

Your Personal Style's Impact on your Leadership & Influence (REACH)

REACH Profile Overview

The REACH Personal Style Profile provides a description of the most common ways that people tend to in common circumstances:

- **re**late to others (the RE in REACH stands for RELATING)
- **ach**ieve goals (the ACH in REACH stands for ACHIEVING)

As we approach tasks and goals, and as we work with and around others, we tend to adhere to a style. While we don't always follow the same routine, the way we approach tasks and relationships does tend to reveal a consistent pattern. We summarise this pattern using two specific sources of motivational drive:

Achievement Drive: this describes the way we approach tasks, processes and goals (the "what" of leading). At opposite ends of the Achievement Drive continuum are two approaches:

Thinking Orientated or methodical (a more tactical orientation to leading) and Action Orientated or urgent (a more strategic orientation to leading).

Relational Drive: this describes the way we engage emotionally with others (the "how" of leading). At opposite ends of the Relational Drive continuum are two approaches: Task Focused or guarded (a more enforcing orientation to leading) and People Focused or expressive (a more enabling orientation to leading).

These two sources of motivational drive interact to reveal one of four unique profiles which describe your primary leading style:

Counsellor (the combination of Thinking Orientated *Achievement Drive* and People Focused *Relational Drive*)

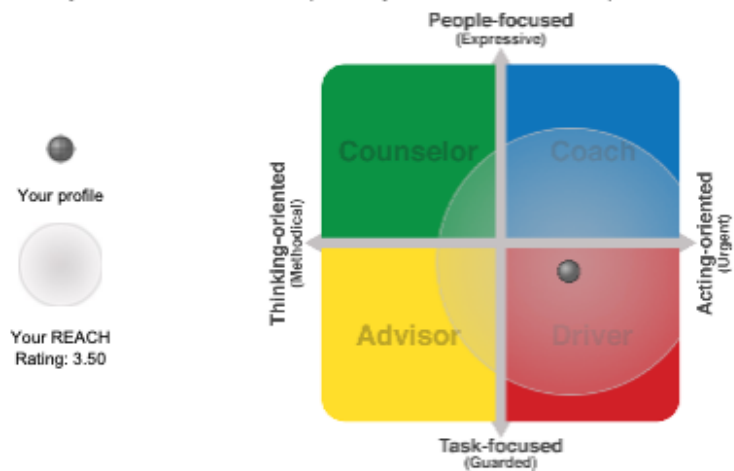
Coach (the combination of Action Orientated *Achievement Drive* and People Focused *Relational Drive*)

Driver (the combination of Action Orientated *Achievement Drive* and Task Focused *Relational Drive*)

Advisor (the combination of Thinking Orientated *Achievement Drive* and Task Focused *Relational Drive*)

Your style influences how you define and carry out your leadership role. A practical way to describe this influence is by measuring two sets of leadership orientations that describe the "what" and the "how" of your leadership approach

Your responses will position your profile on a 2X2 grid based on the degree that you are thinking as opposed to acting oriented and people as opposed to task focused.



The agility of your unique profile is graphically displayed as a circular zone around your plot. This zone may be seen as the area of the matrix within which you feel most comfortable interacting with others. The larger the “REACH” circle, the greater the agility with which you may adapt to other profiles of influence when Relating to people and Achieving goals.

It is important to remember that all personality styles have merit and that each individual is a combination of different styles. Similarly, individuals will have different strengths. The REACH tool assists individuals in identifying the dimensions of their personality, where their corresponding strengths lie and where these strengths may hinder performance in some situations.

Personal Style Markers

While specific behaviours may vary based on the circumstances (such as at work or at home), an individual's personal style will most likely be conveyed in a consistent manner. The following summary reveals how each of the four profiles may be most commonly recognised:



REACH: Personal Styles – Self-Awareness Activity

Activity: Your Personal Markers

What have you identified in each of your personal style markers that will either help you to be more effective or that you need to improve on to become more effective?

Communicating – My style is Warm & comforting, Charismatic & dynamic, Reserved & formal, Focused & intense (choose one)	
Why it helps me	Why it may hinder me

Conflict Handling – My style is Accommodating, Collaborating, Compromising, Directly confronting (choose one)	
Why it helps me	Why it may hinder me

Delegating – My style is Asking, Selling, Teaching, Directing (choose one)	
Why it helps me	Why it may hinder me

Planning – My style is Careful & flexible, Fluid & interactive, Methodical & detailed, Urgent and adaptive (choose one)	
Why it helps me	Why it may hinder me

Learning– My style is Careful step by step reflection; with active big picture understanding (choose one)	
Why it helps me	Why it may hinder me

Achieving AND Relating Dimensions

Now that you have reviewed the markers of your style, let's turn our attention to ten specific dimensions that help to influence how you apply your unique approach. As you influence others, or lead groups and teams, these dimensions interact to shape your most common behavioural patterns. By examining these dimensions in more detail, you can uncover ways in which your behaviours are sources of strength, while also learning where you might benefit from further development. These ten dimensions include five *Achieving Dimensions* and five *Relating Dimensions*

Achieving Dimensions

As we have already explored, Achievement Drive describes the way we approach tasks, processes and goals (the “what”). As a motivational source, Achievement Drive can be most evident to us, and those around us, based on five behavioural dimensions. The five Achieving Dimensions include:

1. Accomplishing Goals (a measure of your Work Intensity)
2. Asserting Yourself (a measure of your Assertiveness)
3. Taking Risks (a measure of your Uncertainty Avoidance)
4. Adapting to Change (a measure of your Adaptability)
5. Decision making (a measure of your Perception)

Work Intensity

Describe a way in which your approach to *Accomplishing Goals* is a source of strength in your role.

Describe a way in which your approach to *Accomplishing Goals* might present a challenge in your role.

Development Goal - Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Accomplishing Goals* into a consistent source of strength.

Risk Tolerance

Describe a way in which your approach to *Risk Tolerance* is a source of strength in your role.

Describe a way in which your approach to *Risk Tolerance* might present a challenge in your role.

Development Goal - Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Risk Tolerance* into a consistent source of strength.

Assertiveness

Describe a way in which your approach to *Assertiveness* is a source of strength in your role.

Describe a way in which your approach to *Assertiveness* might present a challenge in your role.

Development Goal - Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Assertiveness* into a consistent source of strength.

Adaptability

Describe a way in which your approach to *Adaptability* is a source of strength in your role.

Describe a way in which your approach to *Adaptability* might present a challenge in your role.

Development Goal - Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Adaptability* into a consistent source of strength.

Decision Making

Describe a way in which your approach to *Decision Making* is a source of strength in your role.

Describe a way in which your approach to *Decision Making* might present a challenge in your role.

Development Goal - Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Decision Making* into a consistent source of strength.

Relating Dimensions

Now that you have explored how your leading style is impacted by the five Achieving Dimensions, let's shift our attention to the five Relating Dimensions which provide insight regarding how you interact with others and express yourself (the "how"):

1. Competing (a measure of your Status Motivation)
2. Working Together (a measure of your Affiliation)
3. Helping Others (a measure of your Consideration)
4. Opening Up (a measure of your Openness)
5. Protecting Yourself (a measure of your Self-protection)

Affiliation

Describe a way in which your approach to *Affiliation* is a source of strength in your role.

Describe a way in which your approach to *Affiliation* might present a challenge in your role.

Development Goal - Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Affiliation* into a consistent source of strength.

Consideration

Describe a way in which your approach to *Consideration* is a source of strength in your role.

Describe a way in which your approach to *Consideration* might present a challenge in your role.

Development Goal - Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Consideration* into a consistent source of strength.

Openness

Describe a way in which your approach to *Openness* is a source of strength in your role.

Describe a way in which your approach to *Openness* might present a challenge in your role.

Development Goal - Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Openness* into a consistent source of strength.

Status Motivation

Describe a way in which your approach to *Status motivation* is a source of strength in your role.

Describe a way in which your approach to *Status motivation* might present a challenge in your role.

Development Goal - Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Status motivation* into a consistent source of strength.

Self-Protection

Describe a way in which your approach to *Self-Protection* is a source of strength in your role.

Describe a way in which your approach to *Self-Protection* might present a challenge in your role.

Development Goal - Identify what you can do in the next 90 days (either on your own or working with a coach or mentor) to develop your approach to *Self-Protection* into a consistent source of strength.

Profile Interactions

We will now review those things to try and those things to avoid when interacting with different profile types.

Reflect on the makeup of your team and their possible profile types and how you might improve communication with your team.