



CONFIDENTIAL
COACHING REPORT

FOR
Ms. Mary Sample

April 08, 2002

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UNDERSTANDING THIS REPORT

The Purpose of This Report

The CoachView report is designed to provide information that will assist the Coach in getting to know and understand Mary Sample's unique profile. It can also assist Ms. Sample to a better understanding of herself. The report provides insight into Mary Sample's personality profile and important work related characteristics. It is intended to assist the coach-client relationship by providing a starting point for meaningful discussion about Ms. Sample's values, needs and objectives. Further, the report should assist the Coach to ask pertinent questions and provide relative feedback and ideas that are tailored for Mary Sample.

Where Does The Information in This Report Come From?

The information in this report is derived from Mary Sample's responses to the CoachView Assessment. The CoachView Assessment is comprised of the personality and interests inventories from the valid and reliable ICES Plus Assessment test, a psychometric test battery developed in the early 1990's by View Assessments Inc. under the direction of Dr. David Bartram, one of the world's leading psychometricians. The ICES Plus Assessment is the cornerstone of a number of established and respected employment and vocational assessments including the Prevue Assessment System, The TotalView Assessment System and the Career Mapper Assessment. Those products have been used to assess more than one million people in North America alone. For more information about the ICES Plus Assessment test, or other ICES products, see www.viewai.com. For more information on the CoachView Assessment, see www.coachview.com.

Recommendation

Both the coach and the client should read their copies of this assessment carefully. We generally recommend the client be encouraged to have her assessment reviewed by a spouse or personal friend. Clients are sometimes surprised to find the assessment presents such an accurate profile.

Total Person Description

For: Ms. Mary Sample

Ms. Sample has strong, balanced interests in data and things. She is well motivated to collect, collate, and analyze information. She sees this as a primary approach to solving most problems. She also has a marked preference for working directly with tools or machinery. Regarding computer tasks, she would be best suited to data management. She has some interest in interacting with other people. This means that, while she can enjoy teamwork, she also can work well alone.

Ms. Sample is competitive and moderately assertive. While she may be a strong team player, she still enjoys individual recognition. Her leadership style is marked by persuasion and encouragement, with emphasis on cooperation. In non-threatening situations and with people she knows well, Mary Sample can be quite outspoken and will vigorously promote her own ideas. On the whole, she prefers to avoid rather than confront conflict, choosing tact and diplomacy to maintain harmony in the workplace. She is equally comfortable being either a team member or a decision-maker.

Although satisfied to work in a traditional manner following established rules, Mary Sample can be innovative when the situation demands. She prefers the status quo to change for change's sake. However, she can adapt quite readily and is not an obsessive planner. Her workspace may be cluttered and untidy, and she is likely to prefer loose guidelines that permit some creativity. She sees the overall picture rather than concentrating on the details, and she is more concerned with getting the job done than how she does it.

While Mary Sample can work with others, she generally prefers to work alone. For highest productivity, she should work in an orderly fashion in a quiet environment. She is not bored by routine tasks but she prefers some variety. In a group situation, Ms. Sample will work unobtrusively, without drawing attention to herself. With familiar people, she will be conversational and outgoing, but she will rarely seek to be the center of attention.

Mary Sample accepts people as they present themselves and easily gives them her trust, but she is not naive. Her objectivity also helps her to take criticism well. Even when the criticism is personal or unjustified, she will be able to control any irritation and embarrassment.

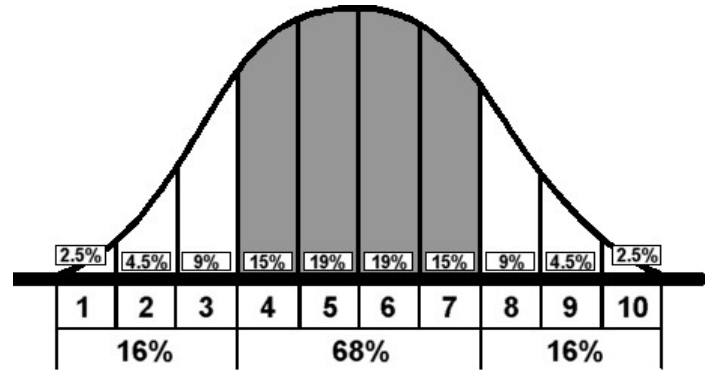
Ms. Sample tends to think that few worthwhile goals can be achieved without challenges or setbacks. Consequently, she is able to remain positive and rational, even in dire circumstances. Her response will generally be in proportion to the situation and she will react as quickly as necessary. If her plans are disrupted or her proposals turned down, Ms. Sample can shrug off rejection and continue with her work.

The components of this Total Person Description are graphically displayed on the next page.

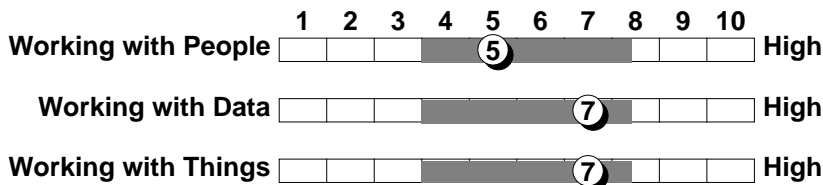
Total Person Description

For: Ms. Mary Sample

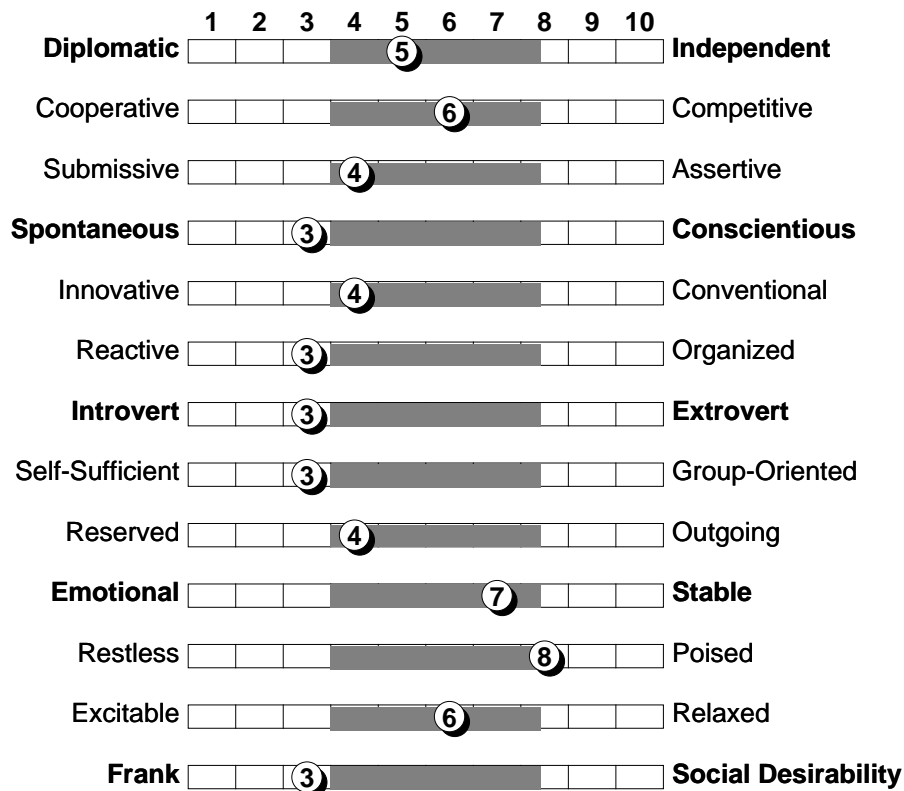
The assessment scores from a large sample of the population, when graphed, creates a bell shaped curve as shown in the diagram to the right. The bell curve can be divided into ten equally wide dimensions called standard tenths or stens. The 1 to 10 scoring scale is used throughout the CoachView Assessment. Approximately 16% of the population will have sten scores in the 1-3 ranges and 16% in the 8-10 ranges. The other 68% will score in the middle ranges 4-7.



Motivation/Interests



Personality



Each of the personality and interest dimensions displayed above are examined in more detail in the next section of the report that describes Mary Sample's Individual Characteristics.

Individual Characteristics

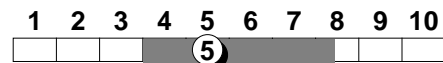
For: Ms. Mary Sample

This section of the report provides more detailed information on each of the interests and personality dimensions shown on the preceding graph. First is a review of Ms. Sample's responses to three recognized interest scales, working with people, working with data and working with things. This is followed by an examination of twelve personality dimensions which are based on four established major personality scales, independence, conscientiousness, extroversion and stability (ICES). These major scales provide a measure of the overall structure of personality. Each of the major scales is supported by two related minor scales that provide a richer description of personality. The examination of the personality scales is followed by a social desirability scale which checks for consistency in the responses to the questions in the personality section of the CoachView Assessment. For more information on the origin and development of the CoachView Assessment interests and personality scales, see the website for the CoachView Assessment at www.coachview.com or the publishers website at www.viewai.com.

Working with People

Mary Sample will likely focus on tasks that require less work with people or more detached relations with others. While she would not avoid social contact, she is inclined to downplay interpersonal relations. This slightly below average interest in people is a positive factor for solitary work and remote social contact. If key tasks require face-to-face contact with people, building up her moderate interest in others would increase her job satisfaction.

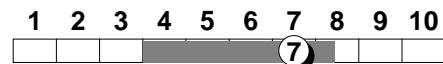
COACH'S TIP: You may want to explore how Mary Sample perceives work. She may view social contact at work as less important than solitary effort. If so, coaching might be as simple as helping her to appreciate personal contact as a vital part of her job. You may want to model social interest to encourage this in Ms. Sample. If strong interest in working with people is required, Mary Sample could be advised to study group dynamics, body language, and active listening.



Working with Data

Mary Sample has an above average interest in working with data. She will likely put extra effort into scheduling tasks, managing paperwork, and maintaining records. In general, she will prefer tasks that involve symbols, statistics, or accounts.

COACH'S TIP: While her interest in data is a good basis for many business tasks, you might want to work with her to do a detailed, functional analysis of her position. Your joint purpose would be to identify where her enthusiasm for working with data could be used to advantage and to identify the right priority for data management.

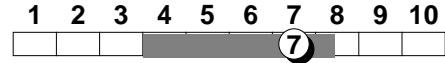


Individual Characteristics

For: Ms. Mary Sample

Working with Things

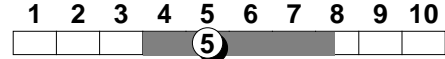
Mary Sample has a good interest in work that involves inanimate objects such as machinery, tools, and equipment. She will likely take a hands-on approach to designing, managing or working with things. She will probably like working with electronic devices and she may apply herself vigorously when using new technology.



COACH'S TIP: If a fully-developed mechanical faculty will help Ms. Sample to achieve her business goals, you might want to reinforce her positive inclination to work with things.

Diplomatic / Independent

To achieve a goal, Mary Sample occasionally can be an individual competitor, even slightly argumentative. In other situations, she may be more concerned with maintaining team spirit and coordinating team effort. She is good at getting things done while taking into account the needs of others. Also, because she generally avoids controversy, she might adhere rigorously to company policy. She has a good blend of ambition and diplomacy.



COACH'S TIP: Ms. Sample will strive to achieve goals, but she prefers to avoid confrontation with both subordinates and peers. This could result in neglecting important issues. You may want to encourage her to develop her good diplomatic skills and increase her inherent tactfulness. Additionally, you may decide to recommend training in structured problem-solving because this emphasizes autonomous thought or action within a defined framework.

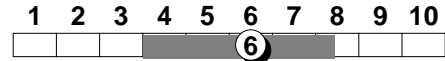
Individual Characteristics

For: Ms. Mary Sample

Cooperative / Competitive

Mary Sample expresses herself as a mildly competitive person who strives for success while preserving accord within the group. For the most part, she will balance her own achievements with the need to maintain helpful relationships with others. Although she is somewhat ambitious and may enjoy being a front runner, her will-to-win almost never interferes with corporate goals.

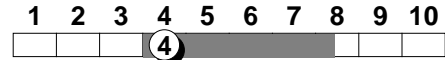
COACH'S TIP: You might consider a detailed discussion of personality profiles to make Ms. Sample more aware of her competitive and cooperative traits and how these compare with the general population and those of her team. Given her good blend of these traits, she may only need temporary support if particular projects require either a high level of collaboration or single-minded determination to win.



Submissive / Assertive

Mary Sample tends to be reserved and willing to compromise. While she is not likely to promote herself or her ideas too forcefully, she can be mildly assertive when necessary. Her usual tact and helpfulness make her well able to deal with personnel issues, but she prefers to avoid controversy. She may have difficulty when a more determined approach is required to lead a team or resolve a dispute.

COACH'S TIP: If Ms. Sample must frequently deal with dissension or complaints, you could shape your coaching to emphasize conflict resolution and promote assertiveness. Similarly, if you observe that she hesitates to speak up and express opinions, a public speaking course would teach her to put forward her ideas without offending others.



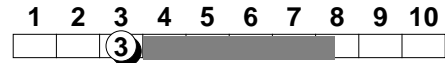
Individual Characteristics

For: Ms. Mary Sample

Spontaneous / Conscientious

Mary Sample is more comfortable in a less structured environment. Flexible and responsive to change, she should be creative in crisis management but she may not cope as well with mundane tasks. She tends to prefer unorthodox work habits.

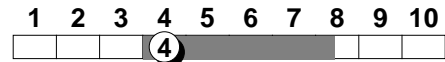
COACH'S TIP: Because Ms. Sample is so spontaneous, you may find that she is tempted to disregard corporate policies or procedures. If this behavior becomes counter-productive, you could offer self-help materials on impulse control. Similarly, if you perceive that her unorthodox work habits are tending to sloppiness, you might conclude that training in planning and time management would be beneficial.



Innovative / Conventional

Ms. Sample is reasonably conventional with a balanced approach to change and innovation. Occasionally, she may want to bend the rules or devise a new strategy to meet a deadline or assist a co-worker. This "on the fly" tactic can be productive, but she also uses orthodox methods for more predictable results.

COACH'S TIP: If Ms. Sample works in a highly structured environment, you may want to reinforce the value of due process and the importance of company procedures and policies. Alternatively, if Ms. Sample is in a fast-paced, ever-changing job with few guidelines, you may only need to encourage her penchant for innovation.



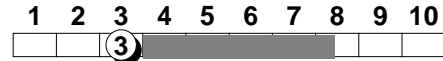
Individual Characteristics

For: Ms. Mary Sample

Reactive / Organized

As a creative, intuitive person, Mary Sample probably prefers to react to events rather than to plan for them. While this attitude may yield original, even profitable solutions, it might also result in overlooked details, missed deadlines, or incomplete records. She likes to focus on the overall picture and, if possible, leave technicalities to someone else.

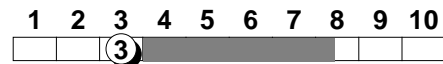
COACH'S TIP: If Ms. Sample's above-average reactivity could lead to problems, you might advise a course in situational management. Also, journal-keeping and basic time management might increase her organizational skills. Alternatively, if Ms. Sample's role demands an extreme level of reactivity, you may want to encourage this trait with brainstorming, open discussion, and other creativity exercises.



Introvert / Extrovert

Mary Sample probably prefers to associate with fewer people in a quiet, calm environment. In most groups, she is more likely to be an observer rather than the center of attention. Her evident tendency to introversion could be a positive factor for teamwork, especially if the group is relatively small.

COACH'S TIP: If Ms. Sample's work will require meeting and working with others, you could consider activities that develop social and verbal skills. For example, a public speaking course might be helpful, as would joining business-related social or sports groups.



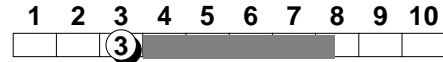
Individual Characteristics

For: Ms. Mary Sample

Self-Sufficient / Group-Oriented

Preferring to work quietly on her own, Mary Sample will tend to avoid group activity in a busy environment. While she can work with others, she does not feel a need to do so. To be fully productive, she may need privacy to reflect and plan without the intrusion of social activity. Given her strong self-sufficiency, she is well-adapted to work in considerable isolation.

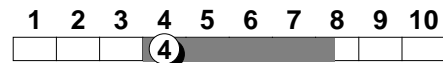
COACH'S TIP: If Ms. Sample's key role demands frequent interaction with others in noisy setting, you might consider courses in group dynamics, leadership, and facilitation. She could also be encouraged to join business-related organizations to expose her to a variety of group activities. However, if Ms. Sample has the option to work in privacy and thus make the most of her well-developed self-sufficiency, she is unlikely to require coaching in this regard.



Reserved / Outgoing

Fairly quiet and reserved, Mary Sample does not need constant social contact but she can enjoy working with others. While she will be more comfortable with routine tasks, she will like the challenge of occasional ad hoc assignments, especially if these involve people she knows well.

COACH'S TIP: Consider focussing on motivation to help Ms. Sample to develop a more dynamic approach to work. If you think that she needs to "take the spotlight" more often, consider that a public speaking course would develop her nominal tendency to be outgoing. Furthermore, adding professional social events such as working lunches and informal meetings to her schedule will encourage her to be less reserved. If more forceful leadership is called for, you might want to advise an Outward Bound type of endurance course.

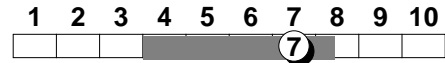


Individual Characteristics

For: Ms. Mary Sample

Emotional / Stable

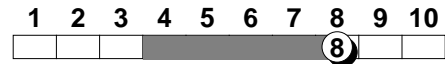
Usually calm and easygoing, Mary Sample is emotionally stable and well able to handle normal stress. These qualities help her to deal efficiently with staff predicaments, career setbacks, or unrealistic expectations of supervisors or subordinates. She can be wary of other's motives and would likely react appropriately to anyone who tried to take advantage of her.



COACH'S TIP: Ms. Sample has good coping skills and may only need your intermittent guidance to remain impartial when resolving contentious issues. If she wants your help to keep her cool demeanor, you might consider stress management and relaxation exercises to ease tension.

Restless / Poised

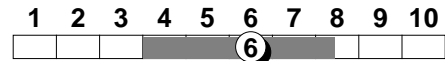
Mary Sample is usually calm and unruffled, and able to cope well with pressure. She tends to be tough-minded in dealing with criticism and rejection. For the most part, she can maintain her composure even if embarrassed or upset because she is aware of stress but not deterred by it. Subordinates and peers alike will appreciate her poise in all but the most trying circumstances.



COACH'S TIP: If Ms. Sample seeks your assistance, you might encourage her to be more alert to other's motives and less removed from her own feelings. Role-playing exercises would encourage her to be more empathetic. However, if she needs an even higher degree of self-control, you might advocate stress and anger management courses.

Excitable / Relaxed

Moderately sensitive to stress, Mary Sample will be collected and patient in most situations. She will tend to accept people at face value but she will also maintain an appropriate level of skepticism.



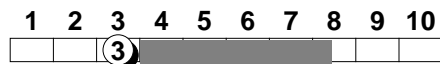
COACH'S TIP: If Ms. Sample's job requires her to be exceptionally relaxed, you might consider enhancing her already sound coping skills with advanced relaxation techniques, stress management, and trust exercises.

Individual Characteristics

For: Ms. Mary Sample

Social Desirability

Ms. Sample accepts her own flaws and appear more willing than most to recognize them. She has most likely presented a frank, if somewhat negative picture of herself in this assessment.



Approach to Work

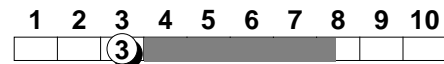
For: Ms. Mary Sample

This section of the CoachView report provides information on Mary Sample's responses to a number of work related subjects or situations. Each of the Approach to Work scales is derived from one or a composite of the personality scales reviewed in the Total Person and Individual Characteristics sections of this report. The information in this section should provide a better understanding of the Ms. Sample's natural approach to several significant work situations or requirements that are experienced in various types of employment.

Focus on Work

WORKS TO LIVE (1) VS. LIVES TO WORK (10):- The Focus on Work scale provides information on the importance of work to Ms. Sample.

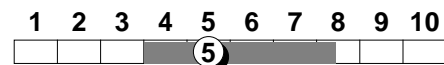
Some see work as a means to an end while others define themselves by their work. Mary Sample's career is a means to an end, not a defining characteristic of her life. If there is a conflict between home and work, her personal life usually takes priority. Home, family and leisure activities are very important to her and probably help her to deal with a greater variety of business problems.



Approach to New Ventures

CAUTIOUS (1) VS. OPTIMISTIC (10):- This scale distinguishes those who approach new ventures or issues with caution from those who approach new ventures with optimism.

Mary Sample is a well-grounded individual who is inclined to hold some pessimistic views. Although she could be uneasy about voicing negative opinion, she would not hide her concerns. Given her regard for consequences, she will proceed cautiously with new and potentially risky ventures. She recognizes that there are dangers in the business world but it is largely an exciting, rather than hostile, place for her.



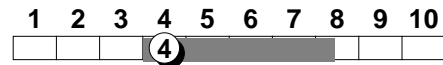
Approach to Work

For: Ms. Mary Sample

Leadership Style

DEMOCRATIC (1) VS. COMMANDING (10):- Leadership Style is measured from 1 for those who prefer a nurturing style of leadership to 10 for those who are naturally inclined to a more demanding Leadership Style.

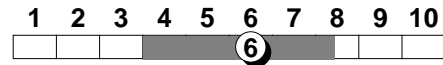
Mary Sample has a nearly balanced approach to leadership with a moderate inclination to be the "guide on the side." When gentle direction is needed, she will function as a democratic leader. On the other hand, in a crisis, she can take command, get out in front, and exhort the team to do the right things in the right way at the right time.



Preference for Change

LIKES ROUTINE (1) VS. LIKES CHANGE (10):- This scale identifies where Ms. Sample fits in the continuum between a structured environment with a fixed routine and a dynamic fast changing working environment.

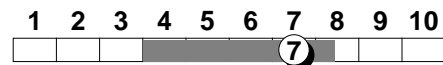
Generally in favour of challenge and change, Mary Sample still likes to preserve some order and regularity. Similarly, she likes an efficient organization but chafes under narrow guidelines. If she is free to develop new concepts, she can do routine work very well. She will react proactively to change and adapt readily to new trends, given that these are improvements. She does not value change simply for its intrinsic excitement.



Approach to Conflict

FORCEFUL (1) VS. ACCOMMODATING (10):- This scale distinguishes those who are forceful in their approach to conflict from those who avoid conflict by being accommodating.

For the most part, Mary Sample prefers an indirect, neutral approach to conflict and this is usually effective for all parties concerned. Her approach will tend to be accommodating and based on her very good soft skills. When pressed, however, she can take a harder, more vigorous approach and will only occasionally be worn down by the impact of others.



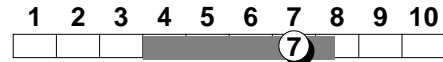
Approach to Work

For: Ms. Mary Sample

Compensation Preference

FIXED SALARY (1) VS. COMMISSION/BONUS (10):- The Compensation Preference scale identifies whether Mary Sample is more motivated to work by a secure salary or by performance based remuneration.

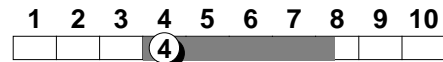
Mary Sample enjoys gambling on performance goals, but she also wants some regular income. A modest salary with a good bonus or commission plan should suit her well. If most of her compensation is steady income rather than profit-sharing or performance-based earnings, she will need some support to accept this. While enjoying the excitement of incentive-based earnings, she will not risk things of real importance. She likes the challenge of new ventures as long as she can think things through and be ready for potential problems.



Approach to Self Promotion

RELUCTANT (1) vs. ASSURED (10):- People who score 1 on this scale are reluctant to put themselves forward while those who score 10 are extremely assured.

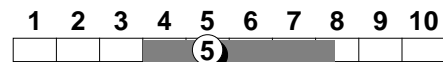
When she is comfortable with her audience, Mary Sample is pretty good at putting herself forward. In some instances, however, she truly believes in herself but others might see her as vaguely tentative or unsure. She is probably more at ease if she can do a "faceless" presentation via teleconferencing or e-mail, but thorough preparation for live encounters will build her confidence and allow her to do her best work.



Approach to Risk Taking

CAREFUL (1) vs. DARING (10):- This Approach to Risk scale is measured from 1 for avoidance of risky behavior to 10 for willingness to engage in risk.

Although not given to risky behavior or quick decisions, Mary Sample will act appropriately in a crisis. She will scrupulously avoid unnecessary risk, particularly if it could lead to accidents, damage or loss. She prefers to refrain from ad hoc solutions but, if matters are pressing, she can react swiftly, even impulsively. Those who value steadiness will like her typically mindful approach. Others, who want quick answers and fast actions, will find her performance satisfactory.



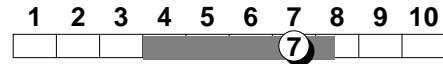
Approach to Work

For: Ms. Mary Sample

Approach to Listening

CONTROLLING (1) VS. SYMPATHETIC (10):- The Approach to Listening scale is measured from 1 for a person who tends to dominate a conversation to 10 for a person who is an exceptionally sympathetic listener.

Mary Sample often provides a sympathetic ear and encourages others to open up. While she tends to be a more passive listener, she will occasionally stimulate debate. Good listening requires active involvement, questioning, paraphrasing, probing for complete understanding and Mary Sample may sometimes hesitate to be so assertive. Unless she can manoeuvre others into discussing difficult issues, she may not be able to deal effectively with controversy. Further development of her active listening skills may be beneficial.



Validity

For: Ms. Mary Sample

The rules for identifying patterns of responses in the Personality section of the CoachView Assessment which might be "invalid" include systematic but non-meaningful response patterns, omissions and excessive use of the "B" answer option. Systematic but non-meaningful response patterns occur when the distribution of the responses differ from the norm and are considered unusual. Any omitted item in a scale is coded as a "B" answer. The omission rule occurs if more than three responses are omitted in a given scale, making the results appear more average than they are. The "B" answer rule is affected by the total number of "B" responses selected. The person completing the assessment questionnaire had the choice of an "A", "B", or "C" for every question in the Personality section of the CoachView Assessment. The second option, the "B" choice, is always an unsure or in-between answer.

The total number of "B" responses chosen for this report was: 8

This number of "B" choices is within acceptable levels and the results of the Personality section of this report had meaningful response patterns. Therefore the data presented in this CoachView Assessment can be considered accurate and reliable.