

Consulting

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Coaching and Management Guidelines for:

Dave Sample

## Purpose and use of this report

Dave has been assessed on 16 different personality attributes. These attributes are likely to influence his behavior at work in both productive and counterproductive ways. The purpose of this report is to give you insight into Dave - his strengths, weaknesses, productive and counterproductive behaviors. More importantly it is designed to take you beyond understanding Dave's strengths and weaknesses and put you in a position where you can manage him with greater insight and also coach and support him in reducing his counterproductive and increasing productive behaviors.

This report is structured in the following way. It starts out with a graphical depiction of Dave's personality on the 16 attributes. By looking at the graphic of his personality profile you will get an overall snapshot of his likely strengths and weaknesses. The graphic is then followed by a detailed discussion of Dave's profile on each of the 16 personality traits.

Each personality trait is then discussed in detail. The detailed discussion is structured as follows.

The strength of Dave's score on the personality trait is graphically depicted and described. Remember, the more strongly a personality trait is developed the more potential it has to be both a strength and a development area. In other words the more likely Dave will be to demonstrate both the productive and counterproductive behaviors of the trait.

This is immediately followed by a table which lists first the productive and counterproductive behaviors associated with the trait which gives you a quick insight into his potential strengths and weaknesses.

Under the Coaching and Development Guidelines section you are provided with a detailed discussion of how the trait is likely to work for Dave, but also potentially against him. In this section you are also provided with practical guidelines, suggestions and tips with respect to how you can manage Dave and also help him to overcome potential counterproductive behaviors.

Under the Key Coaching Points section, you are provided with a summary of how you can manage, coach and develop Dave.

Under the Target Behaviors section you are provided with a list of specific target behaviors that may be useful for Dave to develop.

Under the Recommended Reading section you are provided with a list of readings that may be useful for you and Dave to read. These readings will assist Dave in his development, and also assist you to play a supportive role in his development.

Ideally, this report acts as a supplement to the My EQ Program or Competency Styles Report. We do not recommend using it as a stand - alone coaching tool. My EQ is a systematic and comprehensive program that will enable any participant to make significant strides in developing greater emotional intelligence. My EQ will provide Dave with a comprehensive set of tools and processes that he can apply to self - development, and this report will enable you as his manager or coach to support him in that process. The Competency Styles Report provides Dave with detailed insights and development suggestions with respect to how his personality influences his planning, problem solving, leading through influencing and leading through supporting.

Before delving into Dave's report, we strongly recommend that you read through the next section entitled Personality and Emotional Intelligence

## Personality and Emotional Intelligence

Personality attributes refers to an individuals' characteristic patterns of thought, emotion, and behaviors.

For the sake of simplicity think of them as deeply ingrained habitual behaviors. Each attribute will impact in some way on one's emotional intelligence.

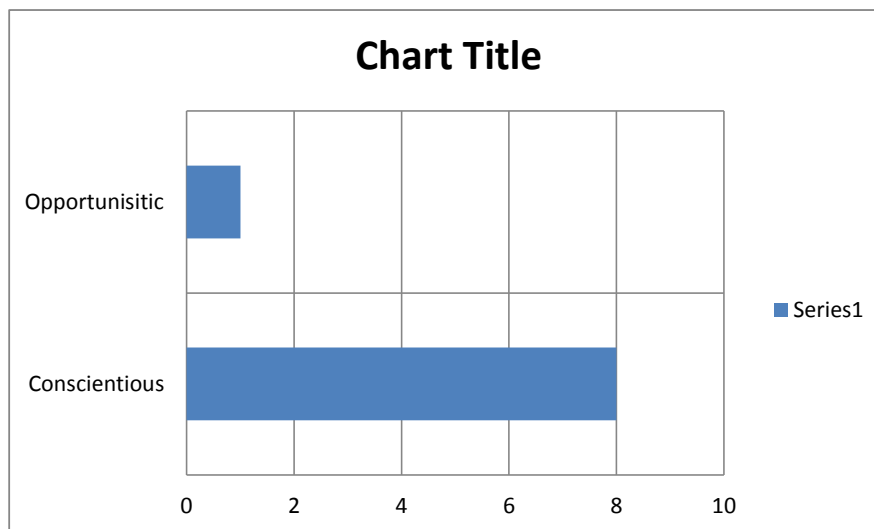
Each attribute represents a bi - polar continuum. For instance one of the self - regulatory personality dimensions or attributes looks at how we control or own behavior. On the one pole have:

Conscientious

and on the opposite pole we have

Opportunistic

We therefore have Conscientious versus Opportunistic, and everyone is somewhere on this scale, leaning either more towards being Conscientious or Opportunistic.



Each pole has productive and counterproductive behaviors, or behaviors that are emotionally more intelligent or less intelligent.

The more strongly a personality dimension is developed, the more likely it is that a person will display both the productive and counterproductive behaviors associated with that personality dimension. The personality dimension or trait, then works both for and against us.

For instance, the productive behaviors associated with being Conscientious are:

- Anticipates problems, plans ahead and uses foresight
- Does well with tasks and projects that require follow - up and follow through
- Takes responsibilities and obligations seriously
- Upholds norms, rules and ethics
- Organised and methodical
- Likes to complete tasks to a high standard

However the counterproductive behaviors associated with being very Conscientious are:

- Inflexible
- Over – structuring tasks
- Perfectionistic
- Micro - Management
- Getting lost in the detail

The same is true of the polar opposite dimension, Opportunistic. The productive behaviors of this trait are:

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

While the counterproductive behaviors are:

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

Emotionally intelligent behavior is facilitated when we learn to reduce or eliminate the counterproductive behaviors associated with our personality traits. It is also facilitated when we develop some of the behaviors associated with the polar opposites of our personality traits. For instance.

Someone who is very conscientious should learn to:

- Be Less Inflexible
- Not Over – structure tasks
- Be Less Perfectionistic
- Stop Micro - Managing
- Stop Getting Lost in the Detail

While also learning to:

- Become better at seizing opportunities
- Cut through red tape
- See the bigger picture

This report will provide you with a detailed insight into how Dave's personality works both for and against him and provide you with many practical suggestions on how you can manage him and help him to become a more effective employee.

LEGEND											
LIKELY DEVELOPMENT PRIORITY											
		HIGHER			LOWER		HIGHER				
SELF MANAGEMENT ATTRIBUTES	Stress Sensitive						Above Average			Stress Resilient	SELF MANAGEMENT ATTRIBUTES
	Self Confident		High							Self Critical	
	Opportunistic								Very High	Conscientious	
	Low Self - Concept Control								Very High	High Self - Concept Control	
	Composed			Above Average						Driven	
	External Locus of Control						Above Average			Internal Locus of Control	
INTERPERSONAL ATTRIBUTES	Reserved		High							Warmth	INTERPERSONAL ATTRIBUTES
	Accomodating								Very High	Dominant	
	Shy							High		Bold	
	Trusting							High		Critical	
	Forthright						Above Average			Shrewd	
	Team Orientated						Above Average			Self - Sufficient	
TASK MANAGEMENT ATTRIBUTES	Logical	Very High								Intuitive	TASK MANAGEMENT ATTRIBUTES
	Practical	Very High								Conceptual	
	Conservative			Above Average						Innovative	
	Pessimistic	Very High								Optimistic	

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#### LEGEND

This candidate has been rated on the various personality dimensions using the following scale:

Very High

High

Above

Average

Neutral

The higher the rating, the more strongly this trait appears to be a part of a person's personality.

The more highly a trait is developed, the stronger the likelihood that someone will display both the productive and counterproductive behaviours associated with the trait.

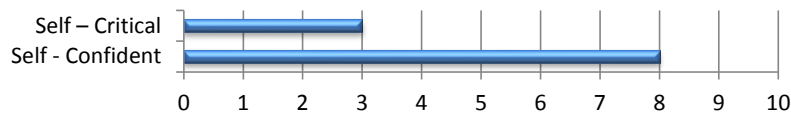
And

The less the likelihood that he/she will have developed the productive behaviours associated with the opposing dimension of the trait.

The focus should therefore be on those traits that are more highly developed.

The coaching suggestions pertaining to the traits on which someone achieved neutral ratings will probably have the least relevance for a person. Even so, there may still be value in some of the coaching suggestions pertaining to those traits.

### Self - Confident



Dave's Rating on this Dimension is Above Average

#### Productive Behaviours Associated with this Dimension

Confident of ability to deal with challenges and pressures
Rarely worries about anticipated problems or difficulties
Rarely feel apprehensive about facing potential difficulties or threats
Can take on new challenges and unfamiliar situations with confidence

#### Counterproductive Behaviours Associated with this Dimension

Can judge situations too optimistically
Can be self - complacent
May be inclined to overlook problems
May overlook opportunities for self - evaluation and growth

#### Coaching and Self - Development Guidelines

Dave is confident and believes in himself. There are many positives to this. He won't be anxious or afraid about taking on new challenges or unfamiliar situations. It is unlikely that he will easily become bogged down with obstacles or difficulties or be daunted by them.

However, at very high levels confidence can also work against people as they may be unaware of their development needs and potential shortcomings and may be complacent and self - satisfied. Being self - confident means that Dave functions in a positive feedback loop. He has a natural tendency to focus on what is going well or what is good about himself (which definitely has its upside) but he may have a tendency to be inattentive to what is not going well or can improve.

People who are over - confident may overlook opportunities for self - evaluation and growth. They may be unworried and miss the potential threats or urgency in situations. They may also at times be overly satisfied with themselves and situations and may lack a healthy degree of self - criticism and self - evaluation. The potential downside to this is that they may fail to strive to stretch themselves and may also be unwatchful and lack vigilance and be blind to problems or issues that require their urgent attention. They could fail to identify potential areas of improvement and similarly potential problem areas.

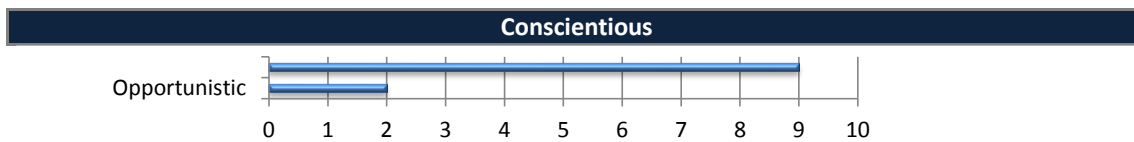
Should you observe any of these behaviours in Dave then it would be helpful to raise Dave's self - awareness concerning any over - confidence and the associated potential pitfalls by letting him read his coaching report. Coming from a neutral, objective source will probably make him more receptive to this feedback. You can follow this up by asking him where this trait may have impacted negatively on his work performance. You could also tactfully point out situations where you have noticed his over - confidence working against him.

Dave may also be unaware of areas within himself as a manager that can improve or may be in need of development. Depending on the situation and his particular work challenges, Dave may also at times lack a sense of urgency to address problems and issues. If this is the case it could be very helpful to get Dave to develop the habit of asking the following questions: 1. What can I do to improve as a manager? 2. Are their burning issues that I need to address at work and am I responding with the appropriate urgency?

You could also consider asking Dave to keep a weekly log book where he reviews the performance of his department AND then identifies areas that can improve, even if they are doing well. Motivate him to keep a regular log of potential problem areas and especially focus on problems that are not immediately apparent but that may arise in the medium to longer term. The idea is to coach Dave to develop a stronger mental process of negative feedback, i.e. not focusing exclusively on what is working well, but on what isn't and what needs to or can improve. He naturally tends to provide himself with positive feedback which can be a healthy thing, but he may also need to become more sensitized to problems, pitfalls and areas that need urgent attention.

Key Coaching Points
<p>Make Dave aware of his potential tendency to be self – content by sharing this coaching report with him. Ask him to identify examples and feedback to him times where you observed his missing opportunities for growth, development and improvement. Have him keep a log of potential problem areas and actions that he has taken to address them. Have him keep a log of opportunities for improvement and actions that he has taken to address them. Have regular sessions with him where the above is discussed with him.</p>
Target Behaviours
<p>Dave can reduce the counterproductive aspects of over – confidence by developing the following behaviours:</p> <ul style="list-style-type: none"> <li>Regular self – examination and self - appraisal</li> <li>Scanning his working environment for problems</li> <li>Finding improvement opportunities</li> <li>Learning to become more vigilant</li> <li>Periodically updating stretch goals</li> </ul>
Helpful Websites
<p>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. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.</p>
Simplex
Action Plans
Procrastination
5 Why's
Root Cause Analysis
Overconfidence





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

**Productive Behaviours Associated with this Dimension**

Anticipates problems, plans ahead and uses foresight
Does well with tasks and projects that require follow - up and follow through
Takes responsibilities and obligations seriously
Upholds norms, rules and ethics
Organised and methodical
Like to complete tasks to a high standard

**Counterproductive Behaviours Associated with this Dimension**

Inflexible
Over – structuring tasks
Perfectionistic
Micro - Management
Getting lost in the detail

**Coaching and Self - Development Guidelines**

Dave has a strong sense of duty and is inclined to take his responsibilities very seriously. He likes to plan ahead and also to plan for contingencies. He also has a strong inclination to be well – organised and methodical. This is definitely a big plus, as he can definitely be relied on to complete tasks and to perform them to a high standard.

People who are extremely conscientious may however also be inclined to lack flexibility. They can also be excessively attentive to detail and can also be overly concerned with minute details. As a result, they may lose sight of the bigger picture and not be able to see the wood for the trees. They may be inclined to – over plan, over – manage and over – organise and this could especially be a disadvantage in fluid working environments, or ones which require a rapid response to change.

Their standards may be so high, that others find it extremely hard to live up to them, and less conscientious colleagues or subordinates may feel stifled or frustrated by this approach to work. Highly conscientious people may also invalidate or criticise proposals that are in their concept stage, because they are not presented with the “final polished product.” Micro – management may also characterise their behaviour.

If you observe any of these behaviours in Dave , then it will be worthwhile to address them, because they could potentially reduce his effectiveness. Firstly you could encourage Dave to reflect on what the purpose of his job is. What are the broad functions, goals, KPA’s that he needs to focus on. The aim is to encourage him to take his eyes off the detail and onto the broader focus of his job. This is something you may need to remind him off periodically.

It may also help Dave if you can help him to learn how to prioritise and discriminate between what is good enough and what is perfect. This could be helped along by you and Dave reading the following article [http://www.aish.com/sp/pg/Perfection\\_vs\\_Good\\_Enough.html](http://www.aish.com/sp/pg/Perfection_vs_Good_Enough.html) and then have a discussion and debate around the pros and cons of aiming for perfection versus aiming for an acceptably good enough standard.

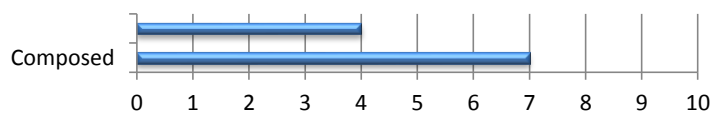
Ask Dave to reflect on how much time and energy goes into taking something from 90% to 100%. Most often, achieving that extra 10% does not justify the time and the effort that goes into doing so.

Encourage Dave to reflect on how any tendency towards perfectionism you may have observed in him impacts on his subordinates. Working through the Micro Management 5 article may be particularly useful in getting him to consider the possibility that his extremely high standards may result in him under – utilising the talent in his team.

You might also need to encourage Dave to step away from tasks, project and assignments and learn to let go. This is especially true when it comes to delegation. It could be very helpful for Dave to be taught sound delegating skills and then to be coached to let go once he has implemented the delegation process with subordinates.

Key Coaching Points
Keep reminding Dave on what the broad goals and KPA's of his job are. Help Dave to make the distinction between the need for something to be good enough versus perfect. Help him to evaluate the return that he gets on the time and energy he potentially spends on the detail. Have discussions with Dave around how setting extremely high standards, micro – managing or being inflexible can impact on his subordinates. Encourage Dave to develop the art of delegation and of learning to let go once he has delegated.
Target Behaviours
Developing the following target behaviours can help Dave to minimize any counterproductive behaviours associated with his conscientiousness:  Look at the big picture Learn to compromise Relax standards appropriately Be willing to delegate Don't micro – manage Learn to let go Limit time on detail
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. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.
Micromanagement
Delegation
Perfectionism

## Composed



Dave's Rating on this Dimension is Above Average

### Productive Behaviours Associated with this Dimension

Remain calm in a crisis
Patient with others
Good emotional control

### Counterproductive Behaviours Associated with this Dimension

Complacent
Lack Vigilance
Can be difficult to motivate
Can be slow to make changes even when they are for the better
May lack a sense of time urgency and be lethargic in responding to problems

### Coaching and Self - Development Guidelines

Dave tends to be relaxed and composed and is likely to deal with frustrations in a calm manner. He is likely to remain stress-free when under pressure and does not easily become irritable or short tempered. Clearly the upside to this is that Dave keeps good control over his emotions in pressure situations and can keep cool and a clear head in a crisis.

At very high levels however, this trait could also work against a person. The main drawback is that someone in whom this trait is highly developed could lack a sense of urgency and vigilance. They could also give the impression that they are lacking in motivation and drive. They may also come across as being complacent and unconcerned when things go wrong.

Nero is infamously known as the Emperor who "fiddled (played the violin) while Rome burned. There is also the old fable about how to boil a frog. If you put it in a pot of boiling water it will jump out. But if you put it in a pot of cold water and incrementally turn up the heat it will not perceive the danger and will be cooked to death.

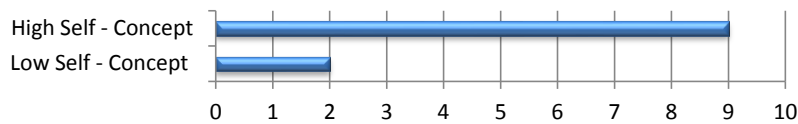
Being highly composed can be a bit like Nero, or the frog – impervious to small red lights flashing, and failing to react with the appropriate urgency when there is a major crisis. This can impact on various areas of management but the areas likely to be most affected are risk management, health and safety, and of course a lack of preventative action which allows small problems to develop into big ones. Depending on other traits, there could also be a lack of concern over non – delivery, poor service and compromised quality. There are a myriad of other ways in which complacency can work against an individual.

If any of these behaviours are observed in Dave, then it may be time to step in and to begin addressing this as a coaching area. Dave first has to be made aware of this trait and the behaviours that have been observed, which as with many of the other coaching areas can be done by giving him this section of the report to read, as well as asking him to read through some of the suggested websites, and then to have a discussion around this information. Simply raising his awareness may be enough to remedy the down side of this trait. The key competencies that you may need to develop in Dave are vigilance, scanning of his environment and forward thinking or anticipation.

A very practical way in which you can help Dave with this is to firstly have him list his key areas of responsibility. This could be people, budgets, finances, customers, safety, machinery, hard assets etc. Then ask him to do a swot analysis on each one, i.e. identify the strengths, weaknesses, opportunities and threats in each of these areas.

Key Coaching Points
Make Dave aware of the dangers of being too composed. Have Dave read through the articles on complacency and have a coaching discussion with him about this reading material. Have Dave list his key areas of responsibilities and then do a SWOT analysis on each one. Follow – up on his progress and encourage him to update his SWOT periodically.
Target Behaviours
<p>Developing the following target behaviours can help Dave to minimize any counterproductive behaviours associated with being too composed:</p> <p style="text-align: center;">           Improvement plans            Vigilance            Tighter Controls            Early detection of problems            Quicker response to problems         </p>
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. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.
Complacency
Plan Do Check
Root Cause Analysis
5 Why's
Simplex
Vigilant Leadership

## HIGH SELF CONCEPT CONTROL



Dave 's Rating on this Dimension is High

### Productive Behaviours Associated with this Dimension

Self – disciplined, set high standards, quality minded
Can work towards long term goals without becoming demotivated
Driven by a strong sense of duty and is likely to be principled
High levels of willpower, determination and perseverance
Concerned to behave in way that will enhance reputation

### Counterproductive Behaviours Associated with this Dimension

Excessively high standards
Unwillingness to compromise
Too much respect for authority
Rigid adherence to codes of behaviour
Compulsive and perfectionistic

### Coaching and Self - Development Guidelines

Dave is likely to value self - control and self – discipline and it is important to him to maintain his social standing and reputation. It is important to him to follow correct protocols and procedures and he likes to adhere to a strict ethical code. As such, he will be able to work towards long term goals, without becoming frustrated or demotivated by a lack of immediate feedback or progress. He is also driven by a strong sense of duty and is likely to be very principled. It is very important to him to honour his commitments, even at the expense of himself. Dave is likely to have high levels of willpower, determination and perseverance and believes in sticking by his principles. He may have a poor tolerance for sloppy work or for situations which call on him to bend rules and believes in doing things “the proper way”.

At very high levels however, people may have a tendency to be unyielding and to stick to their internal code of behaviour, even when the situation demands flexibility. They can be perfectionists. They may also have an exaggerated reverence for authority and need to be respected by others and as a result may be reluctant to upset the status quo, even when this is warranted. They may also be inclined to impose excessively high standards on others and be unwilling to compromise on these standards. Others may therefore experience them as being too exacting or inflexible. Excesses of this trait can also manifest as over commitment to a task or project and a reluctance to step away from tasks even when common sense dictates that this is the wise course of action. They may also over – plan and may become so focused on the detail or a particular task, project or principle that they lose sight of the bigger picture.

If any of these behaviours are evident in Dave or excesses of this trait manifest, then it will be useful for this to be addressed through coaching/self – management. Getting him to examine and question some of the behaviours he is manifesting can be useful to help Dave to find better balance with a trait that is essentially a very positive one. Ask Dave whether he is functioning according to the law of diminishing returns. This law states that at a certain point the additional effort put into a task is not worth the return or improvement it achieves. For instance, the 1st hour put into a task may yield 50% of the result, the 2nd hour 30%, and the 3rd hour only 15% of the result – total of 95%. Every hour invested into the task after that will return less and less value seeing as there is only 5% scope for further improvement. It can be useful to sensitise Dave to this and get him into the habit of asking whether any further input into a task is worth it.

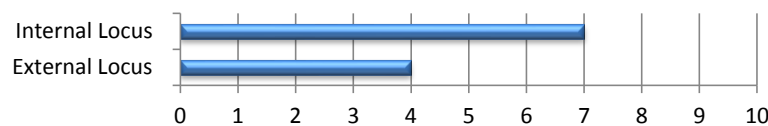
Get Dave into the habit of asking what the cost of being so committed to a task, belief, value or project is. Challenge him to think more broadly about the cost involved in being over – committed to something, taking into account the cost in terms of time, money, emotional energy, stress, his own well – being and cost to relationships. As he becomes more aware of this he is likely to learn to become more balanced in terms of his commitment to things.

A very important question Dave needs to learn to ask is what is the impact of this pattern of behaviour of mine on others? Excessive commitment to standards and excessively high expectations of others can over – tax them, wear them out, frustrate them, demotivate them and cause frustration, anger and conflict. Encourage Dave to put himself in other people’s shoes and try to get a feel for the impact of his behaviour on them.

Finally, it could be useful to help Dave to step away from the details of a task; or to suspend principles or codes of behaviour that govern him and to then take a fresh look at things. A useful way to do that is to get him to ask: What are the details, principles or codes that you are taking into consideration in this situation? Get Dave to divide a page in 2 and write them down. Then ask him to brainstorm and to write down all the other considerations impacting on the task at hand. Now that Dave has created the bigger picture, encourage him to take ALL the information in front of him to plot his way forward.

Key Coaching Points
Help Dave to become more aware of any unproductive aspects of his high self – concept control by letting him read this report and then discuss practical ways in which the excesses manifest. Encourage Dave to become more aware of the law of diminishing returns operating in his work. Encourage him to examine the various costs of over – commitment. Encourage him to think about the impact of the excesses of his behaviour on others. Help Dave to step back from the detail and see the bigger picture.
Target Behaviours
<p>Developing the following target behaviours can help Dave to minimize any counterproductive behaviours associated with having a high self – concept control.</p> <p style="text-align: center;">           Appropriate flexibility            Understand impact of rigid standards on others            Appropriate challenges to authority            Achieve more balanced standards and codes of behaviour            See the bigger picture         </p>
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. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.
Perfectionism
Managing Perfectionism
Empathy
Pareto Analysis
Why Soft Skills Matter

## Internal Locus Of Control



**Dave 's Rating on this Dimension is Above Average**

### Productive Behaviours Associated with this Dimension

Gets things done, make things happen & enjoy being an agent of action and change
Readily challenge the status quo and challenge organizational comfort zones
Self - starter, both in thinking and actions
Active in shaping and influencing the outcome of situations or events
Proactive, enjoy using initiative
<b>Counterproductive Behaviours Associated with this Dimension</b>

Takes on too much responsibility
Personalises Failure
Struggles to accept limitations and boundaries
Over – estimates what is doable
Can be overpowering
Can be frustrated by team work

### Coaching and Self - Development Guidelines

Dave has a well-developed internal locus of control and will therefore have a strong desire to get things done and to make things happen. He is likely to be alert, quick to respond to situations, challenging, uncompromising and self - assured. He will enjoy being an agent of action and change and will readily challenge the status quo and challenge organizational comfort zones. Dave will be actively self - determined, both in his thinking and his actions and will play an active role in shaping his environment, and in influencing the outcome of situations or events. He is likely to be proactive, and will enjoy using his initiative.

While this is a fundamentally good personality trait, it can also work against a person when it is particularly well developed, and especially in a corporate setting. In such instances, individuals may want to take charge of situations and prescribe a way forward. Often they may be right about the direction that needs to be taken, but they may pursue it without first obtaining buy – in from others and overcoming resistance and objections. There is a danger therefore that they can run ahead of the team and find themselves isolated or shut out by their colleagues. They may also have difficulty in accepting constraints and limitations. This can cause both internal frustration as well as upset more conventional colleagues as they may have a tendency to push boundaries and ignore rules in order to get things done. While this is done in the interest of pursuing objectives or resolving problems, they need to think about the “collateral damage” that can be caused by a highly developed tendency to rely on their own judgement and tendency to take initiative and take charge to address issues.

If any of these behaviours are observed in Dave then it may become necessary to address them. Raising awareness of the potential drawbacks is an important first step, because this is fundamentally a good trait and it may be difficult for Dave to see that it also can have negative spin – offs. A good technique is to ask questions, or to have Dave ask himself questions such as:

How would I feel if solutions were imposed on me?

How would the team feel about me if I behaved in this way?

How does it make others feel if I resist boundaries and constraints?

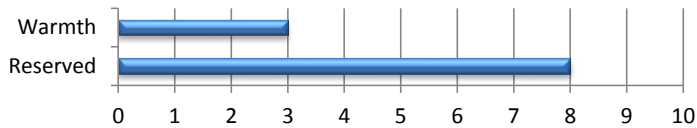
This can be followed up by working through the articles in the websites listed below.

Key Coaching Points
If Dave is showing signs of an overly developed internal locus of control, help him to raise his awareness of how this could potentially impact on others. Help him to put himself in their shoes and flesh out how this type of behaviour would impact on him. Encourage him to develop his influencing skills
Target Behaviours
Developing the following target behaviours can help Dave to minimize any counterproductive behaviours associated with having a strong internal locus of control.  Team Work Compromise Management Risk Win – win Tolerance Acceptance of Limitations Listening Empathy
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. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.
Win - win negotiations
Tolerance
Communication Skills
Internal Locus of Control
Negotiation
Active Listening



## INTERPERSONAL DIMENSIONS

## Reserved



Dave's Rating on this Dimension is Above Average

### Productive Behaviours Associated with this Dimension

Factual
Objective
Task focused
Not swayed by emotion
<b>Counterproductive Behaviours Associated with Excesses of this Dimension</b>
Aloof
Lacking in Empathy
Distant and Detached
Appear unapproachable
Unsympathetic
Difficulty in establishing rapport

### Coaching and Self - Development Guidelines

Dave tends to be logical and initially reserved. He tends to connect with people on a factual rather than emotional level. He emphasises things and tasks rather than people and relationships. The positive in this is that he has the ability to remain emotionally detached from situations involving people and as a result has the ability to make objective decisions that are not influenced by emotion or sentiment.

On the down side though, people who are reserved can also experience drawbacks in their working relationships. Colleagues or subordinates may perceive them as being aloof, cold or distant. They may project a sense of "keep your distance" and others may feel that they are not very approachable. People who are reserved may also be somewhat reluctant to discuss things and may seem like a closed book to others. They can appear to be lacking in empathy and can be inclined to relate to others in an impersonal manner.

The main drawback in a management role for people with this trait is that it affects the flow of communication between themselves and others, as well as the extent to which they build rapport and bond with colleagues and subordinates. Rapport and communication are like the oil in the engine. Even though it is a seemingly minor component in an engine, with too little, the engine cannot run smoothly and without it, it will eventually seize up.

This may give rise to a wide range of "issues" in working relationships. People who are working with or working for a manager or with someone who is reserved may feel that they are not really being listened to. They may feel that little attempt is being made to understand them. They may be put off by what appears to be unfriendliness and retreat. They may be hesitant to approach him/her because they are picking up the signal "keep your distance". As a result they may also be reluctant or afraid to discuss work related problems with him/her. They may feel that their manager is unsympathetic. They may feel that he or she is hard and does not care about their wellbeing. They may feel uncomfortable speaking to him/her because reserved managers often project a cold image. They may feel that they get little encouragement from their manager and that he/she does little to motivate them or engage with them. They may also feel that communication with them about important matters is impersonal – via e – mail for instance rather than face – to – face.

The extent to which these potential counterproductive behaviours characterise Dave's behaviour at work will also depend on other personality traits. However, if some of them are evident, then Dave may need some assistance in bridging these gaps.

To assist Dave, you will firstly need to make him aware of his behaviour and this personality trait, and then work to deepen his insight into how it could affect his performance in a role where he is dealing with people. You can do this by using the Feedback Matrix or Johari Window. Help Dave to reflect on how his interpersonal style can affect the people he works with. Do they see me as being approachable? Do they feel I care about them? Do they feel they can speak to me about problems at work? Do I make them feel valued? Do I make them feel understood and try to put myself in their shoes? How does my tendency to be aloof affect their motivation and the morale of the team? Encourage Dave to write down his responses to these questions.

Dave may then need to be encouraged to address these issues and to sharpen up on basic interpersonal skills. These are some of the questions he needs to ask himself on a daily basis. Did I greet my staff in a friendly manner? Did I ask how they are doing? Did I recognise good work and give a pat on the back? Did I engage with my staff and ask if there are any problems that need attention? Did I offer my support today? Did I try to put myself in their shoes? Dave may also find a lot of benefit by working through some of the recommended websites. The ones on Morale, Communication and Leader's Mood will be especially helpful in helping Dave to understand the importance of morale and communication at work. Active listening and Management by Walking Around will help him to engage more with staff. Empathy and How to Build Rapport will help him to build better relationships with his staff.

Dave may be naturally inclined to see the world through the eyes of tasks and facts, and if this is the case, he will also need to learn to see the world through the eyes of people and their feelings if he is to be successful as a leader. You may need to support Dave in tasks such as creating rapport with staff, showing and interest in their development, motivating them and learning to tune into their feelings.

#### Key Coaching Points:

Help Dave to understand the vital role that communication and morale play in being successful as a leader. Encourage Dave to continually assess the impact he is having on his staff. Help him to see that the world does not only revolve around facts, but also around people, their feelings and needs. Ask Dave what he is doing to ensure his staff feel valued and appreciated. Help Dave with people related skills like building rapport, empathy, motivating and developing others

#### Target Behaviours

Dave can reduce the counterproductive aspects of being reserved by developing the following behaviours:

- Empathy
- Build Rapport
- Encourage Others
- Motivation Skills
- Build Morale
- Communicate More
- Listen Actively
- Understand Feelings

### 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. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.

Leader's Mood

Managing by Walking Around

Empathy

Building Rapport

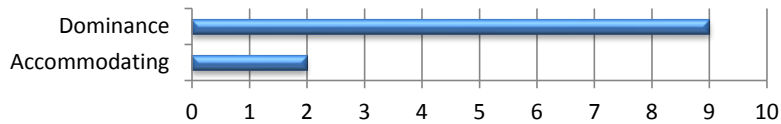
Grow Coaching Model

Communication

Active Listening

Developing People

## Dominance



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

### Productive Behaviours Associated with this Dimension

Competitive
Take Charge
Vocal in expressing opinions
Take the lead
Determined
<b>Counterproductive Behaviours Associated with Excesses of this Dimension</b>
Pushy and domineering
Unwilling to consider others views
Uncompromising
Forcing
Poor listener

### Coaching and Self - Development Guidelines

Dave is assertive and dominant and is inclined to stand by his own ideas. On the upside this means that he is very likely to be able to persuade and influence others of his views and that he is competitive and strongly inclined to bend others to his way of thinking. When challenged he will not easily be defeated or willing to throw in the towel. He is also likely to be resolute, determined, single-minded and self-assured, and should be comfortable in situations where he has to take the lead. Dave is also likely to be very competitive and not afraid to deal with obstacles that stand in the way of goals being achieved.

However, assertiveness that is too highly developed can also work against an individual. Over – assertive individuals run the risk of being pushy and overbearing and may be inclined to force their views onto others. They can be poor listeners and inclined to dominate a discussion. They can be inclined to be adamant and unwilling to accommodate other’s views. There is also the possibility that they have an unshakable belief that they are always right. They can be opinionated and even arrogant and condescending. They may be convinced that they are right even when they are wrong. They can tend to dominate discussions and interrupt and talk over people. They may confuse dominance with influence and leadership. They are not the same thing. Leadership and influence results in respect and buy – in whereas dominance results in resentment and compliance or rebellion.

They also run the risk of stifling communication as their voice can over – power the voices of others. If people perceive them to be poor listeners they may feel that is not even worth the while to express their opinions.

Managers or colleagues who are like this need to be careful that people do not publicly give way to them but feel frustrated by the fact that they do not listen to or accommodate their views. In extreme situations they may secretly resent such a manager or colleague and possibly even try to avoid or sabotage him. Highly dominant managers need to be aware that their tendency to be overbearing could mean that they inhibit the potential of others and does not give room for the potential good contribution of others to be explored, discussed or birthed. This could have a negative effect on morale, productivity and teamwork. Dominant managers also need to consider the fact that their tendency to believe that they are always right, may create situations where they act and follow through with something they are sure they are right about when in fact they are wrong! There is potential therefore for them to lead themselves or others in the wrong direction with conviction!

If you observe some of these behaviours in Dave let him read this coaching report as it will make him aware of his behaviour from a neutral and objective source that he can't argue with. Ask him to reflect on the potential pitfalls of extreme dominance and then together try to identify situations where it has worked against him. Ask him how he thinks it could impact negatively on others and his effectiveness as a manager. Ask him to write down what he thinks the emotional impact of his behaviour is on others and how he thinks it makes people feel. Ask Dave to spend some time writing down how his behaviour works for him and against him.

It is also very important for Dave to learn to utilise active listening skills. This will force him to listen to others and make them feel heard and acknowledged. If you are able to, coach him in facilitation skills, or alternatively send him on a facilitation skills training course.

Try to coach Dave to empathize with others. By learning to step into other people's shoes and seeing things from their point of view, this can help Dave a lot to modify any tendency he may have to be over – bearing or forcing. Teach Dave the principles of participative leadership. Help Dave to learn a good relaxation technique.

It can also be worthwhile to coach Dave on the art of compromise.

All of the above suggestions will help him to tone down his dominance. Remember that it is essentially a desirable managerial trait when applied thoughtfully rather than to all situations. Have Dave work through the websites listed below.

Key Coaching Points
<p>Help Dave to become more aware of any negative behaviours associated with his dominance. Work with him to understand the impact that this has on the feelings and motivation of others. Help him to understand the price he pays for being dominant. Most importantly help Dave to develop Active Listening Skills.</p>
Target Behaviours
<p>Active Listening  Openness  Consultative Leadership  Participative Leadership  Self Awareness  Interpersonal Sensitivity  Compromise</p>

### 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. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.

Active Listening

Win - Win Negotiations

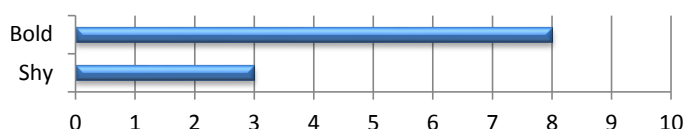
Empathy

Leader's Mood

Heron's Six Categories of Intervention

Mentoring

## Bold



Dave's Rating on this Dimension is Above Average

### Productive Behaviours Associated with this Dimension

Confident in groups
Expresses views easily
Comfortable in the spot light
Makes good first impression
Communicate with confidence
Public Speaking
<b>Counterproductive Behaviours Associated with Excesses of this Dimension</b>
Overbearing
Dominate discussions
Seek limelight
Can seek attention
Poor listener
Over - talkative

### Coaching and Self - Development Guidelines

Dave is likely to relish a managerial role that requires him to network widely with people. He is likely to be very comfortable in managerial roles which place him in the spotlight, and where there is an imperative to for him to maintain a strong social presence. He is likely to be quick to initiate social contacts and will readily engage in group discussions and debates. He is likely to be comfortable in a role where he has to make presentations and where good verbal communication skills are important. Being highly communicative, Dave is likely to make a strong initial impression on people.

On the down side, people who score very highly on this trait may be inclined to seek out roles that place them in the limelight and give them an opportunity to perform in the spot light. As such they can dominate discussions and conversations and engage in this because of the attention they receive and not necessarily because they have a worthwhile contribution to make. This can frustrate colleagues who may find them to be overbearing and who may feel that they are not given a chance to speak.

High scorers may also be poor listeners, and their colleagues and subordinates may feel that they are not being heard. They can come across as being "flash" and convincing because they often have excellent image management skills. This often lends credibility to them, even when there is not necessarily substance to what they are saying. This can be very frustrating to less outgoing colleagues who may have better ideas, but who are not as skilled at selling or communicating their contributions.

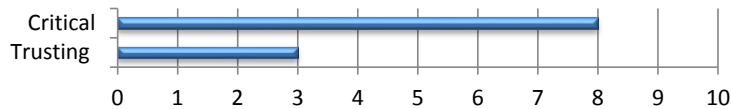
If any of these behaviours are observed in Dave, then he can definitely improve his effectiveness as a leader by addressing them. Self – awareness is always the first step in change, so as with any other development areas he may have, a good place to start is for Dave to read this report and reflect on the potential downsides to this trait. This can be reinforced by giving him examples of where you have observed it working against her, or by his asking colleagues to give him feedback on how this behaviour may have frustrated them. Dave could be asked to list how this trait not only works for him, but also makes his life more difficult as a manager.



The biggest potential dangers for him to watch out for would be that he alienates certain colleagues who feel resentful because he does not make room for them or that he tries to steal the limelight; or that he misses out on many good ideas that others have, because he tends to do a lot of the talking; or that people don't take him seriously because he speaks too much. Active listening and empathy are potentially key skills that he may need to develop.

Key Coaching Points
Dave needs to be made aware of the pitfalls of being too interpersonally confident and talkative. He may need to be made aware that in communication, receptive skills are just as important as expressive skills.
Target Behaviours
<p>Active Listening</p> <p>Interpersonal Sensitivity</p> <p>Step back – give other's a chance</p> <p>Empathy</p> <p>Talk less listen more</p>
Helpful Websites
<p>Below are list of readings that Dave can use to help him to develop the target behaviors listed above.</p> <p>There are many websites covering these topics. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.</p>
Ego's at Work
Empathy
Active Listening
Improving Communication Skills
Interpersonal Awareness

## Critical



Dave 's Rating on this Dimension is Above Average

### Productive Behaviours Associated with this Dimension

Attentive
Vigilant
Observant
Prevents Mistakes
Monitors and controls
Analytical and penetrating
<b>Counterproductive Behaviours Associated with Excesses of this Dimension</b>
Dogmatic
Critical
Suspicious
Strict
Severe/harsh
Mistrustful
Unforgiving

### Coaching and Self - Development Guidelines

Dave 's basic outlook on life is that one has to be vigilant, wary and carefully examine things. He does not take people, situations or information at face value, but is inclined to subject them to scrutiny. This can make him a useful source of quality and risk control. This can be valuable in situations where he has to be probing, and he is likely to expect people to stick to their obligations and undertakings and to manage them quite closely.

On the other hand high scorers on this trait may expect people to prove themselves to him before he places his faith and confidence in them. As a result they tend to be somewhat distrustful of people. They can be inclined to be dogmatic and may be excessively critical of people. There might also be danger that they are inclined to micro - manage, although this will also depend on other personality traits. They may also be wary about delegating to others, and may be more inclined to view situations and people in terms of what can go wrong, than in terms of what they are capable of and in terms of what can go right. High scorers may also be unforgiving and tend to hold on to people's mistakes and failings.

They can be hard on others and inclined to focus on their faults. In extreme cases they can also be aggressive and antagonistic towards others. They may be inclined to pour cold water onto people's ideas and shoot down their ideas before giving them proper consideration. Finally, high scorers may have a tendency to see the potential problems and flaws in everything and focus on why things won't work, rather than also seeing the opportunities and understanding why they may work. In taking such a critical and suspicious approach to work, high scorers may need to be careful about lowering the morale of other employees and possibly creating a climate of fear and mistrust.

If Dave displays any of the counterproductive behaviours associated with being critical, then you can help him to temper his critical and distrusting nature, by challenging him to make various lists. When dealing with a particular task or problem, ask him to make a list of what can go right, why things will work. Once he has made his list, ask him to find five more reasons why things may work. Ask him also to identify the opportunities inherent in tasks, situations and problems. Ask him to make lists of colleagues/subordinates strengths. Get him to make a list of reasons why people will succeed with tasks.

Remember, Dave 's behaviour is driven by his belief system/mental map. By continuously challenging him with these lists, you are helping him to develop a more balanced mental map, which enables him to see strengths, opportunities, reasons why things will work, and not only the pitfalls. If you notice that Dave is inclined to micro - manage, then you should offer him the opportunity to go on a course which teaches proper delegation skills, or get him to do some reading on situational leadership. Suggest to Dave that he reads the article on the 6 Thinking Hats.

Dave may be inclined to wear the black hat. Brainstorm ideas with him on how can learn to take off the black hat and wear the yellow hat more often. Working through some of the Creative Thinking Skills articles such as Brainstorming, Starbursting, Do It, and Perceptual Positions can do wonders to help Dave balance out any excessively critical tendencies that he may have.

Key Coaching Points
Encourage Dave to believe in people. Get him to create lists of people's success and their strengths. Ask him to make lists of why things will work. Ask him to make lists of any opportunities he can identify in the work place. Encourage him to be less critical of other people's ideas and more open to their suggestions. Help him to develop the habit of saying "Yes ...and" rather than "Yes...but"
Target Behaviors
See the positive Reinforce and reward others Spot potential Catch people doing things right Identify people's strengths List why things will work

### 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. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.

Empathy

Perceptual Position

Rewarding your Team

Delegation

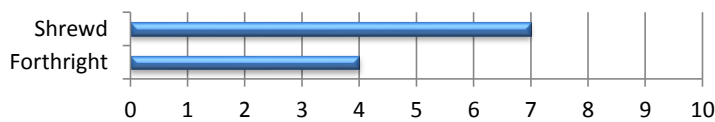
Active Listening

Avoiding Micro Management

Building a Positive Team

Tolerance

## Shrewd



Dave's Rating on this Dimension is Above Average

### Productive Behaviours Associated with this Dimension

Tactful and Diplomatic
Discrete
Insightful into people and interpersonal situations
Aware of group dynamics
Tailors behaviour to the situations
Perceptive
Sensitive to social protocol and expectations
<b>Counterproductive Behaviours Associated with Excesses of this Dimension</b>
Manipulate
Scheming
Calculating
Guarded - hide true feelings and views
Don't play open cards with people
Political

### Coaching and Self - Development Guidelines

Dave is likely to be aware of group processes and dynamics and able to read people well. In dealing with people he will endeavour to utilize tact when bringing his views across to others. He will be eager to avoid social blunders and will be keen to avoid saying things that are out of place. He is likely to have a sound insight into corporate politics and dynamics, and has the potential to manoeuvre interpersonal situations to his advantage. He is aware of the impact of his behaviour on others and will show restraint and sensitivity in his interactions with people.

At high levels though, people with this trait can also be calculating and manipulative. They can have a tendency to remain guarded or even secretive about their true views and feelings about people or situations which can make it difficult to know what their real agendas are. They may be inclined to be excessively political and can even be Machiavellian and scheming. There is potential for them to present a false front to others and to use people and situations for their own ends.

It can be very difficult for other people to know where they stand with them. At extreme levels people with this trait can manipulate others for their own gain. They regard the needs and feelings of others as being secondary and they tend to be impersonal, opportunistic, ambitious and unresponsive to personal or ethical concerns for others. Self – interest rather than loyalty is their primary motivation.

If Dave displays any of these behaviours, it will be worthwhile for him to consider the cost of this approach to engaging with his work colleagues. A major casualty when there is a lack of openness, hidden agendas are at work, and situations are being manipulated to an individual's advantage is trust. A lack of trust in turn can have adverse and sometimes devastating consequences on the morale of people. Poor morale in turn can have a major negative impact on productivity. In environments where there is a lack of trust, people tend to invest a lot of their energy in surviving emotionally and in devising strategies to protect their own interests rather than on being productive and creative in the work place. One of the website articles below describes how trust is one of the strongest predictors of a countries' wealth!

Secondly, if you have observed the counterproductive behaviours associated with high scores on this trait operating in Dave, feed them back to him and ask him to make a list of the various ways in which this behaviour could be costly. Dave can also be challenged to think about what contributes to organisational or team success. Is it by focusing on self – interest or the broader interests of the team or organisation? Taking him through an exercise where he is asked to imagine what the outcome would be if each person in the team focused primarily on their own interests could help him to change his perspective. Asking Dave to write this down and then say it out loud can be an effective way of helping to take ownership of any tendency to be pursuing his own interests at the expense of others.

It can also be very useful to develop Dave’s empathy. Empathy is the ability to identify and understand another's situation, feelings and motives. It's our capacity to recognize the concerns other people have. Empathy means: "putting yourself in the other person's shoes" or "seeing things through someone else's eyes." Work through the article below on Empathy with Dave and then ask him how he can apply this. Developing empathy can be one of the most powerful ways in helping Dave to tone down any tendency he may have to be excessively political in his dealings at work.

One of the reasons why people are like this is because they have disconnected themselves emotionally from others. As a result they do not consider the emotional impact of their behaviour on others when they act in a self – serving way. By developing his empathy, Dave will put himself in a position where he bonds more closely with his co – workers and is more sensitive to what is going on inside of them. This in turn is likely to impact on the way that he deals with them. The key questions you should encourage Dave to continue asking, are “how do my actions and decisions make others feel?” and “what is the cost to me of trust breaking down”.

Key Coaching Points
<p>Help Dave to develop insight into the cost of being too political. Ask him what he considers the cost to be of pursuing his own agenda at the expense of others. Challenge him on the ethics of not playing open cards with others. Ask him to think about what happens when one party plays games with another party. Ask him whether he thinks people trust him. Encourage Dave to develop empathy and active listening skills. Encourage him to think about whether teams can really be successful if there are hidden agendas. Challenge him on whether a lack of openness affects his credibility with others. Encourage him to be straight with people.</p>
Target Behaviours
<p>Play win – win  Be open and honesty  Consider others  Empathy  Interpersonal sensitivity  Team work  Authenticity  Build Trust</p>

### 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. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.

The Power of Trust

Building Rapport

Empathy

Machiavellian Leadership Style

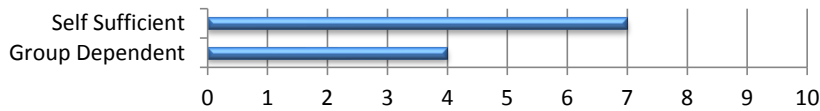
Tolerance

Perceptual Position

Win - win Negotiations

Authentic Leadership

## Self Sufficient



Dave's Rating on this Dimension is Above Average

### Productive Behaviours Associated with this Dimension

Independent
Resourceful
Resists Peer/Group Pressure
Gets on with things
<b>Counterproductive Behaviours Associated with Excesses of this Dimension</b>
Does "own thing"
Ignores group opinion
Disconnected from group dynamics
Withdrawal from team
"Fly Solo"
Struggle with interdependence

### Coaching and Self - Development Guidelines

Dave is self - sufficient and prefers doing things on his own, than working in a team and getting things done through others. This does have its advantages in that he can be independent and resourceful, and able to resist group pressure because he does not have a strong need for approval.

There are also disadvantages though. High scores can get frustrated when they has to get things done through others, or when the results of something are dependent on the collective effort of the team. Various behaviours may manifest. They may be somewhat aloof and disinterested in team discussions. They may withdraw if the team cannot resolve differences or problems efficiently.

They may want to take matters completely on themselves and "fly solo" rather than getting things done through the team. As a result they may end up being over - committed to a task or project. He may also find himself out of touch with the mood, opinions, alliances and climate within the team. In extreme cases they may discount the opinions of the team and find themselves isolated within the team.

If any of these behaviours can be observed in Dave, then he may need coaching in several areas. First of all, he may need to learn the skill of delegation. This is critical to ensure that he does not assume too much responsibility for tasks. Secondly, he needs to be encouraged to develop patience. He also needs to develop the skill of interdependence. This can be done through adventure type team building courses, but informally by helping Dave to understand that teams require interdependence which means that people have to be accommodated.

Reading on teamwork and participatory skills can be very helpful in this regard. This can help Dave to learn the meaning of what it means to be a team player. Dave should be challenged with respect to his individualistic behaviour. How does this affect the overall performance of the team?



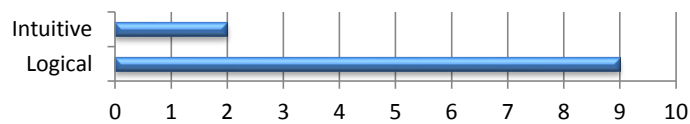
How does it affect his ability to influence the team and get their buy – in? How does it make the team feel towards him? What impact does he have on team morale? Does he enjoy the good will and support of the team? Can he perform his job function effectively in isolation from others? How does his tendency to “do his own thing” affect the efficiency of other team members who depend on him?

As his manager, it is important for you to become aware of when his tendency to be self - sufficient is working against him. When this happens you should flag his excessively independent behaviour and remind him that success comes through teamwork and solo effort.

Key Coaching Points
<p>Dave should also be encouraged to develop his “social radar” and networking skills within the team. He must also be encouraged to develop his delegation skills and to make greater use of delegation. Dave should also be encouraged to be more patient with the team and not take tasks over or alternatively withdraw when the team does not deliver as quickly as he would like it to. Encourage Dave to be more patient with less efficient team members. Help Dave to understand the meaning of good teamwork. Challenge him on how his behaviour impacts on the team’s productivity and morale.</p>
Target Behaviours
<p>Accept interdependence Teamwork Patience Network with the team</p>
Helpful Websites
<p>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. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.</p>
Qualities of an effective Team Player
Effective Team Member
How to be a good Team Player
Empathy
Delegation
People Skills
Teamwork

## TASK MANAGEMENT DIMENSIONS

## Logical



Dave 's Rating on this Dimension is High

### Productive Behaviours Associated with this Dimension

Logical
Factual
Objective
Pragmatic
Data driven
Realistic
Rational
<b>Counterproductive Behaviours Associated with Excesses of this Dimension</b>
Hard – headed
Insensitive
Dislike of ambiguity
See things in absolute terms (black or white thinking)
Discomfort with grey areas
Ignore human considerations

### Coaching and Self - Development Guidelines

Dave tends to be logical and pragmatic and likes to deal with the world of facts. He can be described as being logical, rational, practical and even hard – headed. There are certainly many positive aspects to this. He is likely to make objective decisions that have a strong basis on fact; he is not influenced by sentiment and can factor out feelings and make decisions based on the business case.

At high levels though people may dislike dealing with grey, ambiguous issues, and depending on other traits, may also be uncomfortable with and insensitive to the world of ideas or feelings. They like to work with data, facts, logical, and things which can be measured and if things don't fit into this framework they may be unaware of them, or deny that they have any relevance.

They may also be inclined to see things in black and white terms and find it hard to appreciate subtleties, the qualitative dimensions of problems, and depending on other traits may be closed off to people's needs and emotions. They may also be inclined to think in a linear, step – by – step fashion, assuming that one part of a problem neatly follows the next. The reality is that often problems are "messy", interrelated and follow a circular "logic".

In a work situation they can therefore come across as being hard and unsympathetic. They may ignore the human face of problems and base decisions purely on facts and numbers. They can alienate people by discounting their feelings. They may invalidate or ignore good ideas that are still in the concept stage and cannot yet be proven. They may try to deal with complex situations in a simplistic, purely factual way.

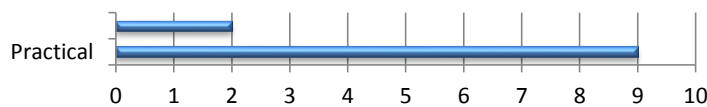
If you observe any of these excesses, then it can be worthwhile to help Dave to stretch his underdeveloped intuitive side. A good place to start is to sensitize Dave to think about the human, emotional and subjective elements of problems and situations. You can do this by asking him to list how he would feel if he was placed in a particular position. Help him to develop his empathy. You also need to show him that there are also qualitative dimensions to problems. You can do this by giving him a problem, take a page and divide it into columns. In the one column he should list all the facts relating to the problem. In the other column he should list all the feelings, people related considerations and possibilities related to the problem. Let him do this exercise frequently to develop his skill.

You should also coach Dave to help him to see that people's subjective experiences, feelings and perceptions are their reality – their personal facts. Often these need to be taken into account when making decisions. It for instance explains why some people prefer one brand, say Nike, over Adidas, when there may be little objective difference in a set of running shoes. It is subjective. Active Listening and Advanced Empathy skills can be powerful ways for Dave to begin listening to and appreciating people's subjective realities.

Dave can also benefit by learning skills like the Analytical Hierarchy Process. This tool will enable him to quantify subjective ideas. Learning to wear less of the blue hat and more of the other hats (see the Six Thinking Hats) can also help Dave to develop his intuitive side more.

Key Coaching Points:
Communicate with Dave through the language of facts, data, figures. Try to be concrete with him not vague. Assist his tasks that are more intuitive/feeling based. Ask him to make lists of people feelings and perceptions in a discussion. Help Dave to develop his active listening skills and empathy.
Target Behaviours
<p>Empathy</p> <p>Active Listening</p> <p>Openness to unproven ideas</p> <p>Openness to subjective views</p> <p>Openness and sensitivity to people's needs and feelings</p>
Helpful Websites
<p>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. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.</p>
Balancing People and Tasks
Empathy
Active Listening
Analytical Hierarch Process
Six Thinking Hats
The Reframing Matrix

## Practical



Dave 's Rating on this Dimension is High

### Productive Behaviours Associated with this Dimension

Realism
Practical
Hands on
Solution Focused
Down – to – earth
Like to make things work in practise
<b>Counterproductive Behaviours Associated with Excesses of this Dimension</b>
Unimaginative
Miss opportunities
Can't see possibilities
Reject unproven concepts
Focus on symptoms rather than fundamentals
May miss the bigger picture

### Coaching and Self - Development Guidelines

Dave is very practical and will be alert to practical issues and day - to - day problems that require attention. He will also be systematic and will be inclined to devise plans that are practical and can be implemented and that will lead to practical outcomes.

Very high scorers on this dimension can however also lack imagination and discount new ideas. They can be so focused on what is in front of them that requires attention that they are closed off to, or fail to see new possibilities. They may also be inclined to focus on surface issues, rather than trying to come to grips with fundamentals and issues underlying problems. They may be inclined to reject unproven ideas, or matters that are still in a concept phase, out of hand. New ideas can be stifled in their infancy because their practical application has not yet been worked out. Depending on other factors, they may be so concrete that they are unable to relate to concepts, ideas or theories. They may be so focused on dealing with day – to – day job realities and demands that they lose sight of the bigger picture.

When relating to Dave it is important to keep this in mind. When discussing ideas and concepts with him, you should try to give illustrations of how you see it working in practise as he may be sceptical of ideas if he cannot understand their practical use.

If you observe any of these behaviours in Dave then it will be a good idea to stretch his creativity and openness to ideas. It could be worthwhile for Dave to learn the skill of Mind mapping. Dave may be inclined to relate to concrete facts rather than concepts. Concepts represent an idea, whereas concrete facts spell out the detail of the idea and how it can be put in practise. Mind mapping (see helpful websites below) will help Dave to take an intangible idea or concept into something concrete that he can relate to.

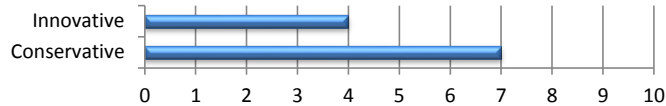
Starbursting is another useful technique that can help Dave to create the link between ideas and how they can be put in practise. Creating these links can help him to be more open to new ideas. Instead of dismissing them out of hand because he can't see the practical application, Starbursting will help Dave to move from concept (his area of discomfort) to practical implementation (his area of comfort).

Learning how to brainstorm effectively can be another great way for Dave to "climb out" of his focus on what is tangible and in front of him, and generate possibilities and ideas. Dave can also be encouraged to look at problems from different perspectives. A technique like the reframing matrix can be very useful in helping him to do this. Scamper is another powerful tool that Dave can learn to use to see problems from a fresh perspective.

You can also stretch Dave by challenging him. Encourage him to ask "what is the big picture here?" "What are the possibilities and opportunities?" "Why am I rejecting that idea and how do I know it won't work?"

Key Coaching Points:
The key focus should be on stretching Dave to "see" beyond what is in front of him and tangible reality, to seeing possibilities and looking at problems from new angles and perspectives. Challenge his paradigms, perspectives and mental models. Encourage him to utilise techniques like Brainstorming, Starburst, Scamper and Mind mapping.
Target Behaviors
<p>See possibilities</p> <p>Focus on bigger picture</p> <p>Think Long Term</p> <p>Be open to new ideas and concepts</p> <p>Understand the fundamentals</p> <p>Openness to subjective views</p> <p>Openness and sensitivity to people's needs and feelings</p>
Helpful Websites
<p>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. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.</p>
Generating New Ideas
Brainstorming
Reverse Brainstorming
The Reframing Matrix
Mindmaps
Scamper
Starbursting
Triz

## Conservative



Dave's Rating on this Dimension is Above Average

### Productive Behaviours Associated with this Dimension

Create stability
Uphold Norms
Endorse structure
Implement and maintain systems
Maintain proven methods
Steady
<b>Counterproductive Behaviours Associated with Excesses of this Dimension</b>
Dislike change
Closed to new ideas
Inflexible
Uncompromising
Fail to adapt
Retard progress

### Coaching and Self - Development Guidelines

Dave is conservative, and prefers to work within established rules and procedures. He can be relied on to maintain structure, procedures and systems. He can play a valuable role as a maintainer and someone who brings stability to situations. He can be counted on to stick to the rules and to see to it that established systems and procedures are adhered to. On the down side though, he does not enjoy change, and is unlikely to question existing procedures or to be innovative.

High scorers can however be resistant to change and can question innovation. They can be excessively wedded to traditional procedures, processes, systems or ideas. They may struggle to keep up with new developments and may tend to lag behind current trends and ways of doing things. They can be perceived as being inflexible and inclined to pour cold water onto new ideas. They can also be excessively bureaucratic and can be sticklers for rules and regulations. They can be a source of frustration for more innovative, forward thinking colleagues because their focus tends to be retroactive rather than proactive.

They may be inclined to stick to methods, procedures, rules, protocol and systems just because they are there and not necessarily because there is a rational justification for them. They can come across as being autocratic as they may have the expectations that others blindly follow rules and procedures. They may be closed to people's ideas and inputs. They may have an unwritten rule in their minds that is wrong to question anything. Reinforcing the old rather than embracing change is likely to be their approach to work. They may also be risk averse and fail to try out new things because they are afraid of the unknown.

If you observe any of these behaviours in Dave and if his role also requires flexibility, openness to change and innovation, then you may have to help him to develop these behaviours because they are unlikely to come naturally to him. You can help him to handle change better by clearly explaining both the rationale for change, and the roadmap that will take him through the change. Help him to keep focused on the things he can control during the change process as he likes to be anchored. You can also ask him to do 2 new things that he has never done before, every day for a month. This will incrementally help him to become more comfortable with change.

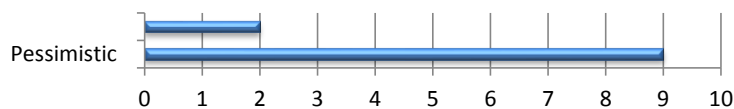
With respect to innovation, Dave should be challenged to question the way things are, and to find alternative ways of doing them. This will work best with structured exercises. For example, let's say he utilizes process A. Ask him to write it down, then to write down as many disadvantages and advantages to the process as he can. Once he has done that, ask him to write down 5 more of each - you want to stretch him. Then ask him to devise as many alternative processes or improvements as he can, and again ask him to add more. Don't take no for an answer if he can't come up with ideas. He has to start stretching these thinking muscles if he wants to develop them. By repeating this exercise daily, you will be stretching Dave and helping him to question existing ways of doing things and discovering new ways of doing them.

Help Dave to become more aware of the impact of his conservative behaviour on the team and on progress. Challenge him on whether he is able to appreciate differences to his views. Have discussions around whether other people are allowed to hold different views to his own. Press him on whether he has a right to impose his views and procedures onto others. Have him think about how he would feel if others imposed their views onto him. Ask him what the likely reaction of adults is if they are forced into things and if choices are taken away from them. Give him a project where he has to research what the cost has been when people have refused to or been unable to adapt and keep abreast of change. If he routinely opposes suggestions ask him to write down why they may work, or alternatively to come up with alternative suggestions. Encourage Dave to work through the web articles on empathy, active listening and coping with change.

Key Coaching Points:
<p>When managing Dave, it is best to try to keep to quite a structured approach. Avoid vagueness when communicating with him. Try to be specific in terms of goals, plans, actions steps, processes, performance standards, how things are too accomplished and so on. If you do not approach him this way then there is the risk of creating negative feelings such as uncertainty, confusion, anxiety or frustration. Stretch Dave by helping him to see things from others' viewpoints. Help him to recognise the value of change. Encourage him to take small risks. Encourage him to find new and better ways of doing things. Challenge him to become more open to the views of others.</p>
Target Behaviours
<p>Innovation Challenging Tradition Continuous Improvement Appropriate risk taking Openness to others ideas Active Listening Flexibility Adapting to Change</p>
Helpful Websites
<p>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. We recommend using Mindtools or Business Balls websites although you or Dave are free to use any website you find helpful. To find an article on these topics simply type in the topic in the Google search bar followed by Mindtools or Business Balls, e.g. Thought Awareness Mindtools or you can just do a general Google search on the recommended reading.</p>
Bridges Transition Model
Coping With Change
Kelley and Conner's Emotional Cycle of Change
The Agile Leader
Brainstorming
The Reframing Matrix
Perceptual Positions



## Pessimistic



Dave's Rating on this Dimension is High

### Productive Behaviours Associated with this Dimension

Reflective
Careful
Risk Averse
Cautious
Prudent
Thorough
Vigilant
Restrained
Circumspect
Counterproductive Behaviours Associated with Excesses of this Dimension
Dour
Overthink
Unadaptable
Indecisive
Pessimistic
Cynical

### Coaching and Self - Development Guidelines

Dave tends to be careful, cautious and risk – averse. He likes to think things through carefully before proceeding forwards with a decision or course of action. His plans will be well thought through and he may have a knack for identifying pitfalls or for understanding why things may not work. He can play a valuable role in managing risk and in ensuring that undesirable consequences are avoided.

However, high scorers may also be inclined to be pessimistic and overcautious. They may focus excessively on why things may not work and be reluctant to try out things just because they identify potential pitfalls. Rather than create solutions to problems or potential downsides, they will see these as insurmountable obstacles and as a result “never get out of the starting blocks”. They may also be excessively reflective and tend to over – think things and as a result get little done. They may be too risk averse and avoid taking well-judged gambles and as a result may forego good opportunities. They can also be experienced as being “wet blankets” who pour cold water on ideas and who act as a drag on the enthusiasm and optimism of others. Because they are attuned to potential downsides and pitfalls they can also be indecisive. Due to their tendency to act slowly and think deeply others can perceive them as being unwilling to communicate or to commit to a course of action. They can also be perceived as being unadaptable and as people who impact negatively on morale.

If Dave displays any of these behaviours then it may be necessary for him to learn to tone down his serious side. A good first step is to make him aware of the benefits of optimism and the cost of pessimism. Encourage Dave to read the web article [Optimism the Hidden Asset](#). Dave may also be too inward looking and too focused on his own thought processes. Encourage him to read the web article [Overcoming Pessimistic Thinking](#).

High Scorers tend to have a default “No but”, or a “It won’t work” or “What are the pitfalls” mentality. When confronted with a problem ask him to begin his thought processes with “Yes And” instead of “No But”. This will force Dave to think in terms of solutions rather than problems. When he identifies pitfalls, ask him to create five solutions to each of them. Also ask him to identify at least one opportunity as a counter to the pitfall. When discussing problems or potential solutions to them, ask him to preface his thinking and statements with “It will work because...” It can also be helpful to give Dave a limited time to come up with proposals or to deal with problems. The time constraints will limit the extent to which he can engage in problem focused thinking.

Help Dave to set up positive feedback mechanisms for himself. The article on Thought Awareness, Rational Thinking and Positive Thinking will help him to do this. A simple daily task like asking him to keep a pocket diary and each day write down 10 things that went right with him at work and 1 thing he likes about each colleague can go a long way to help him to recalibrate his mind set. Ask Dave to complete the quiz in the article Are you a Positive or Negative Thinker can help him to become more aware of his own leaning toward pessimism. Self-awareness is the first step towards change.

Ask Dave to think about the affect his natural pessimism may have on others. Articles such as the Manager’s Mood, Managing Team Negativity and Rebuilding Team Morale can be useful in this regard, and also give Dave some of the necessary skills to impact positively on team morale.

Key Coaching Points:
<p>Help Dave to reflect on the drawbacks to pessimism. Try to make him more aware of when he is pessimistic. Help to preface his thinking with statements like “Yes And” “Can do” “It will work because...”</p> <p>Make aware of the effect of pessimism on others. Encourage him to focus on solutions rather than exclusively on problems</p>
Target Behaviours
<p>Think “Can Do”</p> <p>Focus on Solutions</p> <p>Focus on opportunities</p> <p>Find the positive</p> <p>Take calculated risks</p> <p>Generate enthusiasm</p> <p>Build Morale</p>
Helpful Websites
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Optimism the Hidden Asset
Overcoming Pessimistic Thinking
Thought Awareness
Rational Thinking
Are you a Positive or Negative Thinker?
Manager's Mood
Managing Team negativity
Rebuilding Team Morale