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## FROM BUD HANEY'S DESK

### Put Me In, Coach

"Probably my best quality as a coach is that I ask a lot of challenging questions and let the person come up with the answer." - Phil Dixon

At Profiles International, we ask a lot of challenging questions too. In fact, challenging questions are at the heart of any meaningful employee assessment. If you don't know the people you're working with, how can you come up with an in-depth plan to train, manage, motivate, and develop them

When it comes to assessing employees and candidates, our partners specialize in asking the right challenging questions.

The ProfileXT<sup>®</sup>, for example, is a multi-purpose, "Total Person" employee assessment used for selection, development, training, managing, and succession planning. It measures how well an individual fits specific jobs in your organization, and

the results can be used during pre-employment training or succession planning.

You can use ProfileXT as a pre-hire tool to find the best matched candidate for a particular job. Plus, this product can be used to develop job descriptions and job performance models. The assessment measures 20 performance indicators including thinking and reasoning, behavioral traits, interests, and aptitudes. Over and over again, we hear that having ProfileXT in an HR toolkit helps clients boost retention and improve productivity.

Why not see for yourself? Contact your Profiles Business Partner for a demo of the ProfileXT. And as always, contact your Profiles Authorized Business Partner to discuss better coaching strategies.

Sincerely,

Bud Haney, President  
Profiles International



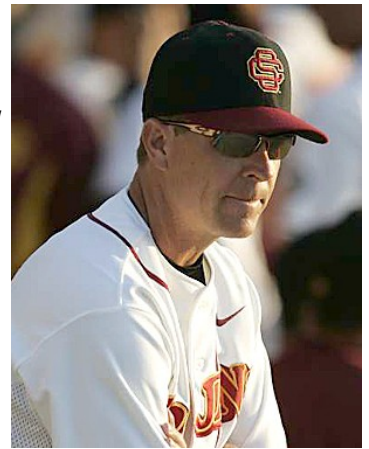
## IN THE NEWS: Poor Coaching is a Losing Game

The University of Southern California (USC) has fired their head baseball coach, Chad Kreuter. USC has won 12 College World Series titles, more than any other school. But the Trojans have not participated in the NCAA tournament since 2005, when Kreuter was hired.

Frank Cruz, who has been a volunteer assistant at USC for two seasons, will serve as interim coach for next year's season. In response to his new position, Cruz said "I want this program to succeed in every way possible. I will get to work immediately to continue to improve our program, and I appreciate the opportunity given to me to do that."

Are your managers coaching as well as they could be? Employees are dismissed all the time for poor performance, but perhaps it is because managers are unable to coach them to their full potential. In sports, if a team does not meet or exceed goals, the coach is held responsible. It is the coach's job to lead the team to victory and to train each team member how to perform at his best.

Most managers can pinpoint where employees need development, but few managers attempt to proactively turn that weakness into a strength. If a department has not met their goals, it is not directly related to one employee's performance, but instead how the manager has coached the department.



Do not let your managers forget the importance of coaching and developing employees. A team is only as strong as its weakest player, and managers should be held accountable for their staff's results.

## DID YOU KNOW?

According to the 2010 Executive Coaching Survey, conducted by the Conference Board, 63% of organizations use some form of internal coaching, and half of the rest plan to.

Unlike a "supervisor" or "manager," a coach takes responsibility for ensuring the success of an individual.  
- Bersin

Coaching is individual, customized, and must accommodate the individual's fit within the organization, the role, the team, and the manager.  
-Bersin

## MANAGING MANKIND: Coaching for Improved Work Performance



It is a well known fact that a coach's main role within a team is to instruct the team how to perform at their best. In order to be a successful coach, one must find the weaknesses within each player and then develop those weaknesses into strengths. Coaching requires patience, adaptability and a knowledge of the game. In business, organizations can coach their employees to improve work performance.

Professional athletes are often required to watch films of their previous games in order to learn their mistakes, so that they can improve them. If your department is struggling, take a step back to diagnose the potential problems. Managers are responsible for coaching, and should be able to review each employee to determine what weaknesses need to be developed.

Don't know where to start? Products such as the

ProfileXT provide users with a specified coaching report. The information in the report is concluded by the results from the original ProfileXT. The assessment reveals insight into an individual's thinking and reasoning style, relevant behavioral traits, occupational interest, and job match. Each of these aspects can be used to coach an individual to greatness.

If you have an employee who is struggling with deadlines, review their thinking and reasoning style. Does their work match well with how they process information? If not, use this as an opportunity to help the employee improve their performance. Coach them to work according to how they naturally process information, not how they think others expect them to think.

Managers are the office coaches. Enable your managers to lead their teams to victory with the help of assessments and management tools. Once a manager can understand each employee, they can effectively coach them to improve their work performance.

## FEATURE ARTICLE: Tools for Coaching Employees

*By: Megan Bullard*

Coaching involves directing, instructing and training a person or group of people, in order to achieve a particular goal or develop specific skills. Most people only associate the act of coaching with sports, but do not overlook the power of coaching employees within your organization.

Assessments provide hiring managers with additional information to help them make the best hiring decisions possible. It is important to note that assessments can also be used to improve and develop employees throughout their career.

Many of you are aware that ProfileXT® measures how well an individual fits specific jobs in your organization. If ProfileXT® is your key assessment tool; you know that this assessment provides each user with six additional reports. The coaching report can be especially useful for completing business objectives.

The coaching report provides practical recommendations for coaching employees to their maximum performance. The report is based on results pulled from the individual employee's assessment and

the assessment of the manager. This coaching report provides information so that the manager knows how to best coach the employee. The report reveals what motivates the employee and gives the manager personal tips on how to work with the individual's personality.

Profiles Performance Indicator™ can also be used for coaching. This assessment measures an individual's motivational intensity and behaviors related to productivity, quality of work, initiative, teamwork, problem solving, adapting to change, as well as response to conflict, stress and frustration. The output from this assessment serves as an "operator's manual" for an employee, which helps managers better motivate, coach and communicate with the employee.

Knowing the ins and outs of your assessment tools, will help you know the ins and outs of your employees. All of this information together can be used to successfully coach each individual. Just because someone begins their job as a great fit, does not mean that they do not need any coaching along the way. Know your assessments, know your employees and coach them to their full potential.

## CASE STUDY: Developing Leadership Capability with AECOM



*By: Megan Bullard*

AECOM is a global provider of professional, technical and management support services to a broad range of key end markets, including transportation, facilities, environmental, energy, water and government. With approximately 45,000

employees around the world, AECOM is a leader in all of the key markets that it serves.

AECOM provides a blend of global reach, local knowledge, innovation and technical excellence in delivering solutions that enhance and sustain the world's built, natural and social environments. A FORTUNE 500 company, AECOM serves clients in more than 100 countries and had revenue of \$6.1 billion during its fiscal year 2009.

In 2006, one of AECOM's original operating companies began working with Profiles International to help senior leadership understand its individual strengths and areas of development. This strategic initiative was so

successful that, today, the company is optimizing what it has learned at the senior levels, and is pushing the application of the CheckPoint 360 and CheckPoint SkillBuilder Series strategically across parts of the workforce and the organization.

AECOM utilizes a number of programs and services from Profiles International to help improve performance, build bench strength across the organization and its businesses, and enhance personal performance of its leaders.

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