REACH PROFILES

Leading Profile

19 Oct 2021

Groove Management

Contents

About REACH Profiles

Whether we recognize it or not, we all take on leading roles. How we go about this can have a tremendous impact on the lives of those we influence. Think for just a moment about the number of people you influence in some manner, on any given day. Like it or not, for good or for ill, you have tremendous influence! This Leading Profile report is designed to identify how you most likely influence others, while guiding you in recognizing your distinct leading dimensions. What you do with that recognition is up to you, but the fact that you are engaging in this self-assessment says a great deal about your potential to be a constructive influence in the lives of those around you.

This Leading Profile report is based on your responses to the REACH Survey, a 95-question survey of psychometric constructs designed to identify and promote key leading behaviors. While these behaviors have been researched and practiced for generations, this report is based on a comparison of your responses to the responses of over 30,000 participants involved in a comprehensive study of Leading Intelligence - referred to as REACH. While some participants served in high-level Executive positions, others were more informal organizers. Although some held positions of tremendous responsibility and power, still others exercised authority behind the scenes in a more supportive role. Regardless of their background, these participants had one thing in common – they exercised influence over others and sought to do so more effectively. They represented a variety of backgrounds, including private sector, military/government service, nonprofit and education/training as well as geographical regions, including North America, Europe, Australia and Asia.

On the following pages, your primary Leading Profile will be described first with a high-level overview and then with more in-depth information on the pages that follow. You will notice no mention of the word "leadership" in this report, as it typically refers to a broad and often academic concept. Rather, the intentional focus of this report is on the act of leading (with an emphasis on the "ing") – meaning a highly interactive and challenging process that engages people in moving to where the leader aims to guide them. From the boardroom to the classroom, from the home to the headquarters, and from the battlefield to the athletic field, the need for effective leaders is everywhere. It is a common need in every event or activity where people gather toward a shared goal. As common as the need for leaders is, effective leaders are far less common. With that realization, this report equips the leader with intrapersonal awareness, to expand interpersonal influence, so that they may interactively engage with their teams.

Leading Profile Document Overview

The contents of this profile is presented in three main sections, followed by concluding remarks that summarize your Leading Profile. Each section builds on the preceding content, encouraging you to take a deeper dive into your Leading Profile.

Leading Profile

This section provides a high-level summary of your primary Leading Profile, while offering quick tips on how to recognize and influence the other profiles.

- Your Leading Profile Matrix
- Recognizing the Leading Profiles
- Influencing the Leading Profiles

Leading Dimensions

This section provides detailed information regarding the specific dimensions that make up your primary Leading Profile, including guidance on leveraging and developing each dimension to lead more effectively.

- Dimension Summary
- Intensity
- Assertiveness
- Risk Tolerance
- Adaptability
- Decision-making
- Status Motivation
- Affiliation
- Consideration
- Openness
- Self-protection

REACH Skills

This section provides scores for a range of interactions that commonly occur between leaders and their teams/groups. Your potential skill in each interaction is compared to other leaders within the normative population.

- REACH Skills Summary
- REACH Skills Scores

Conclusion

Final concepts are offered to support the continual development of your primary Leading Profile.

- Developing Your Leading Profile
- Contact Information

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Leading Profile Matrix

When you completed the REACH Profile, you indicated preferences and tendencies for how you approach common circumstances (such as at work, home, or in the community). Listed as ten specific dimensions on subsequent pages, these preferences and tendencies combine to reveal four Leading Profiles. Based on your responses to the REACH Survey, your primary Leading Profile (meaning the one you tend to prefer in most situations) is best described as the: Coach Profile.

The CoachProfile is most commonly recognized as being:

- more **Acting-oriented** than **Thinking-oriented** meaning that you may be more confident and urgent about achieving your goals (this is your Achievement Drive).
- more **People-focused** than **Task-focused** meaning that you may be more sociable and empathetic in how you relate with others (this is your Relational Drive).
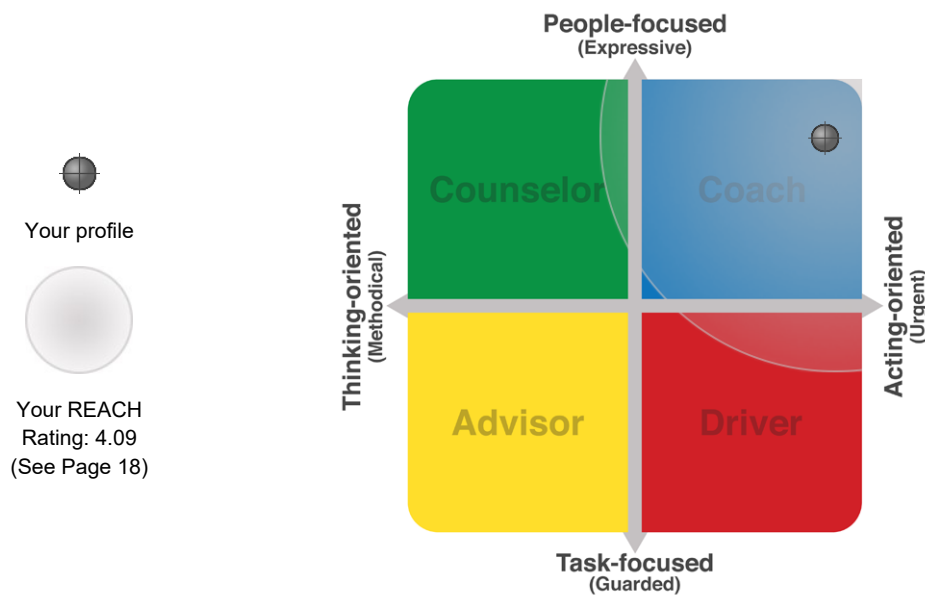
Simply put, your profile suggests that you tend to recognize others' needs and concerns more often than most people. People may recognize you as a very outgoing person who is most comfortable in a fast-paced, dynamic environment. While achieving your goals, you are more likely to adapt your approach, while keeping your focus on the "big picture." When in a team setting, you may be most concerned with encouraging others to buy into the team's goals.

Your REACH: The agility of your unique profile is graphically displayed as a circular zone around your plot. This zone may be seen as the area of the matrix within which you feel most comfortable interacting with others. The larger the "REACH", the greater the agility with which you may adapt to other profiles of influence when relating to people and achieving goals.

Important Note: The closer your plot is to any corner of the matrix, the more your profile will be similar to the profile shown in the respective quadrant. The farther away your plot is from any corner, the less likely your profile will reflect the profile indicated. The closer your plot is to the center of the matrix, the more you may tend to exhibit characteristics of all four profiles. In reality, there will be occasions when you may exhibit characteristics of each profile, depending on the situation.

Recognizing the Leading Profiles

While our responses may differ at times based on unique situations, most of us tend to leverage just one of the four profiles in common situations. We can easily recognize a profile (in ourselves and others) by observing specific markers. Identify the markers below for your primary Leading Profile and then review how other profiles may differ in similar situations. Consider what situations might require you to adapt your profile, especially when interacting with others who may have different preferences and tendencies.
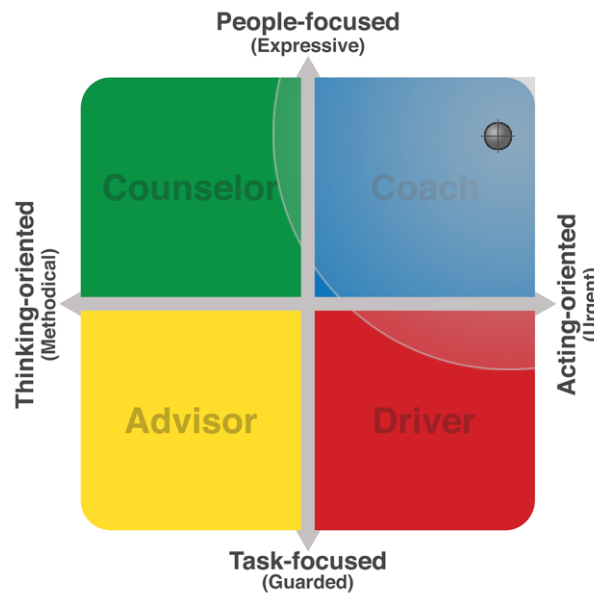
Recognizing the Counselor

Counselors are best recognized for being: Thinking-oriented and People-focused. The key 'markers' or behaviors of the Counselor Profile include:

- **Communicating** with a warm, comforting style
- **Conflict-handling** by accommodating others' views
- **Delegating** by 'asking' others for participation
- **Planning** through a careful, flexible approach
- **Learning** with careful, step-by-step reflection

Recognizing the Coach

Coaches are best recognized for being: Acting-oriented and People-focused. The key 'markers' or behaviors of the Coach Profile include:

- **Communicating** with charisma, dynamic style
- **Conflict-handling** by collaborating on solutions
- **Delegating** by 'selling' others on participation
- **Planning** through a fluid, interactive approach
- **Learning** with active, 'big picture' understanding

Your profile

Your REACH Rating: 4.09 (See Page 18)

Recognizing the Advisor

Advisors are best recognized for being: Thinking-oriented and Task-focused. The key "markers" or behaviors of the Advisor Profile include:

- **Communicating** with a reserved, formal style
- **Conflict-handling** by identifying compromises
- **Delegating** by 'teaching' the suggested approach
- **Planning** through methodical, detailed preparation
- **Learning** with careful, step-by-step reflection

Recognizing the Driver

Drivers are best recognized for being: Acting-oriented and Task-focused. The key "markers" or behaviors of the Driver Profile include:

- **Communicating** with a focused, intense style
- **Conflict-handling** by directly confronting the issue
- **Delegating** by 'directing' the course of action
- **Planning** through an urgent, adaptive approach
- **Learning** with active, 'big picture' understanding

Influencing the Leading Profiles

Having recognized your primary Leading Profile, and learned the markers of all four profiles, the following recommendations will equip you to interact with others most effectively. Whether building rapport with strangers or discussing a challenging topic with an associate, communication can be enhanced when you learn to adapt to or mirror the other profiles. Although difficult early on, practice can make the interactions feel more natural – allowing you to recognize and collaborate with people from all four profiles with ease.

Influencing the Counselor

Try to:

- Focus on building rapport
- Emphasize relationships
- Recognize personal interests

Avoid:

- Rushing the conversation
- Using an impersonal tone
- Overlooking emotional impact

Influencing the Coach

Try to:

- Focus on the big picture
- Emphasize impact on people
- Encourage brainstorming

Avoid:

- Sharing unnecessary details
- Limiting their feedback
- Using an impersonal tone

Your profile

Your REACH
Rating: 4.09
(See Page 18)
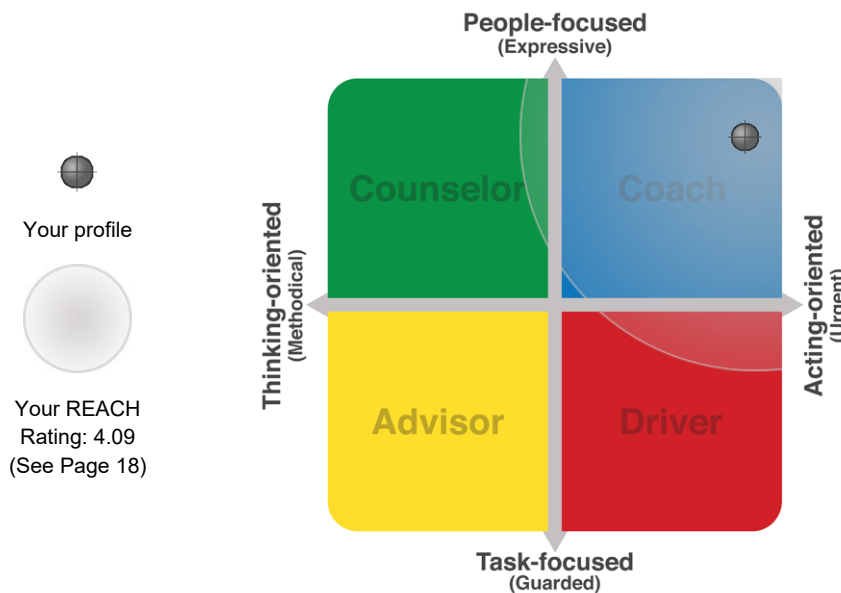
Influencing the Advisor

Try to:

- Focus on the details
- Emphasize logic and rationale
- Draw out specific concerns

Avoid:

- Using emotional arguments
- Offering vague expectations
- Pushing for a conclusion

Influencing the Driver

Try to:

- Focus on the bottom line
- Emphasize results
- Be clear and specific

Avoid:

- Forcing personal small-talk
- Controlling the conversation
- Challenging their position

Your 10 Leading Dimensions - the unique you

If the matrix you just reviewed provided a 30,000-foot view of your Leading Profile, these 10 dimensions are closer to the ground level.

Meaning, these dimensions shed light regarding how you tend to carry out your Leading Profile. While you are familiar with your Coach Profile and are most comfortable working with other Coaches (as we are all mostly comfortable interacting within our own profile), it is important to recognize that no two Coaches are exactly alike.

By applying these ten dimensions, you can explore and adjust how different behavior patterns can emerge, even within a given profile.

By examining these dimensions in more detail, you can uncover ways in which your behaviors are sources of strength, while also learning where you might benefit from further development. These ten dimensions include five Achieving Dimensions and five Relating Dimensions.

Achieving Dimensions are the dimensions that shape your orientation towards thinking and acting as you pursue goals:
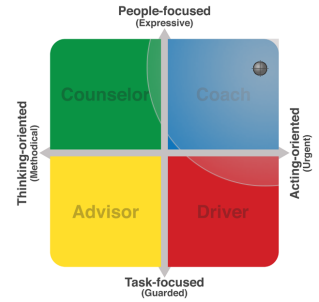
- Intensity
- Assertiveness
- Risk Tolerance
- Adaptability
- Decision-making

Relating Dimensions are the dimensions that shape your focus on tasks and people as you pursue goals:
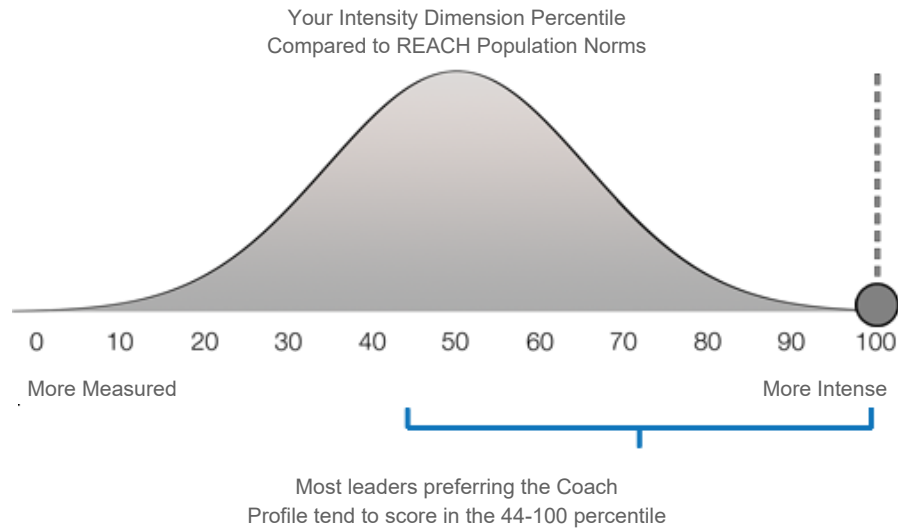
- Status Motivation
- Affiliation
- Consideration
- Openness
- Self-protection

Leading Dimension: Intensity

This dimension describes how you pursue goals, whether for personal or work initiatives. While some prefer to work at a steady, balanced pace, others show an intense, urgent pace. Most of us tend to fluctuate between a measured and intense focus at times.

Your Intensity Dimension Percentile
Compared to REACH Population Norms

○ Your Intensity Dimension Score

More Measured   More Intense

Most leaders preferring the Coach
Profile tend to score in the 44-100 percentile

Leveraging Intensity

You approach most situations with focus and intensity. You push yourself to get things done, and you are not bothered by the pressure that may rattle others. While others may slow down or retreat, you can hold the team's "feet to the fire" and keep focused on reaching objectives.

Developing Intensity

Although your focus allows you to thrive under pressure, your intensity level may contribute to stress for those around you. You may need to "throttle back" at times in order to keep others engaged; otherwise, you may out-run the group's ability to keep up. You may find it helpful to stretch yourself by practicing a more measured or even laid back approach during those times when a specific deadline is not required or an urgent need is not apparent. You might also find an alternative outlet for your high intensity (apart from your leading role) that satisfies your need to achieve.

Leading Dimension: Assertiveness

This dimension describes how you assert your viewpoint. Some tend to be very quick to assert their opinions and may aspire to lead others. Others tend to be more reserved and defer opportunities to offer their opinion. Most of us seem to dislike public speaking but will assert ourselves when needed.
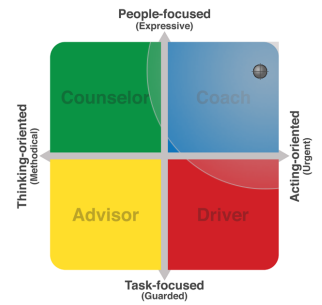
Your Assertiveness Dimension Score

Your Assertiveness Dimension Percentile
Compared to REACH Population Norms

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

More Reflective   More Confident
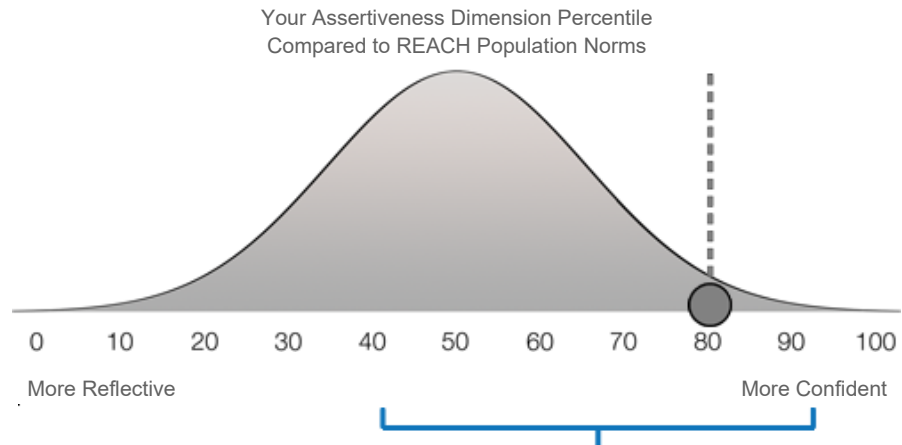
Most leaders preferring the Coach
Profile tend to score in the 41-93 percentile

Leveraging Assertiveness

You are self-assured and confident. You are rarely intimidated by others and you are typically comfortable expressing your views, even when approaching strangers. Others will rely on your influence and you may tend to gravitate toward both formal and informal leading roles.

Developing Assertiveness

Be mindful that your high confidence level may cause you to appear aggressive at times, and you may even fail to consider your own weaknesses. While you may have no problem asserting your viewpoint, your confidence may actually intimidate others at times, causing them to shy away from offering their input. When working in a collaborative setting, this could prevent you from gaining valuable insight from more timid individuals. You may find it helpful to use your assertiveness to gently encourage their participation.

Leading Dimension: Risk Tolerance

This dimension describes how you approach uncertain or risky situations. Some people seem to be natural risk takers, while others tend to be more cautious and careful. Most of us tend to fluctuate between avoiding and taking risks, depending on the situation.
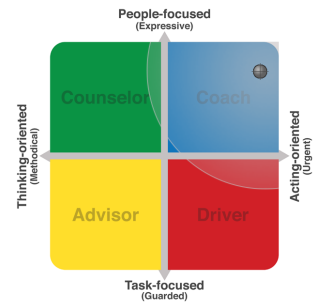
Your Risk Tolerance Dimension Score

Your Risk Tolerance Dimension Percentile
Compared to REACH Population Norms

More Cautious   More Bold
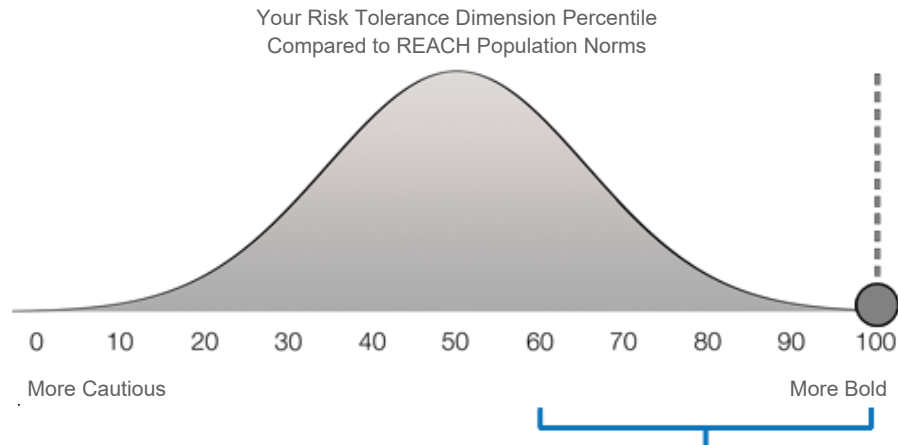
Most leaders preferring the Coach
Profile tend to score in the 60-100 percentile

Leveraging Risk Tolerance

You are not easily intimidated by unfamiliar or uncertain situations. Since you don't hesitate to act where others might, peers may view you as a courageous leader. You tend to encourage others when the team might otherwise be reluctant to move forward in new situations.

Developing Risk Tolerance

Your willingness to take action, even in the face of uncertainty, allows you to capitalize on opportunities that others may resist. Still, your more risk-averse team members may not consider some of your actions as courageous. In fact, there may be times when others view your courage as a failure to evaluate risk. As you approach difficult or uncertain situations, make sure you convey an understanding of the implications for your actions before taking the first step. Allow others to see that your courage is accompanied by ample awareness of what is at stake in your decision-making.

Leading Dimension: Adaptability

This dimension describes how you navigate change. While some prefer stability and a predictable environment, others enjoy frequent change and lots of variety. For the most part, we tend to display both reluctance and flexibility at times, depending on the significance of the change.
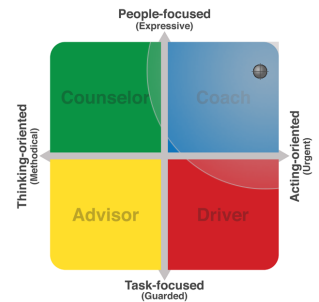
Your Adaptability Dimension Score

Your Adaptability Dimension Percentile
Compared to REACH Population Norms

More Consistent   More Flexible
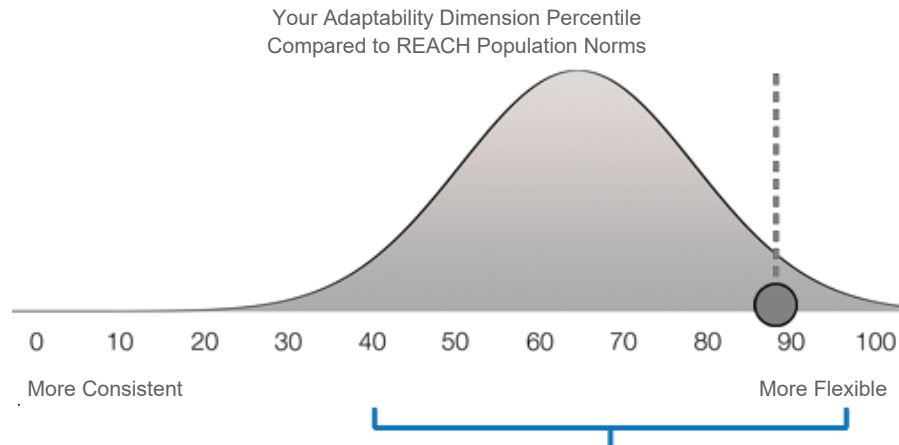
Most leaders preferring the Coach
Profile tend to score in the 40-97 percentile

Leveraging Adaptability

You look for new ways to approach problems, and you enjoy opportunities to try something new. You are often looking for opportunities to grow. While others can become nervous about your interest in new things, you are often the catalyst that drives others to consider change.

Developing Adaptability

Your appetite for variety encourages you to enjoy new experiences where others may have been content without the change. Still, there may be times when your flexibility may cause you to make unnecessary changes, simply to experience something new. Be careful that you don't seek change simply for the sake of change. You may find it helpful to carefully scrutinize the potential gains associated with any prospective change, since there may be times when the status quo remains the best option.

Leading Dimension: Decision-making

This dimension describes how we learn and process information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most of us tend to balance both perceptive and analytical approaches to some degree in making decisions.

People-focused
(Expressive)

Counselor | Coach

Thinking-oriented (Methodical) | Acting-oriented (Urgent)

Advisor | Driver

Task-focused
(Guarded)

Your Decision-making Dimension Percentile
Compared to REACH Population Norms

○ Your Decision-making Dimension Score

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

More Analytical   More Intuitive
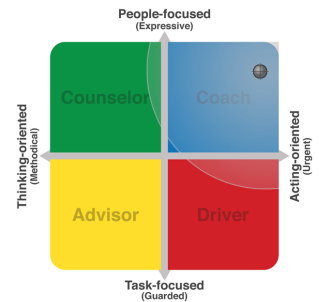
Most leaders preferring the Coach
Profile tend to score in the 28-82 percentile
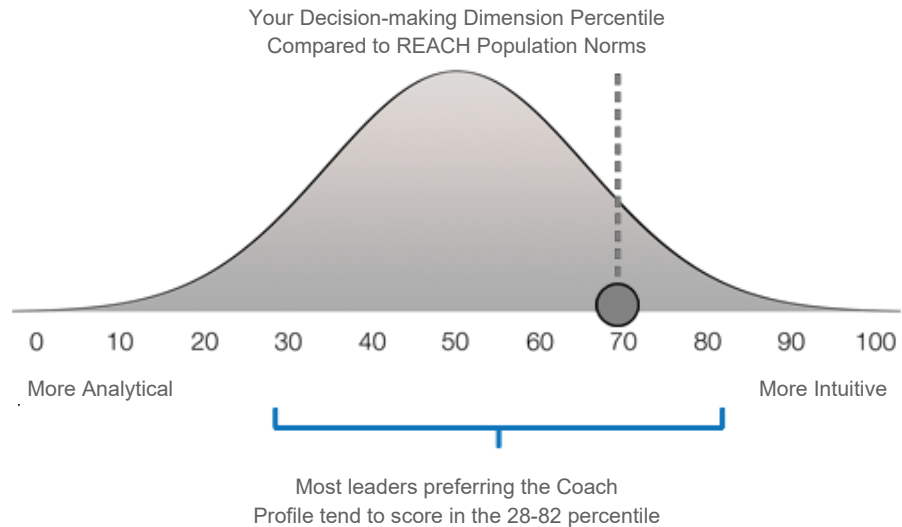
Leveraging Decision-making

You think quickly on your feet and are comfortable learning as you go. Where others can get lost in the details, you offer a big picture perspective. Your comfort level using intuition and experience in making decisions may make others nervous at times but you provide an important gut-check for the team.

Developing Decision-making

Making decisions based on your intuition and experience can allow you to take quick action when necessary. However, there may be situations in which your experience is inadequate to inform your decision-making process. Be careful not to dismiss the value of careful analysis offered by others who may not share your instinctive approach. Allow them the opportunity to carefully work through the facts and details of the situation, and learn from their findings. Although this may slow your decision-making at times, it may make the difference between success and failure.

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Leading Dimension: Affiliation

This dimension describes how we collaborate with others in getting things done. While some of us prefer to go it alone and work independently, others are much more comfortable when they can work together. Most of us tend to work independently or collectively at times, based on the circumstances.

Your Affiliation Dimension Score

Your Affiliation Dimension Percentile
Compared to REACH Population Norms

More Independent   More Social
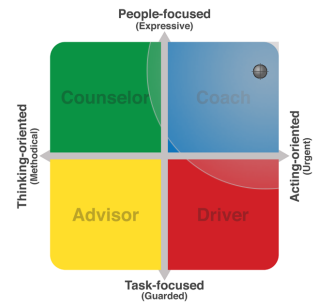
Most leaders preferring the Coach
Profile tend to score in the 44-94 percentile
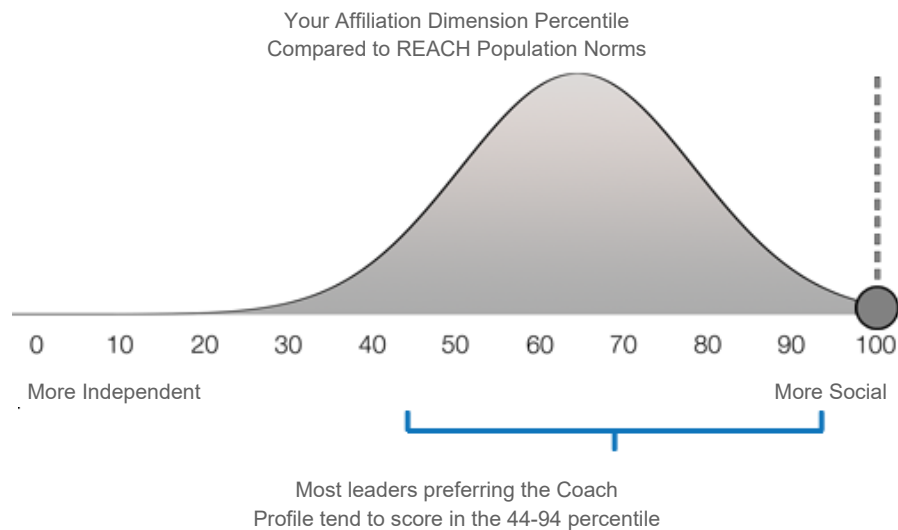
Leveraging Affiliation

You enjoy working with others and you make every effort to ensure they are welcomed and included. Others tend to view your approach as supportive and helpful. You can be the glue that keeps a team working together in the face of challenging obstacles, and you make others feel at home in a team setting.

Developing Affiliation

There may be times when independent action is required or when team members need to be moved away from complacency. Be mindful that "groupthink" can occur when team members are reluctant to ask questions or offer different opinions. Don't be afraid to go it alone if necessary, particularly when the options or timing require immediate action. This is where it can be especially important to be guided by clear values and a compelling vision in your leading. In that way, your actions can be supported in the absence of the usual collaboration that you have come to rely upon in reaching decisions.

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Leading Dimension: Consideration

This dimension describes how we recognize the feelings and interests of those around us. While some of us go out of our way to learn how we can help others, some of us tend to approach others more formally or objectively. Most of us tend to fluctuate between sensitive and objective approaches.
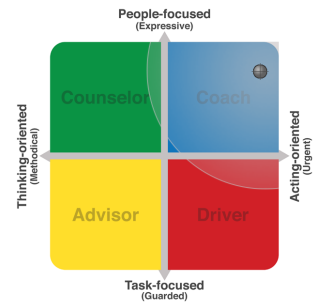
○ Your Consideration Dimension Score

Your Consideration Dimension Percentile
Compared to REACH Population Norms

More Objective   More Nurturing
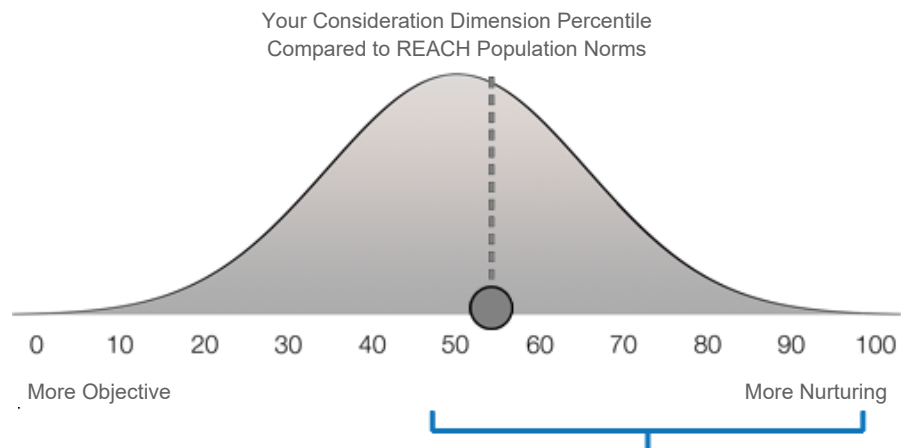
Most leaders preferring the Coach
Profile tend to score in the 47-99 percentile

Leveraging Consideration

You are very courteous and careful in approaching decisions and solving problems. Others can rely on you to be sensitive to their needs and feelings. You go out of your way to nurture and invest in others' lives and your efforts help to maintain the camaraderie of the team.

Developing Consideration

As you do so much to help others, you may find that some do not return the favor. Watch that your kindness may be taken advantage of in terms of higher workload and increased stress. Your effectiveness can be impacted when others attempt to share their burdens with you, simply because you may be reluctant to redirect them. While nothing should prevent your kindness from being displayed, be mindful that your time management may be impacted if others' interests dominate your focus. Seek a balance between helping others in the short-term, and teaching them to help themselves in the long-term.

Leading Dimension: Openness

This dimension describes your interest in sharing personal information with others. While some tend to place a high value on privacy and formality, others are much more open in their communication. Most of us tend to be quiet at times, and open up in others, depending on the circumstances.
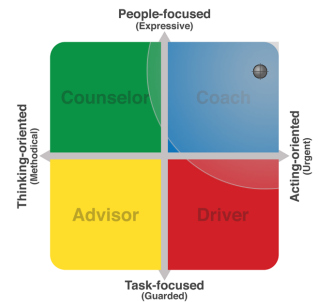
People-focused (Expressive) / Thinking-oriented (Methodical) / Acting-oriented (Urgent) / Task-focused (Guarded)

Counselor   Coach   Advisor   Driver

Your Openness Dimension Score

Your Openness Dimension Percentile
Compared to REACH Population Norms

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

More Private   More Open
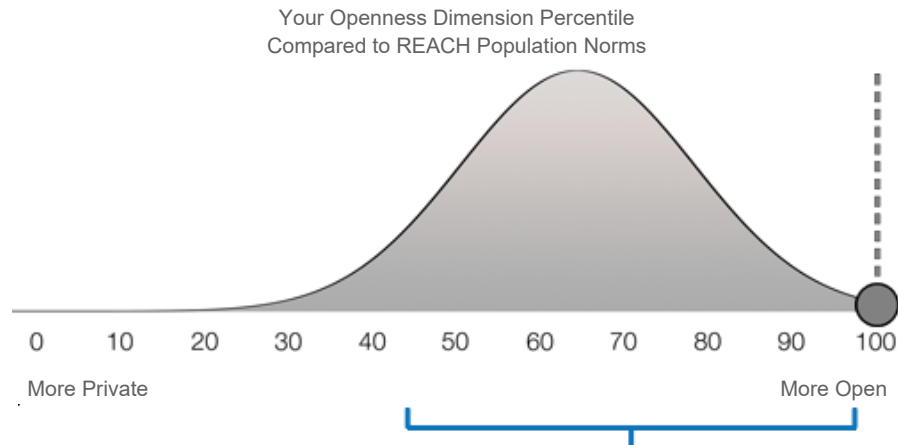
Most leaders preferring the Coach
Profile tend to score in the 44-98 percentile

Leveraging Openness

You are friendly and open, and you show a genuine interest in others. You find it easy to initiate conversations and others feel welcomed and appreciated by your approach. Your openness and willingness to express feelings make you a natural at relationship-building. Your approach helps the team remain cohesive.

Developing Openness

Your open approach typically involves sharing both excitement and vulnerabilities with the group, further contributing to unity and trust. While this allows you to build new relationships rather easily, it may cause tension among team members who tend to value formality and distance. Look for signs that some team members may be reluctant to open up, and balance your openness with their desire for privacy. Not all of your peers may prefer to share personal stories or information in a group setting, and some may pull back from what they might perceive as intrusion at times.

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Leading Dimension: Status Motivation

This dimension describes how we relate to others as we accomplish goals. While some tend to thrive in competitive settings where they are rewarded for their individual performance, others prefer cooperative efforts and team rewards. Most of us tend to enjoy both opportunities from time to time.

⬤ Your Status Motivation Dimension Score

Your Status Motivation Dimension Percentile
Compared to REACH Population Norms

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

More Competitive   More Contented

Most leaders preferring the Coach
Profile tend to score in the 13-67 percentile
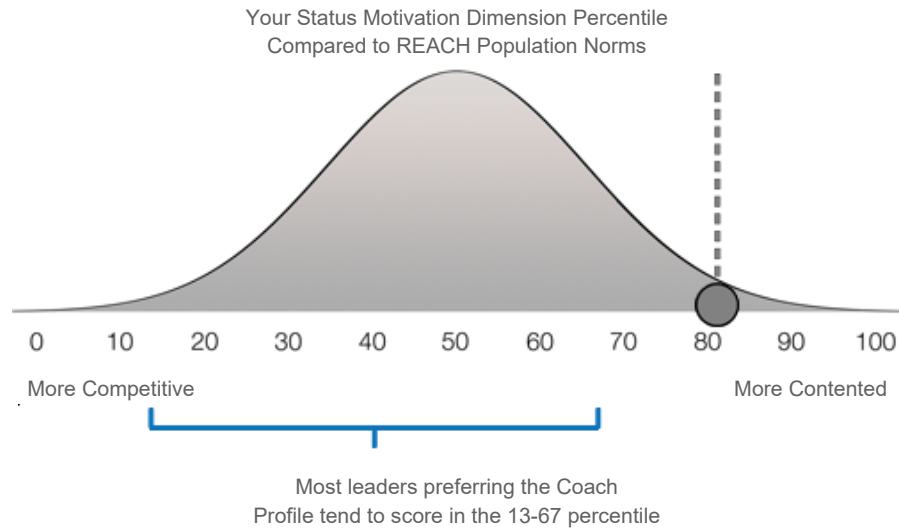
Leveraging Status Motivation

You work well with others in accomplishing goals, and you are quick to share credit for accomplishments. Others view you as a helpful contributor rather than competitor. You will find ways to draw out others' strengths for the benefit of the team. Where others prefer to compete, you find that you can accomplish more through cooperation.

Developing Status Motivation

Since you may be most motivated by private recognition, there may be times when you are reluctant to pursue a competitive endeavor (where individual performance is singled out). Still, some situations may call for you to pursue a goal, while competing for resources and/or the ultimate reward. Look for opportunities to leverage other team members' competitive drive by identifying a specific target or goal for the group to pursue together. When your efforts are successful, point back to the team's efforts and share the recognition accordingly.

Leading Dimension: Self-protection

This dimension describes how you tend to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, we tend to balance trust with skepticism in common situations.
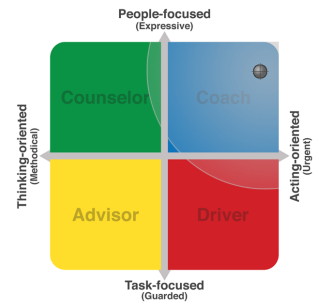
Your Self-protection Dimension Score

Your Self-protection Dimension Percentile
Compared to REACH Population Norms

0   10   20   30   40   50   60   70   80   90   100

More Skeptical   More Trusting
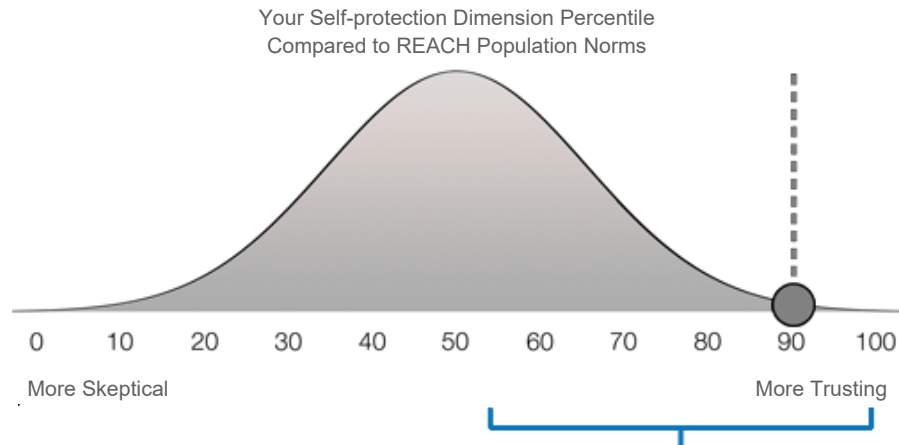
Most leaders preferring the Coach
Profile tend to score in the 54-100 percentile

Leveraging Self-protection

You tend to give others the benefit of the doubt until you are proven wrong. You like to find the best in people and will go out of your way to seek others' input. Your trusting nature will help to break down barriers in bonding and communication, especially in the early stages of team development.

Developing Self-protection

There may be situations when your trusting nature may be mistaken for vulnerability. In fact, you may be naïve at times regarding the reason behind others' actions or more discrete sources of conflict. You may fail to appreciate the need for some scrutiny and thus it may take you longer to see the potential for hidden agendas. As the adage suggests, you might be best served by trusting, but verifying. Learn to ask questions of others, not as a way of exercising suspicion, but simply to verify that your expectations are in line with reality.

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REACH Skills Introduction

As you have reviewed the dimensions of your Leading Profile, you have likely noticed that certain dimensions seem to make some skills more comfortable for you, while others seem to make the same skills more challenging. This is because each skill is influenced by more than one of your leading dimensions, meaning that there can be a "tug-of-war" at times as we approach certain skills. Simply put, we may feel quite comfortable performing a skill in some situations and less so in others.

Since your leading effectiveness is typically evaluated by how well you perform key skills, it is helpful to consider your relative comfort level with each one. Competencies that are more comfortable can be a source of strength for you, while skills that are less comfortable can become a focal point for your ongoing development. Whether you are working independently to develop your leading potential, or are being guided via a formal program, knowing where to focus your efforts can help you to make lasting improvements.

The following page lists various skills you might be expected to perform routinely in a leading role, as well as your likely comfort level or preference for performing each one. Higher scores indicate you may feel very comfortable performing the skill (the skill tends to come naturally for you), while lower scores indicate you may experience difficulty performing the skill (the skill may require an intentional 'stretch' on your part). For any skill, you may perform better under some circumstances, while feeling less comfortable in others. For those skills where you may have a lower comfort level, consider how you might stretch individual Leading Dimensions (pages 7-16) to strengthen your effectiveness. This can be particularly helpful in a team setting, as you recognize and develop skills that can integrate within the existing strengths and needs of the team.

REACH

REACH Skills

Relating to Others

Counseling Characteristics

	Population Average	Self-rating	0	1	2	3	4	5
Assimilating team members	3.81	3.75						
Cultivating team spirit	3.80	3.75						
Identifying personal needs	3.57	5.00						
Recognizing others' efforts	3.87	4.00						
Average:	**3.76**	**4.12**	More Challenging			Moderate		More Comfortable

Coaching Characteristics

	Population Average	Self-rating	0	1	2	3	4	5
Building rapport	3.67	4.50						
Easing tensions during conflict	3.53	3.00						
Finding opportunities for synergy	3.55	4.50						
Rallying others around a cause	3.69	4.50						
Average:	**3.61**	**4.12**	More Challenging			Moderate		More Comfortable

Achieving Goals

Driving Characteristics

	Population Average	Self-rating	0	1	2	3	4	5
Establishing clear expectations	3.68	5.00						
Evaluating individual performance	3.59	5.00						
Exercising control over processes	3.51	3.50						
Guiding team during change	3.43	4.00						
Average:	**3.55**	**4.38**	More Challenging			Moderate		More Comfortable

Advising Characteristics

	Population Average	Self-rating	0	1	2	3	4	5
Addressing quality concerns	3.58	3.75						
Aligning resources with needs	3.48	3.75						
Designing team structure/function	3.50	4.50						
Integrating diverse perspectives	3.58	3.00						
Average:	**3.54**	**3.75**	More Challenging			Moderate		More Comfortable

REACH Quotient:	**3.62**	**4.09**

Your REACH Zone, shown on the REACH Profile Matrix throughout this report, is derived from this REACH Quotient.

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Developing Your Leading Profile

Generally speaking, Coaches are characterized by a participative or persuasive approach to leading due to a more urgent Achievement Drive and a more expressive Relational Drive (see page 3). As a result of this interaction, you may tend to rely on your excitement and energy to influence others. Rather than giving out orders or issuing policies, you seek to gain emotional buy-in for the cause. Given your passion for guiding others toward a shared vision, you tend to take on the role of champion. At times, this may cause strain with others who do not share your sense of urgency or who prefer a more reserved approach.

Ideal Team Environment

The Coach's ideal working environment would best be described as one in which the leader and followers participate in a fast-paced, team culture. In such an environment, the leader articulates a compelling vision, while engaging followers to share in developing and pursuing goals. In this culture, the leader works to keep followers excited about how their efforts impact the vision. Through achieving key milestones together, the Coach looks for every opportunity to celebrate success.

Coaches seek to make a noticeable impact on the lives of those around them, and will often find an outlet for this in their work. As such, you may be most motivated when your energy is focused on building high performing teams. When there is no vision for the team's role in the organization, you may get frustrated or even discouraged. You are likely at your best when the situation calls for a leader to rally others around a specific cause (whether responding to a crisis or opportunity).

Potential De-railers

While each Leading Profile may be characterized by key attributes, some of these can actually derail one's effectiveness if taken too far. In other words, every strength in your style can become a weakness if over-utilized or if applied within the wrong context. For example, while adaptability is most often considered a strength of the Coach Profile (especially in a fast-paced environment), this can derail your effectiveness if you fail to recognize that some situations call for more consistency. A critical challenge for you (as for all leaders) is to recognize your strengths and learn to apply them in the proper context and to the appropriate degree.

Coaches tend to engage others continually in pursuing compelling ideas and goals. While the Coach's natural persuasiveness can be very helpful, it can also contribute to conflict if the ideas are not fully vetted or understood by the team. For Coaches in particular, it is important to recognize when team members are not fully onboard with the vision or if they are not able to keep up with the pace of action. As it is natural for the Coach to inspire others, there may be times when it is beneficial to 'dial back' the excitement level in order to encourage more genuine buy-in from others.

Easing Tension

There may be times when your desire to quickly resolve conflict may cause you to overlook underlying concerns. Be mindful that there are times when conflict must be addressed in a way that results in ruffled feathers. Watch for signs that your approach may be hindered by seeking collaboration with those who may not have your best interest at heart. In as much as possible, balance collaboration with independent, decisive action.

While you may expect that others appreciate your vision for where the team should go, some conflict may originate from differing viewpoints that emerge as the team progresses toward its goals. It is a worthwhile exercise to continually reinforce the vision and goals with others to discover any potential for the team to get off-track. When such problems do arise, take time to reinforce the shared values and ideas that brought the team together in the first place, and seek compromise as a way of encouraging their ongoing commitment to the cause.

Contact Information

For more information regarding the REACH suite of products and services available to help you develop and coach high performers, please contact your REACH Partner:

Groove Management

bformato@groovemanagement.com
704-966-9819
www.groovemanagement.com

Important Note

The information contained herein describes certain behavioral preferences and tendencies derived from the participants' self-reporting. While such patterns of behavior tend to be consistent over time, these can change based on circumstances beyond the scope of what has been measured by this survey. Therefore, this information does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of future behavior. No part of this information is intended to convey a psychological, medical, or psychiatric evaluation, and in no way is this information intended to convey an evaluation of employability. This information is intended to provide insight that is useful in coaching, team-building, and other aspects of professional development and training. No employment decision should be made based, in whole or in part, on the results contained herein, and no indication of suitability for employment should be inferred or implied based on the REACH Culture Survey.