



Confidential Results About
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Assessed on: 12.4.2004

SELECTION

DEVELOPMENT

COACHING

CAREER



Assessing People • Maximizing Performance
A Max-Ventures Portfolio Company



Coaching To Maximize Performance

In today's competitive landscape, successful organizations realize that one of their most profitable investments is in human capital. Most employees want to be competent and effective performers; however, desire alone is not sufficient. To realize high performance, organizations need to provide guidance and support to help employees actively manage their own growth. *Coaching for Excellence* is designed to help you be an effective mentor for your associate.

YOUR ROLE AS COACH

As a coach, your role is to teach, train, motivate, advocate, listen, and support. You can help your associate better understand how his/her behaviors are being perceived by others and how they relate to effectiveness on the job. As a coach, you can offer valuable objectivity, insight, and support.

Remember that your associate's success in addressing work style behaviors will reflect on you and your mentoring skills. Establish a positive professional relationship with your associate. Always prepare before coaching sessions, noting what items you wish to cover in the session. Try to schedule the meeting at a time and in a place where interruptions will be minimal.

TIPS FOR USING THIS REPORT

- Read pages 3 to 5 of this report to understand your associate better. These pages give your associate's results on the fifteen Work Style AssessmentSM scales and identify your associate's top strengths and his/her biggest developmental opportunities (work style behaviors on which the person has a low score).
- This report's middle section will help you assist your associate in devising a strategy. The first part covers how to help your associate leverage his/her strengths. Then you will see pages specific to particular work style behaviors that are developmental opportunities for your associate. After these pages, you and your associate will be asked to set priorities.
- The next section offers coaching advice: how to be sure your comments are constructive, how to structure a coaching session, and how to support your associate's growth plan. Educational resources on coaching and other materials are listed also.
- The report concludes with a coaching plan template. You are asked to write what actions you will take and what resources you will marshal to support your associate's goals.











Quick Glance Work Style Results

Your associate's scores on the Work Style Assessment inventory were compared with the scores of a large sample of working adults. Your associate's highest scores, compared to other working adults, are identified as strengths and the lowest scores are identified as potential developmental opportunities.

KEY



Review your associate's work style strengths and potential developmental opportunities, and then compare those with the work styles that were identified by your organization as critical for success in your associate's position.

		Your Associate's Strengths	Potential Development Opportunities
ACHIEVING RESULTS: How an individual gets things done and accomplishes results			
Goal-Oriented - Pushes self and others to achieve high-level results through determination and tenacity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Organized - Gets things done in an orderly, systematic, and procedural fashion		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Influential - Leads others, takes charge, and exercises authority		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Straightforward - Confronts difficult situations in a candid manner and communicates directly		<input checked="" type="checkbox"/>	
DEALING WITH PEOPLE: How an individual interacts with and relates to others			
Supportive - Acts in a friendly and comfortable manner, demonstrates concern, and assists others		<input checked="" type="checkbox"/>	
Collaborative - Emphasizes cooperative partnering and team-oriented interactions			<input checked="" type="checkbox"/>
Sociable - Relates to others using an engaging, expressive, and lively style		<input checked="" type="checkbox"/>	
Persuasive - Promotes and advocates ideas in a convincing fashion			<input checked="" type="checkbox"/>
SOLVING PROBLEMS: How an individual approaches problems and makes decisions			
Analytical - Uses logic to solve problems and anticipate long-term consequences		<input checked="" type="checkbox"/>	
Creative - Addresses issues in an innovative, resourceful, and imaginative manner		<input checked="" type="checkbox"/>	
Decisive - Demonstrates a sense of urgency and responds quickly to issues			<input checked="" type="checkbox"/>
MANAGING SELF: How an individual handles feelings and emotions			
Tough-Minded - Demonstrates resilience in the face of criticism and does not take negative feedback personally		<input checked="" type="checkbox"/>	
Controlled - Displays an even temperament and maintains control over emotional reactions		<input checked="" type="checkbox"/>	
Confident - Projects self-confidence and optimism for the future		<input checked="" type="checkbox"/>	
Independent - Operates in a self-sufficient manner with a high degree of freedom and autonomy			<input checked="" type="checkbox"/>




Recognizing Your Associate's Strengths

Understanding your associate's work style strengths helps you position your associate in situations where she/he can best use those skills. The table below lists the work style scales on which your associate scored highest and behavioral tendencies that may be typical of your associate. If the score on a scale is Very High, then a caution point will explain how the style, if overused, can lead to trouble.

Review the table, noting in particular whether the success icon prints beside the scale name. This means this strength of your associate has been identified as critical for success in the position. In the third column, list specific work situations where you think your associate can best use these assets. Try to include situations that will have high organizational impact.

KEY



WORK STYLE	BEHAVIORAL TENDENCIES	SITUATION IN WHICH STYLE IS BEST APPLIED
Analytical	<ul style="list-style-type: none"> • Takes an in-depth and technical approach to examining problems and collecting necessary data before taking action. • Generally applies a logical, big-picture approach when studying issues. • Formulates plans and considers the consequences of actions and decisions. 	
Controlled	<ul style="list-style-type: none"> • Maintains composure and emotional control. • Generally does not express excessive emotion in reaction to stressful conditions. • Presents a consistent, steady, and even-tempered demeanor. 	
 Sociable	<ul style="list-style-type: none"> • Displays an energetic and outgoing nature. • Initiates and engages in conversations with others comfortably. • Demonstrates excitement and positive emotional energy. 	
Straightforward	<ul style="list-style-type: none"> • Generally states opinions and provides feedback in a candid fashion. • Typically acts in a prompt manner to address conflict. • Likely to confront tough issues with direct communication. 	
Tough-Minded	<ul style="list-style-type: none"> • Generally responds to criticism or rejection in an objective manner. • Is not affected by negative remarks unduly. • Recovers from setbacks and does not spend too much time thinking about criticism or rejection. 	

THOUGHT BOX

Which strengths listed above could your associate leverage in your organization? How? (Place a ✓ by these work styles.)



Recognizing Your Associate's Developmental Opportunities





The work styles and associated behaviors listed below are probably typical of your associate, based on his/her scores on the assessment. The list includes the scales on which your associate scored the lowest.

Review each work style and the associated behavioral tendencies, then list specific work situations where these tendencies can negatively affect performance. Consider situations that have the greatest impact on your organization.

The work style behaviors selected by your organization as critical for success are designated below. This means that your organization values employees who can proficiently express these behaviors, and suggests important areas for you to address in your coaching plan.

KEY



WORK STYLE	BEHAVIORAL TENDENCIES	NEGATIVE IMPACT ON PERFORMANCE
 Persuasive	<ul style="list-style-type: none"> Places little emphasis on selling ideas, advocating positions, or convincing others. Typically fails to promote achievements and may be unable to overcome resistance or gain influence and visibility. Generally does not change the opinions of others. 	
 Independent	<ul style="list-style-type: none"> Often operates in a dependent rather than a self-sufficient manner. May have difficulty in roles or situations that require autonomy and self-direction. May tend to look to others for direction and guidance. 	
 Decisive	<ul style="list-style-type: none"> Hesitates over decisions and is slow to take action. May not resolve issues in a timely and practical manner and may not show the initiative needed to make things happen. May not respond quickly to requests or opportunities. 	
Collaborative	<ul style="list-style-type: none"> May not demonstrate a strong desire to partner or cooperate with others to accomplish goals. May focus more on personal goals and responsibilities than on those of the group. Often takes an isolated approach and places too little emphasis on being a team player working toward group goals. 	
 Organized	<ul style="list-style-type: none"> Places somewhat deficient emphasis on structure and efficiency. May not be able to effectively handle administrative detail. Lacks discipline in implementing procedures, guidelines, and systems that can increase efficiency and order. 	

THOUGHT BOX

How are these less developed work styles limiting your associate's effectiveness at work? If your associate develops these work styles, how might his/her career prospects improve?



Devising A Strategy

An effective career development strategy usually involves addressing weak areas while also using and even improving areas of strength. It boosts confidence to be able to draw on strengths, especially while simultaneously developing less proficient skills.

CAPITALIZING ON YOUR ASSOCIATE'S STRENGTHS

Review your associate's work style strengths on page 4, then answer the questions below.

- Which strengths does your associate use most frequently? In what situations?

- Which strengths could your associate use more frequently? In what situations?

- Which of your associate's strengths have been identified or would you identify as critical for success? Write each such strength below and write how it contributes to key organizational goals.

- Caution: Are there any strengths your associate may use too much or need to temper?

- What actions can your associate take to further develop and apply his/her strengths?

- How can you, the coach, help your associate further develop and apply his/her strengths?

WORKING ON DEVELOPMENTAL OPPORTUNITIES

Now skim your associate's developmental opportunities on page 5. Which ones were most obvious to you? Which ones were most surprising?

The next few pages offer ideas for coaching your associate to tackle these developmental opportunities and improve his/her performance. The pages start with the work style scale on which your associate scored lowest. As you read the next few pages, think about which developmental opportunities your associate might make top priority, which second priority, etc.



Coaching Suggestions for Persuasive Behavior

PERSUASIVE BEHAVIOR

Promotes and advocates ideas in a convincing fashion



This work style has been identified as critical for success in your organization.

Your Associate's Level: *Very Low*

YOUR ASSOCIATE'S DEVELOPMENTAL OBJECTIVE

Convincingly sell ideas and advocate positions. Promote ideas and accomplishments to achieve visibility and recognition.

PERSUASIVE BEHAVIOR IS IMPORTANT WHEN A ROLE REQUIRES ONE TO:

- Advocate and sell to convince others about a new product, service, or process.
- Create enthusiasm and encourage people to believe in themselves and their competencies.
- Overcome resistance with effective marketing.
- Gain recognition, visibility, and impact.

SUGGESTIONS FOR DEVELOPING YOUR ASSOCIATE'S PERSUASIVE WORK STYLE:

Challenge attitudes.

Persuasiveness can bring up connotations of self-serving, conniving, pushy salespeople. Ask your associate how he/she views persuasiveness. Point out all the positive uses of persuasion, and the helpful ideas that have been accepted due to one person's persistent persuasion.

Be a rehearsal partner.

Allow your associate to practice selling ideas to you before introducing them to others. Listen as your associate practices a presentation and offer constructive feedback. Check that the link between your associate's proposition and the benefit to his/her listeners is clear and understandable.

Offer constructive feedback.

Attend a meeting where your associate is presenting and listen to the sound of his/her voice. Does his/her voice carry conviction when talking with others? Provide constructive feedback to your associate regarding presentation and encourage your associate to seek similar feedback from others.

Communicate benefits.

Coach your associate to identify his/her audience's needs, expectations, and preferences and then specifically relate how the benefits of his/her approach will meet their needs. Coach your associate to stress benefits more than features. Work with your associate in developing persuasive statements to ensure that he/she is conveying benefits clearly and enthusiastically.

Consider examples of persuasion.

Have your associate identify various examples of persuasion. Your associate may come up with examples such as television or radio commercials, telemarketers, or political advertisements. Discuss the techniques used in the various examples. Which examples are most persuasive and why? Likewise, which examples are least effective and why?



Coaching Suggestions for Independent Behavior

INDEPENDENT BEHAVIOR

Operates in a self-sufficient manner with a high degree of freedom and autonomy



This work style has been identified as critical for success in your organization.

Your Associate's Level: **Low**

YOUR ASSOCIATE'S DEVELOPMENTAL OBJECTIVE

Act in a self-sufficient manner rather than consistently looking to others for direction. Exercise autonomy.

INDEPENDENT BEHAVIOR IS IMPORTANT WHEN A ROLE REQUIRES ONE TO:

- Operate on your own with little guidance.
- Demonstrate conviction in the face of dissent.
- Complete tasks by yourself rather than with a group of individuals.
- Develop solutions to problems on your own.

SUGGESTIONS FOR DEVELOPING YOUR ASSOCIATE'S INDEPENDENT WORK STYLE:

Set individual goals.

To help your associate develop greater independence, work with him/her to set individual goals rather than team-level goals. Have your associate set a goal and discuss its appropriateness. Help your associate shape his/her work role and projects to incorporate more autonomy and self-sufficient behavior.

Become an expert.

Coach your associate to develop a specialty or expertise that is needed by others. If your associate knows more about a specific topic and is asked by others to apply this knowledge, independence and confidence are likely to increase.

Take a position and support it.

Work with your associate to select a topic or issue of personal importance to him/her. Have your associate develop his/her own position on it and persuasively present the position to others. In preparing his/her case, encourage your associate to use words that reflect strength, vitality, optimism, and conviction.

Clarify responsibility and authority.

Work with your associate to ensure that he/she understands the personal responsibility that goes along with his/her job role. Discuss the importance of taking ownership both of his/her job and results. Your associate should work to develop the best approach to complete personal projects and achieve top-quality results.

Be accountable for goal attainment.

Have your associate define personal goals and how he/she will monitor both progress and success. Work with your associate to build a plan for attaining his/her goals. Be supportive and challenging. Provide constructive feedback along the way. When an obstacle arises, encourage your associate to analyze the problem and address it head-on.



Coaching Suggestions for Decisive Behavior

DECISIVE BEHAVIOR

Demonstrates a sense of urgency and responds quickly to issues



This work style has been identified as critical for success in your organization.

Your Associate's Level: Low

YOUR ASSOCIATE'S DEVELOPMENTAL OBJECTIVE

Proficiently and consistently engage in decisive behavior. Demonstrate the ability to respond quickly to issues, make decisions, and achieve closure.

DECISIVE BEHAVIOR IS IMPORTANT WHEN A ROLE REQUIRES ONE TO:

- Respond to individual requests or proposals in a prompt manner.
- Make timely decisions with or without complete information.
- Choose between options for the next step in a project.
- React quickly to ambiguity, crisis, or opportunity.

SUGGESTIONS FOR DEVELOPING YOUR ASSOCIATE'S DECISIVE WORK STYLE:

Teach a decision-making strategy.

Encourage your associate to analyze issues and make decisions using a five-step process: (1) accurately identify the decision that needs to be made, (2) identify the potential alternatives, (3) evaluate each option, (4) select an option, and (5) implement a plan. Work through an example with your associate to ensure that he/she understands each step in this process.

Support information gathering.

Remember that a good decision stems from good information. Encourage your associate to seek pertinent information from various sources. For instance, your associate should likely consult individuals in your organization and research both company as well as outside resources. Of course, information has be checked for accuracy and organized in a usable way.

Break problems down.

If your associate is having difficulty making big decisions, have him/her break a problem into smaller, "bite size" decisions. It is often easier to make a series of smaller decisions rather than tackling everything all at once. Work through an example with your associate to ensure that he/she understands how to do this.

Encourage practice.

Find roles for your associate that will require making decisions. Start with roles that require minor decisions, then as skills improve, increase the roles and seriousness of the decisions.

Exercise authority.

Coach your associate to understand how much influence, power, and control his/her role carries. Ensure that your associate knows his/her accountability to make decisions and exercise authority. Follow-up with your associate to ensure that he/she is exercising this authority. Offer to discuss alternatives with your associate and provide him/her with constructive feedback.



Coaching Suggestions for Collaborative Behavior

COLLABORATIVE BEHAVIOR

Emphasizes cooperative partnering and team-oriented interactions

Your Associate's Level: **Low**

YOUR ASSOCIATE'S DEVELOPMENTAL OBJECTIVE

Approach work in a cooperative and partnering fashion. Work to accomplish group goals through teamwork.

COLLABORATIVE BEHAVIOR IS IMPORTANT WHEN A ROLE REQUIRES ONE TO:

- Work with others on a team to complete complex projects.
- Provide information or assistance to others.
- Support the common good rather than pursue individual objectives.
- Compromise, accommodate, and partner to achieve results.

SUGGESTIONS FOR DEVELOPING YOUR ASSOCIATE'S COLLABORATIVE WORK STYLE:

Examine work habits.

Does your associate work alone on projects that would be better tackled by a team? Does your associate hold back from fully contributing his/her expertise and energy to group efforts? Give your associate honest feedback. Work with your associate to jointly develop a plan to modify his/her work patterns to incorporate partnerships.

Encourage supporting colleagues.

Ask your associate to meet with each team member to discuss that team member's goals and sense of the goals of the team as a whole. Your associate should ask team members how he/she can provide support to them. Then in your next coaching session, discuss with your associate what he/she will need to do to support each colleague.

Identify common goals.

Rather than focusing on competition, identify goals that your associate shares with others. Ask your associate to work with those individuals to identify ways to cooperate and meet goals. This will allow individuals to work collaboratively to get things done.

Discuss keys to collaboration.

Coach your associate to use these three principles to inspire collaboration. (1) The law of reciprocity—the behavior that we show to others will be shown to us. (2) The paradox of power—people with high needs for power create distance in their relationships and lose influence. (3) The synergy of achievement—working with others enhances performance more than does working alone.

Help your associate help someone else.

Coach your associate to identify a colleague who is facing unexpected difficulties or is swamped with work. Encourage your associate to express concern and offer to help that person. Even if the offer is turned down, your associate will likely be viewed as cooperative. If possible, meet with the person ahead of time to ensure that your associate's offer will be accepted.



Coaching Suggestions for Organized Behavior

ORGANIZED BEHAVIOR

Gets things done in an orderly, systematic, and procedural fashion



This work style has been identified as critical for success in your organization.

Your Associate's Level: Low

YOUR ASSOCIATE'S DEVELOPMENTAL OBJECTIVE

Accomplish tasks in an orderly fashion. Use systems, procedures, and a structured approach. Efficiently handle details to ensure that projects run smoothly.

ORGANIZED BEHAVIOR IS IMPORTANT WHEN A ROLE REQUIRES ONE TO:

- Keep tasks running smoothly with coworkers having what they need when they need it.
- Maintain operational consistency and predictability so things get done in a systematic way.
- Minimize mistakes because the consequences of error are unacceptable.
- Handle administrative detail and processes.

SUGGESTIONS FOR DEVELOPING YOUR ASSOCIATE'S ORGANIZED WORK STYLE:

Prioritize tasks.

Encourage your associate to set priorities for his/her tasks. Create three groupings: (1) the tasks or projects that need quick attention, (2) tasks that are important but somewhat less pressing, and (3) tasks that are the least urgent. Coach your associate to tackle urgent priorities first and within 24 hours.

Use a work-planning system.

Encourage your associate to review, select, and use one of the commercially available work-planning systems to become better organized. Some systems are self-contained sets of tools while other systems are delivered in a workshop format and may also offer nonwork, life-planning insights. Regardless of the system, have your associate track his/her appointments, deadlines, meetings, and projects in a planner and regularly update notes.

Consider all parts of a project.

When your associate is faced with a large project, encourage him/her to break the assignment into sections. Ask your associate to articulate the deliverables for each major phase of the project. Also, have your associate note interim milestone dates and final deadlines for each deliverable. This will guide your associate to see the overall timeline expectations.

Structure a recurring task.

Work with your associate to mutually select a recurring task that could be handled more effectively in a more routine fashion. Together, list the sequence of steps required to carry out the task most efficiently. Have your associate document the workflow and the operational procedure for each step. Test the procedure, make adjustments, and communicate the final procedure to those affected. After implementing the procedure, follow up to ensure that it is working appropriately.

Help safeguard against overpromising.

Have your associate create and maintain a list of the projects he/she has initiated, delegated, or committed to. Your associate should consistently track the status of ongoing activities. Doing so will help your associate avoid overpromising and under-delivering by allowing him/her to know what needs to be accomplished and when.



PRIORITIZING DEVELOPMENTAL OPPORTUNITIES

Developing skills requires concentration, practice, and a time commitment. It is best for your associate to work on one developmental opportunity at a time, to increase focus and reduce frustration. Thus the next step is to set priorities. Clarify what you see as most important for your associate by listing below the sequence in which you think your associate should address his/her developmental opportunities.

COACH'S PERSPECTIVE

1.

2.

3.

4.

5.

It is important to share your priorities and opinions with your associate, but it is typically best to mutually agree on the developmental priorities that your associate chooses.

Effective Coaching

CONSTRUCTIVE FEEDBACK

Your goal as a coach is to positively motivate your associate and give that person the confidence and insight to want to grow. Make sure the comments you offer your associate are constructive by taking these actions:

- **Look and listen.** Check your associate's verbal cues and body language to gauge his/her readiness to accept constructive feedback.
- **Ask open-ended questions.** Begin your questions with "How" or "Describe." These are more effective than questions that begin with "Why."
- **Calmly describe observations.** Report events or observations without judgment and without offering suggestions. Statements that begin with "I noticed that" are effective.
- **Make your feedback specific.** Specific feedback is more helpful than general feedback or criticism because your associate needs a clear picture of what may be going wrong.
- **Focus on one topic at a time.** Help your associate focus on one area of concern at a time. People usually need to process developmental information in small chunks.
- **Don't hesitate to give feedback.** Your role is to help your associate grow and giving constructive feedback is a key part of your role.



COACHING SESSIONS

Now that you have seen your associate's results and thought about strategies and priorities, you are ready to act. As always, prepare for the session with your associate. Major topics to cover may include the following:

1. Begin with a discussion of strengths. Ask your associate to share how he/she would answer the questions on page 6 of this report. Share how you answered the questions.
2. Next discuss developmental opportunities. Review page 5 to highlight the work style scales identified as developmental opportunities. Discuss the information on the coaching suggestion pages specific to the work style scales on which your associate scored lowest. Remember to apply the tips on giving constructive feedback.
3. Help your associate prioritize his/her developmental opportunities (see "Coach's Perspective"). Then commit to beginning with one that will have a significant positive impact on his/her work performance.
4. Motivate your associate to build a growth plan. Review a sample growth plan if possible. Then ask your associate to write his/her own growth plan and offer a reminder that you are available to help and offer input as needed.

You can either work during the session to help your associate draft a plan or adjourn and ask your associate to contact you when he/she has completed a growth plan.

SUPPORTING YOUR ASSOCIATE'S GROWTH PLAN

After your associate has drafted a growth plan for the top-priority developmental opportunity, support the plan with these actions:

- **Review and comment.** Read your associate's growth plan carefully and offer your input. Help your associate align his/her growth plan with the goals of the department or organization. Keep a copy of the plan and review it before future coaching sessions.
- **Write a coaching plan.** Build a coaching plan that supports your associate's growth plan. A template is offered at the end of this report.
- **Gather information if needed.** The next page lists educational resources. Some are specific to your associate's developmental opportunities, and some relate to coaching.
- **Provide resources and opportunities.** Check that your associate has the necessary resources and opportunities for growth. Identify several specific opportunities that your associate will benefit from.
- **Tap your network.** Connect your associate with mentors who can share their expertise and knowledge and give advice when needed.
- **Problem-solve time conflicts.** If you are your associate's supervisor, manage the distribution of work to allow time for your associate to complete agreed-upon action steps. If you are not the supervisor, check with the supervisor to ensure that your associate will have the time to complete the steps.



Educational Resources

If you need more information about particular work styles or about coaching, locate some of the following at libraries or bookstores. Use them to help you motivate and coach your associate.

TEXTS ON COACHING AND MENTORING

Coaching Successfully.

Eaton, J. & Johnson, R.
London and New York: DK Publishing, 2001.
ISBN: 0789471477

Coaching, Mentoring, & Managing.

Holliday, M.
Franklin Lakes, NJ: Career Press, 2001.
ISBN: 1564145840

Mentoring: How to Develop Successful Mentor Behaviors.

Shea, G.
Menlo Park, CA: Crisp Publications, 2001.
ISBN: 1560526424

TEXTS ON PERSUASIVE BEHAVIOR

How to Persuade People Who Don't Want to Be Persuaded.

Bauer, J. & Levy, M.
New York: Wiley, 2004.
ISBN: 0471647977

The 5 Paths to Persuasion: The Art of Selling Your Message.

Miller, R., Williams, G., & Hayashi, A.
New York: Warner Business Books, 2004.
ISBN: 0446532398

Artful Persuasion: How to Command Attention, Change Minds, and Influence People.

Mills, H.
New York: American Management Association, 2000.
ISBN: 0814470637

TEXTS ON INDEPENDENT BEHAVIOR

Achieving Excellence.

Heller, R.
London and New York: DK Publishing, 1999.
ISBN: 0789448637

Winning Habits.

Lyles, D.
Upper Saddle River, NJ: Pearson Prentice Hall, 2004.
ISBN: 0131453580

Control Your Destiny or Someone Else Will.

Tichy, N. & Sherman, S.
New York: HarperBusiness, 2001.
ISBN: 0060937386

TEXTS ON DECISIVE BEHAVIOR

Whatever It Takes: The Realities of Managerial Decision Making (2nd ed.).

McCall, M. & Kaplan, R.
Upper Saddle River, NJ: Prentice Hall, 2001.
ISBN: 0139521364

Winning Decisions: Getting It Right the First Time.

Russo, J. & Schoemaker, P.
New York: Currency, 2001.
ISBN: 0385502257

Decision Management: How to Assure Better Decisions in Your Company.

Yates, J.
San Francisco: Jossey-Bass, 2003.
ISBN: 0787956260

TEXTS ON COLLABORATIVE BEHAVIOR

The Wisdom of Teams.

Katzenbach, J. & Smith, D.
New York: HarperBusiness, 2003.
ISBN: 0060522003

The Discipline of Teams: A Mindbook-Workbook for Delivering Small Group Performance.

Katzenbach, J., Smith, D., & Smith, D.
New York: Wiley, 2001.
ISBN: 047138254X

Developing Strategic Alliances.

Rigsbee, E.
Menlo Park, CA: Crisp Publications, 2000.
ISBN: 1560525509

TEXTS ON ORGANIZED BEHAVIOR

Manage Your Time.

Hindle, T.
London and New York: DK Publishing, 1999.
ISBN: 0789424460

The Organized Executive: The Classic Program for Productivity.

Winston, S.
New York: Warner Business Books, 2001.
ISBN: 0446676969

Organized for Success.

Winston, S.
New York: Crown Business, 2004.
ISBN: 1400047595

SOURCES OF PROFESSIONAL DEVELOPMENT SEMINARS

American Management Association:
<http://www.amanet.org/seminars>

Padgett-Thompson:
<http://www.pttrain.com/ptSeminars.cfm>



Coaching Plan

STRENGTHS

Key strengths of my associate:

To help my associate capitalize on his/her strengths, I will do the following:

Information or resources I need:

Information or resources my associate needs:

Next follow-up date:

DEVELOPMENTAL OPPORTUNITIES

Top priority on which my associate and I agreed:

My associate's goal:

Desired outcomes:

To help my associate with this developmental opportunity, I will do the following:

Information or resources I need:

Information or resources my associate needs:

I will track my associate's progress using these methods:

I will know he/she is making progress after 3 months by these indicators:

Next follow-up date:

Target date for completing: