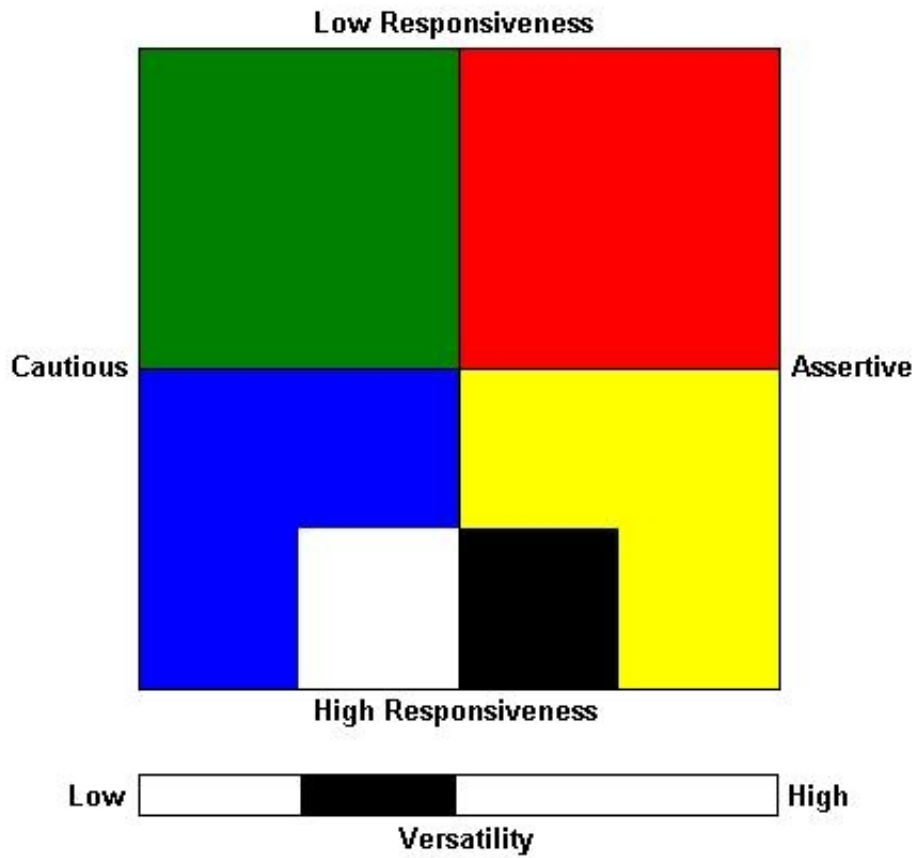




Coach: Jane Smith

Your Interaction Style (White) is Expressive Supportive  
Your Projected Style (Black) is Supportive Expressive





## General Behavior

You are friendly and warm, more cooperative than competitive, and tolerant and noncritical in your interactions with others. Developing solid, stable relationships based upon mutual respect and understanding is important to you, and you eagerly work to do that. You like to "belong" and feel that you are accepted, and you prefer to work with others in a harmonious, supportive manner. Personal competition is less important to you than the quality of your relationships, so you perceive little to be gained from striving to outperform or out do others.

In developing your relationships, you attempt to build upon a foundation of trust and sincerity. You do not like to force relationships or to "hard sell" yourself, and you need to know that the intentions of others are genuine. Similarly, with your work activities, you like to build up over time to increasing levels of responsibility and challenge. You want to feel confident with assignments before you take them on, and you want to be certain that you don't place yourself in a position where the expectations exceed your confidence, your knowledge, and your skills.

Because you enjoy working with others, your strengths are most visible in areas where the emphasis is upon group and collaborative efforts as opposed to individual achievements. You like to participate with other people to reach common objectives by engaging in and facilitating discussions, soliciting their ideas, and preferably, by seeking consensus and agreement. You attempt to stay within guidelines and policies, and you're reluctant to abandon accepted and proven ways of doing things where the alternatives appear to be questionable in value, risky, or experimental.

Your reliance upon what works and what you are comfortable with can be a source of tension in your dealings with others, who may see you as being cautious and anxious to avoid the risks of change. Wanting to minimize confrontation, you prefer to seek compromises where your opinions might be challenged, with the result that you may not communicate your real beliefs on issues which may be very important to you.



## Your Interaction Style

### Relating To Others

In order to gain the acceptance of others, you attempt to create a positive, supportive relationship with them. With a natural sensitivity for the feelings of others, you seek to draw out those feelings through patient listening and encouragement. In effect, you try to develop a solid friendship before addressing task issues. When differences become apparent, rather than challenge others, you try to minimize friction by looking for areas where agreement can be found and, if necessary, by accommodating their expectations.

### Focus Of Interest

Getting along with other people and building genuine, sincere friendships matters a great deal to you. You enjoy the satisfaction of accomplishing tasks and assignments, but not at the expense of sacrificing your popularity or the quality of your relationships. In fact, you are prepared to go more than half way in giving your time, your attention, and your commitment to others to achieve a productive working relationship.



## Decision Making

In making decisions, you like to consider all the consequences, but as much as possible, you try to meet your deadlines. You like to draw out and build upon the ideas of others, encouraging their participation in and support for your decisions. Although you make the effort to listen to what others are proposing, as much as possible you want to minimize personal risks, especially those placing your relationships in jeopardy. Even though you may have all the facts available, unless the outcomes are guaranteed, your preference is to stick with what is known and what has been proven to work.

## Time Orientation and Reaction To Change

You like to enjoy your time and your work. You approach assignments in a positive manner, prepared to adjust your pace to the demands of each situation. When necessary, you can concentrate on one thing at a time and carry it through to completion before starting something else, but you prefer to have more varied activities and responsibilities in your work schedule. With an orientation more toward current or present issues, you like to focus on what needs to be done now as opposed to abstract and unstructured projects, where you perceive too many uncertainties and too many unknowns.

Change can be a source of dissonance for you. Being more systematic in your way of handling assignments, you prefer standardized, consistent methods, defined responsibilities, and clear work guidelines. You like to operate with accepted procedures, and generally see little need to modify methods if things appear to be working satisfactorily. Similarly, you will diplomatically resist having to implement new approaches or procedures when they are imposed by others with no prior discussion or consultation.



## Pace

Somewhat patient by nature, you prefer activities where the quality of the output or the results outweigh the need for speed. Because you like to consult with others and discuss their ideas and feelings, you prefer to take the time to do whatever research you believe is necessary instead of forcing your assignments into deadlines which could impair the quality of your efforts. You do not like to structure your day around a tight set of priorities or operate within such a rigid system that you have no discretionary time.

## Tolerance For Ambiguity

Ambiguous situations, with inherent risks and unpredictability, pose a threat to your need for certainty. You prefer to avoid them, particularly where your established ways of doing things or your relationships with others could be negatively affected. Having to assume personal responsibility where these type of consequences are likely is a difficult thing for you to do.

## Your Adaptability

Your capacity to adapt appears to be more or less average in comparison to the population. This provides you with some flexibility to step out of your comfort zone and to modify your behavior as situations may demand it. Although, your capacity is adequate for most jobs, dealing with unusual expectations, for example working extended hours for a prolonged period, can wear you down. In your career and in your relationships, you will always be most comfortable when you can "be yourself" and not have to project behaviors or play a role that is too different from who you really are.



## Expressive Supportive Coaching Style

- Your coaching style incorporates these motivational and behavioral characteristics... You are:
- Very concerned with building friendships and relationships on the basis of trust and mutual benefit
- Friendly, cooperative, accommodating to others, and unselfishly willing to help them
- Effective in team or group situations where collaboration, support, and consensus are essential
- Agreeable, tolerant, and diplomatic in your communication with others
- More unhurried, composed, and relaxed in your working style
- Somewhat casual in how you manage time, organize activities, and respond to deadlines
- Cautious and more deliberate, but also somewhat intuitive in how you make decisions
- Tentative in making commitments where there is uncertainty and risk
- More comfortable with accepted methods and work routines and less willing to experiment or change them
- Careful in abiding by policies, rules, and procedures
- Facilitative, supportive, and indirect in your communication, and a more attentive listener
- Warmer and more open in expressing your emotions and self-divulging with your personal feelings

### Your motivational and behavioral assets for coaching include:

- Your warmth along with your more open, friendly, and easy manner of speaking
- Your sensitivity to the feelings of others and ability to hear them
- Your ability to listen, inject your feelings, and feed back or summarize what you hear
- Your ability to build deeper, more genuine relationships by helping and encouraging others



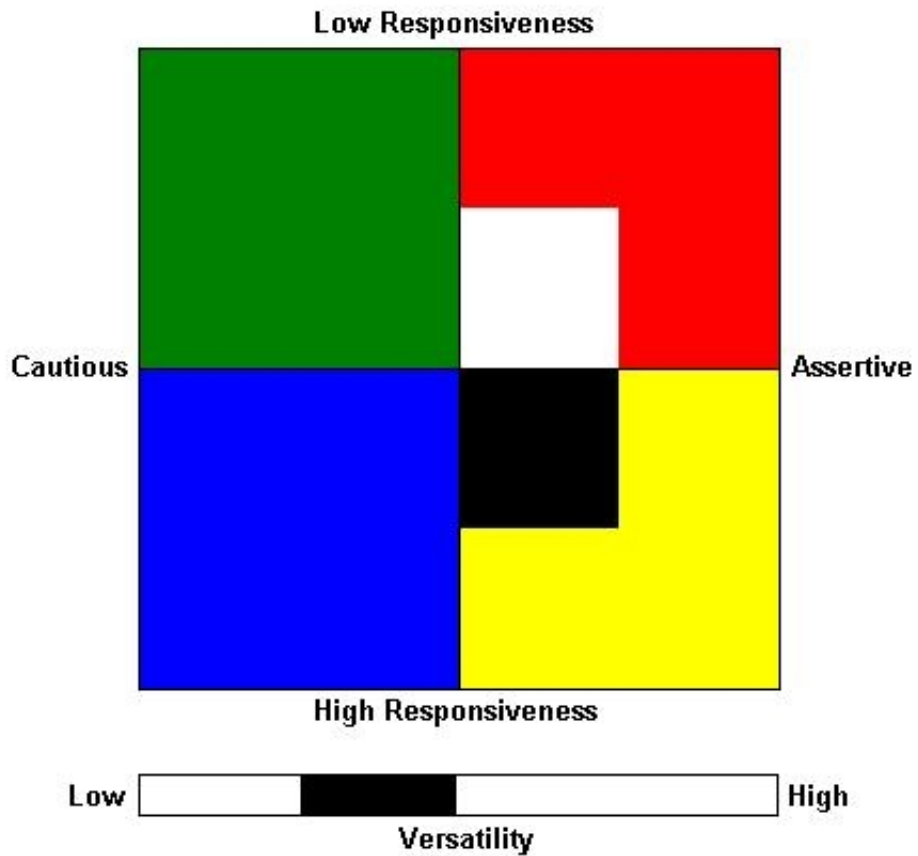
**Some of the behavioral challenges you face in coaching are:**

- Initiating coaching interactions that may place stress on your relationships
- Dealing with disagreement and conflict, especially with more demanding personalities
- Asserting yourself and seeking decisive commitments from others
- Establishing explicit deadlines for action steps and explicit expectations for change
- Addressing performance issues and plans that have gone off-track



Mentee: John Smith

Your Interaction Style (White) is Supportive Driver  
Your Projected Style (Black) is Analytical Expressive





## The Driver Employee/Staff Associate

Your employee has a Driver style. Within the Driver classification the intensity of the various interpersonal behaviors can vary to some degree, but the general style can be best summed up by, "I like to do things my way, on my agenda, and on my terms." This is a "take-charge", competitive person who is more concerned with producing results and accomplishing their objectives than with being popular or "liked" by you. Drivers tend to be serious, no-nonsense people who like to be in control in situations, and who seek to get things done quickly and the way they want them done. Being highly independent, your employee holds strong personal opinions on most things and is not afraid to assume some risk, innovate, experiment, and commit to a course of action.

In working with other people, your employee prefers to talk rather than listen, will rely more upon his or her own ideas, and you will not generally share personal feelings or divulge motives. This employee likes to keep some distance in relationships with others, and will not seek to convert business relationships into personal friendships. That might happen only over time.

This employee is a tough sell when it comes to new ideas, new methods, and new policies, particularly those with which the person may not completely agree. Employees like this demand a lot of attention, take action immediately and expect others to do so as well, set high personal standards, and can be relentless in seeking to get their own way. They challenge you, are direct, and possibly blunt, in their communication, not particularly concerned about hurting others' feelings, and like to keep others in a state of uncertainty and tension if it serves their purpose. They will generally try to negotiate the best "deal" for themselves and are not afraid of confrontation, where it can be beneficial to achieving their objectives.

This person likes to make decisions and be in control of results, so if he or she has the authority, his or her personal preference is to take action and make a decision independently, consulting you or co-workers only where necessary.



In dealing with others, this person relies upon mental toughness, a sense of purpose and direction, and decisiveness to convey leadership. Not particularly concerned about the ideas or the motives of others, this person is more inclined to express personal preferences than to solicit the views of others. Because the person is so decisive and resolute it can be a struggle to get him or her to really listen to opposing ideas or ideas that they may have already rejected.

Drivers want to know all the numbers and all the facts and they are very quick to spot errors in the arguments and logic they hear. Possessing more of a technical or task focus, and being highly inquisitive, they like to know how things work, why they are done a certain way, and how they can be improved.

Drivers tend to be chronically dissatisfied and strive to change things. They communicate a sense of urgency to others and like deadlines, and expect you to exhibit the same concern with deadlines when they seek answers, approvals, and decisions. Their focus tends to be upon the immediate time frame, as they are problem-oriented, and they more comfortable dealing with current issues than they are surmising about the future, which tends to be less tangible and too ambiguous for their more concrete manner of thinking.

Once they get the information they need, Drivers are quick to make their mind up. But it is critical to understand that they want to make their own decisions and that they resent being "sold" and especially being manipulated. Preferring to keep the issues simple, and their choices black and white, they have difficulty interacting with people who get caught up in details or who make their decisions too complex. They want to choose from several options, so your best approach is to present them with a limited number of sound choices rather than only one or many.