



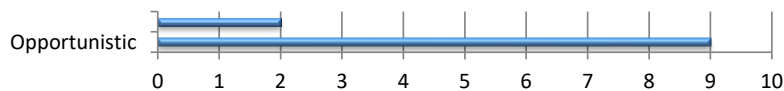
EQ -IQ Consulting

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Coaching and Management Guidelines for:

Dave Sample

## Expert Guide - Opportunistic



**Dave's Rating on this Dimension is High**

### Productive Behaviours Associated with this Dimension

Good at seizing opportunities
Good at cutting corners and through red tape
See the bigger picture

### Counterproductive Behaviours Associated with this Dimension

Unreliable
Unsystematic
Failure to plan ahead
Poor organizing and structuring of tasks

### Coaching and Development Guidelines

Dave tends to have a flexible mind-set when it comes to rules, regulations, and commonly accepted ethical codes. On the up side Dave may be very flexible and good at seizing opportunities and achieving short term gains.

On the down side people who are expedient are not naturally inclined to plan ahead, plan for contingencies, or to be systematic, thorough and organised when dealing with tasks. They may also show a tendency to be opportunistic, self-serving and unreliable. They may tend to live in the moment, and as a result may fail to foresee the consequences of actions or decisions and may lack the tendency to plan ahead and to be organised, thorough and systematic. Follow – up and follow – through as well as attention to detail can be poor.

If you observe that Dave's tendency to be opportunistic is counterproductive to his performance, then it may also be useful for you to raise his awareness around this. You can do this by first letting him read this section of the report, and then for the two of you to discuss this tendency, how it affects his performance and to try to agree on ways in which it will be managed. This may prevent this from becoming a source of negative conflict in your relationship and help to ensure that the positive elements of this trait contribute to his performance without also detracting from it.

You may also need to consider managing Dave a bit more closely than some of your other subordinates. It may be a good idea to ensure that you have control and follow - up mechanisms in place when you delegate tasks to him. It may also be helpful if you ensure that you communicate clear expectations to him, and that the who, what, where, when and how are explicit and agreed upon. Encourage Dave to commit to specific dates and times for the completion of tasks. It may be necessary to implement some of these micro – management steps with Dave to some degree, to ensure that loose - ends are tied up, decisions have been clearly thought through, plans are tight and that things do not fall between the cracks.

It could also be helpful for you to coach Dave in a proper planning process such as the ones found on the websites at the end of this section. You can help Dave to internalise and make a habit of utilising processes by using a show - do - review approach. As a first step demonstrate to him how to apply these tools. As a second step have him try it on his own. In step three have regular meetings with him where you provide input and feedback on how well he is progressing with using the planning process.

If you find that Dave repeats these mistakes it may be a signal to you that you need to set up feedback mechanisms to ensure that he is functioning in a closed feedback loop. This means that you may need to emphasise the need for detail, the potential adverse consequences of non – delivery in any given situation, and that there needs to be a clearly spelled out “who, what, where, when, how and to what standard” when he performs tasks.

### Key Coaching Points

If the counterproductive elements of this trait are manifest in Dave, then consider managing Dave closely and make sure that deadlines and performance standards are explicit. Don't leave loopholes when you delegate tasks to him. Help him to develop planning and organizing skills. Have an agreed upon mechanism whereby he feeds progress on tasks back to you. Don't protect him from the consequences of his actions. Emphasise the need to have a clear “who, what, where, when, how and to what standard” when he performs tasks.

### Target Behaviours

It will be useful for Dave to develop some of the following target behaviours to minimise the counterproductive aspects of his expedience:

- Forward Planning
- Follow – up and follow through
- Commitment
- Keeping his word
- Becoming systematic and thorough
- Goal Setting

### Helpful Websites

Below are list of readings that Dave can use to help him to develop the target behaviors listed above. There are many websites covering these topics.

#### Follow Through

<https://www.psychologytoday.com/us/blog/how-do-life/201407/7-ways-make-yourself-follow-through>

<https://www.marieforleo.com/2013/07/follow-through/>

#### Procrastination

<https://www.psychologytoday.com/za/blog/better-perfect/201703/11-ways-overcome-procrastination>

#### Action Plan

<https://creately.com/blog/diagrams/how-to-write-an-action-plan/>

#### Smart Goals

<https://www.smartsheet.com/blog/essential-guide-writing-smart-goals>

<https://www.indeed.com/career-advice/career-development/smart-goals>

#### To Do Lists

<https://www.themuse.com/advice/8-expertbacked-secrets-to-making-the-perfect-todo-list>

#### Conscientiousness

<https://daringtolivefully.com/how-to-be-more-conscientious>