

Confidential Coaching Report for Your Organization

Prepared by John Beane/Staff Development Services

Jane Doe

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Disclaimer: The SDS Hiring and Coaching Reports are based on information from the Simmons Personal Survey. This instrument measures 13 character traits that are key to job performance. These traits are compared to an organization's specific job requirements and/or the U.S. Department of Labor Occupational Handbook norms. The reports are not designed to evaluate education, technical skills, intelligence, or experience but can identify how likely the candidate is to use these assets to fulfill the job requirements. The information within the reports should be validated by a good hiring process.

Emotional Energy: for Jane Doe is into the fast and active range. This level of energy allows her to work in fast paced settings and recover from any stress she suffers very quickly. She enjoys a lot of movement and activity in her work and easily bores in slow paced settings where she is not capable of expending energy on a constant basis. This high level of energy likely makes it very difficult for her to stay at her desk or in one position for any extended period of time. It does, however, allow her to cope with a very demanding and pressure filled schedule.

Stress: She is under a moderate amount of stress but not enough to disturb her coordination, concentration, or overall physical performance to the point that it affects her work. She enjoys a certain amount of stress in her life as it motivates her to take action. Without this stress, she would feel somewhat 'lost' and under-utilized. She has enough energy to take on more job related stress and continue to perform effectively.

Optimism: Jane possesses a very positive view of the world. She focuses on what is good about people and situations and does her best to avoid the negatives. But, Jane is not blind to these things even though she may act like she does not see potential dangers and shortcomings. Jane's positive attitude makes her a very pleasant, upbeat, and encouraging person to work around. She is not critical of people even when she is not getting what she wants or needs.

Self-Esteem: Jane's self-esteem tends to fluctuate. She is normally a modest person who is very aware of her shortcomings and often second guess's herself or questions her abilities. But, she indicates that there are times when she can become much more self-assured. This may represent the difference between how she feels about herself at work and at home. Or, she may be more self-assured around some people and less self-assured around others. This fluctuation of her self-esteem could make her seem 'moody' to people since they may not know how she will react to something they say to her. However, it may not be noticeable if the difference in her behavior is secondary to being at work or at home.

Work: Jane is a very hard worker who wants to spend the majority of her time on tasks. She is driven to take on as much responsibility as possible even when it may be too much for her to handle on her own. Even so, she rarely turns down any work and she may have difficulty delegating work to others since she would rather handle all of the work herself. Her inability to delegate may be causing some problems as she has difficulty letting others do their jobs independently. She needs to work on letting some of her tasks go and leaving certain things up to her staff to complete. She needs to prioritize her tasks to decide what needs her attention and what others could handle. Jane could be far more productive by leveraging the staff and having them do the things that do not require her attention while she focuses on the tasks she must do.

Detail: She is also a very detail oriented person who likes to provide a good deal of accuracy, organization, and logic in what she does. Jane is not a perfectionist but does want enough time to check for errors and mistakes before she lets tasks go and this makes her slow in getting things finished. With her high work coupled with this level of detail, she can easily 'lose sight of the bigger picture'. She has difficulty prioritizing the importance of her responsibilities and, therefore, spends equal amounts of time on all tasks. The quality of her work is very good but, if she could reduce her desire to handle everything herself, she could have a better overview of her responsibilities and be even more productive. At times, her co-workers may wonder why she spent so much time on an insignificant task when she should have been working on something more important.

Change: Jane's ability to adapt and perform a variety of functions is in line with what is desired for the attorney position. She enjoys working in new environments and situations and is flexible and open to changes. She is creative, likes to improve upon things, and enjoys the opportunity to do this as much as possible in her work. But her changes and improvements are usually good ones since they are based on logical thinking instead of impulsive actions. She likes taking on new cases so she eagerly accepts work and, due to her high desire to work, she can take on too much and become 'bogged down' from time to time. She is able to multitask and to adapt to a variety of new situations and environments with ease.

Courage: She is a very courageous person and not afraid of doing what it takes to 'get ahead' in life. She is willing to work under pressure and take risks in her job, regardless of the consequences. She is so courageous that she overestimates her abilities at times and takes on more than she can handle. Her level of courage is very high, even for an attorney. With her level of courage, there is almost no limit to what she is capable of and willing to do. She feels things will always work out well for her because of her high optimism. But, she 'can get in over her head' from time to time when she overestimates her abilities, requiring her managers to 'bail her out'. This may be when her self-esteem 'ratchets up' and she tries to deflect the outcome onto others rather than taking responsibility. Rewarding her for caution and safety and making her responsible for outcomes may cause her to relax this need for competition and excessive risk taking if this is causing issues with her performance in your firm.

Direction: Jane is very confident in her abilities and very capable of making decisions and setting priorities and goals. She does not need or want outside help or guidance from others and often rejects people who offer it to her. She wants a lot of status and respect from those around her and the ability to work how she wants and when she wants. Making quick, well informed decisions likely comes very naturally to her due to her high energy, work, and detail. But, if she is expected to work in teams inside of the pre-established parameters of the firm, these strengths likely cause some friction. Jane's courage and direction are closer to levels that are normally desired and seen in principals. If Jane is too self-directing and controlling, rewarding her for teamwork and for letting others do more could improve her performance.

Assertiveness: She is not hesitant in letting others know exactly 'where she stands' on issues. She is very comfortable asserting her opinions, ideas, or feelings. She does not easily submit to others' wishes or ideas and is very willing to engage in arguments or confrontations in order to get her point across. What she says is based on logic and reasoning and, because of this, may be difficult to argue with. With her need to control things and her risk orientation, she is willing to engage in power struggles in order to get her way. Her assertiveness in combination with her detail suits her very well for being an attorney, especially if she is required to litigate.

Tolerance: Jane is moderately tolerant of people. But, once she feels she has taken enough abuse or neglect, she is more than willing to express her anger and frustration to those who have upset her. Once upset, she is likely somewhat vindictive and harsh towards others but not likely for long since it does not take her long to regain her composure. With her higher courage and direction coupled with her assertiveness, she can get angry and then be difficult to deal with. Her level of tolerance is in line with what is usually desired in an attorney but it is her courage and direction that need to be 'reined in'.

Consideration: She is moderately considerate and understanding of others' thoughts and feelings. She tries to not offend or neglect people but does so occasionally. Her levels of tolerance and consideration give her the ability to successfully deal with clients and co-workers without letting them take advantage of her. People most likely see Jane as someone who is understanding and fair but stern in her decisions and beliefs. She indicates she is working to become more tolerant and considerate of people.

Sociability: Jane enjoys socializing and is good at it. She is well balanced in the amount of time she wants to spend working and socializing. She is more likely the kind of person who continues to work while making 'small talk'. She works well in groups but does want some time to herself so that she can work uninterrupted for extended periods of time. Her level of sociability is in line with what is desired for an attorney.

Summary: Jane Doe's survey indicates that she is very well suited for the attorney position and should be able to litigate without any difficulty. She is a little strong in her courage and direction for the associate attorney position since she is always looking for ways to compete and always wants to win. While this may be good in the courtroom, it can be detrimental in the office. Jane may be too willing to take on work and, due to her high work and detail, attempt to do too much herself. She needs to let others do more in supporting her while she focuses only on what requires her attention. And, by reducing her courage and direction, she would be more responsive to others' input and better at assessing cases. Otherwise, her tendencies line up very well for what is desired in an associate attorney, especially one who litigates or negotiates.