



Introducing the 'Coach Matching Tool'

- The key to matching a coach with a client is to achieve the best pairing of thinking style. This will avoid thinking (and questioning) blind spots. It is not about behaviours – it is all about *thinking*.
- In the coaching relationship, the two thinking styles need to balance in order that they can both look at things from
 - A unique perspective (intrinsic)
 - A pragmatic perspective (extrinsic)
 - A systemic perspective (systemic)
- The following slides introduce a ‘Coach Matching Tool’ to guide the best pairing between 6 different Coaching Thinking Styles and the 6 Different client Manager thinking styles. This tool will increase the likelihood of the coach being able to hold the client accountable for taking meaningful actions

The Empathetic Value Dimension

- Measures the capacity for intuitive insight and the ability to value the uniqueness and worth of others. This style of thinking comes from those who rely on intuitive insights and focus attention on the needs and interests of others.

The Practical Value Dimension

- Measures the capacity for practical thinking — for thinking in concrete and common-sense ways. This style of thinking is found in those who concentrate on seeing crucial issues in concrete ways, focusing on seeing what needs to be done and doing it.

The Systemic Value Dimension

- Measures the capacity for conceptual, analytical thinking and planning. This style of thinking is found in those who concentrate on building strategies, plans, ideas, and programs for understanding and organizing people, things, and situations.

Empathic

- An individual who relies on intuitive “gut” reactions, and who recognizes personal, intrinsic values

Practical

- An individual who appreciates, values and sees as important, practical functional values, and who possesses common-sense, practical thinking

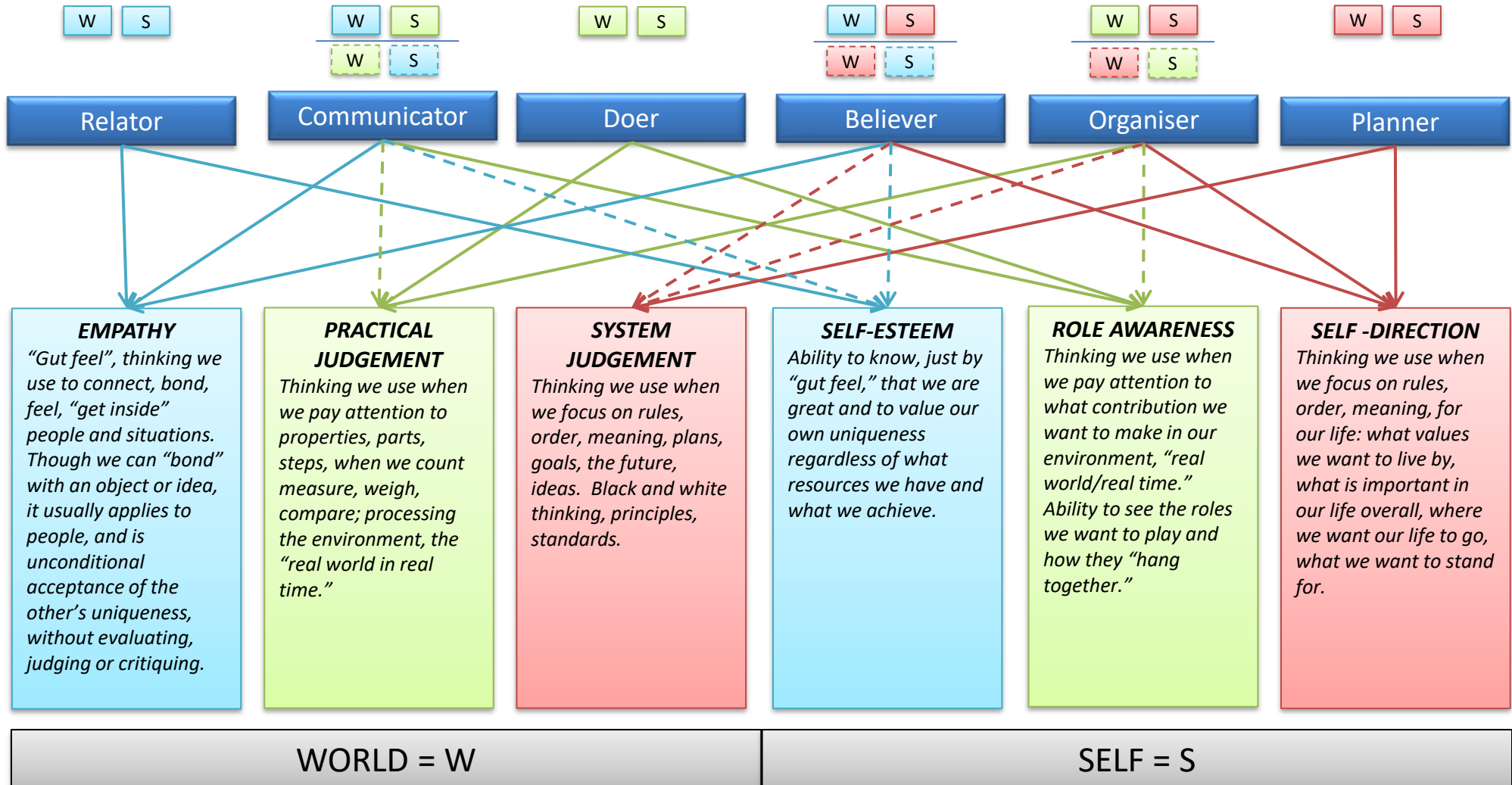
Systemic

- An individual who appreciates and values structure and order; one who thinks before they feel

SIX THINKING STYLES

- The combination of these three basic value styles and three Dimensions of Value, World and Self View, produces six thinking styles
 - 1. Relator
 - 2. Believer
 - 3. Communicator
 - 4. Doer
 - 5. Planner
 - 6. Organiser

THINKING STYLES – HOW ARE THEY DERIVED?



SIX THINKING STYLES

Critical Matching Criteria

1. What are the GOALS?
2. Who is RESPONSIBLE for what part of the Goal(s)?
3. What is the TIMEFRAME for completion?
4. What RESOURCES (manpower, ££, etc.) are available?

This individual is an organizer, both conceptually and concretely — paying attention to both getting things done and to functioning in an orderly, structured manner. The organizer may be overly practical, critical or judgmental in their thinking.

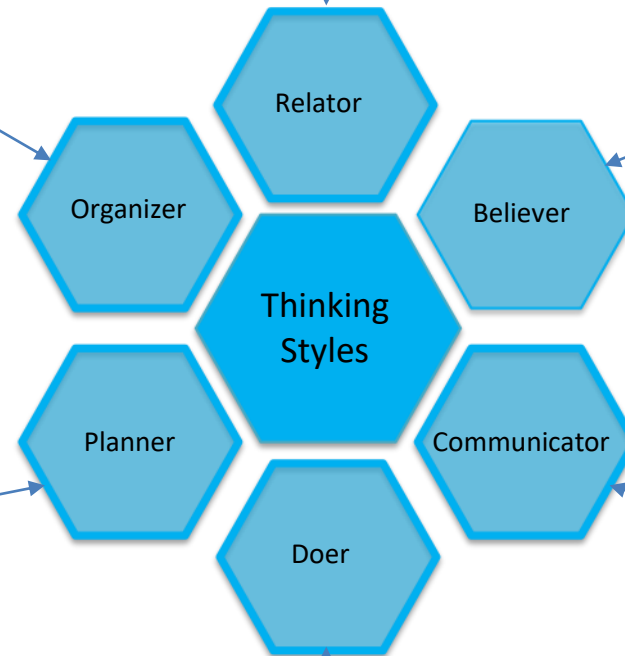
This person gets things done according to a preconceived order, structure and plan — a “layer” person who, when they have set their sights, set the limits of their structure and can concentrate their energies on concretely achieving plans and objectives.

The style is an indicator of where someone’s tendencies are. The aim is to balance their thinking and their coaching across all dimensions — accessing 1/3 of your brain will potentially limit your access to only 1/3 of solutions.

An individual who relies on intuitive feelings to guide practical common-sense thinking — a person who pays attention to both the individuality of others and getting things done, and who understands the proper value relationship between getting things done and the unique worth of others. One who may be so empathic that the feelings of others may block good judgment.

Actual Behavioural Style, derived through a ‘Thinking Exercise’ — i.e. non-self-reporting

Conventional self-reporting questionnaires only understand preference



An individual who senses and values the intrinsic worth of others but does so within a structured, ordered environment — hence, they may not overtly show the feelings and values they feel inwardly depending on their preconception about what is proper in the situation. This person may feel conflicting signals between what their head and heart tell them to do.

This person concentrates on getting things done, is very “now”-oriented, but at the same time is aware of the intrinsic worth of others — hence, will not consciously overrun the individuality of others, checking their common sense with intuitive feelings and communicating with both in mind.

This individual is a “now”-oriented, results-oriented person who concentrates on getting things done and on concrete organization — they may not pay as much attention to the individuality of others or to conceptual organization.

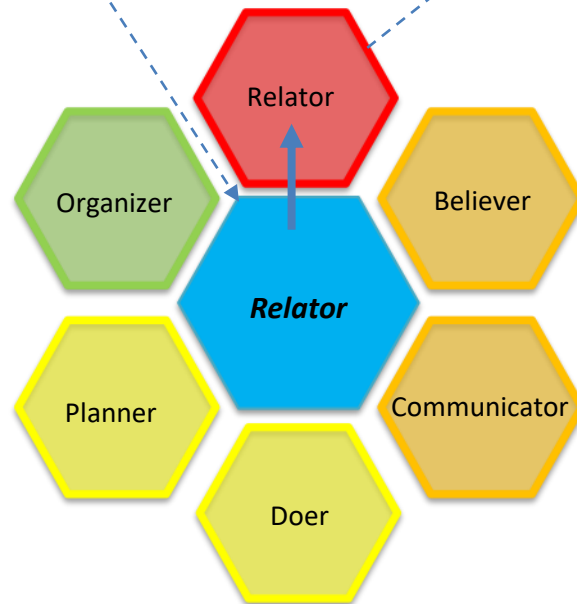
Note: Axiometrics defines the **natural** and **actual** Behavioural Style (i.e. not derived through self-reporting) that DELIVERS one’s Thinking Style into the workplace.

Together they open the door to a very effective and corporate coaching/mentoring relationship

The Coach Matching Tool

Relator - Coach

The Relator is concerned with each person's needs and interest and sympathizes with each person's point of view. There is a strong need to make each person feel good. Additionally, the Relator tends to spend too much time and energy with people who make them feel good. This may cause the coaching discussion to focus on positives.



Relator – Coachee in Manager Role

Global Strengths - Relators

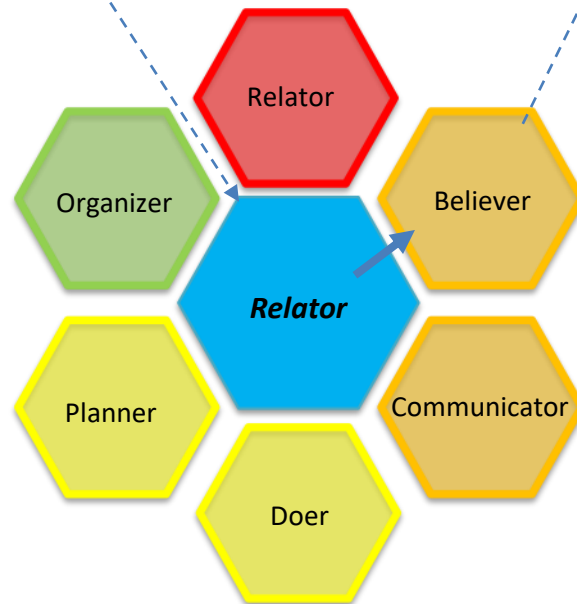
- Intuitive insight, 'gut' instincts that immediately identify problems and directs energy toward fruitful solutions.
- Focus on seeing and accepting others as they are; seeing and accepting the unique and irreplaceable worth of others.
- Willingness to become totally involved in what they do, to give their all to their primary concerns and interests.
- Ability to believe in others, to be optimistic about others.
- Concern for and sensitivity to the needs and interests of others.
- Encourage cooperation and sharing.

Global Developments- Relators

- Tendency to become too involved with others, to be too quick to trust others.
- Heavy reliance on the strength of intuitive feelings to guide decisions. May tend to delay actions if those feelings are vague or fuzzy.
- May put off planning and organizing details if they get in the way with what the Relator believes need to be done.
- Tend to be too optimistic about others, potentially becoming disappointed when their expectations are not met.

Relator - Coach

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Believer – Coachee in Manager Role

Global Strengths - Believer

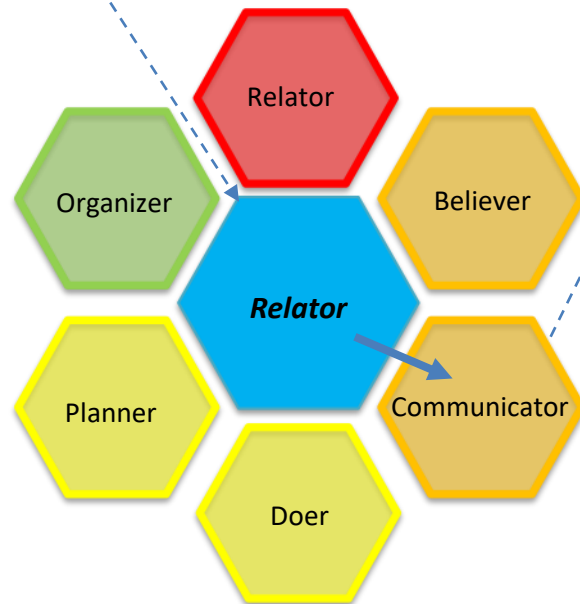
- Take time and energy to develop an overall vision that combines the strength of intuitive feelings and a global view of future consequences.
- Keep their thinking focused on a combination of what they think is right and a commitment to personal vision and goals.
- Believe in the value of logic and correct thinking. These, combined with faith and optimism create a sense that things will work out even when circumstances seem illogical and confused.
- Have faith and trust in others.

Global Developments - Believer

- Strength of their beliefs and convictions can become a stubborn insistence that their way is right regardless of circumstances.
- Tendency to be too trusting that others will do what they believe is right and to be hurt and offended when others do not do as they expect.
- Tendency to expect others to see and accept the logical necessity of their thinking.
- Their optimism leads them to expect others to be better than they are capable of being and to expect circumstances to work out even when they are not likely to.
- Their difficulty saying no to others can lead them to make more commitments and take on more projects than they can deliver.

Relator - Coach

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Communicator – Coachee in Manager Role

Global Strengths - Communicator

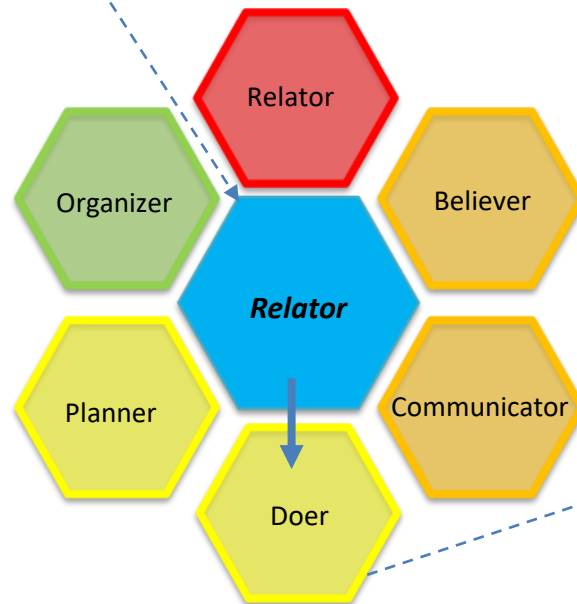
- Ability to readily identify the needs and interests of others and to size people up, seeing their strengths and faults.
- Ability to rely both on intuitive insights and common sense to keep them in touch with what is important and needs attention.
- Willingness to change directions when necessary.
- Tend to be most effective in problem situations that require attention to immediate circumstances and prompt, effective action.
- Ability to see how to get things done and what will be necessary to complete the task.

Global Developments - Communicator

- Tendency to be impatient with people and circumstances when things do not happen the way they believe is most practical.
- Tendency to feel such an urgency to act that they overlook the consequences of their decisions.
- Tendency to put off detail work of planning and organizing.
- Can become so caught up in the problem solving process that they do not see the forest for the trees.
- Can become too focused on getting around existing ways of doing things.

Relator - Coach

The Relator is concerned with each person's needs and interest and sympathizes with each person's point of view. There is a strong need to make each person feel good. Additionally, the Relator tends to spend too much time and energy with people who make them feel good. This may cause the coaching discussion to focus on positives.



Doer – Coachee in Manager Role

Global Strengths - Doer

- Immediately sees what is critical and needs attention.
- Tend to be results oriented, "now" oriented, action oriented people who stay focused on getting the task completed.
- Have good 'street sense' and can size up situations, knowing when a shift in focus is necessary to accomplish tasks.
- Have a gift for seeing what will not work, for identifying flaws or bottlenecks, and what is needed to fix the problem.
- Stay focused on concrete results, on the creation of practical, common sense.

Global Developments - Doer

- Have a practical, common sense understanding of what needs to be done, and what can be done.
- Rely on common sense and street sense to direct decisions toward immediate needs; motivate through action, strength of will, and the assumption of success.
- Stay focused on getting things done, regardless of circumstances, emphasizing bottom line results.
- Have the ability to learn from experience what alternatives will work the best. As the experience base grows, their ability to make good decisions increases.
- Focus energy on comparing and evaluating the problem situation, looking for alternatives for corrective action.

Relator - Coach

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Planner – Coachee in Manager Role

Global Strengths - Planner

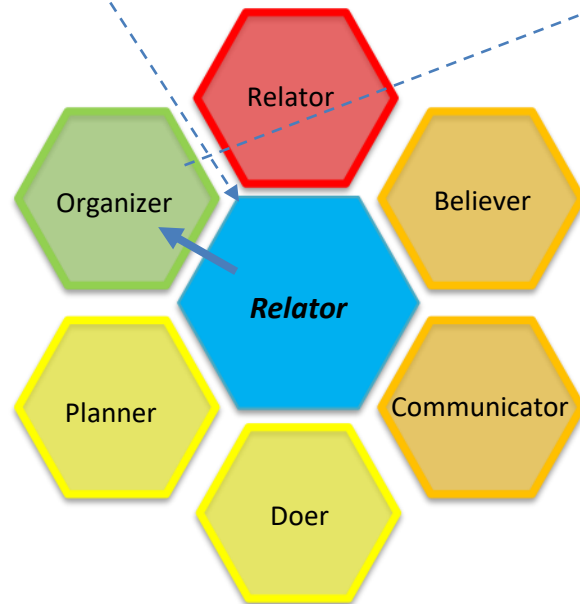
- Willing to take time to build a strategy that connects beliefs and criteria for success to actions.
- Pay attention to strategic, long-range issues.
- Willing to take the time to do the detail work of planning.
- Maintain a constant focus on doing things right, on meeting standards of excellence.
- Emphasize commitment and loyalty to goals, principles and policies.
- Spend time and energy seeing how all of the pieces fit together to make a clear and consistent picture
- Document why decisions work or fail in an effort to improve system, strategy and plans.

Global Developments - Planner

- Excessive attention to long range, strategic thinking which overlooks immediate needs and issues.
- Tend to be overly demanding on and impatient with others when they do not measure up.
- Susceptible to perfectionistic, black and white thinking which can cause them to stubbornly hold onto ideas, beliefs and strategies, even when evidence suggests they are wrong.
- Will likely lose patience with those who are unwilling to play by the rules and who will not try to cooperate with the plan, strategy or program.

Relator - Coach

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Organizer – Coachee in Manager Role

Global Strengths - Organizer

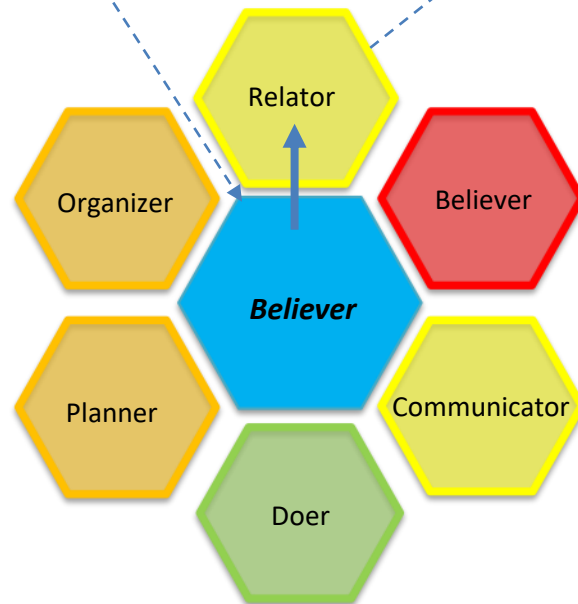
- Pay attention to achieving both effectiveness and efficiency.
- Evaluate the consequences of decisions prior to acting on them.
- Pay attention to long range strategic issues as well as short range tactical issues.
- Make certain that everything is available that is required to carry out their plans.
- Evaluate both the strengths and good points of others as well as flaws and inconsistencies.
- Place strong emphasis on respect for individual rights and principles, on commitment to ideas and programs, and on accountability for decisions.
- Focus on the strength of knowledge, clear and logical thinking and planning to achieve their goals.
- Pay attention to keeping each person in touch with what is needed to accomplish goals.
- Emphasize results, but not at the expense of quality, on consistency, but not at the expense of innovation, on organization, but not at the expense of spontaneity.

Global Developments - Organizer

- Tend to be impatient and overly demanding with others when they do not do as expected.
- May become so concerned about minimizing risk and competing to obtain desired results that their attitudes are cool and sceptical.
- Tend to be selective about others opening up more readily to those who meet expectations or agenda.
- Tend to develop strategies, expectations and ideas about how things should be done. These standards are used to decide what is important and needs attention, potentially overlooking critical issues that do not match expectations.

Believer- Coach

An individual who senses and values the intrinsic worth of others but does so within a structured, ordered environment — hence, they may not overtly show the feelings and values they feel inwardly depending on their preconception about what is proper in the situation. This person may feel conflicting signals between what their head and heart tell them to do.



Relator – Coachee in Manager Role

Global Strengths - Relators

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- Encourage cooperation and sharing.

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Believer – Coachee in Manager Role

Global Strengths - Believer

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Global Developments - Believer

- Strength of their beliefs and convictions can become a stubborn insistence that their way is right regardless of circumstances.
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Communicator – Coachee in Manager Role

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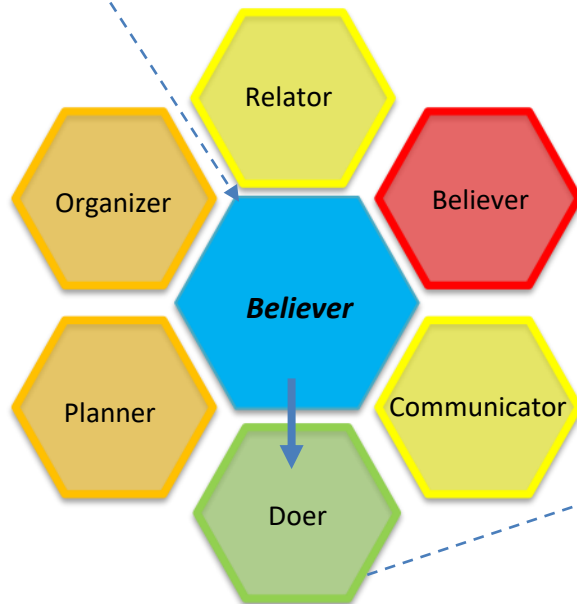
- Ability to readily identify the needs and interests of others and to size people up, seeing their strengths and faults.
- Ability to rely both on intuitive insights and common sense to keep them in touch with what is important and needs attention.
- Willingness to change directions when necessary.
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Doer – Coachee in Manager Role

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- Rely on common sense and street sense to direct decisions toward immediate needs; motivate through action, strength of will, and the assumption of success.
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Planner – Coachee in Manager Role

Global Strengths - Planner

- Willing to take time to build a strategy that connects beliefs and criteria for success to actions.
- Pay attention to strategic, long-range issues.
- Willing to take the time to do the detail work of planning.
- Maintain a constant focus on doing things right, on meeting standards of excellence.
- Emphasize commitment and loyalty to goals, principles and policies.
- Spend time and energy seeing how all of the pieces fit together to make a clear and consistent picture
- Document why decisions work or fail in an effort to improve system, strategy and plans.

Global Developments - Planner

- Excessive attention to long range, strategic thinking which overlooks immediate needs and issues.
- Tend to be overly demanding on and impatient with others when they do not measure up.
- Susceptible to perfectionistic, black and white thinking which can cause them to stubbornly hold onto ideas, beliefs and strategies, even when evidence suggests they are wrong.
- Will likely lose patience with those who are unwilling to play by the rules and who will not try to cooperate with the plan, strategy or program.

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Organizer – Coachee in Manager Role

Global Strengths - Organizer

- Pay attention to achieving both effectiveness and efficiency.
- Evaluate the consequences of decisions prior to acting on them.
- Pay attention to long range strategic issues as well as short range tactical issues.
- Make certain that everything is available that is required to carry out their plans.
- Evaluate both the strengths and good points of others as well as flaws and inconsistencies.
- Place strong emphasis on respect for individual rights and principles, on commitment to ideas and programs, and on accountability for decisions.
- Focus on the strength of knowledge, clear and logical thinking and planning to achieve their goals.
- Pay attention to keeping each person in touch with what is needed to accomplish goals.
- Emphasize results, but not at the expense of quality, on consistency, but not at the expense of innovation, on organization, but not at the expense of spontaneity.

Global Developments - Organizer

- Tend to be impatient and overly demanding with others when they do not do as expected.
- May become so concerned about minimizing risk and competing to obtain desired results that their attitudes are cool and sceptical.
- Tend to be selective about others opening up more readily to those who meet expectations or agenda.
- Tend to develop strategies, expectations and ideas about how things should be done. These standards are used to decide what is important and needs attention, potentially overlooking critical issues that do not match expectations.

Communicator- Coach

This person concentrates on getting things done, is very “now”-oriented, but at the same time is aware of the intrinsic worth of others — hence, will not consciously overrun the individuality of others, checking their common sense with intuitive feelings and communicating with both in mind.



Relator – Coachee in Manager Role

Global Strengths - Relators

- Intuitive insight, 'gut' instincts that immediately identify problems and directs energy toward fruitful solutions.
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Believer – Coachee in Manager Role

Global Strengths - Believer

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Communicator – Coachee in Manager Role

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Doer – Coachee in Manager Role

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Global Developments - Doer

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Planner – Coachee in Manager Role

Global Strengths - Planner

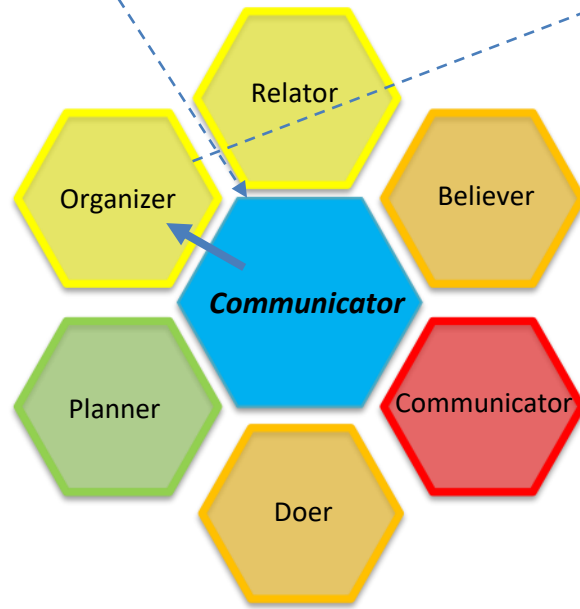
- Willing to take time to build a strategy that connects beliefs and criteria for success to actions.
- Pay attention to strategic, long-range issues.
- Willing to take the time to do the detail work of planning.
- Maintain a constant focus on doing things right, on meeting standards of excellence.
- Emphasize commitment and loyalty to goals, principles and policies.
- Spend time and energy seeing how all of the pieces fit together to make a clear and consistent picture
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- Will likely lose patience with those who are unwilling to play by the rules and who will not try to cooperate with the plan, strategy or program.

Communicator- Coach

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Organizer – Coachee in Manager Role

Global Strengths - Organizer

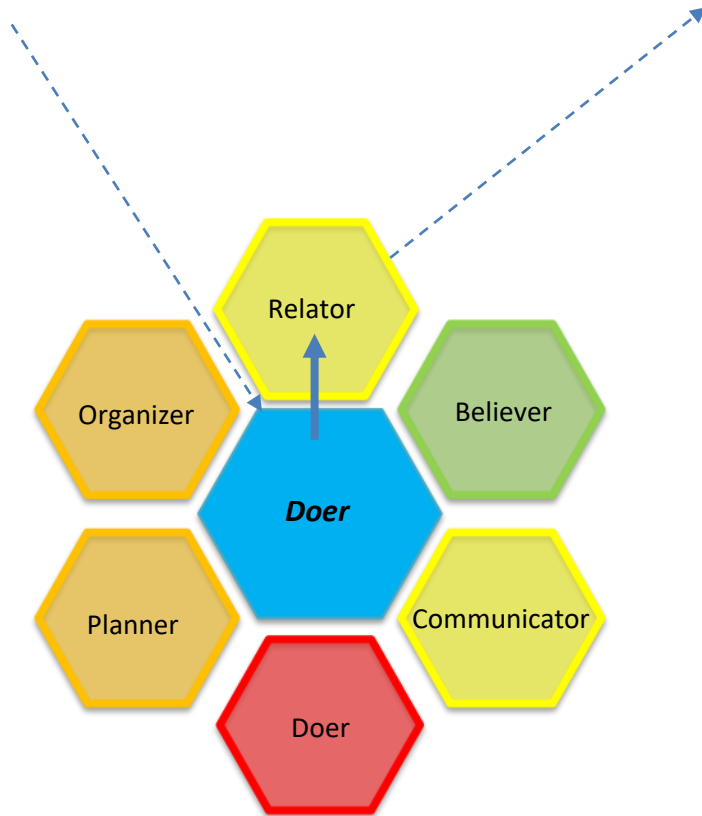
- Pay attention to achieving both effectiveness and efficiency.
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- May become so concerned about minimizing risk and competing to obtain desired results that their attitudes are cool and sceptical.
- Tend to be selective about others opening up more readily to those who meet expectations or agenda.
- Tend to develop strategies, expectations and ideas about how things should be done. These standards are used to decide what is important and needs attention, potentially overlooking critical issues that do not match expectations.

Doer- Coach

This individual is a “now”-oriented, results-oriented person who concentrates on getting things done and on concrete organization — they may not pay as much attention to the individuality of others or to conceptual organization.



Relator – Coachee in Manager Role

Global Strengths - Relators

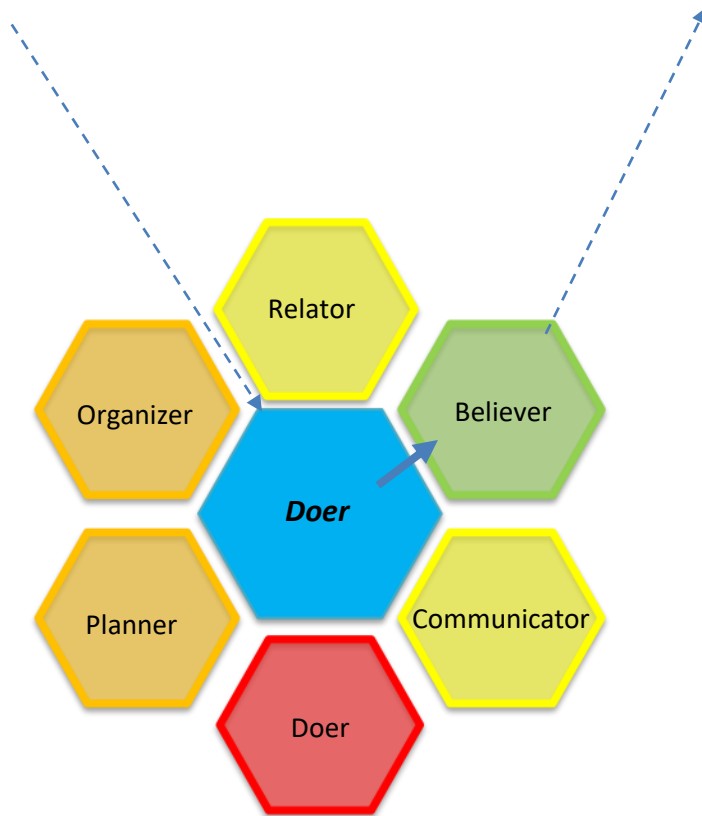
- Intuitive insight, 'gut' instincts that immediately identify problems and directs energy toward fruitful solutions.
- Focus on seeing and accepting others as they are; seeing and accepting the unique and irreplaceable worth of others.
- Willingness to become totally involved in what they do, to give their all to their primary concerns and interests.
- Ability to believe in others, to be optimistic about others.
- Concern for and sensitivity to the needs and interests of others.
- Encourage cooperation and sharing.

Global Developments- Relators

- Tendency to become too involved with others, to be too quick to trust others.
- Heavy reliance on the strength of intuitive feelings to guide decisions. May tend to delay actions if those feelings are vague or fuzzy.
- May put off planning and organizing details if they get in the way with what the Relator believes need to be done.
- Tend to be too optimistic about others, potentially becoming disappointed when their expectations are not met.

Doer- Coach

This individual is a “now”-oriented, results-oriented person who concentrates on getting things done and on concrete organization — they may not pay as much attention to the individuality of others or to conceptual organization.



Believer – Coachee in Manager Role

Global Strengths - Believer

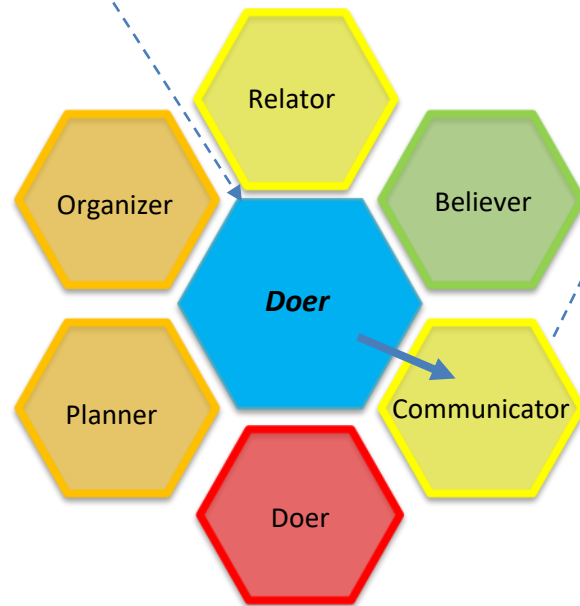
- Take time and energy to develop an overall vision that combines the strength of intuitive feelings and a global view of future consequences.
- Keep their thinking focused on a combination of what they think is right and a commitment to personal vision and goals.
- Believe in the value of logic and correct thinking. These, combined with faith and optimism create a sense that things will work out even when circumstances seem illogical and confused.
- Have faith and trust in others.

Global Developments - Believer

- Strength of their beliefs and convictions can become a stubborn insistence that their way is right regardless of circumstances.
- Tendency to be too trusting that others will do what they believe is right and to be hurt and offended when others do not do as they expect.
- Tendency to expect others to see and accept the logical necessity of their thinking.
- Their optimism leads them to expect others to be better than they are capable of being and to expect circumstances to work out even when they are not likely to.
- Their difficulty saying no to others can lead them to make more commitments and take on more projects than they can deliver.

Doer- Coach

This individual is a “now”-oriented, results-oriented person who concentrates on getting things done and on concrete organization — they may not pay as much attention to the individuality of others or to conceptual organization.



Communicator – Coachee in Manager Role

Global Strengths - Communicator

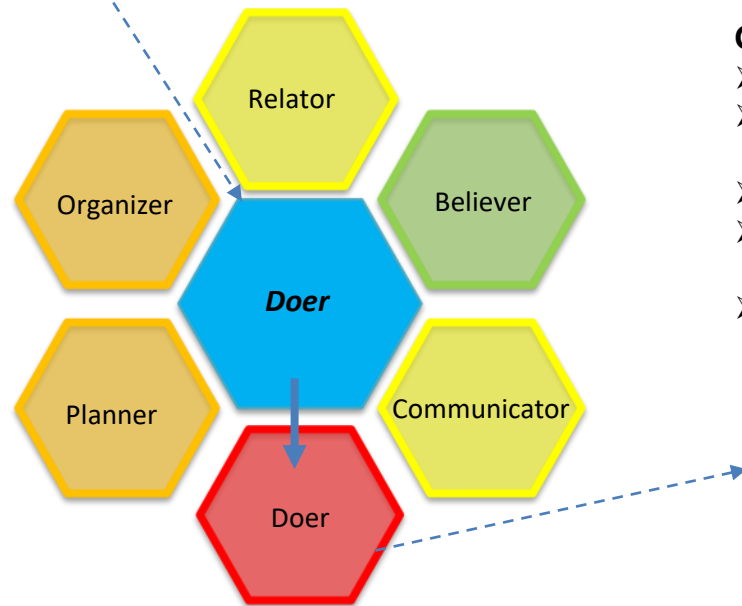
- Ability to readily identify the needs and interests of others and to size people up, seeing their strengths and faults.
- Ability to rely both on intuitive insights and common sense to keep them in touch with what is important and needs attention.
- Willingness to change directions when necessary.
- Tend to be most effective in problem situations that require attention to immediate circumstances and prompt, effective action.
- Ability to see how to get things done and what will be necessary to complete the task.

Global Developments - Communicator

- Tendency to be impatient with people and circumstances when things do not happen the way they believe is most practical.
- Tendency to feel such an urgency to act that they overlook the consequences of their decisions.
- Tendency to put off detail work of planning and organizing.
- Can become so caught up in the problem solving process that they do not see the forest for the trees.
- Can become too focused on getting around existing ways of doing things.

Doer- Coach

This individual is a “now”-oriented, results-oriented person who concentrates on getting things done and on concrete organization — they may not pay as much attention to the individuality of others or to conceptual organization.



Doer – Coachee/Manager

Global Strengths - Doer

- Immediately sees what is critical and needs attention.
- Tend to be results oriented, "now" oriented, action oriented people who stay focused on getting the task completed.
- Have good 'street sense' and can size up situations, knowing when a shift in focus is necessary to accomplish tasks.
- Have a gift for seeing what will not work, for identifying flaws or bottlenecks, and what is needed to fix the problem.
- Stay focused on concrete results, on the creation of practical, common sense.

Global Developments - Doer

- Have a practical, common sense understanding of what needs to be done, and what can be done.
- Rely on common sense and street sense to direct decisions toward immediate needs; motivate through action, strength of will, and the assumption of success.
- Stay focused on getting things done, regardless of circumstances, emphasizing bottom line results.
- Have the ability to learn from experience what alternatives will work the best. As the experience base grows, their ability to make good decisions increases.
- Focus energy on comparing and evaluating the problem situation, looking for alternatives for corrective action.

Doer- Coach

This individual is a “now”-oriented, results-oriented person who concentrates on getting things done and on concrete organization — they may not pay as much attention to the individuality of others or to conceptual organization.



Planner – Coachee in Manager Role

Global Strengths - Planner

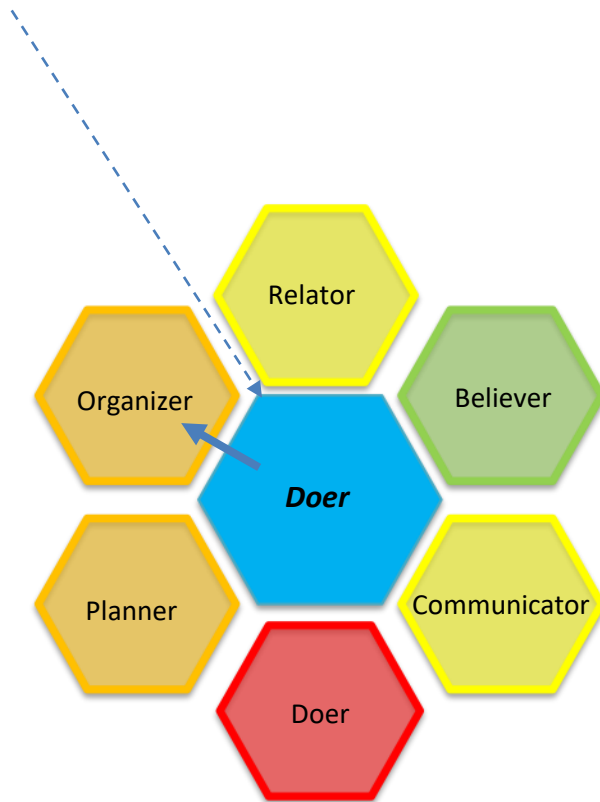
- Willing to take time to build a strategy that connects beliefs and criteria for success to actions.
- Pay attention to strategic, long-range issues.
- Willing to take the time to do the detail work of planning.
- Maintain a constant focus on doing things right, on meeting standards of excellence.
- Emphasize commitment and loyalty to goals, principles and policies.
- Spend time and energy seeing how all of the pieces fit together to make a clear and consistent picture
- Document why decisions work or fail in an effort to improve system, strategy and plans.

Global Developments - Planner

- Excessive attention to long range, strategic thinking which overlooks immediate needs and issues.
- Tend to be overly demanding on and impatient with others when they do not measure up.
- Susceptible to perfectionistic, black and white thinking which can cause them to stubbornly hold onto ideas, beliefs and strategies, even when evidence suggests they are wrong.
- Will likely lose patience with those who are unwilling to play by the rules and who will not try to cooperate with the plan, strategy or program.

Doer- Coach

This individual is a “now”-oriented, results-oriented person who concentrates on getting things done and on concrete organization — they may not pay as much attention to the individuality of others or to conceptual organization.



Organizer – Coachee in Manager Role

Global Strengths - Organizer

- Pay attention to achieving both effectiveness and efficiency.
- Evaluate the consequences of decisions prior to acting on them.
- Pay attention to long range strategic issues as well as short range tactical issues.
- Make certain that everything is available that is required to carry out their plans.
- Evaluate both the strengths and good points of others as well as flaws and inconsistencies.
- Place strong emphasis on respect for individual rights and principles, on commitment to ideas and programs, and on accountability for decisions.
- Focus on the strength of knowledge, clear and logical thinking and planning to achieve their goals.
- Pay attention to keeping each person in touch with what is needed to accomplish goals.
- Emphasize results, but not at the expense of quality, on consistency, but not at the expense of innovation, on organization, but not at the expense of spontaneity.

Global Developments - Organizer

- Tend to be impatient and overly demanding with others when they do not do as expected.
- May become so concerned about minimizing risk and competing to obtain desired results that their attitudes are cool and sceptical.
- Tend to be selective about others opening up more readily to those who meet expectations or agenda.
- Tend to develop strategies, expectations and ideas about how things should be done. These standards are used to decide what is important and needs attention, potentially overlooking critical issues that do not match expectations.

Planner - Coach

This person gets things done according to a preconceived order, structure and plan — a “layer” person who, when they have set their sights, set the limits of their structure and can concentrate their energies on concretely achieving plans and objectives.



Relator – Coachee in Manager Role

Global Strengths - Relators

- Intuitive insight, 'gut' instincts that immediately identify problems and directs energy toward fruitful solutions.
- Focus on seeing and accepting others as they are; seeing and accepting the unique and irreplaceable worth of others.
- Willingness to become totally involved in what they do, to give their all to their primary concerns and interests.
- Ability to believe in others, to be optimistic about others.
- Concern for and sensitivity to the needs and interests of others.
- Encourage cooperation and sharing.

Global Developments- Relators

- Tendency to become too involved with others, to be too quick to trust others.
- Heavy reliance on the strength of intuitive feelings to guide decisions. May tend to delay actions if those feelings are vague or fuzzy.
- May put off planning and organizing details if they get in the way with what the Relator believes need to be done.
- Tend to be too optimistic about others, potentially becoming disappointed when their expectations are not met.

Planner - Coach

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Believer – Coachee/Manager

Global Strengths - Believer

- Take time and energy to develop an overall vision that combines the strength of intuitive feelings and a global view of future consequences.
- Keep their thinking focused on a combination of what they think is right and a commitment to personal vision and goals.
- Believe in the value of logic and correct thinking. These, combined with faith and optimism create a sense that things will work out even when circumstances seem illogical and confused.
- Have faith and trust in others.

Global Developments - Believer

- Strength of their beliefs and convictions can become a stubborn insistence that their way is right regardless of circumstances.
- Tendency to be too trusting that others will do what they believe is right and to be hurt and offended when others do not do as they expect.
- Tendency to expect others to see and accept the logical necessity of their thinking.
- Their optimism leads them to expect others to be better than they are capable of being and to expect circumstances to work out even when they are not likely to.
- Their difficulty saying no to others can lead them to make more commitments and take on more projects than they can deliver.

Planner - Coach

This person gets things done according to a preconceived order, structure and plan — a “layer” person who, when they have set their sights, set the limits of their structure and can concentrate their energies on concretely achieving plans and objectives.



Communicator – Coachee in Manager Role

Global Strengths - Communicator

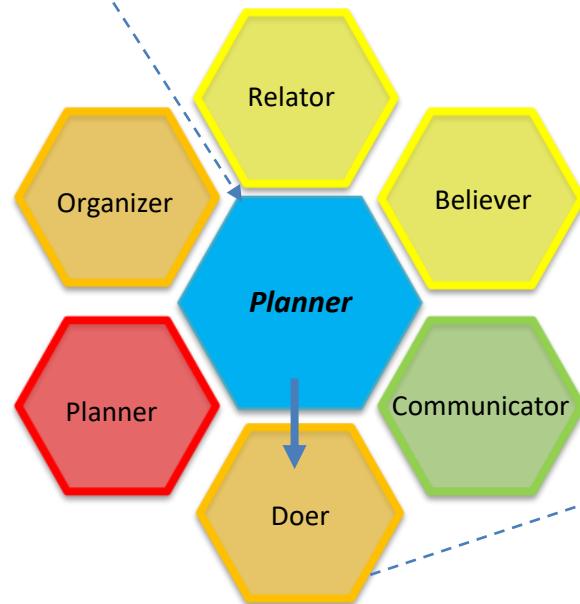
- Ability to readily identify the needs and interests of others and to size people up, seeing their strengths and faults.
- Ability to rely both on intuitive insights and common sense to keep them in touch with what is important and needs attention.
- Willingness to change directions when necessary.
- Tend to be most effective in problem situations that require attention to immediate circumstances and prompt, effective action.
- Ability to see how to get things done and what will be necessary to complete the task.

Global Developments - Communicator

- Tendency to be impatient with people and circumstances when things do not happen the way they believe is most practical.
- Tendency to feel such an urgency to act that they overlook the consequences of their decisions.
- Tendency to put off detail work of planning and organizing.
- Can become so caught up in the problem solving process that they do not see the forest for the trees.
- Can become too focused on getting around existing ways of doing things.

Planner - Coach

This person gets things done according to a preconceived order, structure and plan — a “layer” person who, when they have set their sights, set the limits of their structure and can concentrate their energies on concretely achieving plans and objectives.



Doer – Coachee in Manager Role

Global Strengths - Doer

- Immediately sees what is critical and needs attention.
- Tend to be results oriented, "now" oriented, action oriented people who stay focused on getting the task completed.
- Have good 'street sense' and can size up situations, knowing when a shift in focus is necessary to accomplish tasks.
- Have a gift for seeing what will not work, for identifying flaws or bottlenecks, and what is needed to fix the problem.
- Stay focused on concrete results, on the creation of practical, common sense.

Global Developments - Doer

- Have a practical, common sense understanding of what needs to be done, and what can be done.
- Rely on common sense and street sense to direct decisions toward immediate needs; motivate through action, strength of will, and the assumption of success.
- Stay focused on getting things done, regardless of circumstances, emphasizing bottom line results.
- Have the ability to learn from experience what alternatives will work the best. As the experience base grows, their ability to make good decisions increases.
- Focus energy on comparing and evaluating the problem situation, looking for alternatives for corrective action.

Planner - Coach

This person gets things done according to a preconceived order, structure and plan — a “layer” person who, when they have set their sights, set the limits of their structure and can concentrate their energies on concretely achieving plans and objectives.



Planner – Coachee in Manager Role

Global Strengths - Planner

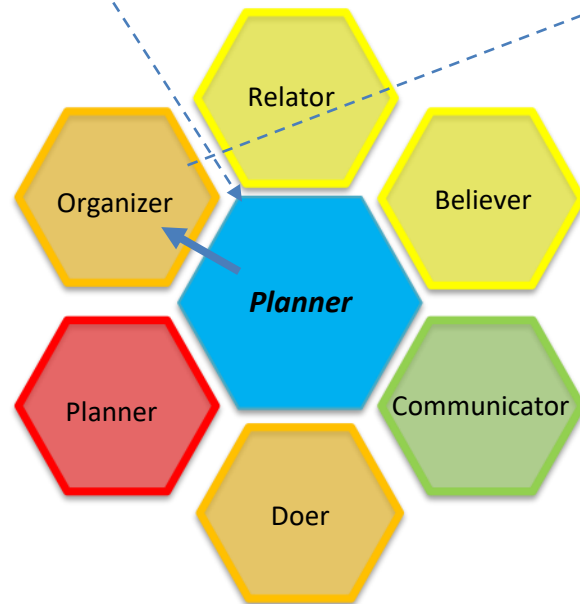
- Willing to take time to build a strategy that connects beliefs and criteria for success to actions.
- Pay attention to strategic, long-range issues.
- Willing to take the time to do the detail work of planning.
- Maintain a constant focus on doing things right, on meeting standards of excellence.
- Emphasize commitment and loyalty to goals, principles and policies.
- Spend time and energy seeing how all of the pieces fit together to make a clear and consistent picture
- Document why decisions work or fail in an effort to improve system, strategy and plans.

Global Developments - Planner

- Excessive attention to long range, strategic thinking which overlooks immediate needs and issues.
- Tend to be overly demanding on and impatient with others when they do not measure up.
- Susceptible to perfectionistic, black and white thinking which can cause them to stubbornly hold onto ideas, beliefs and strategies, even when evidence suggests they are wrong.
- Will likely lose patience with those who are unwilling to play by the rules and who will not try to cooperate with the plan, strategy or program.

Planner - Coach

This person gets things done according to a preconceived order, structure and plan — a “layer” person who, when they have set their sights, set the limits of their structure and can concentrate their energies on concretely achieving plans and objectives.



Organizer – Coachee in Manager Role

Global Strengths - Organizer

- Pay attention to achieving both effectiveness and efficiency.
- Evaluate the consequences of decisions prior to acting on them.
- Pay attention to long range strategic issues as well as short range tactical issues.
- Make certain that everything is available that is required to carry out their plans.
- Evaluate both the strengths and good points of others as well as flaws and inconsistencies.
- Place strong emphasis on respect for individual rights and principles, on commitment to ideas and programs, and on accountability for decisions.
- Focus on the strength of knowledge, clear and logical thinking and planning to achieve their goals.
- Pay attention to keeping each person in touch with what is needed to accomplish goals.
- Emphasize results, but not at the expense of quality, on consistency, but not at the expense of innovation, on organization, but not at the expense of spontaneity.

Global Developments - Organizer

- Tend to be impatient and overly demanding with others when they do not do as expected.
- May become so concerned about minimizing risk and competing to obtain desired results that their attitudes are cool and sceptical.
- Tend to be selective about others opening up more readily to those who meet expectations or agenda.
- Tend to develop strategies, expectations and ideas about how things should be done. These standards are used to decide what is important and needs attention, potentially overlooking critical issues that do not match expectations.

Organizer- Coach

This individual is an organizer, both conceptually and concretely — paying attention to both getting things done and to functioning in an orderly, structured manner. The organizer may be overly practical, critical or judgmental in their thinking.



Relator – Coachee in Manager Role

Global Strengths - Relators

- Intuitive insight, 'gut' instincts that immediately identify problems and directs energy toward fruitful solutions.
- Focus on seeing and accepting others as they are; seeing and accepting the unique and irreplaceable worth of others.
- Willingness to become totally involved in what they do, to give their all to their primary concerns and interests.
- Ability to believe in others, to be optimistic about others.
- Concern for and sensitivity to the needs and interests of others.
- Encourage cooperation and sharing.

Global Developments- Relators

- Tendency to become too involved with others, to be too quick to trust others.
- Heavy reliance on the strength of intuitive feelings to guide decisions. May tend to delay actions if those feelings are vague or fuzzy.
- May put off planning and organizing details if they get in the way with what the Relator believes need to be done.
- Tend to be too optimistic about others, potentially becoming disappointed when their expectations are not met.

Organizer- Coach

This individual is an organizer, both conceptually and concretely — paying attention to both getting things done and to functioning in an orderly, structured manner. The organizer may be overly practical, critical or judgmental in their thinking.



Believer – Coachee in Manager Role

Global Strengths - Believer

- Take time and energy to develop an overall vision that combines the strength of intuitive feelings and a global view of future consequences.
- Keep their thinking focused on a combination of what they think is right and a commitment to personal vision and goals.
- Believe in the value of logic and correct thinking. These, combined with faith and optimism create a sense that things will work out even when circumstances seem illogical and confused.
- Have faith and trust in others.

Global Developments - Believer

- Strength of their beliefs and convictions can become a stubborn insistence that their way is right regardless of circumstances.
- Tendency to be too trusting that others will do what they believe is right and to be hurt and offended when others do not do as they expect.
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Organizer- Coach

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Communicator – Coachee in Manager Role

Global Strengths - Communicator

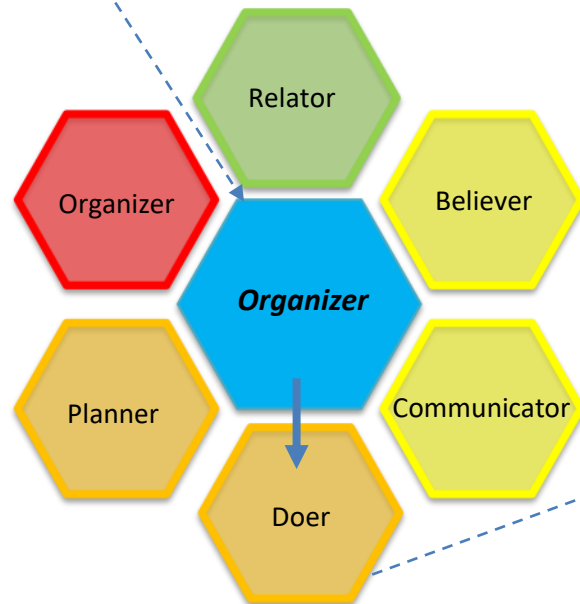
- Ability to readily identify the needs and interests of others and to size people up, seeing their strengths and faults.
- Ability to rely both on intuitive insights and common sense to keep them in touch with what is important and needs attention.
- Willingness to change directions when necessary.
- Tend to be most effective in problem situations that require attention to immediate circumstances and prompt, effective action.
- Ability to see how to get things done and what will be necessary to complete the task.

Global Developments - Communicator

- Tendency to be impatient with people and circumstances when things do not happen the way they believe is most practical.
- Tendency to feel such an urgency to act that they overlook the consequences of their decisions.
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Organizer- Coach

This individual is an organizer, both conceptually and concretely — paying attention to both getting things done and to functioning in an orderly, structured manner. The organizer may be overly practical, critical or judgmental in their thinking.



Doer – Coachee in Manager Role

Global Strengths - Doer

- Immediately sees what is critical and needs attention.
- Tend to be results oriented, "now" oriented, action oriented people who stay focused on getting the task completed.
- Have good 'street sense' and can size up situations, knowing when a shift in focus is necessary to accomplish tasks.
- Have a gift for seeing what will not work, for identifying flaws or bottlenecks, and what is needed to fix the problem.
- Stay focused on concrete results, on the creation of practical, common sense.

Global Developments - Doer

- Have a practical, common sense understanding of what needs to be done, and what can be done.
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Planner – Coachee in Manager Role

Global Strengths - Planner

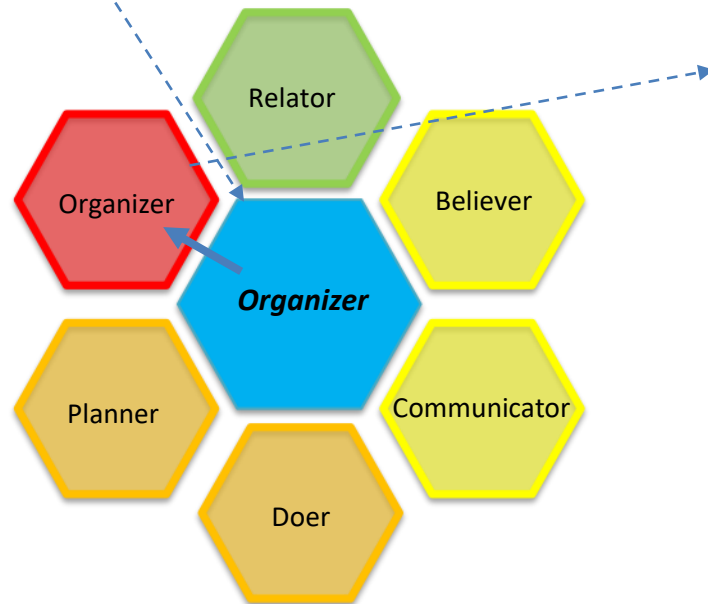
- Willing to take time to build a strategy that connects beliefs and criteria for success to actions.
- Pay attention to strategic, long-range issues.
- Willing to take the time to do the detail work of planning.
- Maintain a constant focus on doing things right, on meeting standards of excellence.
- Emphasize commitment and loyalty to goals, principles and policies.
- Spend time and energy seeing how all of the pieces fit together to make a clear and consistent picture
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Global Developments - Planner

- Excessive attention to long range, strategic thinking which overlooks immediate needs and issues.
- Tend to be overly demanding on and impatient with others when they do not measure up.
- Susceptible to perfectionistic, black and white thinking which can cause them to stubbornly hold onto ideas, beliefs and strategies, even when evidence suggests they are wrong.
- Will likely lose patience with those who are unwilling to play by the rules and who will not try to cooperate with the plan, strategy or program.

Organizer- Coach

This individual is an organizer, both conceptually and concretely — paying attention to both getting things done and to functioning in an orderly, structured manner. The organizer may be overly practical, critical or judgmental in their thinking.



Organizer – Coachee in Manager Role

Global Strengths - Organizer

- Pay attention to achieving both effectiveness and efficiency.
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