective.

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NEED FOR PERFORMANCE (50% to 70%)
(Requirements are not adequately met)

Situation:	Point out to Ms. Sophie that they are making relatively few demands on the performance of the employees. There may be some inner conflict or inhibition preventing them from setting challenging, tough targets for the team.
Possible advantages:	This approach is often due to a very caring attitude towards employees. Individual members of staff feel they are treated very 'gently'. But this does not necessarily produce results.
Possible disadvantages:	Potential under-performance leading in turn to loss of motivation in staff.
Action:	The importance of overall achievement and the necessity of strong performances for the good of the company as a whole should be made clear to Ms. Sophie. Working together, develop options that increase performance without over-burdening the staff (re-allocating priorities, tightening up procedures, clearer targets, more effective supervision, further training etc.).

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STAFF DEVELOPMENT (50% to 70%)
(Requirements are not adequately met)

Situation:	You should explain to Ms. Sophie that not enough is being invested in the development and training of staff.
Possible advantages:	This attitude is appropriate and realistic when employees cannot expect to perform more demanding roles in the foreseeable future.
Possible disadvantages:	Not enough prospects for staff. The consequences: frustration, loss of able individuals.
Action:	Analyse qualification deficits together with Ms. Sophie. Try to estimate the cost of inadequate qualification. Last year's results should be analysed to see where such shortfalls might have been apparent. You should go through the tasks for the coming year and define the levels of qualification which the team will need to accomplish those tasks. This data can be used to draw up a development plan for the team.

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SELF-CONFIDENCE (50% to 70%)**(Requirements are not adequately met)**

Situation:	The behaviour of Ms. Sophie shows signs of hesitancy, uncertainty, a tendency to avoid taking decisions and so forth.
Possible advantages:	Such behaviour is often found in people who are critical of themselves. They have very high expectations of themselves, which often leads to high performance and conscientiousness.
Possible disadvantages:	A lack of self-confidence can occasionally infect staff who then lose their own confidence or withdraw allegiance from their manager.
Action:	A lack of self-confidence or too self-critical an attitude is a personality trait which is very difficult to change. Success will only be achieved in the longer term. The most important measure is to catch Ms. Sophie performing well. Literally, this means unexpectedly praising them whenever they perform well. On each occasion give factual reasons for your praise. This is one way of building self-confidence.
Guidance:	A seminar on personality development may be advisable (in conjunction with the measures described above), for example when high technical competence is coupled with a lack of self-confidence (which is certainly not uncommon).

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INFLUENCE (50% to 70%)**(Requirements are not adequately met)**

Situation:	Ms. Sophie's appreciation of the need to build relationships within the organisation is less well developed. There is a feeling that good ideas and projects are sufficiently convincing in themselves. Ms. Sophie concentrates above all on factual matters and less on establishing relationships.
Possible advantages:	The advantage of this behaviour is its high level of honesty and integrity.
Possible disadvantages:	Supportive relationships within the organisation's network could be too weak to carry projects through successfully. Greater attention to building contacts would be desirable.
Action:	You should explain to Ms. Sophie the importance of building relationships and establishing influence in the organisation. Make clear that generally it is the person who makes the difference rather than the idea. You should also develop some strategies for building influence: which individuals should Ms. Sophie establish good relations with and how might this best be done / what should they beware of?
Guidance:	A seminar dealing with Debating, Presentation and Persuasion Techniques can often give new impetus in these areas.

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IDENTIFICATION (50% to 70%)**(Requirements are not adequately met)**

Situation:	Ms. Sophie tries to go their own way in many areas and has difficulty submitting to common objectives. They also have a strong desire for independence.
Possible advantages:	There is a tangible desire to not just fit in but to preserve own ways of thinking, even to "think outside the box". This attitude may sometimes be inconvenient for those around but is also very valuable.
Possible disadvantages:	Projects are not always progressed with the necessary degree of energy; the internal detachment from others is perceived and may erode enthusiasm. Because of this Ms. Sophie cannot build up the necessary pressure to perform.
Action:	The desire to go one's own way is not just to do with certain situations, it often has a lot to do with personality. Ms. Sophie may have a strong need to stand out from others by implementing own ideas. It is important to develop common objectives and to try and find common ground between the goals of the company/department and the aims of Ms. Sophie. It is advisable to explore Ms. Sophie's underlying aims in a confidential interview and to find out whether there is sufficient overlap. You should give clear praise when it becomes more apparent that Ms. Sophie identifies more closely with the duties. In cases where adequate identification cannot be generated, the long-term solution is most likely a change of jobs.
Guidance:	It is advisable to enlist the help of an outside mediator in particularly important and difficult cases.

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CONFLICT BEHAVIOUR (50% to 70%)
(Requirements are not adequately met)

Situation:	Ms. Sophie is strongly harmony oriented. Conflicts are often not perceived and there is a reluctance to tackle and resolve them. In certain situations they may abandon their own position too easily or fail to implement instructions with enough determination.
Possible advantages:	People with this trait usually have a talent for rapidly establishing a consensus in awkward situations.
Possible disadvantages:	Conflicts are not resolved but swept under the carpet. This generates bad feeling and resentment that can erupt in other areas.
Action:	You should discuss typical conflict situations from the recent past with Ms. Sophie. Analyse together what the conflict was, what the various positions were and how they approached the problem. Then review alternative ways of how an amicable solution might have been found. You should give conscious praise when a more recent conflict was resolved amicably.
Guidance:	Constructive conflict resolution or - put positively - Consensus Management (the art of resolving differences of opinion in such a way that those involved continue working with a high level of motivation) is one of the main requirements of the future. Systematic coaching in these subject areas is advisable because this seldom works without specialist training. In place of brute force on the one hand or conflict avoidance on the other, the individual learns very successful techniques for creating a broad consensus. Under certain circumstances training in negotiation techniques may also be useful.

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COOPERATION (50% to 70%)**(Requirements are not adequately met)**

Situation:	Ms. Sophie is not very willing to work with other people or to come to their assistance. All efforts are focussed on achieving own ends.
Possible advantages:	Ms. Sophie makes a clear distinction between the own duties and the demands of others. There is less of a risk of overdoing it in such cases.
Possible disadvantages:	Little willingness to cooperate with others. Ms. Sophie runs the risk of being branded a loner, with an attendant risk of diminished effectiveness.
Action:	Together, develop some guidelines on situations where it is right and proper to help others in general and members of staff in particular.
Guidance:	A willingness to cooperate/help is an attitude which has much to do with social competence and personality factors, and cannot always be changed so easily. It is essential to give help and feedback in specific situations. In difficult situations, self-experience training might be useful, where Ms. Sophie experiences how their behaviour impacts on other people. This allows them to better gauge the effects and to control their own actions more consciously.

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PEOPLE ORIENTATION (50% to 70%)
(Requirements are not adequately met)

Situation:	Ms. Sophie prefers working with objective, routine tasks to dealing with other people or the team.
Possible advantages:	This attitude is perfectly acceptable when the individual's position demands it. A strong interest in objective tasks is often found in confirmed specialists and top experts.
Possible disadvantages:	Ms. Sophie could have difficulty when people have to be involved or motivated and an insufficient appreciation for the needs of these people. Over time, this could lead to resistance.
Action:	In extreme cases you should greatly reduce the tasks that demand communication and co-operation and delegate these to others.
Guidance:	Extroversion and introversion are character traits which are very difficult to change, if at all. This does not mean that an introvert is incapable of establishing good relationships, but such relationships should be clearly defined and preferably not require having to deal with new people all the time.

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TEAM WORK (50% to 70%)**(Requirements are not adequately met)**

Situation:	Ms. Sophie tends to reject team work or fails to practice it when it is most appropriate.
Possible advantages:	This behaviour is often found in people with a rapid grasp of things and a strong target orientation, as well as a tendency to want to find solutions quickly to make the most effective use of their time.
Possible disadvantages:	There is a range of activities that are better handled in the team than alone. These include specifically complex tasks for which a wide variety of information and the opinions of many people have to be taken into consideration. In these cases neglecting team work can be a major threat to efficiency.
Action:	Together, try to establish criteria for defining tasks to be carried out by the team. Ms. Sophie should then be trained in the various techniques and methods of team work.
Guidance:	Proper training in the techniques and methods of team work will usually give the individual a good appreciation of and insight into its benefits and enable them to use it much more effectively than in the past. A mastery of these techniques can also often overcome apprehension.

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PERSONAL STANDARDS (50% to 70%)
(Requirements are not adequately met)

Situation:	Ms. Sophie has comparatively low expectations of own performance and that of the team/colleagues; they try to limit the amount of effort required.
Possible advantages:	No known advantages.
Possible disadvantages:	Tasks are not tackled and progressed with sufficient determination and vigour. The manager's own lack of enthusiasm will produce indifference in the employees. Overall efficiency suffers as a result.
Action:	If the individual's technical qualification is right and they possess enough social competence, then the most effective countermeasure is a performance-related reward. It is of course essential to create the right conditions for this. If not, the two of you should analyse the consequences of under-attainment so as to generate an awareness of goals and objectives.
Guidance:	The so-called "annual review" has proved to be very worthwhile in this context – providing this is a target planning and monitoring system that can be linked with performance-related pay.

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READINESS TO TAKE DECISIONS (50% to 70%)**(Requirements are not adequately met)**

Situation:	Ms. Sophie sometimes postpones taking decisions for a long time, is always looking at decisions from new angles and is constantly reviewing them before finally committing.
Possible advantages:	The risk of a bad decision is greatly reduced.
Possible disadvantages:	The opportune moment to act can be missed if decisions are put off too long. Staff feel that a hesitant approach is an added burden.
Action:	You should use actual examples to make clear the drawbacks of too much caution. Explain the various steps in the preparation of decisions by reference to actual tasks within Ms. Sophie's department. Give assurance that the essential criterion is good ground work, not the unerring accuracy of the decision itself. Make it clear that mistakes will be tolerated (so far as they relate to decisions which even with the best preparation could not have been completely clear-cut).
Guidance:	The quality of decisions can be greatly enhanced by appropriate training. It is advisable to give managers this training as it is easy to carry out and yields good results.

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INNOVATION (50% to 70%)**(Requirements are not adequately met)**

Situation:	For Ms. Sophie it is important to make as few changes to products or procedures as possible. Proposed changes and new ideas are viewed with strong suspicion or even rejected outright.
Possible advantages:	If this attitude has any advantages at all, then it is consistency.
Possible disadvantages:	In today's world an all too hesitant attitude (especially towards innovation) can quickly produce a competitive disadvantage, both in terms of product innovation (customers will prefer to buy the better, newer product) and process innovation (which usually generates significant cost benefits).
Action:	You should occasionally organise creativity sessions with Ms. Sophie with the aim of developing innovative ideas for products or processes. Point out that one of the major management skills is the ability to always imagine how things might be improved. Give Ms. Sophie specific objectives that cannot be achieved without departing from the usual route. Praise improvements and suggestions.
Guidance:	Training in creativity techniques/developing ideas, process management and/or project management is highly advisable when innovation is inadequate or lacks direction. Of course this will not produce geniuses, but it can achieve significant progress.

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QUALITY AWARENESS (50% to 70%)
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Situation:	Ms. Sophie is not sufficiently aware of the importance of quality and appears to be unaware of the price to be paid for failing to maintain quality standards in work processes.
Possible advantages:	None known.
Possible disadvantages:	High costs as a result of faulty products or processes. These costs can quickly account for as much as 30% of turnover.
Action:	Together, develop a quality programme for the department. Then agree detailed requirements and deadlines for the tasks to be done. If necessary you should reach agreements with customers on the criteria which those tasks must satisfy. The cost of not achieving the quality must be determined, and targets for improvement must be identified. (Systematic process analysis should be used to find and remove the causes of quality shortfalls). Important: Express appreciation for successful quality improvements.
Guidance:	The most effective way of achieving quality awareness is by training managers and quality teams in the methods of "Total Quality Management". Trainees learn to improve processes on their own quickly and efficiently so as to achieve the agreed quality with a minimum of effort.

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RISK BEHAVIOUR (50% to 70%)**(Requirements are not adequately met)**

Situation: Ms. Sophie displays little willingness to take risks and avoids projects or processes for which there is no absolute guarantee of success. They tend to overestimate the impact and the likelihood of negative 'fallout' of risk.

Possible advantages: Losses due to high risks are avoided.

Possible disadvantages: Opportunities are taken reluctantly and this can lead to Ms. Sophie falling behind others in the long run. They may be accused of being hesitant and irresolute. Opportunities are missed through hesitancy.

Action: Evaluate risks, looking at real-life examples.

If appropriate, make it clear to Ms. Sophie that they can overestimate the negative consequences of taking a wrong decision. Remember the words of Dr. Watson, founder of IBM when asked by an executive how he could succeed more often. "Fail more often", said Dr. Watson.

Reassure Ms. Sophie that you will cover any unavoidable residual risk.