



REACH  
**360**

**Charles Poulton's Reach 360**

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## Overview

The REACH 360 program provides a diverse and observation-based review of your Leading Profile – that is, the style with which you feel most comfortable exercising influence over others. This review was derived by comparing feedback from multiple sources, in the form of ratings and observations. Depending on the participants involved in your REACH 360 program, this may include: superiors, direct reports, peers, clients and others. These participants are referred to as “raters” throughout this report and their feedback is disclosed anonymously. To protect confidentiality, for any rater category in which there was only one participant (except for the Superior category), the ratings were consolidated with others in the undisclosed category.

Raters provided numerical scores based on their observation of specific competencies that are aligned with four clusters, one for each of the primary Leading Profiles: Counselor, Coach, Driver and Advisor. When you completed the REACH Profile, you provided scores for these same competencies, based on your comfort level in demonstrating each profile.

Most people tend to exhibit one Leading Profile more so than the others, based on their motivational preferences and tendencies. Your primary Leading Profile is found on page two of this report. While your Leading Profile tends to be your “go to” style, your performance as a leader may depend largely on competencies that may be associated with other Leading Profiles. After all, a successful leader must be able to interact with a variety of people, each with their own unique motivational preferences and tendencies.

Your agility in leveraging all four Leading Profiles, with skill and in the optimal circumstances, can make all the difference in how your team relates to others and achieves its goals. Referred to as your REACH, these relational and achievement aspects of your leading are the key focus of this report. By relating to others using a combination of styles, and by achieving goals through diverse approaches, you can expand your REACH and strengthen your influence as a leader. Such growth comes from awareness and adjustment, both of which are encouraged in this REACH 360 program.

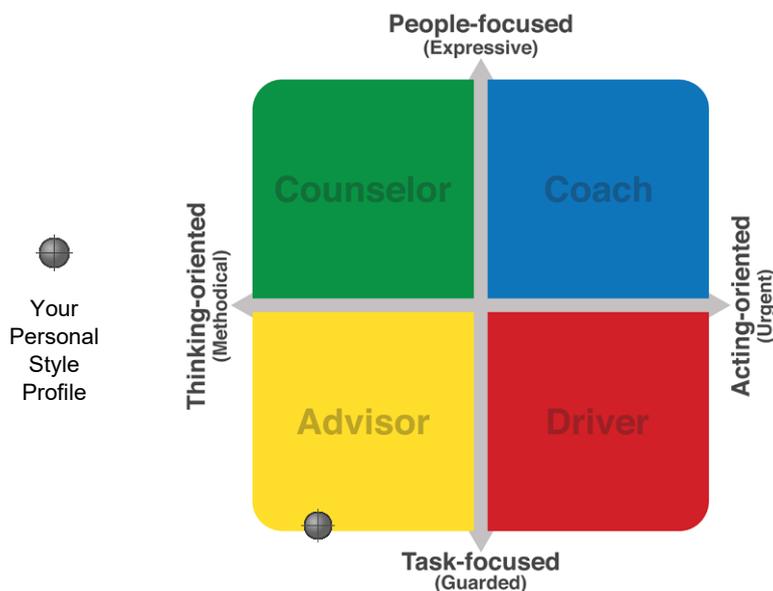
# Leading Profile Matrix

When you completed the REACH Profile, you indicated your preferences and tendencies for how you approach common circumstances (such as at work, home or in the community). These preferences and tendencies combine to reveal one of four Leading Profiles. Based on your responses to the REACH Profile, your primary Leading Profile is best described as the: **Advisor Profile**.

## Profile Summary

The Advisor Profile is most commonly recognized as being:

- more **Task-focused** than **People-focused**, meaning that you may be more objective and reserved in how you relate with others; and,
- more **Thinking-oriented** than **Acting-oriented**, meaning that you may be more methodical and thoughtful about achieving your goals.



### Profile Makers

The key “markers” or behaviours of the Advisor Profile include:

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

## Important Note

The closer your plot is to any corner of the matrix, the more your overall style will be similar to the profile shown in the respective quadrant. In contrast, the farther away your plot is from any corner, the less likely your style will reflect the profile indicated. The closer the plot is to the center of the matrix, the more your style is moderated, meaning you may tend to exhibit some of the characteristics of all four styles and may tend to be more fluid in your approach. There will be occasions where you may exhibit some characteristics of each profile, depending on the situation. The matrix shown here simply portrays your most common, primary Leading Profile.

## Rounding

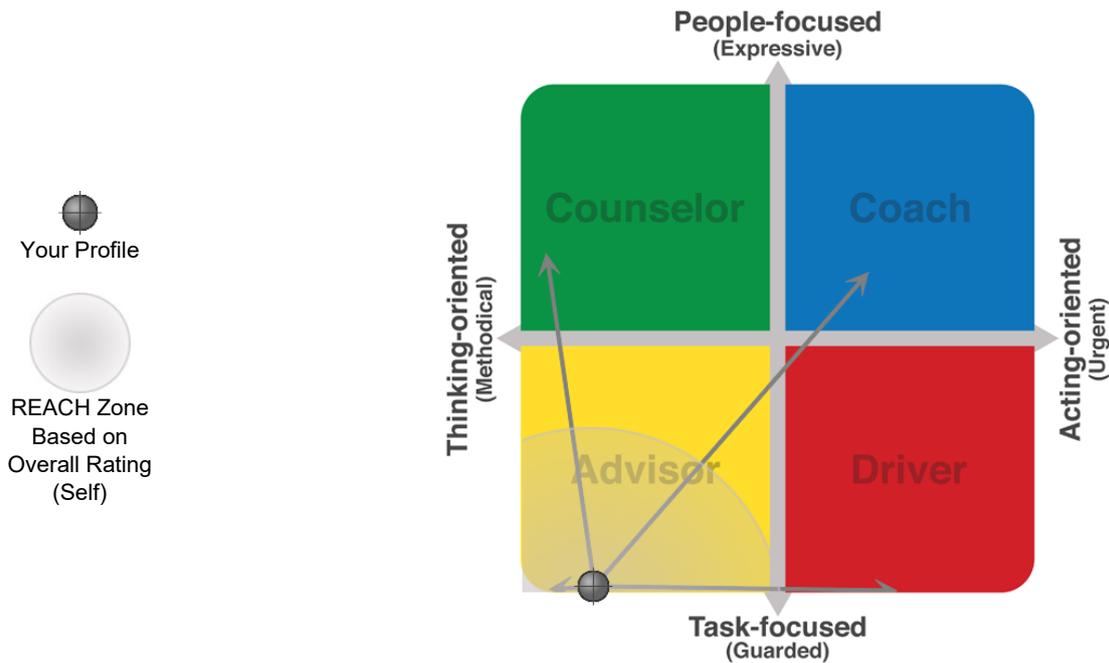
All statistics provided on this report are derived from calculations performed at the observation level. As such, some averages and overall scores may differ due to rounding.

# Summary

The ratings provided on the REACH 360 survey were averaged to derive your overall REACH Quotient.

## REACH Quotient: 3.34 out of 5.00

The REACH Quotient is graphically displayed as a circular zone around your matrix plot, revealing the profile(s) within which you may be most effective exercising influence. The larger the REACH zone depicted, the greater the skill and agility with which you may adapt to other profiles when RELating to others and ACHieving goals.



A comparative breakdown of your REACH is presented below, comparing your self-ratings to the average ratings provided by your (4) raters.

### Profile Comparison

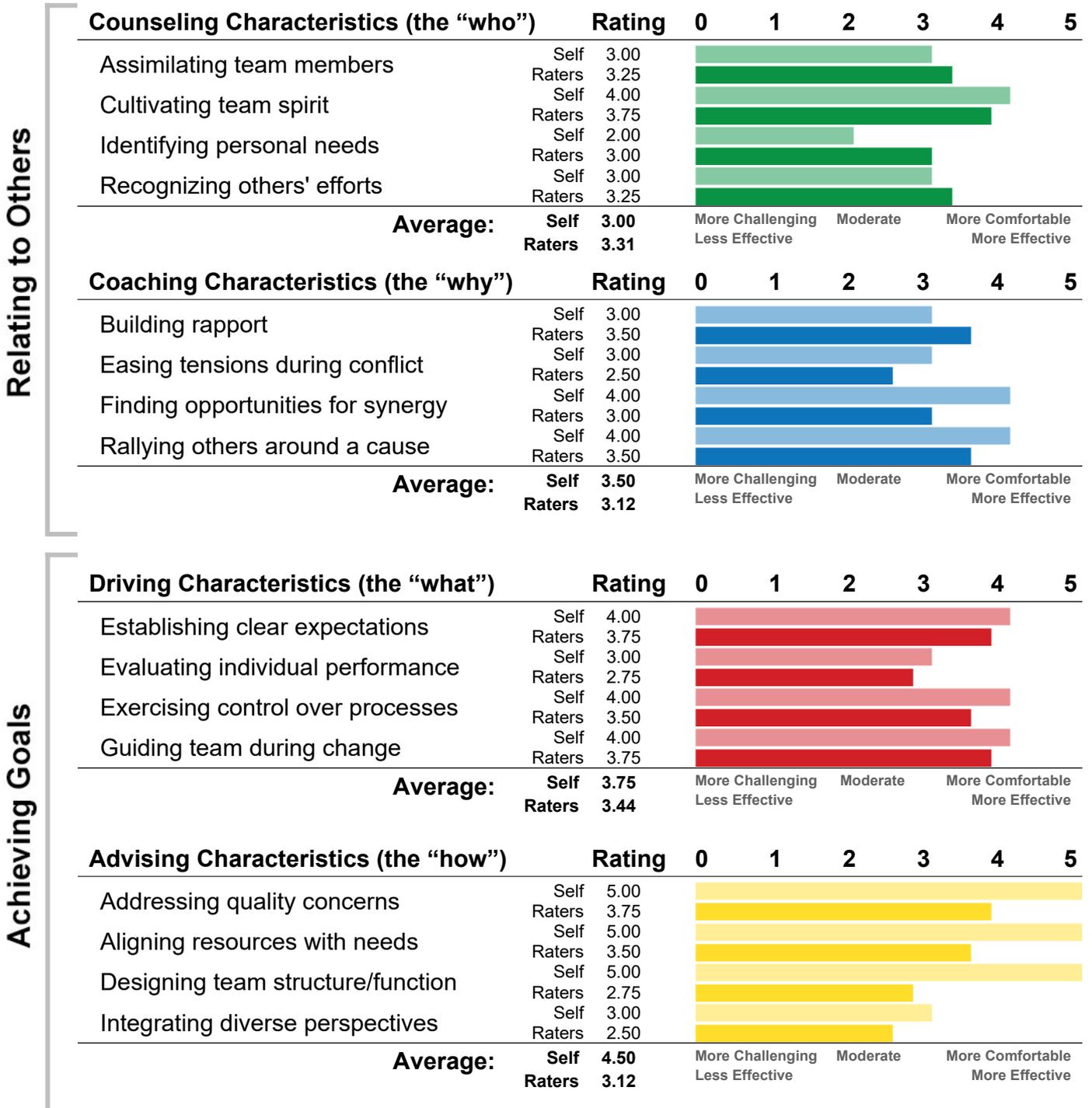
Styles	Combined Rating		0	1	2	3	4	5
Counseling Characteristics	3.25	Self	3.00					
		Raters	3.31					
Coaching Characteristics	3.20	Self	3.50					
		Raters	3.12					
Driving Characteristics	3.50	Self	3.75					
		Raters	3.44					
Advising Characteristics	3.40	Self	4.50					
		Raters	3.12					

Your REACH Quotient is derived from calculations reported on Page 4. Detailed ratings and narrative comments for each profile are provided on the following pages.



# REACH Competencies

Each of the four profiles can be recognized by the extent to which you demonstrate specific competencies in your leading. You may be very comfortable in demonstrating certain competencies, while others may be more challenging. These competencies are shown below, comparing your ratings with the ratings provided by your (4) raters.



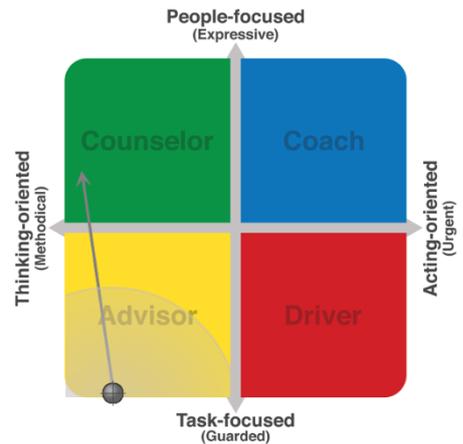
Your REACH Zone, shown on the 2x2 Matrix throughout this report, is derived from the Overall REACH Quotient. On the pages that follow, you will find more detailed information regarding the ratings and observations gathered via the REACH 360 program.



# REACHing to the Counselor Profile

The Counselor encourages a welcoming and nurturing climate in which team members recognize and care for each other's interests. The Counselor answers the “who” questions to ensure that team members are appreciated and supported.

Raters were asked to evaluate the frequency and effectiveness with which you may leverage this profile. The summary and detailed results are presented below:



Based on your responses to the REACH Profile, the Advisor Profile is your primary style

**Self-Rating: 3.00**

**Rater Categories: 3.31** (Rater Average)

- Direct Reports (2) 3.00
- Peers (1) 3.75
- Others (1) 3.50

**Gap: 0.31**

Overall, your Self-Rating is lower than the average rating provided by your raters.

## Observation Statistics

Raters were asked to evaluate the extent to which you REACH to the Counselor Profile based on the following observations of your leading interactions.

Characteristic	Rating	0	1	2	3	4	5	Gap	Hi	Lo
Assimilating team members	Self	3.00	<div style="width: 60%;"></div>						3	3
	Direct Reports (2)	3.00	<div style="width: 60%;"></div>					0.00	3	3
	Peers (1)	4.00	<div style="width: 80%;"></div>					1.00	4	4
	Others (1)	3.00	<div style="width: 60%;"></div>					0.00	3	3
Cultivating team spirit	Self	4.00	<div style="width: 80%;"></div>						4	4
	Direct Reports (2)	3.50	<div style="width: 70%;"></div>					0.50	4	3
	Peers (1)	4.00	<div style="width: 80%;"></div>					0.00	4	4
	Others (1)	4.00	<div style="width: 80%;"></div>					0.00	4	4
Identifying personal needs	Self	2.00	<div style="width: 40%;"></div>						2	2
	Direct Reports (2)	2.50	<div style="width: 50%;"></div>					0.50	3	2
	Peers (1)	3.00	<div style="width: 60%;"></div>					1.00	3	3
	Others (1)	4.00	<div style="width: 80%;"></div>					2.00	4	4
Recognizing others' efforts	Self	3.00	<div style="width: 60%;"></div>						3	3
	Direct Reports (2)	3.00	<div style="width: 60%;"></div>					0.00	3	3
	Peers (1)	4.00	<div style="width: 80%;"></div>					1.00	4	4
	Others (1)	3.00	<div style="width: 60%;"></div>					0.00	3	3



## Comments on REACHing to the Counselor Profile

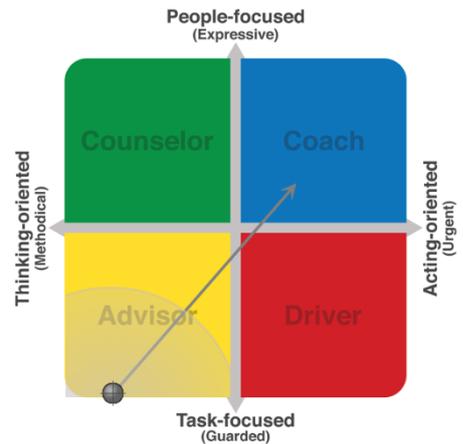
Raters were asked to provide optional comments regarding your utilization of the Counselor Profile. Any comments provided are shown below:

- I think Charles (like me) could be more attuned to the personal needs of others as we get so caught up in the business we sometimes neglect the people. As COO Charles has to have a handle on getting new starters assimilated into the YumYum way of being which he does very effectively.
- Charles is OK at recognising the needs of his immediate team but not so much of other team members that are part of operations. Sometimes he is oblivious to this or doesn't see it as his concern at all. Even though it is not his direct responsibility it comes across as uncaring.
- All good

# REACHing to the Coach Profile

The Coach inspires team members through emotional appeal to face challenges with urgency and passion. The Coach answers the “why” questions to ensure that team members are emotionally engaged in fulfilling their shared purpose.

Raters were asked to evaluate the frequency and effectiveness with which you may leverage this profile. The summary and detailed results are presented below:



Based on your responses to the REACH Profile, the Advisor Profile is your primary style

**Self-Rating: 3.50**

**Rater Categories: 3.12 (Rater Average)**

- Direct Reports (2) 3.00
- Peers (1) 3.75
- Others (1) 2.75

**Gap: 0.38**

Overall, your Self-Rating is higher than the average rating provided by your raters. This may be a blind spot within your leadership style.

## Observation Statistics

Raters were asked to evaluate the extent to which you REACH to the Coach Profile based on the following observations of your leading interactions.

Characteristic	Rating	0	1	2	3	4	5	Gap	Hi	Lo
Building rapport	Self	3.00	[Bar chart: 3.00]						3	3
	Direct Reports (2)	3.00	[Bar chart: 3.00]					0.00	3	3
	Peers (1)	4.00	[Bar chart: 4.00]					1.00	4	4
	Others (1)	4.00	[Bar chart: 4.00]					1.00	4	4
Easing tensions during conflict	Self	3.00	[Bar chart: 3.00]						3	3
	Direct Reports (2)	2.50	[Bar chart: 2.50]					0.50	3	2
	Peers (1)	3.00	[Bar chart: 3.00]					0.00	3	3
Finding opportunities for synergy	Others (1)	2.00	[Bar chart: 2.00]					1.00	2	2
	Self	4.00	[Bar chart: 4.00]						4	4
	Direct Reports (2)	3.00	[Bar chart: 3.00]					1.00	3	3
Rallying others around a cause	Peers (1)	4.00	[Bar chart: 4.00]					0.00	4	4
	Others (1)	2.00	[Bar chart: 2.00]					2.00	2	2
	Self	4.00	[Bar chart: 4.00]						4	4
	Direct Reports (2)	3.50	[Bar chart: 3.50]					0.50	4	3



## Comments on REACHing to the Coach Profile

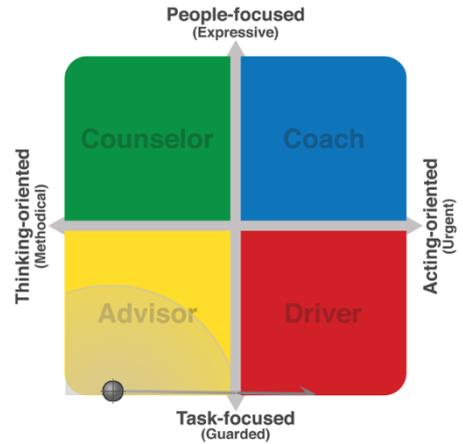
Raters were asked to provide optional comments regarding your utilization of the Coach Profile. Any comments provided are shown below:

- Charles is a role model in using the different strengths of the people that report to him. He can have a tendency to let people sort their own differences out and only get involved when things become serious - perhaps he could get involved earlier on before things escalate.
- Charles is good at keeping us all focused on the mission of YumYum Dairy and is enthusiastic about projects. He is not so good at recognising conflict in the team and helping us sort it out. This has led to some people leaving .
- All good
- Great

# REACHing to the Driver Profile

The Driver directs team members' contributions to comply with expectations and meet timely performance goals. The Driver answers the "what" questions to ensure that team members are focused and accountable in pursuing desired outcomes.

Raters were asked to evaluate the frequency and effectiveness with which you may leverage this profile. The summary and detailed results are presented below:



Based on your responses to the REACH Profile, the Advisor Profile is your primary style

**Self-Rating: 3.75**

**Rater Categories: 3.44 (Rater Average)**

- Direct Reports (2) 3.00
- Peers (1) 4.00
- Others (1) 3.75

**Gap: 0.31**

Overall, your Self-Rating is higher than the average rating provided by your raters. This may be a blind spot within your leadership style.

## Observation Statistics

Raters were asked to evaluate the extent to which you REACH to the Driver Profile based on the following observations of your leading interactions.

Characteristic	Rating	0	1	2	3	4	5	Gap	Hi	Lo
Establishing clear expectations	Self	4.00	[Bar chart: 4.00]						4	4
	Direct Reports (2)	3.50	[Bar chart: 3.50]					0.50	4	3
	Peers (1)	4.00	[Bar chart: 4.00]					0.00	4	4
	Others (1)	4.00	[Bar chart: 4.00]					0.00	4	4
Evaluating individual performance	Self	3.00	[Bar chart: 3.00]						3	3
	Direct Reports (2)	2.00	[Bar chart: 2.00]					1.00	3	1
	Peers (1)	3.00	[Bar chart: 3.00]					0.00	3	3
	Others (1)	4.00	[Bar chart: 4.00]					1.00	4	4
Exercising control over processes	Self	4.00	[Bar chart: 4.00]						4	4
	Direct Reports (2)	3.00	[Bar chart: 3.00]					1.00	3	3
	Peers (1)	5.00	[Bar chart: 5.00]					1.00	5	5
	Others (1)	3.00	[Bar chart: 3.00]					1.00	3	3
Guiding team during change	Self	4.00	[Bar chart: 4.00]						4	4
	Direct Reports (2)	3.50	[Bar chart: 3.50]					0.50	4	3
	Peers (1)	4.00	[Bar chart: 4.00]					0.00	4	4
	Others (1)	4.00	[Bar chart: 4.00]					0.00	4	4



## Comments on REACHing to the Driver Profile

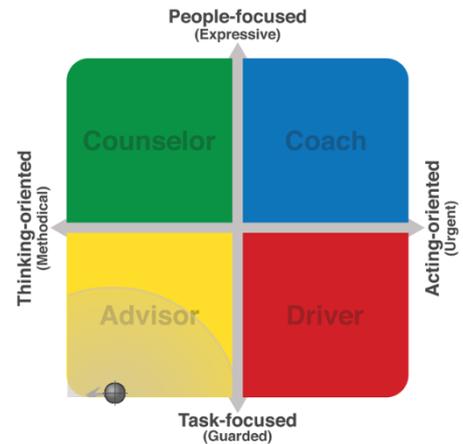
Raters were asked to provide optional comments regarding your utilization of the Driver Profile. Any comments provided are shown below:

- Charles is very close to the business and leads from the front in terms of operations. The company is undergoing some major change at the moment and Charles is instrumental in guiding the business through this in a calm and disciplined manner. One area where Charles could perhaps pay more attention is giving more regular feedback on performance to his senior leadership team.
- I haven't had a proper performance review since I cam here. It is all too casual for me. I get feedback but I don't get a chance to know what else I should be doing to improve.
- All good

# REACHing to the Advisor Profile

The Advisor is recognized for maintaining a stable and structured work process in which resources are used to maximize team members' efficiency. The Advisor answers the "how" questions to ensure the team operates in an orderly and consistent manner.

Raters were asked to evaluate the frequency and effectiveness with which you may leverage this profile. The summary and detailed results are presented below:



Based on your responses to the REACH Profile, the Advisor Profile is your primary style

**Self-Rating: 4.50**

**Rater Categories: 3.12 (Rater Average)**

- Direct Reports (2) 3.12
- Peers (1) 4.25
- Others (1) 2.00

**Gap: 1.38**

Overall, your Self-Rating is higher than the average rating provided by your raters. This may be a blind spot within your leadership style.

## Observation Statistics

Raters were asked to evaluate the extent to which you REACH to the Advisor Profile based on the following observations of your leading interactions.

Characteristic	Rating	0	1	2	3	4	5	Gap	Hi	Lo	
Addressing quality concerns	Self	5.00								5	5
	Direct Reports (2)	3.50							1.50	4	3
	Peers (1)	5.00							0.00	5	5
	Others (1)	3.00							2.00	3	3
Aligning resources with needs	Self	5.00								5	5
	Direct Reports (2)	3.50							1.50	4	3
	Peers (1)	5.00							0.00	5	5
	Others (1)	2.00							3.00	2	2
Designing team structure/function	Self	5.00								5	5
	Direct Reports (2)	3.00							2.00	3	3
	Peers (1)	4.00							1.00	4	4
	Others (1)	1.00							4.00	1	1
Integrating diverse perspectives	Self	3.00								3	3
	Direct Reports (2)	2.50							0.50	3	2
	Peers (1)	3.00							0.00	3	3
	Others (1)	2.00							1.00	2	2



## Comments on REACHing to the Advisor Profile

Raters were asked to provide optional comments regarding your utilization of the Advisor Profile. Any comments provided are shown below:

- Charles has led the quality control of the business for many years to his credit. He can at times be a little headstrong in his decision making and could benefit from taking on more diverse perspectives especially in making strategic decisions.
- Charles should listen more to the ideas of his team as we are best placed to improve things. Some of my team are discouraged from offering suggestions for improvement as nothing appears to ever happen.
- All good

## Conversation Starters

- Reflecting on your own Leading Style or Personal Style Profile and your personal preferences and needs, can you think about your leaders (past or present) that have had distinctly different styles to you?
  - a. What do you think their primary style tended to be?
  - b. Can you reflect on how their style affected your experience in their team?
  - c. What were the strengths of their style?
  - d. What were the gaps or missed opportunities?
  - e. Were there specific things they consistently did (that you liked or didn't like)?
  - f. Can you reflect on things they often didn't do at all, or didn't do well that could have improved your experience and performance when working for them?
- Thinking about your team, can you guess what mix of styles you can predict they are?
  - a. Take some time to mark your team members on the Summary on page four of this document.
  - b. Looking at where you anticipate your team members are, and thinking about your experience with different leaders in the previous question, can you relate to the perspective of your current reviewers?
- With the awareness that people move into different quadrants at different times based on many situational influences, it is interesting to reflect on key leadership activities and how they are likely to be perceived differently by different people, for example:
  - a. Delegation (Establishing Clear Expectations) – given all other things being equal, if you were to consider each primary style – Drivers, Advisors, Counselors, Coaches, discuss the ways you may adapt your delegation to each of them. And how might perfect delegation to a Driver compare to a Counselor or Advisor?
  - b. When considering another activity such as inducting new team members (Assimilating team members) if you were to look back to your Leading Profile or Personal Style Profile and look specifically at your Affiliation Dimensions (one of your 'Relating dimensions') if you consider people at opposite ends of the spectrum, how might their different needs for affiliation or less independence influence their feedback score/experience? Is there anything you would change moving forward when hiring different people?

- These have been designed as thought-provoking questions, reflect on your feedback, your team members, and reflect on opportunities to be as effective as you can be as a leader with the people, challenges and needs of your current situation, context and team.
  - a. What next?

Sometimes awareness is the key, so you can have empathy for a reaction you wouldn't have previously understood.
  - b. Sometimes learning new leadership skills is most important, so you can give yourself easy to implement strategies to do the things you don't tend to do and improve your leadership effectiveness. (The system has generated training and coaching recommendations for you to help take the next step)
  - c. Sometimes identifying strengths of people around you and delegating/asking them to help fill the gaps for you is the best decision. For example, if there are quality issues, could you ask a detail-oriented person to proof/QA for you? If there's team synergy lacking, could you nominate a person with strong social tendencies to create social or team building opportunities?
  - d. Often the biggest impact comes from developing awareness and empathy and improving your skills to be a more complete leader - in other words growing your REACH Quotient and making the most of the diversity in your team as highlighted in point C.

## 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:



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## Important Note

The information contained herein describes certain behavioral preferences and tendencies derived from the participant's 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 Profile.