



REACH
PROFILES

Charles Poulton's Personal Style Profile

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Introduction

The purpose of this report is to provide a broad overview of your personal style, based on your responses to the REACH Survey. Your style reveals how you may tend to achieve goals and relate to others in common circumstances.

Section 1: Profile Matrix

This section provides a summary of your personal style, as well as a graphical placement of your style in comparison to the four profiles:

- Counselor Profile
- Coach Profile
- Driver Profile
- Advisor Profile

Your profile is determined by the interaction of specific dimensions (listed in Section 3 of this report). Each of the four profiles offers its own key strengths, and no profile is better than the others. While you may be most comfortable acting within your own profile, you can learn to "stretch" to the other profiles over time through observing and practicing the markers provided in this report.

Section 2: Profile Markers

While your response to various situations may differ based on several factors, it is generally assumed that your approach to achieving goals and relating to others remains consistent over time. By recognizing the markers of each profile, you can learn to adjust your approach as needed over time (such as when interacting with team members or in taking on a new project or challenging assignment).

Section 3: Achieving and Relating Dimensions

When your profile is recognized, whether at work, home, or in the community, it can be shaped by several specific characteristics or facets – referred to as dimensions. Your five *RElating* dimensions and five *ACHieving* dimensions are shown in Section 3.

Section 4: Coaching Points

Within each profile, there may be key strengths that can enhance how you *ACHieve* and *RElate*. This section discusses five of these strengths, while also offering potential recommendations to enhance strength development.

Section 5: Profile Interactions

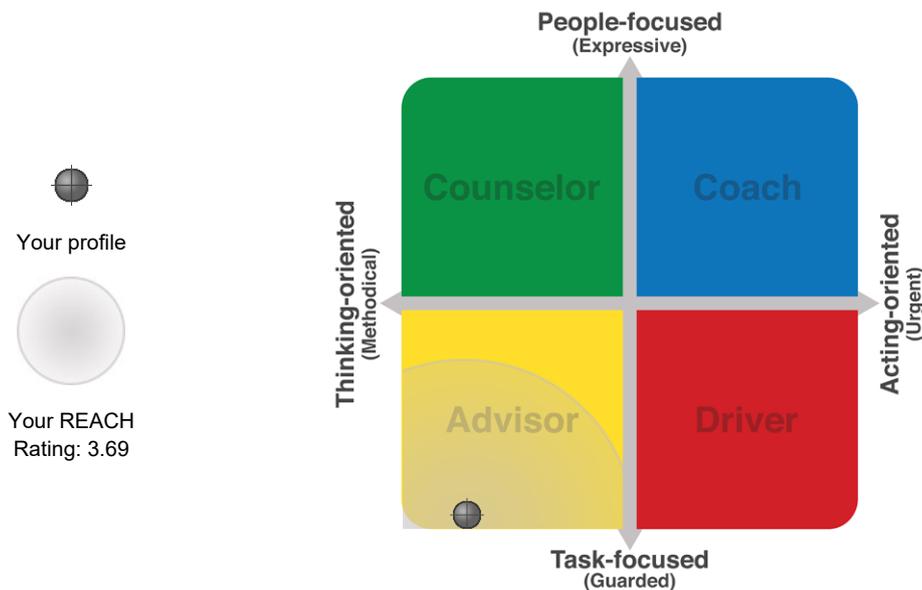
For each profile, practical recommendations are offered to improve understanding and reduce tension in everyday communication.

Section 1: 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 profiles. Based on your responses to the REACH Survey, your primary profile (meaning the one you tend to prefer in most situations) is best described as the: Advisor Profile.

The Advisor Profile is most commonly recognised as being:

- more **Thinking-oriented** than **Acting-oriented** meaning that you may be more methodical and thoughtful about achieving your goals (this is your Achievement Drive).
- more **Task-focused** than **People-focused** meaning that you may be more objective and reserved in how you relate with others (this is your Relational Drive).



Simply put, your profile suggests that you tend to be more focused on consistency and efficiency than most people. Others may recognize you as a very rational person who is most comfortable in a structured, organized environment. While achieving your goals, you are more likely to have a detailed plan, while adjusting after careful reflection. When in a team setting, you may be most concerned with maintaining efficiency and order.

Your REACH: The agility of your unique profile is graphically displayed as a circular zone around your plot. This zone may be 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 like 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. There will be occasions when you may exhibit characteristics of each profile, depending on the situation.

Section 2: Profile Markers

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 recognise a profile (in ourselves and others) by observing specific markers. Identify the markers below for your profile and then review how other profiles may differ in similar situations. Finally, consider what situations might require you to adapt your profile, especially when interacting with others who may have different preferences and tendencies.

Counselor Profile

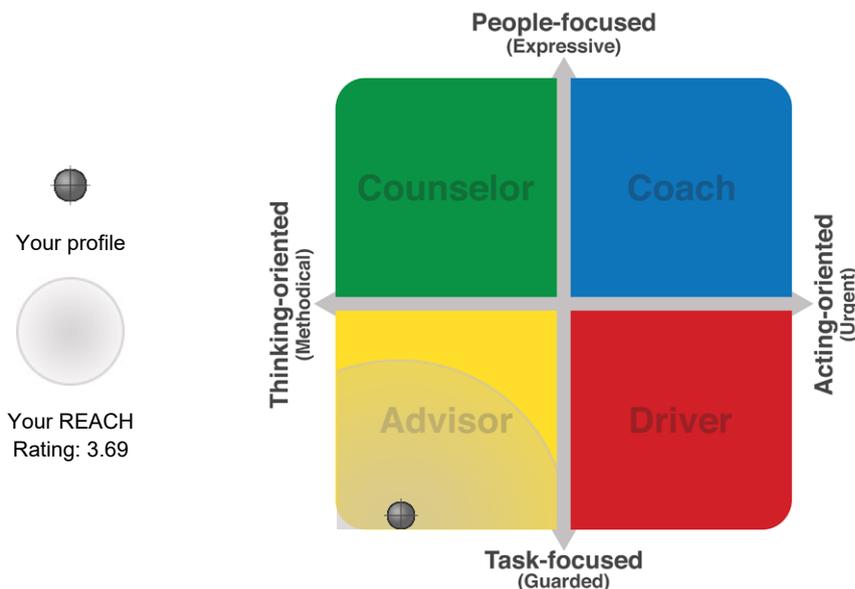
Counselors are best recognised for being: Thinking-oriented and People-focused. The key 'markers' or behaviors of the Counselor Profile include:

- **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

Coach Profile

Coaches are best recognised 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



Advisor Profile

Advisors are best recognised 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

Driver Profile

Drivers are best recognised 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

Section 3: Achieving Dimensions

Achieving Dimensions describe how individuals approach tasks and goals under normal circumstances.

Intensity (One of your Key Strengths – see page 7 for specific Coaching Points)



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.

Measured ————— ● ————— **Intense**

You tend to function with more urgency than others, and you may be more comfortable under pressure. You tend to dislike slow or repetitive processes, so you may appear impatient at times.

Assertiveness (One of your Key Strengths – see page 7 for specific Coaching Points)



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.

Reflective ————— ● ————— **Confident**

You are probably more comfortable following direction than giving orders, and you may be reluctant to question or challenge others at times. You are more likely to think through what you are going to say before approaching others.

Risk Tolerance (One of your Key Strengths – see page 7 for specific Coaching Points)



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.

Cautious ————— ● ————— **Bold**

You prefer safety and security rather than the risk of trying unproven ideas. Others count on your careful demeanor in high-stakes situations, as you prefer proven approaches over trial and error.

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.

Consistent ————— ● ————— **Flexible**

You tend to be most comfortable where there is structure and stability, and you don't seek change just for the sake of variety. If change is forced on you, especially in a hurry, you can become stressed.

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.

Analytical ————— ● ————— **Intuitive**

You place a great deal of importance on precision and accuracy, and you are more comfortable relying on careful analysis than going with your gut instinct. Compared to others, you are more organized and detailed in solving problems.

Section 3: Relating Dimensions

Relating Dimensions describe how individuals tend to interact with others in common settings.

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.

Independent ————— **Social**

You tend to value freedom and independence more than being around lots of people. While you may collaborate with others, you are probably most comfortable when you can take care of things on your own, without relying on others.

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.

Objective ————— **Nurturing**

You appreciate a more self-sufficient environment, where others may take care of their own problems. While you may lend a hand when needed, you tend to value an objective and practical approach over an emotional one.

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.

Private ————— **Open**

You tend to be more reserved and private when interacting with others (outside of your close friends and family). You may be more comfortable keeping emotions to yourself, rather than sharing your feelings with others.

Status Motivation (One of your Key Strengths – see page 7 for specific Coaching Points)



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.

Competitive ————— **Contented**

You may tend to find satisfaction in your work, even without receiving lots of attention. While others try to compete for status or rewards, you may find more satisfaction in personal, private forms of recognition for your efforts.

Self-protection (One of your Key Strengths – see page 7 for specific Coaching Points)



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.

Skeptical ————— **Trusting**

You tend to trust others' intentions, and you are typically more comfortable than most people in giving others the benefit of the doubt. You take information at face value, and you are more accepting of conflicting points of view.

Section 4: Coaching Points

The following characteristics represent five key strengths that have emerged from the dimensions highlighted in your Personal Style Profile. These strengths are those which are most likely to be evident in your response to goals and relationships. Since each strength can present a unique challenge if underutilized or taken too far, specific developmental points are provided as well.

Cooperative (Status Motivation)



Key Strength: You work well with others in accomplishing goals, and you are quick to share credit for achievements. 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 compete, you accomplish more through cooperation.



Development Target: There may be times when a little competition can bring out the best effort. Look for opportunities to leverage others' competitive drive.

Intense (Intensity)



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



Development Target: Your intensity can cause tension if you're not careful. Be sure to take breaks from the action at times and go easy on others who do not share your passion.

Trusting (Self-protection)



Key Strength: You tend to give others the benefit of the doubt until they prove you wrong. You like to find the best in people and will go out of your way to help others. Your trusting nature will help to break down barriers in bonding and communication, especially in the early stages of team development.



Development Target: There are times when your trusting nature may be mistaken for vulnerability. As the adage suggests, you might be best served by trusting, but verifying.

Shy (Assertiveness)



Key Strength: You are careful not to push your views on others. You are not likely to jump too quickly into situations without first considering ramifications. Where others may easily get off track with their ideas and opinions, you tend to withhold comments until you have something meaningful to share.



Development Target: Your reflective approach may cause others to talk over you or fail to seek your opinion. Don't be afraid to jump into the conversation and share your views.

Cautious (Risk Tolerance)



Key Strength: You are cautious in the face of unfamiliar situations. You don't act without understanding the risks involved, and others can count on you as a voice of reason. Others may rely upon you to ground their ideas and to provide a counter point to potentially risky suggestions.



Development Target: Make sure your reluctance to act in uncertainty does not cause you to avoid potentially rewarding opportunities.

Section 5: Profile Interactions

Having recognised your unique personal 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 interact and collaborate with people from all four profiles with ease.

Interacting with the Counselor

Try to:

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

Avoid:

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

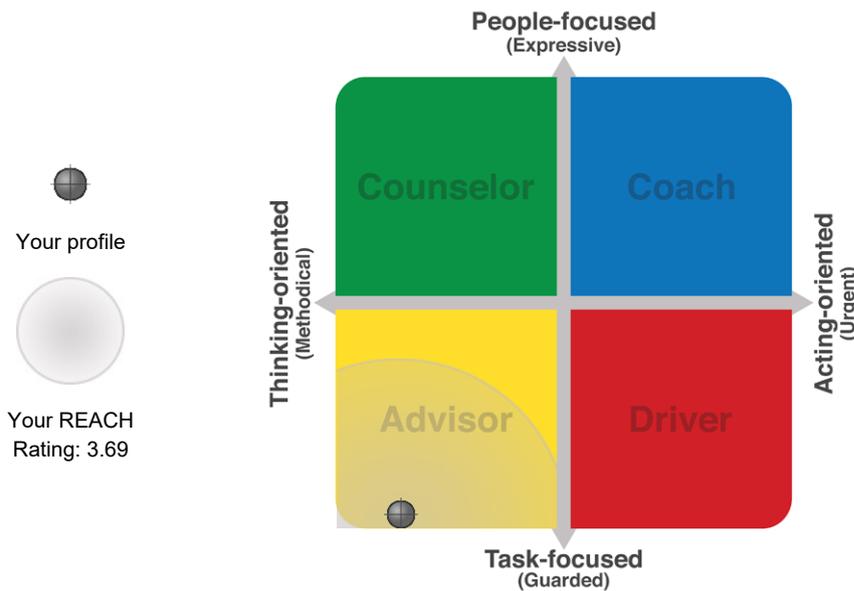
Interacting with the Coach

Try to:

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

Avoid:

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



Interacting with 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

Interacting with 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

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 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 Survey.