



Perhaps AVA's Greatest Benefit

We can't emphasize enough the value our AVA report offers for coaching and mentoring each unique employee in your organization. We have many clients utilizing AVA with current staff members. We know AVA is a great tool for helping with hiring decisions. But each report also provides two pages of **Personalized Coaching Strategies**.

Here are some recommendations for utilizing this information most effectively:

Using the "How To" Information

The first page of our Coaching Strategies report offers 7-8 sections of How To information. We suggest you review each of these sections and determine which are the few that are most

Offer time and patience for Michael to think things through before responding.

- Avoid language that creates too much of a sense of urgency for Michael.
- Expect a commitment to the status quo and resistance to changes.

Be relaxed and amiable with Michael. Establish rapport with small-talk.

- Avoid expectations for Michael to act immediately and decisively.
- Prepare for deliberate and methodical reactions from Michael.

pertinent to the person's specific job and your unique environment. Highlight these elements that would be most helpful. Keep this information convenient to review periodically as you

strive to coach and develop this individual. Keep in mind how positively the person will respond to this type of personalized management. Every employee appreciates being treated in a manner that is appropriate to their individuality. This approach will pay large dividends!

Motivational Factors and Ideal Environment

This section should be reviewed with a simple question in mind... does the information listed align with the work environment the individual will be placed in? If the answer is "yes, this

- A congenial, friendly and people-oriented work environment.
- Being part of a stable team with high trust among the group.
- Understanding and non-threatening supervision.
- Meeting new and different types of people. Social participation.
- Praise and recognition, especially in front of coworkers.
- Sufficient time for careful decision making.

is the type of environment the job offers," great! However, if the information listed *does not* sound like the work environment you are placing this person into there may be concerns to

consider. Although the person may be capable of handling the job, being in an environment that is not aligned with the person's natural behavioral style will be **demotivating** in the long run. The person may not be fulfilled in the job and may not want to stay in this environment long term.



Providing Positive and Corrective Feedback

Providing Positive Feedback is generally straightforward and this section offers a few tips. More challenging is knowing how to best approach “Corrective Feedback”. The reality is that

With corrective feedback, stress that shortcomings are not personal issues.

- Seek out extenuating circumstances, he doesn't want to be argumentative.
- Give frequent encouragement as changes are made in the right direction.

most managers find this uncomfortable to deal with. This can lead to avoiding the

issue and allowing undesired behavior to continue. It's important for a manager to provide clarity when managing team members... and this includes correcting certain behaviors when needed. This section offers practical and actionable help in this regard. Give it a try!

Encouraging Improvement and Development

A very important concept for managers to remember is: **generally speaking, most people don't change all that much.** As working adults, our self-concept is well-developed and

Help Michael to...

- Develop strategies for handling changes effectively.
- Be direct and firm with "people-problems" when necessary. Control emotions.
- Strive to be confident with unfamiliar and difficult work demands.
- Try to be proactive. Don't always wait for instructions.

stable. People do not accept a job with an expectation that they need to change who they are in a significant manner. However, we are all willing to

consider areas for improvement and development. This section provides practical and actionable suggestions based on the person's unique behavioral style. Consider which items listed are most pertinent to the job and highlight those for ongoing utilization.



Utilizing Our Support

With 40+ years of experience we are experts on behavioral assessment in the workplace. Be sure to capitalize on our knowledge by calling us any time you have questions or simply want to review a profile in depth.

Contact Us:

1-800-621-1153

info@niemannprofiles.com

www.niemannprofiles.com