



Mycoach

Guide to coaching & managing Supporters

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Supporter Guide

Motivate and inspire achievement

When people are motivated they produce their best results. When they feel inspired to live up to their full potential, they excel.

Imagine an enterprise where everyone performs at their highest level. People who are motivated demonstrate positive personal qualities that make them feel good about themselves. They have meaning and purpose to their work and personal life.

My coach is an online behavioural assessment tool used by independent professionals and international corporations to improve relationships, communication and motivation.

Mycoach delivers two reports providing key information about a person's behavioural style, making your task of coaching or managing more effective.

Mycoach Style Definitions

Mycoach uses the terms, **Driver**, **Promoter**, **Supporter** and **Analyser** [D.P.S.A] to identify a person's behavioural style.

Each person has one dominant style and this style determines their behavioural profile. In addition to four primary styles there are 12 secondary styles. These are combinations of each of the four styles. Most people are a combination of two styles. They exhibit behavioural characteristics of each style and instinctively know when to use that style. The secondary style can also be referred to as the natural style of that person. Often two styles are of equal intensity.

16 Behavioural Styles

Driver D	Driver Promoter DP	Promoter Driver PD	Promoter P
Driver Analyser DA	Driver Supporter DS	Promoter Analyser PA	Promoter Supporter PS
Analysers Driver AD	Analysers Promoter AP	Supporter Driver SD	Supporter Promoter SP
Analysers A	Analysers Supporter AS	Supporter Analyser SP	Supporter S

Contents

Page

Section One

Behavioural Profile Score	3
Motivating Supporter Styles	4
Coaching Analysers	5
Coaching Drivers	6
Style Facts	7
Coaching Promoters	7

Section Two

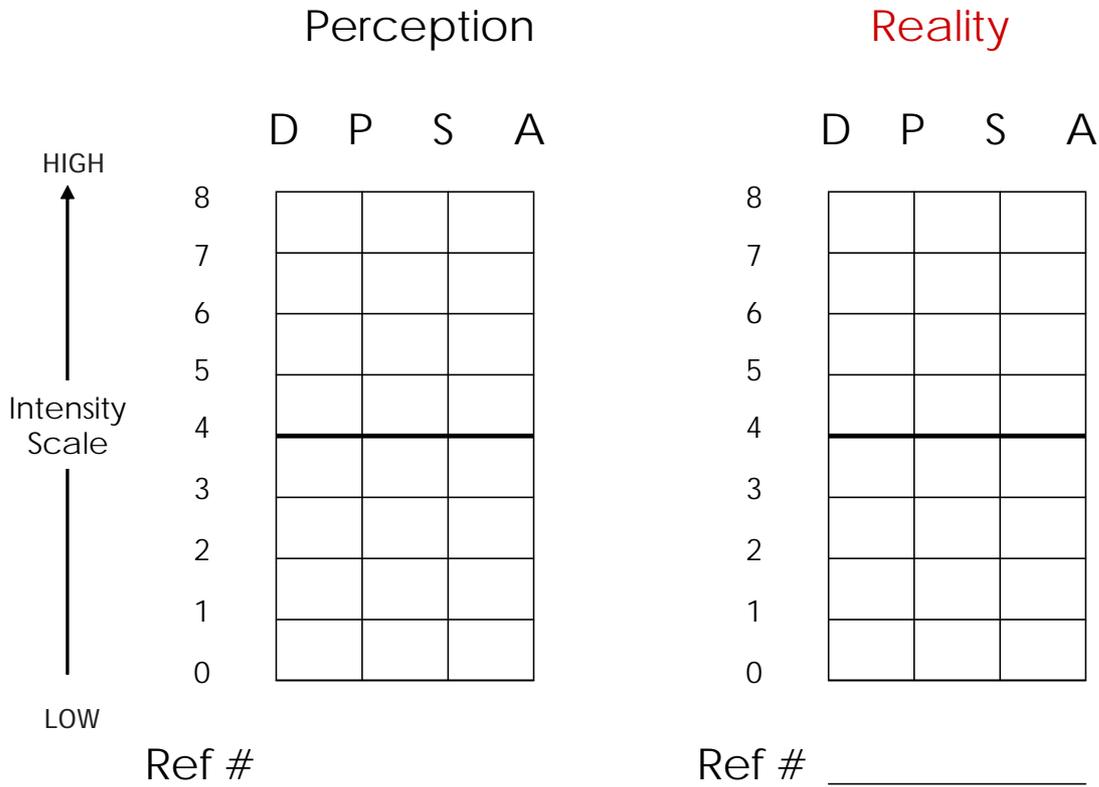
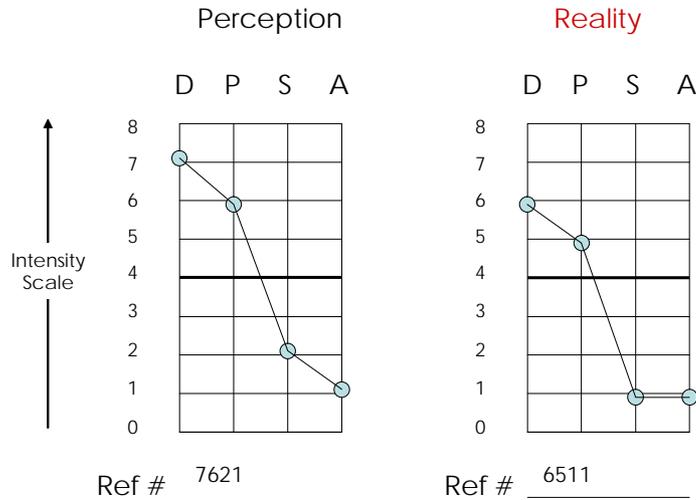
Assertiveness & Responsiveness	8
Style Attributes	9
Motivating Supporters	10
Career Guide	11
Work Preference Styles	11
Management Style	11
Style Decision Making	12
Styles Under Stress	12
Strengths & Weaknesses	13
Thinking & Acting Styles	13
Learning Styles	14
DPSA Learning Styles	15
Team Coaching	16
Contact Information	17

Understanding your Behavioural Profile

We each have all four styles in our behavioural profile and the intensity of each style is identified by the four digit codes found on the front cover of the Profile Report and this Coaching Guide (Report Reference), e.g. 7621:6511

Using these numbers you can plot the style of your Client. The first set of four numbers (in this example 7621) represents the Clients "perception" of themselves. The second set (6511) represents their "reality". The order of the numbers is the same as the letters D.P.S.A, in other words 7(D) 6(P) 2(S) & 1(A).

Plot each graph and identify their complete behavioural profile. You will notice that some people will be one style dominant and others can have up to three styles above the 4 line. It is extremely rare to find all four styles above, on or below the midpoint. If you encounter this have the Client redo their profile.



Modify your **Supporter** style to be more effective

This section provides detailed information specific to each style to make you more effective and more productive with people of a style different to yours.

As a **Supporter**, **Supporter Driver**, **Supporter Promoter** or **Supporter Analyser** you need to adjust your coaching or management style.

Successful coaches and managers know that recognising differences in people is essential to building a trusted relationship.

Coaching & Managing **Supporters**

Supporters want detailed, step by step training with specific instructions to follow. Offer them your support, help and friendly encouragement. Follow up and always ask for their feedback giving them a chance to express their views and ideas. Keep their spirits up if they encounter failure and try and get them to maintain a high level of activity. Stress the "law of averages" - some will, some won't, it's not personal rejection.

Supporters need to know how they fit into the whole picture and what their role is. Explain to them how important they are being a part of your team and how you want them to enjoy their own success.

Don't let the **Supporter** neglect individual effort for the sake of maintaining a good relationship with others. When you meet, make time for them to share stories and personal anecdotes. Often **Supporters** hesitate to ask for things they need for fear of imposing, so ask them how they're getting along and do they need anything from you. Spell out what you want from them in detail.

Supporters are team players and will contribute to the harmony and stability of the group. However they also need to be active and do things that are income producing otherwise they will not think of themselves as being successful.

If **Supporters** don't agree they will probably not tell you. **Supporters** often avoid conflict and being amiable they don't want to offend. To overcome this deal with each issue one at a time and get their agreement to the activity they will do before moving on to the next issue. Address matters calmly in a non-threatening or personal manner.

Supporters take things personally. Encourage them by stressing how helpful they are, how dependable, how you can rely on them and that you trust them. Provide them with strategies to help them make decisions.

Coaching Supporters ..cont

When two similar styles work together they can lack differences. These differences are very useful because each style brings their own perspective to the partnership.

When two Supporters are working together one will need to pick up the pace otherwise there's a serious chance that things might not get done. Set a plan, set deadlines, set a course of action and who will do it. Stay in contact frequently and give each other encouragement to try new initiatives.

As Supporters you won't want to let each other down and you are always ready to help out. This makes you a powerful combination. Make sure that you are decisive and don't put off making decisions. Consider the options and go for it.

Supporters coaching & managing Analysers

Supporters and Analysers have much in common with each other. Both work at a slower pace and tend to be less assertive. Analysers are more into tasks than relationships which is where Supporters excel. Analysers will appreciate your low key approach. To work effectively with an Analyser you must realise that they are going to be less responsive than you are and won't overreact or show a lot of natural enthusiasm. In addition their people skills are not strong, definitely not as developed as yours. Analysers are better planners but like you they are conservative and avoid risk.

Here are some tips to make you more productive when working with this style;

- When presenting to them make sure you're thorough
- Be on time, Analysers are very time-conscious
- List the pros and cons of your proposal and of alternatives
- Be prepared and well organised
- Plan your work. Analysers are great planners and like to work with people who plan
- Be accurate and precise with the information you provide to an Analyser
- Go into details and provide written support where possible
- When meeting avoid too much of your usual social chatter and get right down to business. Limit the small talk deal with facts and tasks
- Listen and talk less. Analysers keep opinions to themselves
- Invite them to speak, not about themselves but about the task "I'm interested in your point of view"
- Encourage them to make a decision but don't make it for them
- Talk about what you think rather than what you feel. Analysers are thinkers
- Don't get upset by their sometimes impersonal style and unfeeling manner. Don't take it personally. This is the way they are and its OK to be that way
- Follow up in writing. Analysers prefer the written form rather than the verbal
- Don't exaggerate the advantages, Analysers are turned off by over statements

Supporters coaching & managing Drivers

As a **Supporter** you are quite different to a **Driver**. Almost opposites. Drivers are fast paced and decisive, not very relationship oriented and less emotional. Supporters are the opposite. Drivers want to get things done and are driven by the result. Supporters want to get along and are driven by acceptance. With Drivers you have to modify your behaviour the most.

Here are some tips to make you more productive when working with this style;

- Be more task oriented focusing on the job at hand rather than the people involved
- Make sure you're on time when attending meetings with Drivers
- Get down to business quickly and avoid too much social chatter and don't gossip or be too personal
- Stick to business and often the shorter the meeting the better
- Use time efficiently, Drivers are more time focused than Supporters
- Move quicker than usual, in fact speed up everything you do
- Speak more rapidly and louder.
- Talk about what you think rather than what you feel. Drivers, like Analysers are more interested in facts than intuition
- Be clear and specific. Don't over explain or ramble or repeat yourself
- Focus on outcomes. Drivers are results oriented and you will need to show you can deliver what you promise and on time
- Implement decisions quickly without delay. Act now
- If problems arise address them now. Don't wait. Drivers like problems solved quickly and there's no time like the present to do it
- Complete projects on time
- Present your proposal logically, select the key facts, limit the choices
- Stay on the topic, keep the pace up, Drivers enjoy a faster pace
- When meeting be well prepared
- Improve your goal setting and planning. Drivers expect that you know what to do
- Speak more often. Initiate conversations and express what you want to have happen. Don't ask, tell
- Avoid passive words
- Don't gloss over problems. If you have an issue to raise, bring it up.

Supporters coaching Promoters

Supporters and Promoters have similar styles. Both of you are people relationship oriented and are more responsive than most other people. Promoters will appreciate your friendliness, your people focus and your sincerity. Promoters are more assertive than you. They like to “tell”, and you like to “ask”. They also work at a faster pace than you. Your slower pace can be annoying for Promoters.

Promoters have no problem speaking their mind and telling people how they feel. You on the other hand are more reluctant to expressive your opinions and feelings.

Here are some tips to make you more productive when working with this style;

- Pick up the pace and work faster
- Speak louder and more rapidly
- Address problems quickly. Promoters want action
- Be prepared to make decisions faster than you normally would. Promoters are decisive
- Implement any decisions quickly. Don't delay or procrastinate
- Respond immediately to calls, messages, emails. Promoters are impatient
- Don't ramble, keep messages short and concise and stick to the topic
- Promoters will keep you on the run so be prepared to increase your level of activity
- Speak up. With a Promoter you'll be lucky to get a word in so you'll have to stand up for yourself
- Promoters aren't particularly interested in details, so you need to be
- Don't be afraid to tell more than ask and more often “here's what I think” etc
- When Promoters disagree they'll come right out and tell you and they expect the same from you. So don't hold back, they'll appreciate your honesty and candour
- Promoters are enthusiastic people. Pick up your enthusiasm to match. It's catchy and you'll enjoy getting excited by the opportunity
- Promoters like to break rules and want to do things their way so be prepared to bend to accommodate their actions
- Use stories and testimony from other to get your point across
- Promoters want to be the centre of attention, let them. You're much happier working behind the scenes out of the limelight

Style Facts

Drivers

D, DA, DS, DP

Want to get it done
Want to make things happen
Great at tactics
Best with tools & equipment
Tends to direct too much
Prefers verbal communication that is factual & concise
Don't like being taken advantage of or losing control

Promoters

P, PA, PD, PS

Want to get noticed
Want to work with people
Great at diplomacy
Best with people & communication
Tends to talk too much
Prefers verbal communication that is emotive & talkative
Don't like rejection or loss of support

Supporters

S, SA, SD, SP

Want to get along
Want to keep things running smoothly
Great at logistics
Best with schedules and supplies
Tend to agree too much
Prefers written communication that is chatty & friendly
Don't like sudden change or threats to their security

Analysers

A, AS, AD, AP

Want to get it right
Want to figure things out
Great at strategies
Best with plans and technology
Tends to question too much
Prefers written communication that is factual & precise
Don't like criticism of work or lack of standards

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7
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Style Indicators

This chart explains how your style relates to assertiveness and responsiveness.

Assertiveness

Assertiveness is how others see you as being forceful or direct.

Drivers and Promoters are more assertive. They like to tell others what to do, direct and be in control. They are fast paced and always want things to happen now. They are prepared to take risks if there's a chance they'll succeed. They are usually more confrontational and express their opinions.

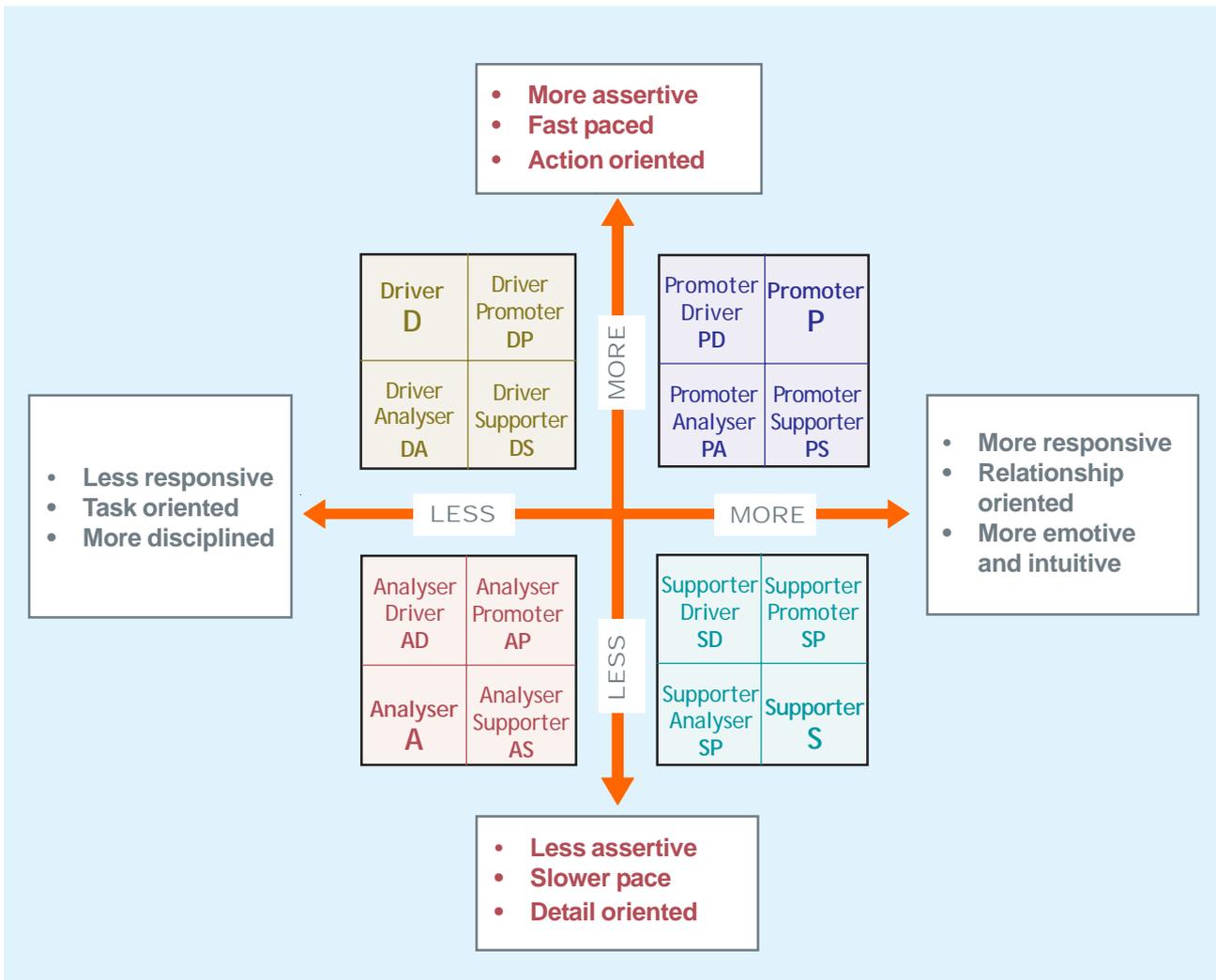
Analysers and Supporters are less assertive. They prefer to be more diligent and precise, working at a slower pace they prefer to ask questions and do not take risks. They are more reserved and often keep their opinions to themselves thereby avoiding potential conflict.

Responsiveness

Responsiveness is how you react and express yourself.

Drivers and Analysers are less responsive. They control their emotions and feelings and are more poker faced. They are more disciplined and think before speaking or making a commitment. They are unlikely to use their 'gut feelings' and go more on facts. They also prefer to deal with tasks and projects rather than with people.

Promoters and Supporters are more responsive. They are relationship focused and love working with people. They are emotive and use their intuition a lot more. They are not afraid to show their feelings and use gestures and expressions far more than Drivers and Analysers do.



Key Style Attributes

	Drivers	Promoters	Supporters	Analysers
What this style likes to see in others	Hard work without complaint	Activity, enthusiasm and creativity	People who get along and don't dominate	Meticulous, respect for rules and procedures
This style is identified by	Wanting to get it done	Wanting to get noticed	Wanting to get along	Wanting to get it right
This style measures personal worth by	Results and winning	Acknowledgement and compliments	Compatibility and contribution	Precision and accuracy
This style enjoys	Action, fast pace and active participation	Variety, fast pace lots of interaction	Team exercises and group activity, slower pace	Clear logical presentations, slower pace, detailed information
This style is motivated by	Achievement	Social recognition	Acceptance	Correctness
What benefits this style needs to know	What the product or service will do for them	Who is using it, what they say about it	How the product or service will benefit everyone	Why logically they can justify the purchase
Their decisions are	Decisive	Spontaneous	Considered	Deliberate
Their value to the organisation is	Getting things done and achieving results	Natural leadership, working with people	Team harmony, service and support	Technical and analytical, systems and procedures
Their network leadership style is	Assertive and competitive	Communicative and friendly	Procedural and practical	Precise and no no-nonsense
How to sell or provide a service to this style	Stress the result and bottom line success	Demonstrate the appeal to people	Emphasise the support provided	Highlight the track record and proven success

Supporters Management Chart

This chart outlines the approach suggested depending on your employees skills and motivation. If they have few skills and highly motivated use the "Training" guide. When they have some skills and are not very motivated use the "Coaching" guide. When they have lots of skills and some motivation, use the "Mentoring" guide and when they are highly skilled and very motivated use the "Advising" guide. Your approach will vary depending on your employees skills and motivation.

Training

Use this when your Supporter has,

- few skills
- but is highly motivated

- Tell them in concrete terms the results to be achieved.
- Layout a step-by-step plan.
- Define their role as well as yours and others'.
- Provide regular informal feedback on performance.
- Use step-by-step plan for development.
- Provide one-on-one 'hands-on' instruction and written procedures where possible.
- Provide regular, informal feedback on improvements

Coaching

Use this when your Supporter has,

- some skills
- but is not very motivated

- Show them how the project will strengthen the stability of the present environment.
- Compliment their efforts at creating stability and building relationships.
- Provide regular opportunities for informal discussion.
- Use warm, sincere statements complimenting their efforts at maintaining stability and building cooperative relationships.
- Recognise and reward consistent, predictable performance.
- Provide regular opportunities for informal discussions about concerns.

Mentoring

Use this when your Supporter has,

- lots of skills
- and has some motivation

- Ask them what approaches they might comfortably use to deal with a new project.
- Provide assistance in creating a plan.
- Praise quick decisions and assertive behaviour.
- Provide assistance in creating a step-by-step plan for developing the new ability within a time limit.
- Provide coaching in developing innovative solutions in situations without standard procedures.
- Provide regular feedback on performance improvement.
- Focus on quicker decision-making techniques in low-risk situations and developing assertive behaviours

Advising

Use this when your Supporter has,

- lots of skills
- and is highly motivated

- Let them outline how they handled a similar situation and review.
- Communicate the sincerity of your interest.
- Be available for regular follow-up with them.
- Provide written description of the desired result.
- Clarify what resources are available for completing the assignment.
- Provide assistance in gaining co-operation of others.
- Be available for regular follow-up and to answer questions.

Supporter Career Guide

A Supporters learning style is Participative, Practical and Specific. They prefer active participation in the learning process, to work in a group and need specific yet encouraging feedback. Supporters want information presented in structured format, prefer to check with others before doing things and to participate in small group discussion. They need empathy with others and not to be called on unexpectedly. They are accommodating and will avoid conflicts and the leadership role.

Their strength lie in their ability to play and work diligently with others in their group. They are well adapted to cope with rules, routine and repetitive work. They also require security and stability without the need for much change.

Accountant	Hospital Administrator	Psychologist
Administrator	Hospitality	Purchasing
Air Traffic Control	Hotel Manager	Quality Controller
Business Manager	Judge	Real Estate
Charitable Organizations	Landscape Gardener	Receptionist
Child Care	Lecturer	Research and Development
Company Secretary	Librarian	Retailer
Counselling	Life Style Coach	School Principal
Credit Controller	Museum Curator	School Teacher
Customer Service	Nurse	Secretary
Customs Officer	Office Manager	Security Agent
Database Administrator	Optometrist	Shipping
Dentist	Painter	Social Worker
Distribution Manager	Pharmacist	Statistician
Doctor	Photographer	Student Services
Draughtsman	Physiotherapist	Telemarketing
Engineering Manager	Plumber	Therapist
Fire Chief	Police Chief	Transport Supervisor
Flight Attendant	Private Investigator	Travel Agent
Florist	Production Supervisor	Vocational Education
Funeral Director	Project Engineer	Warehouse Manager
Health Inspector	Property Manager	

Management Style

Supporters tend to be dependable, agreeable and in most cases contented. They remain calm, reserved and usually conform to the norm. They are often slow to change.

Preferred Working Conditions

Supporters enjoy working conditions that include predictability, recognition and appreciation. They enjoy group activity and are most happy where there are procedures, routines and most of all, a conflict free working environment. Supporters show patience and are excellent in conditions where specialisation, assistance and good listening skills are required.

Working Styles

Working Preferences	Drivers	Promoters	Supporters	Analysers
• Preferred Work Pace	Fast	High	Measured	Slow
• Degree of Risk Taking	High	Moderate	Low	Low
• Time Horizon	Short	Short	Moderate	Long
• Level of Planning	Conceptual	Tactical	Operational	Strategic
• Adaptability to Change	Eager	Willing	Reluctant	Cautious
• Preferred working environment	Busy & Formal	Stimulating & Social	Friendly & Structured	Organised & Formal

Decision Making of each Style

Each style makes decisions differently. Some like Drivers are quick and decisive and others like Analysers are slow and cautious. Understanding each style will help you select the best program for each person.

<p>Drivers</p> <p>Fast reactions, want control, minimum concern for relationships, want it done now, want to direct "do it my way" hate inactivity.</p>	<p>Promoters</p> <p>Quick reactions, want to be involved, minimum concern for detail or routines, look to the future, impulsive, hate being isolated or not in the loop.</p>
<p>Analysers</p> <p>Slow to react, maximum effort to organise, minimum concern for relationships, cautious, want to do it alone and right, hate being rushed.</p>	<p>Supporters</p> <p>Unhurried reactions, want to relate to others, minimum change, want to work in the present and in a team, very supportive of others, hate conflict.</p>

Styles under Stress

We each boil at different temperatures and react differently to stress. Some yell and shout and others withdraw to avoid conflict. Stress in small doses is desirable. It creates the adrenaline that helps us focus on the task at hand. Too much stress creates disharmony and conflict. This chart explains what is most likely to happen to each style under stress.

<p>Drivers under stress - Demand</p> <p>Drivers become very controlling. They can unleash an angry personal attack, using strong language and high volume. They try to impose their thoughts and plans and seem utterly unbending closed to any ideas except their own. Drivers become more aggressive.</p>	<p>Promoters under stress - Attack</p> <p>Promoters also become more aggressive and usually unleash an attack focusing on other people. They become more emotional and assertive. They speak loudly, shouting and waving their arms. Promoters if they have a problem want to get it on the table, discussed and over with.</p>
<p>Analysers under stress - Avoid</p> <p>Analysers try to avoid tension. Under stress they become even more quiet and reserved. They say less than normal and when they speak only respond to factual events. Often Analysers will go off to be by themselves. They don't want to make a "scene" or lose their self control. Because Analysers hate people who say things they don't believe they want to avoid doing the same.</p>	<p>Supporters under stress - Agree</p> <p>Supporters trying to avoid conflict become agreeable and back down in order to avoid conflict. They may concede but won't personally agree. Often you won't know when a Supporter is stressed. Their attitude is "why not be nice even though I'm stressed". It takes Supporters longer to get stressed but when they do they can stay in this state for longer as they don't have the release valve Drivers or Promoters do.</p>

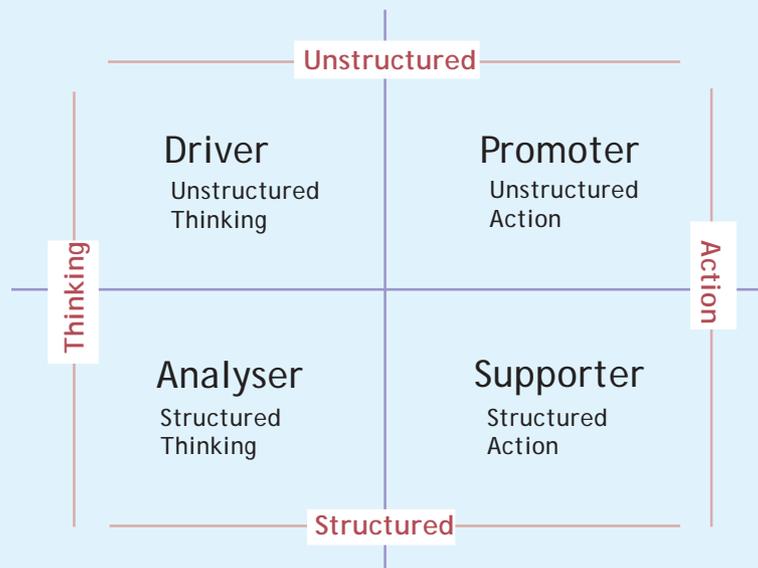
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Strengths and Weakness of each Style

	Strengths	Weaknessess
Drivers	Leadership & pioneering spirit Strong-willed, independent, practical, decisive, efficient, resourceful, influential, candid	Impatient & poor listener Pushy, assertive, aggressive, loud, ruthless, tough, dominating, harsh, unfriendly
Promoters	Enthusiastic & persuasive Ambitious, motivated, stimulating, enthusiastic, theatrical, friendly, animated, spontaneous	Inattention to detail Manipulative, excitable, undisciplined, emotional, egotistical, impulsive, changeable
Supporters	Teamwork & communication Supportive, respectful, willing, dependable, agreeable, loyal, trust worthy, compassionate, patient, diplomatic	Oversensitive & slow to action Conforming, unsure, pliable, dependent, awkward
Analysers	Planning and systems Industrious, persistent, conscientious, serious, exacting, orderly, organised, logical, prudent	Perfectionist & unresponsive Critical, indecisive, stuffy, picky, moralistic, serious, meticulous, unfriendly

How Styles Think and Act

We each observe events and take in information that our brains filter. The way we process information can be structured or unstructured. We do something with this information as either thought or action. Our thinking and acting styles effect our relationships and the way we communicate with others. We *think* in conversation with *ourselves* and *act* through conversations with *others*. Some think first and act second, other act first and think last. This chart indicates our 4 different thinking and acting styles.



Train according to Style

Coaches and managers often make the mistake of training people using the same style that they are most comfortable learning. To be an effective trainer, it is important for you as a Coach and Manager to recognise and understand the various ways others prefer to learn. **We learn best when we are instructed in that style.**

Ideally a Coach or Manager should change their “teaching style” to match a person’s “learning style”. The first step in coaching is to understand the different ways in which to give instruction.

Learning Style

The Supporter’s learning style is Participative, Practical and Specific. They prefer active participation in the learning process, to work in a group and need specific yet encouraging feedback. In the classroom they want information presented in structured format, prefer to check with others before doing things and to participate in small group discussion. They need empathy with the teacher and not to be called on unexpectedly. They are accommodating and will avoid conflicts and the leadership role.

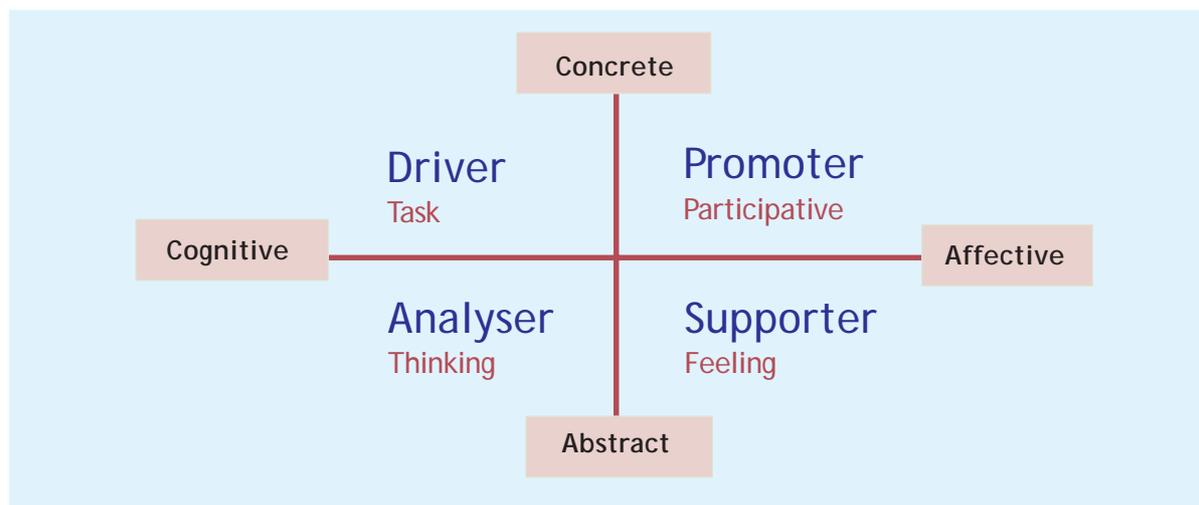
Their strength lies in their ability to play and work diligently with others in their group. They are well adapted to cope with rules, routine and repetitive work. They also require security and stability without the need for much change.

How we each Learn

Learning is based on how we think and feel.

The vertical **Cognitive - Affective** axis represents the way people prefer to learn. Because learning comes not only from thinking (cognitive) but also from emotions and feeling (affective).

The horizontal **Concrete - Abstract** axis represents the way people experience learning. If you experience training in a concrete way, then you prefer contact with real objects. You need to be able to physically touch, hold, take part and manipulate things in order to understand them. If you prefer abstract, then you deal in a world in terms of thinking and manipulating ideas and thoughts. You don’t have to hold it to understand it.



Driver - Learning style

People with this style are a combination of cognitive and concrete learning styles. They primarily want to understand the task and focus on the details and specifics in a thoughtful manner. Drivers are focused on doing things. This is how they learn. They give and like to be taught by directives, "do this and this will happen", "when this happens, do that".

Drivers like to have workbooks and have a structured presentation. This learning style is specific and practical. They tend to rely on their own ideas and prefer information that is practical and structured. They want to see how this information can be used and like to learn independently. They want to know about everything and implement their knowledge quickly and often without thinking. Drivers prefer activities and short lectures.

Promoter - Learning style

People with this style are a combination of affective and concrete learning preferences. They have good people skills and enjoy working with others. Promoters like to get involved and enjoy learning when there is lots of activity and organisation to be done.

Promoters are highly skilled organisers and enjoy the demands and emotional needs of people. They prefer to actively participate in the learning process, work in a group, constantly discuss with others, use visuals and actions to explain concepts. They also prefer general directions without details, creativity and to see the whole picture. Promoters like active participation, variety of activities, flexibility with time limits, sharing, recognition for their part and their input. They seek the limelight, fun and are unlikely to read.

Supporter - Learning style

People with this style are a combination of affective and abstract preferences when it comes to learning. This style is a thinker who enjoys working with people. Supporters often can think through and understand the social and emotional factors effecting the organisation. The Supporter uses stories, poems and humour to illustrate what they want to convey.

They prefer active participation in the learning process, to work in a group and need specific yet encouraging feedback. They want information presented in structured format, prefer to check with others before doing things and to participate in small group discussion. Supporters need empathy with the coach or trainer and not to be called on unexpectedly. They are accommodating and will avoid conflicts and the leadership role

Analyser - Learning style

People with this style are a combination of cognitive and abstract preferences when it comes to learning. This style is "task" oriented. Their environment usually contains things like numbers and print outs.

Analysers treat things abstractly often ignoring social and emotional elements. This style uses models, theories and acronyms to best describe things. They prefer to learn independently, want to learn everything and need all details in order to see the whole picture. They want information presented in structured and logical format. They prefer lectures and want specific directions. They value ability to think clearly. They are non-aggressive and will avoid conflicts and the limelight.

Managing Teams

Team Coaching and Management is about getting the best out of each individual so that each person's value can be appreciated and utilised to the team's advantage.

Natural Positive Contribution	Potential Negative Contribution
<p>Driver</p> <ul style="list-style-type: none"> • Good at establishing outcomes and goals • Move things along. Resists lengthy proceedings. • Can take charge and organize things and people. 	<ul style="list-style-type: none"> • Black and white thinker. Views things as "right" or "wrong". • Can arrive at a meeting with an already formed view and use the meeting to persuade others to adopt it. • Easily bored by implementation detail. • Assumes change is always a good thing.
<p>Promoter</p> <ul style="list-style-type: none"> • Good team ambassador. • Plenty of new ideas. Thinks easily out of the square. • Lightens proceedings. Breaks the ice and the tension. 	<ul style="list-style-type: none"> • Can take a group away from a practical solution by continually throwing in new angles or ideas. • Tendency to occupy a large proportion of time. • Easily over-commits and then is unable to deliver. • Can overlook key details.
<p>Supporter</p> <ul style="list-style-type: none"> • Conscious of all team members and their feelings. • Good on the "How to" side of following a decision through to its implementation. • Works to create a harmonious team and to lessen conflict. • Down to earth and practical. 	<ul style="list-style-type: none"> • Too soft when tough decisions need to be made. • Becomes bogged down in procedures. Can lose sight of the overall objective. • Will sometimes not be forceful enough with a valid view or contribution. Over-conforming.
<p>Analyser</p> <ul style="list-style-type: none"> • Objective and critical thinker. • Not swayed by emotion. The voice of reason. • Picks up on any lack of logic or flawed reasoning. • Observant and perceptive. Able to pull together the major threads of a discussion. 	<ul style="list-style-type: none"> • Will tend to under-contribute, despite having valuable ideas. • Can be overly negative and critical of new ideas, squashing ideas before they have truly developed. • Avoids group activity and does not communicate intentions, thoughts and work in-progress. • Desire to ensure every eventuality has been covered. Can stifle the team's ability to make a decision.



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