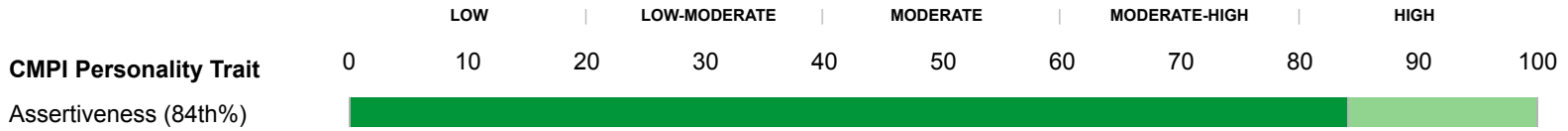


## Assertiveness

COACHING REPORT (NON-SALES POSITION)

PROFILE FOR  
DATE  
SECTION

SIGMUND SAMPLE  
AUGUST 14, 2019  
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### General Statement

Employees who have higher *Assertiveness* have the ability to assert themselves whenever necessary in order to control a conversation or communicate comfortably with others, even those in positions of power or authority. When others may disagree with them, they have no problem confronting them and attempting to change their belief. They seldom worry about what others may think of them and enjoy competitive situations that provide the opportunity for them to prove themselves. They are self-confident and decisive in nearly all social situations.

### Strengths

This level of *Assertiveness* is a profound asset in any job description that requires confident communication or the ability to confront difficult employees or customers, including management or supervisory positions. Employees with this higher level of *Assertiveness* are able to look directly into another's eyes and maintain control under difficult circumstances. They can confidently mediate interpersonal conflicts without becoming emotionally involved. This high *Assertiveness* becomes a leadership trait when it is combined with a moderate to high score on *Need to Serve* and a moderate to low score on *Drive for Recognition*. The combination of these three scores (see Personality Traits to see if this statement applies) gives the individual the *Assertiveness* to control others, but in an unpretentious and caring way that motivates others to follow.

### Challenges

*Assertiveness* is nearly always a strength. However, it is important to note two specific exceptions to this statement that can cause potential problems. The first exception is the possible interaction between this higher *Assertiveness* and *Need to Serve* (see Personality Trait scores to see if this statement applies). If this *Need to Serve* score is lower than 40%, employees can lack the interpersonal warmth that is required to relate to the needs of fellow employees or customers. Communication can be too formal without the "small talk" that bonds team members. Too many statements will be made and too few questions asked. In addition, they can lack the ability to build close and nurturing relationships, an essential part of teamwork. The second exception is the possible interaction with *Intensity/Drive*. If this trait score is 60% or above (see Personality Trait scores), it produces an impatience and intolerance not only with fellow team members, but also with company staff and management. With this combination, others can be alienated and productivity can be negatively affected.

### Coaching Tips

If this higher *Assertiveness* is combined with moderate or higher *Need to Serve* (see Personality Traits), there are few, if any, potential problems relating to this personality trait. In reference to the first exception (see above) involving the interaction between higher *Assertiveness* and lower *Need to Serve*, management should closely supervise employees with this combination to make sure they are not alienating fellow employees or team members. If this is the case, "sensitivity training" of some form is recommended. In reference to the second exception, their impatience and intolerance will require close supervision to avoid negative consequences. The problems associated with this combination of high *Assertiveness*, high *Intensity/Drive*, and low *Need to Serve* should be resolved early in their career by frank and open conversations where management addresses the potential problems associated with these trait scores and receives a commitment to work together to avoid them.