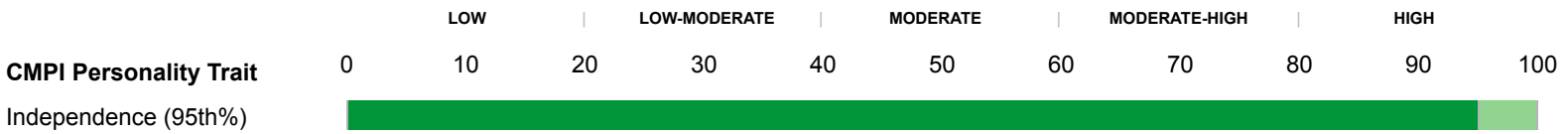


Independence

COACHING REPORT (NON-SALES POSITION)

PROFILE FOR SIGMUND SAMPLE
 DATE AUGUST 14, 2019
 SECTION 6 OF 13



General Statement

Employees who score in the higher ranges on this Personality Trait prefer to work by themselves as opposed to working in teams. They would rather be a business owner or employer (than an employee). If they are in a leadership role, they prefer to be the one that makes the decisions, rather than being the one who is directed by others. They report that they work better alone and without close supervision. This employee prefers control and independence more than job security and predictability. This need for *Independence* also relates closely to the need for control, both in their relationships with others and the way they maintain control of their daily activities and priorities.

Strengths

Employees with this higher score on *Independence* are able to work in detached offices or their home office where there is very little supervision. This desire to work alone becomes even more obvious if their *Drive for Recognition* is lower than 40% (see Personality Traits to see if this applies). They are typically good at prioritizing and organizing their daily activities because they don't get easily distracted from their goals. When it comes to handling interruptions by fellow employees or customers, they are typically able to maintain control of others and persist even when there is resistance. These time management strengths are reinforced by higher scores (60% or above) on *Assertiveness* and lower scores (lower than 40%) on *Need to Serve* (see Personality Traits to see if this applies).

Challenges

Because they prefer to work alone, this need for *Independence* may become a problem if they are required to work closely in teams and share leadership or rewards. In addition, they typically dislike work requirements and any process that demands accountability. There are times when they may appear too aggressive and offend fellow employees or customers, especially if their *Need to Serve* is below 40% (see Personality Traits). Employment stability can become a problem if their need for *Independence* and control is not honored by management. This restlessness is compounded by high (60% and above) *Intensity/Drive* and/or *Assertiveness* and lower (lower than 40%) *Need to Serve* (see Personality Traits).

Coaching Tips

When employees with this higher score on *Independence* are first hired, it is most important that they understand what will be required of them. Management should always explain the purpose of any job requirement to avoid future misunderstandings. In addition, it is important to know that they report that they don't wish to be involved in group decision-making activities such as committees or work teams. Management should also, whenever possible, respect their *Independence* from direct supervision. If employees with this higher score on *Independence* lose their motivation, management can offer more independence from supervision as a source of motivation to increase productivity. Based upon specific production or activity goals, they can, for example, be released from attending coaching sessions or morning meetings. An additional incentive that can be used to motivate employees with this higher score on *Independence* is to reduce or eliminate any supervisory responsibilities they have with others. Be sure to be clear what is still expected in this regard, however, or they will be tempted to focus solely on their own production requirements.