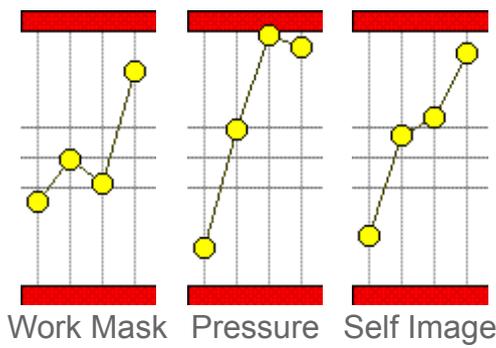


Coaching report

Mr Paul Hilditch

LOGICAL, SYSTEMATIC PERSON



Behavioural style

This rational and methodical individual works diligently, acts in an extremely tactful fashion, and seldom antagonises others deliberately. Mr Hilditch will build relationships on trust and sincerity, operates in a methodical style, is accurate and likes to get details correct. He is not always perceived as a quick decision maker, but extensive and involved thought and a good sense of timing are usually key factors of his decision making process. He is a thorough examiner and presenter of facts in writing, and a reasonable verbal communicator of information. Mr Hilditch requires work which calls for precision and an extreme amount of explanation. He is a good adviser who enjoys feeling part of the team. Mr Hilditch requires time to evaluate all the available facts, to review the findings and to make decisions in an environment empty of pressure. An extremely thorough individual who is tenacious, industrious and motivated by a desire to achieve high levels of accuracy. Mr Hilditch is family/group-motivated and is inclined to build relationships slowly on trust. He has a tendency to be possessive and protective of those individuals that he believes to be his friends. Mr Hilditch believes that in order to be more successful in the job he should become more mobile, alert and active, adopting a rather quicker pace. When the pressure is really on, this steady, dependable and deliberate individual reinforces these natural behavioural characteristics.

Job emphasis

Imparting and sharing information of a specialist nature Sharing specialist information and providing support to others Mr Hilditch's job should require him to collect and share information in order to maintain standards and quality in the workplace. There should be a minimum requirement for him to be involved in crisis management, or to work to pressing time constraints. Auditing the work of other people prior to its completion or delivery could be an essential part of the job. The role could involve Mr Hilditch in sharing with others or training others in specialist areas, where there is a requirement to deliver specific skills to colleagues.

Descriptors

Systematic, precise, logical, persistent, deliberate, non-demonstrative, friendly, confident, humble and cautious, internally modest, peaceful.

Personal motivation

Standard operating procedures, a happy home life, sincerity, limited exposure, security (protection), no sudden or abrupt changes, and a sheltered environment are important self-motivators to Mr Hilditch.

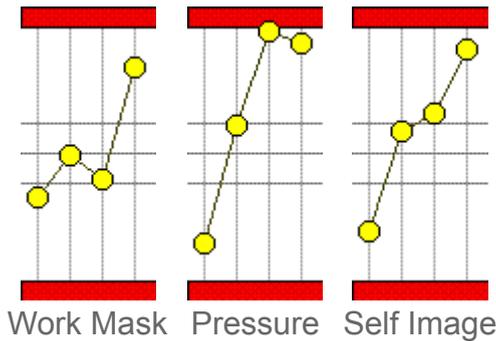
General comments

There are factors within Mr Hilditch's profile to indicate that he may undergo a temporary mercurial change. Occasionally this steady, dependable, deliberate person becomes even more so and may even be seen as intransigent. This can result in a temporary reversal in behaviour and he may become very mobile, active and fast of pace. This will be followed by a swift return to his original behaviour. There are some indications that Mr Hilditch is showing signs of frustrations, problems or stress which apparently are of a personal/emotional nature. Personal problems may have an adverse effect on an individual's performance in the job. Great care should be exercised, therefore, especially if Mr Hilditch is being considered for a new position. Mr Hilditch's ideal boss will be someone who is detailed and precise in managing people. Mr Hilditch places great emphasis on producing work of a high standard and the boss should appreciate that there may be occasions when extra time is called for by Mr Hilditch as a direct result of him striving for perfectionism. The boss should produce clear logical guidelines and appreciate that Mr Hilditch prefers the written instruction to the verbal. Mr Hilditch has a good sense of urgency balanced with maintaining high standards. He appreciates the company of people with similar ideas, and likes others to be organised and quality conscious. A diplomatic leader who creates a good working environment, he will use tact to foster good relationships. Mr Hilditch is best suited to promoting quality issues. A diplomat by nature, he will endeavour to use tact to maintain good relationships. He is sensitive to changes in the social and work environment. Mr Hilditch likes to be organised, and appreciates the company of people with similar ideas. A quality, systems type of individual who will endeavour to achieve results of a high standards. He creates a good working environment and will be sensitive to changes in both the social and working

environment. He is usually a well-organised person.

Mr Paul Hilditch

How to manage



Managing Mr Hilditch is by definition, firstly about communicating with him the way he wants to be communicated with, and secondly, understanding his key strengths and limitations. This rational and methodical individual works diligently, acts in an extremely tactful fashion, and seldom antagonises others deliberately. Mr Hilditch will build relationships on trust and sincerity, operates in a methodical style, is accurate and likes to get details correct. He is not always perceived as a quick decision maker, but extensive and involved thought and a good sense of timing are usually key factors of his decision making process. He is a thorough examiner and presenter of facts in writing, and a reasonable verbal communicator of information. Mr Hilditch requires work which calls for precision and an extreme amount of explanation. He is a good adviser who enjoys feeling part of the team. Mr Hilditch requires time to evaluate all the available facts, to review the findings and to make decisions in an environment empty of pressure. An extremely thorough individual who is tenacious, industrious and motivated by a desire to achieve high levels of accuracy. Mr Hilditch is family/group-motivated and is inclined to build relationships slowly on trust. He has a tendency to be possessive and protective of those individuals that he believes to be his friends.

Communicating with Mr Hilditch

- Present specifics and do what you say you will do.
- Draw up an "Action Plan" with milestones and scheduled dates.
- If you have to disagree refer to solid evidence e.g. data and facts from respected sources.
- Allow him space.
- If the situation impacts on him personally, look out for hurt feelings.

- Offer special, immediate and extra incentives for his willingness to take risks.

Key strengths of Mr Hilditch

- Mr Hilditch has the ability to do tough assignments and get them right.
- Takes a disciplined approach to tasks.
- Likes to be organised, punctual and knowledgeable.
- He is able to stick at a task and see it through to its ultimate conclusion.
- As a team member, Mr Hilditch is open, patient and tolerant of other team members.
- He develops friendships quickly, and enjoys networking.

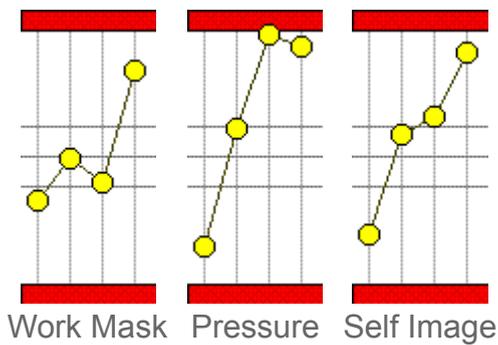
Improving effectiveness of Mr Hilditch

- Encourage him to be more independent.
- Provide written confirmation of changes.
- Emphasise the organisation's reliance on expertise.
- Encourage the view that confrontation does not necessarily lead to conflict, hassle and trouble.
- Introduce new ideas and new people in a non-threatening manner.
- Provide administrative support and closer supervision so that he is more attentive to detail.

Training assessment

Mr Paul Hilditch

Training analysis



Systematic, precise, logical, persistent, deliberate, non-demonstrative, friendly, confident, humble and cautious, internally modest, peaceful.

To fully use Mr Hilditch's potential

- Stress that retribution does not follow errors.
- Set realistic time schedules.
- Provide written confirmation of decisions made.
- Support the questioning of the motives of others.
- Nurture a sense of urgency.
- Stress the value of being logical when debating problems.

When considering training needs it is important to consider the likely effect on the person to be trained.

- Is the person willing to participate in a Training programme?
- Will the training be cost-effective?
- Will the training have the desired impact.

The easiest factors to enhance through training are the highest and the lowest on Graph 3. The most difficult factors to change through training are also the highest and the lowest on Graph 3. The way to change attitudes and priorities, thus providing a positive return on the cost of training, is to tackle problematical areas through those factors between the highest and the lowest. *The most natural and effective factors to train are the mid factors.*

Training needs

We recommend the following training in order to increase Mr Hilditch's natural working

strengths.

- Routine planning.
- Self-organisation.
- Planning for change.
- Decision making.
- Communication.
- Creating enthusiasm.

Other potential training needs

The items listed above are the key priorities for Mr Hilditch. The following training may also enhance performance.

- Assertiveness.
- Public speaking.
- People skills.
- Setting realistic goals.

IMPROVED EMPLOYEES