

# Delivering enhanced coaching outcomes with TBM Signature Report



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The clients we coach are looking for tangible outcomes from their engagement with us. They come (or are sent) to us seeking support for a journey they are making, from where they are currently, towards where they would like, or need, to be. *There is a change required.*

In their meta analysis of coaching outcomes, Bozer & Jones (2018)<sup>1</sup> provide evidence that coaching provides an effective approach for facilitating change in a number of variables which include goal attainment, personal resilience, subjective wellbeing, solution-focused thinking, self-insight, and transformational leadership behaviours.

Scott Dust (2018)<sup>2</sup> suggests that coaching facilitates “psychological capital” a positive psychological resource that coachees can apply to their day-to-day work experiences. This psychological capital acts as the linking mechanism between coaching interventions and beneficial outcomes, including job satisfaction, organizational commitment, and job performance.

He suggests that self efficacy, hope, optimism and resilience are 4 key aspects of ‘psychological capital’ that coaching positively impacts.

This paper will focus on four of the areas mentioned above, in which a coaching client using TBM (The Birkman Method®) Signature Report is well equipped to achieve outcomes.

## Self-Insight and Self-Efficacy

The accuracy and depth of self-insight provided by TBM is unparalleled. It lends itself to repeated review and exploration. Each time new situations or relationships are in play there will be new insights gleaned. The Interests, Map & Behavioural Components provide a practical framework for how clients operate in the workplace and in life, and enables them to calibrate themselves against the whole range of possible behaviours and preferences.

This isn’t empty knowledge: understanding oneself accurately, and in a positive light, leads to greater confidence in what one can achieve; that is, self-insight leads to increased self-efficacy.

TBM has been described as a ‘life long friend’. It helps clients navigate their changing circumstances and goals and provides ‘a mirror’ that reflects back to them what they have revealed about themselves through the Questionnaire.

## Personal Resilience

Self-insight, based on ten Interest scores provided in the Birkman Signature Report, equips clients to prioritise engaging more with their passions and areas of higher motivation. They find this re-charges their batteries and helps maintain and enhance their well-being and resilience.

Avoiding or limiting time spent on their areas of lower motivation also serves to keep them more engaged. Many clients find benefit in re-engaging with activities that they have found energising in the past, or trying out new activities that align with their higher motivations. This might happen in their own time, or through re-negotiating or re-shaping their work role and responsibilities to align more clearly with higher areas of interest.

## Transformational Leadership Behaviours

Measurement of an individual's self expectations and their expectations of others is a unique and critical aspect of TBM data and reporting. The practical outcome is that leaders are given an accurate reading of their fundamental perspectives and how these affect their behaviour, reactions to people and situations, the way they lead, where they place priority, and the kind of culture they create for others.

On an intra-personal level, a leader may behave in one way and yet value the opposite back from others. Team members and colleagues can find behaviours at the extremes of a scale difficult to handle, particularly if their own perspective is at the opposite end of the scale to their leader.

## Levers for Change

What we have covered above suggests three strong levers for change that become apparent when TBM is used as a coaching tool:

1. Coachees understand how they behave and of why that works some of the time and for some people and why sometimes it doesn't work at all. This enables them to experiment with flexing their style to meet the needs of a wider range of team members
2. Coachees understand what they need to stay at their most effective and the un-productive behaviours they may exhibit if they don't have what they need. This enables them to develop strategies to reduce these potential reactive behaviours.

3. Coachees understand the hidden but powerful nature of what's going on beneath the surface. This enables leaders to explain themselves to others, to be aware of their blind spots and potential de-railers and to develop themselves in an intentional way.

## In Summary

TBM provides your clients with a practical understanding of the diversity of human behaviour, a simple way of expanding their bandwidth to manage themselves and a framework for how to lead others more effectively.

TBM data helps your clients understand how they typically expect themselves to behave, how they expect others to behave and what behaviours are triggered when their expectations or preferences are not met. As Kurt Lewin (1936)<sup>3</sup> proposed: *Our behaviour is a function of our personality and our environment. It changes depending on the interaction of our personality traits with the context we find ourselves in.*

TBM makes these dynamics 'visible' to your clients. It equips them to manage them with increasing levels of self agency as they continue to apply their self insights.

**In short, adding TBM Signature Report into your coaching engagements will equip your clients to make & sustain impactful and positive changes.**

- Sarah Mason (CPsychol), 2025

*TBM is a behavioural and perceptual assessment that sits within the Positive Psychology field. For more information see [www.birkman.com](http://www.birkman.com)*

## References:

<sup>1</sup>Bozer, G., & Jones, R. J. (2018). Understanding the factors that determine workplace coaching effectiveness: A systematic literature review. *European Journal of Work and Organizational Psychology*, 27(3), 342–361.

<sup>2</sup>Scott B. Dust, Ph.D.(2018, December 27) *Why Does Coaching Work? An Evidence-Based Perspective*. *Coaching facilitates psychological capital* Psychologytoday.com <https://www.psychologytoday.com/nz/blog/what-we-really-want-in-a-leader/202212/why-does-coaching-work-an-evidence-based-perspective>

<sup>3</sup> Lewin, K. (1936). *Principles of topological psychology*. (F. Heider & G. M. Heider, Trans.). McGraw-Hill