

# Axiometrics™

## Coaching Styles

Prepared for  
Demo Sample



AXIOMETRICS™  
Partners

Tel: 0845 024 0440  
Email: [value@axiometricpartners.com](mailto:value@axiometricpartners.com)  
[www.axiometricpartners.com](http://www.axiometricpartners.com)

- *This material is confidential and personal.*
- *Please do not read this report unless authorized to do so.*
- *The content should not be used as the sole source for decisions regarding hiring, placement, career moves or termination.*

# Axiometrics Assessment System

## What Are We Measuring?

Our Axiometrics Assessment System measures a person's capacity to think and make value judgments. Values include attitudes, beliefs, likes, and dislikes. Prior to this technology, the only method available to measure values was through observation of behavior. The behavioral method provides important information about people, but it has some limitations. For example, behavioral models answer questions after the decision has been made. They describe that "a person will likely do a certain action in a certain way," and "how that action was perceived by others." Axiometrics enables us to see "WHY" the person makes the decision; why the individual thinks and makes these value judgments. Axiometrics enables us to understand the forces that come together to make a decision by measuring the thinking process that leads to the decision.

## How Do We Measure Value?

Axiometrics is based on the award winning research of Dr. Robert S. Hartman, who discovered mathematical principles that define how we think and value. These scientific principles form the core of our measurement system. Validity studies have been conducted on "thousands" of individuals over the past twenty years. They confirm that Axiometrics reliably measures "Value" and that:

1. You can count on the fact that what we measure is reliable. If the results indicate a person is in social or role transition, uncertain about which type of role or function might be best, you can count on this measurement to be accurate.
2. We can measure "value" with mathematics. Rather than describing how people differ in their ability to see and appreciate the worth of others, we can precisely measure how one can see and appreciate others. This factor means that we can compare individuals to one-another and that we can look for numbers and patterns that seem to indicate success as well as difficulty in performance.
3. You can rely on the measurements being objective. In other words, the Axiometric results are not affected by age, race, or sex. Tests on representative samples from a database of over 6,500 individuals confirm that Axiometric technology is objective and does not discriminate.

# Introduction

The **COACHING STYLE ANALYSIS™** represents your preferred style for coaching others on performance related issues. Myths abound that only certain Coaching styles are the most successful and if you do not possess these styles, then you must change your style to another, more successful style. Our research indicates that any of six Coaching styles can be effective, given an understanding and utilization of your natural talents and an appreciation for and attending to the development of areas that may inhibit your performance as a Coach.

This report identifies your Coaching style and identifies **Defining Characteristics** of your style, your **Global Strengths** and **Development Areas** when communicating, problem solving and decision making. A **Planning Guide** is included to assist you in formulating a Coaching Development Plan, going forward.

Responsibilities as a Coach vary in numerous ways, depending on the industry, depth and breadth of knowledge required, and the skill sets needed to successfully achieve desired results. The Effective Coach is able to observe behavior, understand the impact of that behavior on group or business results, and plan a successful coaching session. The coaching discussion focuses on agreement that the behavior took place, acknowledgement of the impact and a cooperative, interactive discussion on possible solutions. The result is an agreement of measurable actions to take place, in certain time-frames and specific outcomes. A follow-up session is generally set at the conclusion of the session. Effective Coaches seek to effectively communicate via active listening, questioning and probing, giving and receiving feedback and reaching agreement. **The feedback you receive in this package outlines the strengths and blocks you possess to value critical components of Coaching Others on Performance.** It will be important for you to **prepare yourself mentally to seek a better understanding of your natural style** and how it impacts your ability to effectively coach others.

Whether you seek to develop your strengths to enhance your professional experience, or desire to grow personally, this feedback will provide you with an "X-Ray" of your current style and pathways for improvement. Typically, our strengths can become blocks because we pay too much attention and give too much energy to what we do best. Our challenge is to capitalize on our natural talents and to change habitual biases that inhibit our success.

There is no "best" style, so each of us has the responsibility and opportunity to enhance our own particular styles. Think of concrete, real-life examples where ineffective Coaching has caused unnecessary complaints, over-expenditures, missed due dates, costly work that needed to be repeated or loss of customers. Performance either adds value to a business or takes away value. **Effective Coaches understand the importance of continuous feedback throughout the performance period, reinforcing desired behavior and correcting or improving behavior!**

Take the time to study your feedback in each section separately, listing personal experiences that may apply as examples. Then, outline your plan for development in the **Planning Guide**. Reach your fullest potential by making your Coaching style work for you!

# Identifying Your Value Style

The biases in our thinking that define who and what we are can become the stumbling blocks in our relationships with others. Value Analysis, the science that defines the biases in our thinking and how these biases affect us, provides a new perspective for helping us blend our unique ways of thinking into the world around us. Through Value Analysis, the unique patterns that belong to each one of us can be observed and studied, and can be compared to patterns of other individuals. As a result, the integrity and uniqueness that belongs to each one of us can be protected while, at the same time, the differences and potential conflicts that may occur, because of the uniqueness, can be understood and potentially resolved.

## Defining Six Styles of Thinking

How can we understand different styles of thinking and integrate them into our day-to-day decisions? The three dimensions of value that form the basis of our personal value talent also form the basis for understanding the overall focus and style of our thinking. The merging of **Empathetic Value**, **Practical Value**, and **Systemic Value** into a value matrix, can help us to re-focus our attention away from biases such as age, race, and sex that tend to separate us, and toward natural biases that define our uniqueness as human beings and, thus, bind us together.

### 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.

## Defining Six Styles of Thinking (continued)

The three basic styles are:

### **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.

The combination of these three basic value styles produces a six-grid matrix. This results in the following styles (for which a general description of each is included).

### **Relator**

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.

### **Communicator**

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.

### **Believer**

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.

### **Doer**

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.

## Defining Six Styles of Thinking (continued)

### Organizer

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.

### Planner

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.

## Applying the Six Value Styles

In recent studies of different cultures in American business, we find that the need for respect is the most crucial issue that defines the philosophy of both management and support personnel — the number one stress issue, and the number one need for development. One key to respecting others is understanding how people think, what they need in order to make a decision, what they see and what they tend to overlook, and how our thinking fits together with theirs to form a total picture of what is happening.

Your Value Style Analysis helps you identify what you need to make a decision, what you can rely on, and what you should watch out for. Moreover, the analysis identifies similarities and differences between your style of thinking and valuing and other styles. The understanding you gain can become a bridge that protects your uniqueness and increases your ability to relate effectively with others.

## The Six Value Styles in the Coaching Environment

Listed below are each of the styles with an overview of that style **operating in a performance coaching environment**.

### Relator

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.

### Communicator

The Communicator feels a personal obligation to help everyone, and wants to make them feel comfortable. The Communicator tends to focus on identifying and solving problems and likes to demonstrate and showcase how results are accomplished. There is a tendency to make the coaching action plan fit the unique needs of each person.

### Believer

The Believer feels an obligation to educate and convince each person in the power of the suggested action steps. The Believer is sensitive to the needs and interests of the person being coached, but may overlook them in the zeal to demonstrate the worth of his/her ideas. There is a tendency to delay action steps if he/she suspects that the person does not understand the end result.

### Doer

The Doer pays attention to getting things done and to making things happen. He/she focuses on solving the performer's problems. The Doer may overlook objections, assume consent and move to prescribing action steps before the employee has participated in the discussion or problem-solving process.

### Organizer

The Organizer focuses on education and logic, and demonstrates the logical choice that the coaching plan will offer. He/she tends to assume that the person's needs and interests are reflected in the prescribed solutions. Organizers may become impatient and critical if the person is not convinced by their explanation.

### Planner

The Planner relies on a coaching plan which identifies needs and provides solutions for rewarding, correcting or improving behaviors. He/she assumes that employee needs and interests are best represented by his/her plan. The Planner may not respond to objections to the coaching plan.

The next pages outline your personal style — your global strengths to rely on and your areas for development while communicating, problem-solving and making decisions.

# Relators as Coaches

## Defining Characteristics of Relators

- Acts according to feelings and "gut" instincts. They are very intuitive persons and each experience is unique and important.
- Are very sensitive to the needs of others, the individual rights of others;
- Tends to focus on immediate needs.
- Once the Relator's mind is made up, they display an urgency to act without delay or without having to give reasons for their actions or decisions.
- Are concerned about treating others with respect and fairness.
- Tends to either become totally involved with people, ideas or projects or to be distracted by new ideas and ways of doing things.
- Do not feel the need to put a plan together to make things work; to think out an idea or strategy before acting.
- Focus on building and maintaining trust.
- Feel anxiety, frustration and potential impulsive reactions in situations that require detailed, long range planning, especially at the expense of getting things done.



## Relator Strengths

### Global Strengths of 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.

### Communication Strengths of Relators

- Willingness to listen to others from their point of view.
- Ability to quickly size up what the issues are and direct attention to helping others understand and solve their problems.
- Listening attentively and carefully.
- Listening with emotion and energy.
- Willingness to give advice without criticizing.

## Relator Strengths (continued)

### Problem Solving, Decision Making Strengths of Relators

- Focus and attention on what is important and needs attention.
- Ability to handle changes in direction, problems and problem situations.
- Ability to immediately size up the situation, see what needs to be done and how to do it.
- Focus and attention on concretely organizing things, on making check lists that keep them in touch with what needs attention.
- Ability to use their practical, common sense and "street Sense" to identify problems and direct energy toward workable solutions.
- Willingness to stick by their inner feelings about what is right and needs to be done.

### Relator Development Areas

#### Global Development Areas for 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 needs to be done.
- Tend to be too optimistic about others, potentially becoming disappointed when their expectations are not met.

## Relator Development Areas (continued)

### Communication Blocks of Relators

- Tendency to put off confrontational or confusing issues which they are uncertain about.
- Tendency to send mixed signals, sometimes opening up too much to others and other times holding back.
- May either say more than is necessary to get their point across or try too hard to please others, avoiding conflicts or disagreements.
- May be too quick to respond, saying things they do not necessarily mean, and respond with their emotion and feelings rather than with reason.
- Are likely to be too sensitive about what others think or say about what they say or do.

### Problem Solving and Decision Making Blocks of Relators

- May have difficulty deciding what to do if they cannot match alternatives to their strong feelings.
- Tendency to be impatient and frustrated when others do not feel the same sense of urgency to act.
- Can become too focused on immediate needs; on "now thinking".
- May respond or decide before they have thought through all alternatives.
- Tend to be reactive, to get caught up responding to crises and problem situations rather than thinking and planning ahead.

# Planning Guide

## Assignment #1

**Review** the section, "**STRENGTHS...**", and **list** specific examples where each strength has worked for you. **Be specific**, detailing how each strength benefited you as a Coach.

1.

2.

3.

# Planning Guide

(continued)

## Assignment #2

**Review** the section, **Development Areas**, and **list** specific examples where each of these areas potentially or actually adversely affected your Coaching sessions. **Be specific, detailing the actual occurrences, what took place and the outcomes.**

1.

2.

3.

# Planning Guide

(continued)

## Assignment #3

**Prioritize** those areas that require immediate development to ensure your success. **Detail the reasons** for the priority you choose and **explain the expected effect** the development will have.

### Priority:

1. (Reason and Effect)

2. (Reason and Effect)

3. (Reason and Effect)

# Planning Guide

(continued)

## Assignment #4

**Write** at least **two objectives** for your development, including specific action[s] to take and timeframes for completion. **Cite** how you will measure the successful completion of your development goals.

Example: "I will successfully complete the company's advanced course on Coaching Skills by 10-1-[Year] and document successful use of three techniques in the 4th quarter.

1.

2.