

Coaching Report

Zena



This Coaching Report provides manager/coach with narrative about the person's mental toughness and offers coaching suggestions to help them to guide the candidate more effectively.

Summary

OVERALL MENTAL TOUGHNESS



CONTROL



EMOTIONAL CONTROL



LIFE CONTROL



COMMITMENT



CHALLENGE



CONFIDENCE



CONFIDENCE IN ABILITIES



INTERPERSONAL CONFIDENCE



Coaching Report for Zena

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 in their life or 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 THE MTQ48 ASSESSMENT 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 is available elsewhere in this package.

Mental Toughness

Mental Toughness is a quality which determines, in some part, how individuals perform when exposed to stressors, pressure and challenge. It can play a significant role in determining how an individual manages stress as well as being a key factor in enabling individuals to perform to the peak of their abilities.

Overall Mental Toughness



This individual may find it difficult to cope with stressful and really demanding environments and, on some occasions, suffer from a lack of self-belief. They may find it hard to deal with criticisms and will probably take others' comments too much to heart. They will focus too much on what might go wrong or what has gone wrong.

In addition, they may be overly self-critical at times. They may not be willing to push themselves forward enough, possibly as a result of worrying that they will not succeed.

Others can "get to them" and they will often dwell too long on their comments and actions.

On occasions they may not speak their mind, even when they feel strongly about a particular issue and may, as a result, experience frustration. They may be slightly uncomfortable in groups and they may be a little apprehensive in social settings.

They may be too willing to credit others with their successes and also too willing to take the blame for their (and other's) mistakes!

When facing problems and difficult circumstances, they may feel nervous and threatened. They may avoid some important and/or challenging situations for fear of failure, and hence may not take all their opportunities for personal development. They may worry about things unduly, sometimes getting problems out of perspective.

Unexpected events may completely throw them on occasions. It might be difficult at times for them to regain their composure.

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This individual may feel they are not really in control of their destiny, but are more at the mercy of the things and the people around them. Their control orientation can be split into two distinct areas: Life Control and Emotional Control.

Typically in the workplace these individuals will be tense and anxious – and may demonstrate that to others. They may unsettle others around them if their anxiety takes over. They may often undervalue their contribution to the organisation and dismiss their achievements.

They may also tend to expend energy pointlessly trying to change what isn't in their control whilst giving up too quickly on the things they could change.

Coaching suggestions include:

- Encouraging them to take a more positive view about themselves. Help them to identify (specifically) where they do make a contribution.
- Introduce positive thinking and visualisation tools and techniques
- Identify role models who appear to be in control. Help them to identify those behaviours and encourage their adoption by the individual.
- Help them to plan their work with milestones where they can see their success more clearly.
- Help them to reflect on their successes
- Carry out a force field exercise – help them to reflect on what are the factors that stop them from achieving and what are the factors that help them to achieve. How can they deal with the stoppers?



Emotional Control



They are quite anxious individuals and may worry unduly. They may often find it quite hard to relax. They may find it a little difficult to control their feelings and will reveal their emotional states to other people.

They tend to be anxious and more easily upset than others and will usually let this show. They will also let people know when they are pleased or happy.

Life Control



They may not believe what they do really makes a difference, sometimes feeling that they are simply 'going through the motions". They tend to think that what they do may not matter to anyone.

Commitment

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This individual may become easily diverted from the task at hand. They may find it difficult to complete tasks when facing significant adverse circumstances and may consequently give up too easily.

They may become unwilling to sustain effort if they believe that they cannot overcome the obstacles in their way. In general, they may find it hard to summon up enthusiasm for some tasks.

In the workplace this may manifest itself in uncompleted tasks and increasing levels of stress where individuals become more and more demotivated - particularly when the unexpected happens. They may “stop in their tracks” and may not seek help or support. They may

become identified as a person who doesn't keep their promises.

These individuals may offer apparently plausible excuses for why things don't happen – they will overemphasise the negatives of a situation. They can convince themselves that something is not achievable – when it is achievable.

They will tend to avoid clear unambiguous goals and targets. Where some will see these as potential measures of success, they may see these as measures of failure.

Coaching suggestions will include:

- Help the individual to analyse the situation (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 to introduce an element 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 may seek help when they are stopped by a setback or problem.

Challenge

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This individual may feel a little daunted when facing challenging situations. When faced by particularly big challenges they may respond by fearing the worst will happen and may seek to avoid the challenger altogether. They will rarely see these as an opportunity to show others what they can do.

They will tend to be a little uncomfortable in unstable environments and are likely to try to minimise their exposure to change where possible.

They may prefer to work with established routines where there is a degree of stability and predictability and they will probably perform best in this type of environment.

They have quite a strong preference for the predictable over the unpredictable, and may be quite slow to react to unexpected changes.

When pressured they will become risk averse. With sustained pressure they are more likely to show signs of becoming worn out which will impact on their performance and their behaviour.

Typically in the workplace this might mean that the individual is reluctant to take on new work or challenge – particularly where it upsets the “status quo”. This response can sometimes be seen as obstructive.

Coaching issues might include:

- Taking time to explain the nature of the change or challenge and particularly to emphasise the benefits. That is, to sell the change – ensuring that there is understanding and acceptance of the change.
- Breaking down the proposed challenge into smaller more manageable components – and perhaps building a “project plan” around them. This creates the sense of structure and order.
- Taking time to show them how to reflect on changes and challenges that they have handled effectively ? What can they learn from that?
- What do they see others do to deal with change? What can they learn from that and what could they adopt?
- Introduce positive thinking tools and techniques.
- Suggest they find others in whom they trust and with whom they can talk about their concerns. Talking things out can help to put them into perspective.



Confidence

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This individual is not particularly confident and may lack a degree of self-belief. They can become very self critical and despondent. They may take a very negative view on things and will (too) readily accept blame for things that go wrong. They will be fairly reliant on others to maintain a sense of self belief.

Often in the workplace these will be people with skills and qualities who underachieve and will avoid putting themselves forward for tasks and responsibility. They may blindly carry out work – to the issued instruction – but won't always communicate problems along the way which might mean that the work will not be completed satisfactorily. They may wait to be told what to do next.

Coaching suggestions might include;

- Consciously seeking to build up their feeling of self worth – give praise and recognition when they do achieve even minor things.
- Develop good communications both to provide as much explanation as possible as well as active listening to draw comments, views and issues from them.
- Consider training in assertiveness skills.
- Encourage them to offer ideas and suggestions and, when possible, act on them – giving public recognition of their source
- Introduce teambuilding training and activities to enable their colleagues to realise and appreciate their worth.

Confidence in Abilities



They lack a degree of confidence in their own abilities. They may often expect things to go wrong, and this may lead them to avoid difficult tasks. They may get mistakes out of proportion, worrying about them for a considerable period of time. They may have a tendency to be overly self critical, allowing negative self talk to dominate their thoughts.

Interpersonal Confidence



They may be slightly intimidated when working in groups and will sometimes back down in arguments, even when they believe strongly in something. They will not seek to take the lead, preferring a more “back-seat” role. This may mean that their skills and ideas are not fully appreciated by others.

They tend to be very concerned about what others think about them and what they do.

SIX INTERVENTIONS FOR DEVELOPING MENTAL TOUGHNESS

POSITIVE
THINKING



GOAL
SETTING



ATTENTIONAL
CONTROL



VISUALISATION



ANXIETY
CONTROL



SELF- AWARENESS



WHICH INTERVENTION IS RIGHT FOR YOU?