

Coaching Report

Predictive Behavioral Assessment results for Acme Corp., for managers coaching the employee.






Candidate

Name	Job	Assessment taken
David Miles	Sales	February 17, 2025

Behavioral profile

Behavioral Competency

Score

Identifies and addresses others' needs	 Area for Development
Tailors style to fit expectations	 Emerging Strength
Achieves results by prioritizing others' satisfaction	 Clear Strength
Makes profitable and pragmatic recommendations	 Clear Strength
Analyzes and resolves problems	 Clear Strength

How to interpret these results

This section provides information on an individual's capacity to demonstrate the behavioral competencies important for this type of role. To the right of each behavioral competency listed above is a score indicating the individual's capacity for success in that area based on their assessment results. Each score falls into one of the four categories which are described below.

Clear strength

This individual possesses the highest potential to successfully demonstrate the behavioral competency. Associated behaviors will be natural, and the individual should excel in this area.

Area for Development

This individual may have the potential to successfully demonstrate the behavioral competency. However, in order to develop, they will likely need focused training and must be willing to accept coaching.

Emerging Strength

This individual possesses the potential to successfully demonstrate the behavioral competency. It is likely that they can achieve (or have achieved) excellence in this area with deliberate learning and practice.

Not a Natural Fit

This individual does not possess the natural tendency to demonstrate the behavioral competency. This does not mean the person cannot perform or is not performing. More likely, ongoing support and coaching will be required along with "work arounds" in order to maximize effectiveness.

Identifies and addresses others' needs

This behavioral competency at work

- Values time spent analyzing the real goals at hand, rather than defaulting to a one-size-fits-all answer.
- Adjusts methods to align better with distinct requirements.
- Places those core objectives above standard or routine responses.

Participant rating

 Area for Development



What does this rating mean?

- This individual may try to steer others toward their own priorities instead of taking time to discover unique requirements or motivations. They might assume everyone shares the same agenda.
- They could offer a standard formula without customizing it for particular contexts. Believing strongly in their own approach, they may seem reluctant to adapt, appearing rigid or dismissive.

Guidelines for coaching

- Ensure this individual regularly checks in with the people who rely on their contributions, so they can keep track of evolving expectations. Times and priorities change, so emphasize the need to remain flexible and responsive rather than defaulting to a single routine.
- If they struggle to uncover the real goals or concerns, help them draft a list of core questions and map out alternative methods for meeting a variety of needs. Encourage them to prepare multiple approaches, reviewing the potential pros and cons of each. This flexibility will give them a better chance of staying relevant and delivering solutions that truly fit the situation at hand.

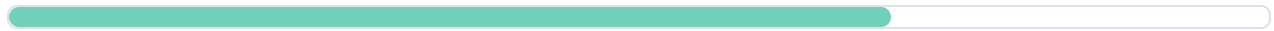
Tailors style to fit expectations

This behavioral competency at work

- Carefully modifies interactions based on how others best receive information.
- Avoids seeming contrived; strives for a natural alignment with individuals' comfort zones.
- Recognizes the significance of first impressions and respectful communication in building trust.

Participant rating

 Emerging Strength



What does this rating mean?

- This individual usually gathers background information before initial interactions to establish credibility right from the outset. They promote themselves and their affiliation in a manner that aligns well with general expectations.
- Their ability to read situations effectively helps them adapt their style without appearing insincere, showing flexibility to accommodate various environments and personalities.

Guidelines for coaching

- Emphasize that credibility, like respect, must be earned, not merely assumed. Suggest sharing relevant examples of how people in comparable circumstances have benefited from the organization's approach. Even if the organization already enjoys a stellar reputation, remind them that others may still need to see evidence of relevant experience and successful outcomes before feeling truly confident.
- Reinforce the idea that their communication style should align with the preferences and expectations of the individuals or groups they interact with, rather than defaulting to their own personal habits. The goal is to fit seamlessly into different environments, not stand out in a way that makes others uncomfortable. Role-play various scenarios and offer concrete suggestions on how to adapt to differing norms. Encourage them to recognize that a one-size-fits-all approach can sometimes alienate people. By observing and respecting each setting's unique cues, they can avoid unintentionally putting others off. Remind them that fine-tuning their communication style can foster stronger connections and, ultimately, better results.

Achieves results by prioritizing others' satisfaction

This behavioral competency at work

- Places the well-being and fulfillment of others at the forefront of all efforts.
- Invests time in establishing rapport and fostering genuine trust.
- Demonstrates commitment by maintaining a diligent approach and a sense of urgency when challenges emerge.

Participant rating

 Clear Strength



What does this rating mean?

- This individual knows that ultimately, success depends on the genuine benefits they can provide. Their desire to produce excellent results is deep-seated, and they will do what it takes to support others, even when difficulties arise.
- They skillfully guide interactions and pose direct questions to ensure they have all necessary information. They are not hesitant to be candid in uncovering exactly what is needed to meet expectations.

Guidelines for coaching

- Explain that if people remain unhappy with a solution or outcome, the issue generally grows worse over time—and requires greater effort to fix later. Many difficult interactions stem from frustration or unaddressed concerns. Remind them that by sincerely striving to make people feel heard and satisfied, they ultimately achieve better outcomes for everyone, including themselves.
- Urge them not to be so focused on projecting a certain image that they lose sight of ensuring meaningful benefits. The most effective way to earn recognition is to reliably deliver genuine value and show consistent care for others' challenges. By verifying that their assistance aligns with real needs, they can foster a sense of trust and pave the way for future success.

Makes profitable and pragmatic recommendations

This behavioral competency at work

- Weighs each suggestion or potential step against its likely impact on achieving desirable goals.
- Prefers approaches that fulfill requirements without unnecessary complication.
- Leverages a strong knowledge base to propose choices that are purposeful and readily applied.

Participant rating

 Clear Strength



What does this rating mean?

- This individual seeks to understand the practical framework and potential financial implications of processes. With this knowledge, they can make suggestions that help meet important objectives efficiently.
- They weigh possible paths and proactively choose the one that looks the most fruitful. By analyzing in advance, they avoid unpleasant surprises such as overextended budgets or nonexistent gains.

Guidelines for coaching

- Suggest that they invest time in learning the intricacies of the organizations or groups they're collaborating with so they can propose ideas that directly affect productivity and outcomes. By demonstrating an understanding of each area's strengths and inefficiencies, they become a trusted advisor whose suggestions boost collective success as well as their own.
- Remind them that the flashiest or most complex approach isn't always the most beneficial. Occasionally, simpler, more direct methods create higher returns and reduce overhead. It's vital they weigh each option's tangible impact before committing resources, ensuring the best balance between innovation, feasibility, and tangible payoff.

Analyzes and resolves problems

This behavioral competency at work

- Dissects problems systematically, looking first for root causes before acting.
- Considers alternative points of view to ensure a well-rounded approach.
- Sees the process through to the end instead of withdrawing prematurely, personally investing in identifying and implementing an effective remedy.

Participant rating

Clear Strength

What does this rating mean?

- This individual fixes attention on the primary issue and seeks a permanent solution rather than merely providing temporary relief. They want to understand different angles of the problem and pinpoint the root cause.
- Even if they solicit help from others, they stay involved until the matter is resolved to their satisfaction.

Guidelines for coaching

- Remind them that troubleshooting isn't a sideline distraction; it's a core responsibility. Dismissing problems or hoping they go away independently can lead to bigger obstacles later. Encourage them to label issues clearly, investigate root causes, and work methodically on effective resolutions rather than quick fixes.
- Though each person is ultimately responsible for managing their own tasks, make it clear that input and collaboration from peers or leaders can bolster problem-solving. Suggest pairing them with someone who excels at creative or systematic troubleshooting so they can learn new strategies for tackling future challenges.

Workplace motivation




Propensity to engage

What does this rating mean?

Typically responds well to employee engagement initiatives and becomes more engaged as the organization continues to invest in them.

Behavioral Competency

Score

Advocate	 High
Belong	 High
Contribute	 High

How to interpret these results

This section provides information on an individual's capacity to demonstrate the behavioral competencies important for this type of role. To the right of each behavioral competency listed above is a score indicating the individual's capacity for success in that area based on their assessment results. Each score falls into one of the four categories which are described below.

High

This individual has a strong alignment with this motivational factor. This suggests that they will be highly motivated by work environments that provide opportunities to fulfill this need.

Moderate

This individual has a moderate alignment with this motivational factor. This suggests that they will be somewhat motivated by work environments that provide opportunities to fulfill this need.

Low

This individual has a low alignment with this motivational factor. This suggests that they will be less motivated by work environments that provide opportunities to fulfill this need.

Advocate

This behavioral competency at work

- Engaged employees talk positively of the organization with coworkers, potential employees, and customers.

Participant rating

 High

What does this rating mean?

- Employees are likely to talk about multiple aspects of their workplace (e.g., job, coworkers, organization), and to behave in ways that enhance others' perception of and interest in their organization (e.g., recommend organization to people seeking employment or are in need of products/ services offered by their organization).

Guidelines for coaching

- When working with an employee who may need to improve their advocacy skills, start by engaging in open and constructive dialogue. Understand their perspective and any barriers they might be facing in advocating for the organization. Provide them with opportunities for training, mentorship, and exposure to role models who excel in advocacy. Encourage them to build their knowledge about the organization, its values, and its offerings. Set clear expectations and goals related to advocacy, and offer regular feedback and support to help them grow in this area. Foster a supportive environment that encourages collaboration and networking, and lead by example in advocating for the organization's interests. With your guidance and a nurturing environment, you can help the employee become a more effective advocate for the organization and its values.

Belong

This behavioral competency at work

- Engaged employees have a strong sense of belonging as members of the org and are committed to its goals.

Participant rating

 High



What does this rating mean?

- Employees likely feel a strong sense of belonging, fit, and purpose in their workplace at all levels, including their job, team, and the organization, overall. Employees are likely to actively choose to stay with their organization (e.g., little or no interest in other job opportunities or offers).

Guidelines for coaching

- When supporting employees who may not feel a strong sense of belonging, it's crucial to create an inclusive and supportive environment. Encourage open communication and active listening within your team. Foster a culture of appreciation and recognition, acknowledging each team member's contributions. Provide opportunities for team-building and social interaction to help build relationships among team members. Encourage employees to share their ideas and concerns, and actively involve them in decision-making processes when appropriate. Be attentive to signs of disconnection and proactively address any issues that may be affecting their sense of belonging. By promoting a sense of inclusivity and valuing each team member's uniqueness, you can help them develop a stronger connection and commitment to the organization or group.

Contribute

This behavioral competency at work

- Engaged employees go beyond their expected roles and actively work to increase the organization's success.

Participant rating

 High



What does this rating mean?

- Employees' performance efforts often extend beyond their role expectations, and they are more likely to participate in or lead activities that benefit multiple aspects of the workplace, including customers, coworkers, and the organization, overall.

Guidelines for coaching

- When coaching employees who may demonstrate a tendency to do the minimal necessary, it's important to inspire and motivate them towards greater contributions. Start by setting clear performance expectations and specific goals. Communicate the importance of their role within the organization and how their contributions align with its overall mission and success. Provide regular feedback to help them understand their strengths and areas for improvement. Recognize and celebrate their achievements, no matter how small, to boost their motivation. Encourage them to take ownership of their work and involve them in decision-making when appropriate. Offer opportunities for skill development and growth that align with their interests and strengths. Ultimately, by fostering a sense of purpose and offering support, you can encourage them to go beyond the minimum and become more engaged and productive contributors to the organization.

Personal Characteristics

The characteristics described below measure this individual's preferences, wants, or desires. However, this does not necessarily indicate that they currently have developed the habits or skills to satisfy these preferences. A manager may wish to note these specific needs and utilize the suggested discussion points to commence a meaningful dialogue about potential with this person. These characteristics will also provide you with an indication of this individual's fit to your organization's culture.

Effectively manages frustration

Insights

This person keeps a positive attitude by constructively channeling day-to-day frustrations. They focus on finding solutions rather than dwelling on the negative. However, others may feel that they don't always give negative situations sufficient thought or reflection if the reaction is mild.

Guidelines for coaching

- Explain that others may not understand how this person can consistently avoid getting bogged down when negatives occur.
- Uttering a simple expression of frustration and then moving on as though nothing went wrong could give others the impression that the full importance of negative events is not grasped or that there is no interest in preventing problems from occurring.
- Provide verbal and visual cues that will let others know that failure is being taken seriously and that they have a strong commitment to results.

Personal Characteristics

Self-assured/self-satisfaction

Insights

This person is highly self-satisfied and not distracted by the need for approval of others. They are confident in their ability to complete tasks and may not objectively evaluate how their actions could impact results because they truly don't expect to be the cause, even indirectly, of any potential downfalls. As a result, they could dismiss constructive criticism.

Guidelines for coaching

- Make it clear to them that in order to ensure that goals are attained, it is critical for everyone to perform regular self-analysis.
- Although they may not believe that their behavior could jeopardize results, they need to realize that even the strongest employees have behavior patterns that could impact goal accomplishment.
- Get them into the habit of taking an objective look at their actions and the possible ramifications if they do not make needed adjustments.

Personal Characteristics

Deal effectively with stress

Insights

This individual does not appear to be bothered by stressful situations. They are able to function effectively, even under large amounts of pressure, because they're able to maintain perspective. This attitude helps them to achieve goals, but it could also give the impression that they don't care enough about the situation to be worried.

Guidelines for coaching

- When stressful circumstances arise, be sure that they address the worries of others, but also explain that not everyone reacts to pressure in the same manner.
- They should convey that they understand and even share others' concerns, but believe that by keeping the goal achievement in focus, the crisis will soon pass and original objectives will still be met.

Personal Characteristics

Consensus building approach to influencing others

Insights

This individual wants to influence the direction of a decision by seeking consensus rather than by selling what they believe is right. They listen to the views of dissenters and work with them to achieve a solution that is agreeable to all parties involved. They will feel uncomfortable if placed in a position that requires independent work without the feedback and input of others.

Guidelines for coaching

- Enhance their performance by providing them with an environment of mutual support.
- Encourage their need for collaboration, but keep an eye out to ensure that no deadlines are being missed or that any compromises are not jeopardizing the end result.
- Explain that collaboration can often be a useful tool, but that there will be circumstances when it is not the most efficient means by which to find a solution.
- Help them to realize that there will be occasions when the group is not properly equipped to make an appropriate decision.
- In those cases, they will either have to educate and then guide constituents to a final decision, or they will have to try to work independently.
- When working independently, make it clear that they can rely on superiors for support to offset any dislike of feeling completely alone.

Personal Characteristics

Need to soften tough issues

Insights

This person likes to have people available at all times for interaction. Instead of using private time to reflect upon their actions, they prefer to take a sociable, friendly approach to minimizing the negative impact of difficult situations. They make suggestions and deliver news to others and then respond appropriately to any reactions. They enjoy handling issues in an impromptu manner and will feel uncomfortable if required to interact via more formal means.

Guidelines for coaching

- Explain that there will be situations when it will be necessary to choose their words carefully.
- Although a casual, impromptu approach may work in most cases, sometimes a more measured, formal response will prevent further problems.
- Work with them to identify these situations and have them commit to writing thoughts and suggestions down for review.
- Allowing them to interact freely and then requiring them to spend time alone only when necessary will strike the balance needed to handle most situations and still maintain their overall job satisfaction.

Personal Characteristics

Provide proactive assistance/support

Insights

This individual will offer assistance to others and strives to present themselves as a professional resource. A good deal of their satisfaction comes from sharing expertise and experience with those who are less knowledgeable, so they tend to give advice to everyone, whether it is requested or not. If forced to limit the amount of help they give, they could lose motivation and find the job less satisfying.

Guidelines for coaching

- Since their professional image is important to them and they enjoy educating people, they need a work environment that provides opportunities to share knowledge.
- However, they must learn the limits of offering help or sharing knowledge.
- Be sure they are aware of their responsibilities and know when to draw the line on sharing expertise.
- Encourage them to limit the unsolicited advice and focus on teaching those who truly need and desire help.

Personal Characteristics

Promote growth through innovation

Insights

They enjoy coming up with new processes and take pride in developing unique solutions. They would prefer a fresh approach with an eye toward substantial long-term results as opposed to refining a well-tested system already in place. They will become restless and tempted to redesign processes rather than work to make incremental improvements.

Guidelines for coaching

- Encourage them to consider how much time has been allowed to deal with unexpected barriers to new plans.
- They may prefer to spend time on breakthrough solutions, but these innovations could be blocked by unforeseen obstacles that could render the new system less efficient than the old.
- Be sure there are back-up plans in place and that the advantages of taking a new route versus modifying existing processes have been weighed.
- If nothing can be gained, encourage them to save their creative energy for more valuable projects.

Personal Characteristics

Need to avoid self-promotion

Insights

This person desires recognition, but does not feel that they should have to ask for it. They believe that their efforts should speak for themselves and feel that self-promotion can be seen as inappropriate or unprofessional. They prefer to stay behind the scenes and may feel uncomfortable and embarrassed if placed in a position that requires them and their achievements to take center stage.

Guidelines for coaching

- They will need to be given recognition without specifically requesting it.
- They may feel unappreciated if they need to ask for affirmation, so ensure that they keep everyone aware of their achievements through regular progress reports.
- Then be sure to implement a system by which they can be rewarded without being made to feel uncomfortable.
- For example, make a regular habit of talking to them in a one-on-one situation and expressing admiration for the work they are doing.
- Letting them know, in a private, low-key manner, that they are appreciated will mean more than any public accolades or rewards.
- If public acknowledgement is called for, then try to praise them as part of a group rather than individually.

Personal Characteristics

Effective networking

Insights

They are outgoing and extroverted and may enjoy talking so much they don't always do enough listening. They may shy away from tasks that require a more reactive, observational approach or they may even try to alter those tasks to meet their socialization needs. As a result, their extroverted nature may take away from achieving the objective of those interactions.

Guidelines for coaching

- Help them understand the advantages of active listening, which involves common courtesy and concentration.
- Ask them to make a conscious effort to concentrate on others' words and thoughts.
- Show them the benefits of extending courtesies by rephrasing what others have said in order to point out that they are both listening and understanding.
- Most of all, remind them that through active listening, they are taking control of the interaction by ensuring they are collecting the information they need.

Personal Characteristics

Need to seek new interpersonal opportunities

Insights

This individual is a people person and seeks situations in which contact with a wide variety of individuals is possible. Engaging these acquaintances in conversation comes easy for them. It satisfies a social motivation to build a wider circle of successful or influential contacts, therefore they need opportunities to meet new people. A position that requires isolation from others could lead to boredom and/or frustration.

Guidelines for coaching

- This person will not be happy or productive being stuck behind a desk.
- Find opportunities for them to interact and make new social connections.
- With their people skills, they can form valuable business relationships and broaden the company's sales and reference base, as well as gain vital information about competitors or new trends.
- However, be certain to provide them with objectives before being sent into social situations, for they could get caught up in the social element of the interaction and forget about the business purpose.
- Coach them about always approaching a meeting with a definite goal in mind.
- A stricter routine will help keep them focused on this goal, rather than the more enjoyable social interaction, requiring them to build solid business relationships as well.



About the Predictive Behavioral Assessment

Spark Hire's Predictive Behavioral Assessment predicts a candidate's capacity to succeed in a specific role. Backed by more than 50 years of research and hundreds of validation studies, it provides insights into a candidate's strengths and areas of development.

About Spark Hire

Spark Hire's hiring software drives a collective, people-driven approach to hiring, helping overburdened teams drive the connections that lead to successful hires.

Evaluate potential candidates beyond their resumes, while workflows and task automation keeps hiring teams aligned and on track. Spark Hire empowers you to manage every aspect of hiring and leave a positive impact on both candidates and hiring managers.

Our solutions include Spark Hire Recruit (applicant tracking system) and Spark Hire Meet (Predictive Behavioral Assessment, reference checks, and video interviews.)

Tailor Spark Hire to your needs by using Spark Hire Meet on its own or choose Spark Hire Recruit for the ultimate hiring experience. All Recruit plans include our video interviewing and assessment solutions.

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