

REACHing with Style



*A quick glimpse into
personal styles and their
implications for team culture*

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A quick glimpse into personal styles and their implications for the workplace

Since the beginning of the COVID-19 pandemic, few phrases have been repeated more often than this one: “We are all in this together.”

We have been made painfully aware of our need to both receive and offer support to our family members, friends, neighbors and colleagues. After all, to do so binds us together as a community facing hardship – rather than unconnected individuals confronting it alone.

So, what does it mean to REACH? And, what does it look like to be REACHing with style?

The REACH model is rooted in our relentless passion for organizational development and our experience in training and coaching leaders from around the world. Through REACH, we aim to make people more aware of their personal style – including its key strengths and growth opportunities – and to equip leaders in transforming individual potential into team performance.

Such potential is found in recognizing that each team member gravitates to one of four personal styles, and these styles are shaped by preferences for how they relate to others as they achieve goals. These preferences influence how they interact in the workplace, including how they communicate, prioritize, handle conflict and even, which skills they tend to develop most comfortably. Potential is transformed into performance when the leader recognizes and intentionally develops the value that each member's style brings to the team. This is what it means to REACH with style: *to recognize and develop the team's capacity to RE-late to others while ACH-ieving shared goals.*

The content of this brief e-book is based on our work in assessing, training and coaching more than 75,000 leaders and team members. We hope to share observations from our work over the last decade – observations that will equip you to recognize and grow REACH in yourself and in your team. While much more can be said about REACH, we have intentionally kept this e-book very brief. More information can be found at: reachecosystem.com

What follows is a primer or overview of the four REACH styles.



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DEFINING PERSONAL STYLES

What are personal styles?

The REACH model is intended to reveal patterns of personality characteristics describing how individuals exercise influence over others. Referred to as personal styles, these patterns can be applied to diverse settings such as leading, selling, negotiating, learning, conflict-handling and team-building – any setting in which one person exercises influence over another person.

Based on an exhaustive review of studies dating back nearly a century and supported by numerous analyses, researchers developed a model based on the interaction of two behavior patterns: Relating Style and Achieving Style.

These patterns are measured by a psychometric assessment known as the REACH Profile. In this context, the term psychometric simply means that the assessment was developed through rigorous research protocols and is designed to measure aspects of an individual's personality.

The REACH Profile is delivered via a people and culture development solution called the REACH Ecosystem – an online portal accessed by thousands of users from all over the globe, providing unlimited access to profiling, surveying customizable training materials and coaching resources.

When a person completes the REACH Profile, they answer 95 questions regarding specific personality characteristics, followed by 16 self-ratings of key people skills that are validated for workplace applications. Within the 95 questions, there are algorithms leveraged to derive scores for a person's Relating Style and Achieving Style. These scores are reported as percentiles, allowing users to compare scores between people, such as in a team setting.

These style patterns form the basis of the REACH Profile.

Relating Style: describes the extent to which an individual engages emotionally in common circumstances. At opposite ends of the Relating Style continuum are two primary style patterns: guarded and expressive.

Guarded: reserved, private and distant during common interactions. Often considered quiet or withdrawn, guarded individuals are typically careful about confiding in others. They are inclined to maintain a formal or distant approach in most personal interactions, at least until others gain their confidence or trust. Guarded individuals often prefer to work alone rather than collaborating with others, and they may be viewed as objective or neutral when working within a team setting.

Expressive: outgoing, gregarious and collaborative during common interactions. Outgoing in nature, expressive individuals are drawn to personal interactions and opportunities to affiliate with recognized groups. They are often considered approachable by others, and they will likely prefer teamwork over individual effort. Expressive individuals are often seen as sensitive and cooperative in their approach, and they tend to influence others based on emotional persuasion rather than using impersonal facts or direction.

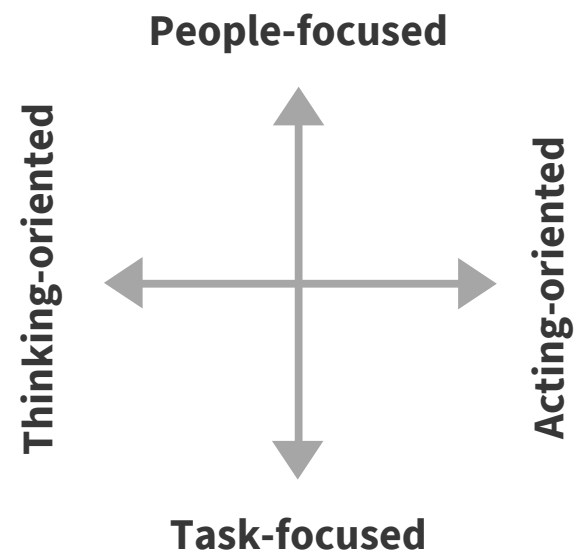
Achieving Style: describes the focus and pace with which an individual approaches common activities and goals. At opposite ends of the Achieving Style continuum are two primary style patterns: methodical and urgent.

Methodical: approaching tasks and goals in a cautious, measured or contemplative manner. Rarely impulsive, methodical individuals are typically very deliberate in their actions and prefer to consider all possible outcomes before choosing a specific course. They are inclined to seek clarification and rationalization, so they fully understand both needs and implications of their circumstances. Others may view methodical individuals as pragmatic and consistent in decision-making, preferring order over novelty in reaching conclusions.

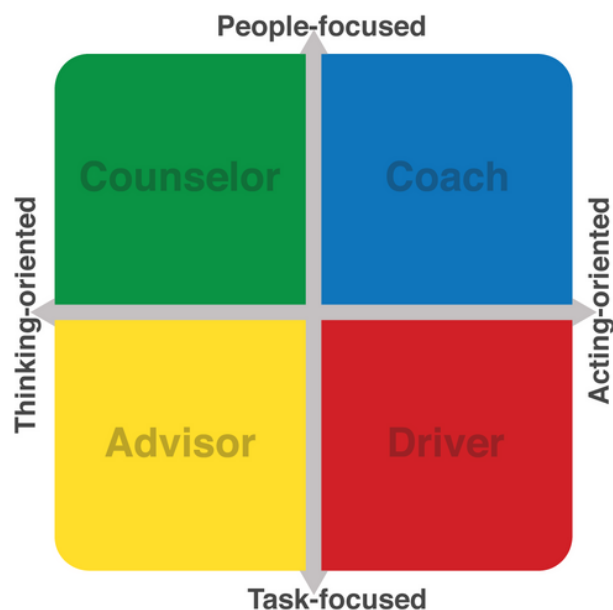
Urgent: approaching tasks and goals in a bold, intense or confident manner. Spontaneous in nature, urgent individuals are typically comfortable with ambiguity and do not shy away from taking action, even without a fully developed plan. Their desire for recognizable accomplishments and their need for change may cause

them to work at a faster pace than their peers. Urgent individuals are often very concerned with “what’s next?” and they may be seen by others as passionate and courageous in approaching common circumstances.

To arrive at an individual’s REACH Profile, their preferred Relating Style pattern (guarded or expressive) is considered along with their preferred Achieving Style pattern (methodical or urgent). The REACH Profile is graphically portrayed as the interaction of these two style patterns on a 2x2 matrix, color-coded to represent four distinct style combinations described on the following page.



How are the styles plotted on the REACH matrix?



The **Counselor** profile is plotted on the REACH Profile Matrix in the upper left green quadrant, ranging from 50-100% Relating Style and from 0-49% Achieving Style, and is most recognized for its combination of thinking-orientation and people-focus.

The **Coach** profile is plotted on the REACH Profile Matrix in the upper right blue quadrant, ranging from 50-100% Relating Style and from 50-100% Achieving Style, and is most recognized for its combination of acting-orientation and people-focus.

The **Driver** profile is plotted on the REACH Profile Matrix in the lower right red quadrant, ranging from 0-49% Relating Style and from 50-100% Achieving Style, and is most recognized for its combination of acting-orientation and task-focus.

The **Advisor** profile is plotted on the REACH Profile Matrix in the lower left yellow quadrant, ranging from 0-49% Relating Style and from 0-49% Achieving Style, and is most recognized for its combination of thinking-orientation and task-focus.

As indicated, the behavior patterns interact to reveal four distinct style profiles. These profiles are used to describe the pattern with which individuals may tend to exercise influence in a variety of applications. Each profile is briefly highlighted below, with more depth provided in subsequent sections.



Counselor

The profile combining an expressive Relating Style with a methodical Achieving Style is referred to as the Counselor. People preferring this profile tend to exercise influence by counseling those within their sphere of influence.

For the Counselor, a strong sense of community is central to their life and work. Whether in times of hardship or celebration, the Counselor understands the value of community. They cultivate a sense of belonging as a key aspect of their style. When a team faces stress or challenge, the Counselor will be the first to invest in team members' well-being, thereby contributing to the group's cohesiveness. The Counselor enjoys helping others and seeks out opportunities to nurture people, even if it means their own goals are set aside at times.



Coach

The profile combining an expressive Relating Style with an urgent Achieving Style is referred to as the Coach. People preferring this profile tend to exercise influence by coaching those within their sphere of influence.

Like the Counselor, the Coach has a strong sense of community. In the eyes of the Coach, each community has unique potential or capacity to make an impact – best captured by the phrase “the whole is greater than the sum of its parts.” The Coach recognizes the community’s value in what it can accomplish together. In that way, the Coach sees their own role as rallying people around a compelling cause and promoting a sense of belonging and shared purpose – much like a sports team pursuing a championship.

Driver

The profile combining a guarded Relating Style with an urgent Achieving Style is referred to as the Driver. People preferring this profile tend to exercise influence by driving those within their sphere of influence.

The Driver finds fulfillment in accomplishing goals. While they share the urgency found in the Coach profile, they are less likely to express the interpersonal warmth found amongst the Coach and Counselor. They do not find fulfillment in being part of a recognized group. In fact, the Driver may find that prioritizing a sense of belonging hinders accomplishment, so they are much more comfortable going it alone. Generally, they will tend to work with more urgency and show more intensity than most of their peers.

Advisor

The profile combining a guarded Relating Style with a methodical Achieving Style is referred to as the Advisor. People preferring this profile tend to exercise influence by advising those within their sphere of influence.

Like the Driver, the Advisor is more comfortable working independently, although they will not approach their work with the Driver's urgency. Quite the opposite, the Advisor prefers to progress methodically in accomplishing goals. In the eyes of the Advisor, a group or team represents a collection of resources that must be aligned within a system or process in order to reach its potential. Where the Counselor and Coach may prioritize interpersonal warmth, the Advisor will prioritize structure and efficiency.

How would you recognize the styles?

Counselor

The Counselor encourages a welcoming and nurturing climate in which team members recognize and care for each

other's interests. The Counselor answers the "who" questions to ensure that team members are appreciated and supported. The Counselor is the compassionate person within the team. If they had a motto for team leadership, it might be: "People come first." We see examples of this in the following 360-degree feedback comments describing Althea, a division-level manager exhibiting the Counselor profile:

- *Althea is a warm and welcoming teammate. She is always happy to lend a hand, answer questions and help guide people. She is also always a positive spirit and her sunny disposition brings out the best in her colleagues.*
- *Althea comes across as a very supportive team member – she is well connected to her network and uses this as a platform to make sure others can be too. She has very strong relationships and has brought the entire team closer. She facilitates cross-department and cross-territory dialogue and support.*
- *She is a strong, encouraging member of the team who actively seeks out positive solutions to problems and goes out of her way to help.*

In another example of the Counselor profile, we see similar characteristics mentioned in describing Stephen, the leader of a small team:

- *I have observed Stephen practice an inclusive style of working. Stephen has a highly collaborative and nurturing style which I have witnessed across business units. He wants each person to be able to contribute their best and to feel supported by leadership. He is very approachable and very aware of needs across all staff.*
- *Stephen took a lot of time to make me feel welcome and part of the team and has continued to do so, providing insight into the business. As we are a small team, it was very important that we understand one another's working style. Stephen was proactive in sharing his REACH profile which provided a lot of context on how he likes to work.*
- *Stephen is an incredibly warm, inviting, and welcoming team leader. He is always open and available to train staff and provide great suggestions to problems and identify areas of opportunity. He always makes himself*

available for training and providing advice and perspective. Stephen is always easy to get along with and helps build an engaging environment for the wider team.

As we can see, the Counselor contributes to a culture in which team members feel supported and are encouraged to engage relationally with others.

Coach

The Coach inspires team members through charismatic appeal to face challenges with shared urgency and purpose. The Coach answers the “why” questions, with a strong emphasis on motivating the team to perform at its best. Energy and enthusiasm are key. If they had a motto for team leadership, it might be: “Let’s do this!” We see examples of this in the following 360-degree feedback comments describing Rae, a division-level manager exhibiting the Coach profile:

- *Rae certainly uses a coaching leadership style to motivate team members through emotionally-connected appeals. She is highly attuned and focused on the people in her team and each person's individual development, their contribution to the team and the organization and the individual's overall satisfaction while at work.*
- *Rae's style in terms of coaching/leading other team members is friendly and open, with pretty firm boundaries in terms of helping but not "over-helping".*
- *When she gets her head and heart around a challenge, she's excellent at bringing others into the mix and then strategizing to solve the problem. Not afraid to get in the trenches with her teams and also quite adaptable. She celebrates the victories.*

In another example of the Coach profile, we see similar characteristics mentioned in describing Dina, a frontline supervisor:

- *Dina always brings a positive energy and can rally troops very well. It is one of her biggest strengths.*
- *Dina showcases enthusiasm and team spirit in all facets*

of work. Dina is a real team player. She clearly recognizes the work input/effort of the team and will thank/congratulate individuals on their contribution/success. Again, another area of strength for Dina. She works harmoniously with different departments and can build rapport very quickly across all levels of staff.

- *Dina has always led productive meetings, setting a positive and fun environment for us to engage in. She also encourages and praises team members when good work is done, or milestones reached.*

Overall, the Coach contributes to a culture in which team members feel inspired to pursue a compelling vision together.

Driver

The Driver directs team members' contributions to comply with expectations and meet timely performance goals. If they had a motto for team leadership, it might be: “Keep your eyes on the prize.” The Driver answers the “what” questions for the team by setting and reaffirming expectations. Drivers tend to love the thrill of competition, and they will often find an outlet for this in their work. We see examples of this in the following 360-degree feedback comments describing Tyler, a sales manager exhibiting the Driver Style:

- *Tyler is far more factual and numbers based, and struggles with the "warm and fuzzy" stuff. He would typically avoid these kinds of discussions by ending meetings early with "gotta go" or "let's come back to that later." Celebrating incremental success can be few and far between, as he is always focused on the end goal.*
- *I personally find many of my interactions with Tyler to be brief and to the point. They generally involve status reports and making sure we are on track. His style tends to be more applicable to a faster-pace. He communicates clearly on what is expected and uses the tools available to him to assess performance and provide feedback in a factual manner.*
- *I would say that Tyler's decisions are always well thought out and well informed. He inspires his team to deliver*

effective outcomes in a quick time frame. When someone questions a decision, the conversation shifts to a clear reminder of expectations. There is rarely any doubt about what we are to be doing and by when we should be done.

In another example of the Driver profile, we see similar characteristics mentioned in describing Sooki, a call center executive:

- *Sooki is able to command a room's attention, control a situation, and guide a team through a changing climate. She is exceptional at exercising control and rallying all involved into a process.*
- *Sooki is a person that takes charge of a situation when she knows the solution. She tends to be very direct and therefore can come across as she does not care. I believe Sooki is so focused on the mission at hand.*
- *Sooki has struggled with maintaining harmony among employees. She is definitely a Driver. Unfortunately, she doesn't get the team bought-in to what she is trying to achieve. Instead, they go along with her to keep the peace. She sets clear expectations and follows up – she just doesn't have a relationship with her team members. I believe she does an excellent job of setting expectations and holding everyone around her accountable.*

Overall, the Driver contributes to a culture in which team members' efforts are directed within a controlled, yet fluid setting.

Advisor

The Advisor guides team members by developing systems and processes that support an efficient workflow. If they had a motto for leadership, it might be: "Slow and steady wins the race." The Advisor answers the "how" questions to ensure that team members avoid mistakes and minimize risk. The Advisor is a careful tactician. We see examples of this in the following 360-degree feedback comments describing Naya, a director of financial services exhibiting the Advisor Style:

- *Being a person who likes to follow systems, Naya is very effective in using the tools at her disposal to help manage those around her. She often spends time developing the systems to ensure there is helpful data.*
- *Naya is great at creating processes and procedures for many parts of the business. She will use the data to help her and her peers make the best decision based on the facts. She is gifted with a technical skill set, and she is also very good at breaking down operational challenges and working on the business at large. I think her technical background sometimes makes it hard to get things "good enough" from an operations perspective because there is a strong desire to get every piece right rather than settle for an 80% solution. That desire to get to 100% sometimes shows up in slower progress toward major initiatives.*
- *Naya is extremely involved in budgeting cycles, ensuring we have the materials needed. Not only that, but she always tries to help keep procedures up to date and accurate to improve our efficiency.*

In another example of the Advisor profile, we see similar characteristics mentioned in describing Spence, an operations manager:

- *We are constantly encouraged to use the resources we have at hand to make informed decisions. Written procedures are updated and provided to each team member to ensure we are operating at the same standard across the board.*
- *Spence has set up all of the operations and processes for our department. These processes have helped us to stay organized and move as a single unit. We all know what our responsibilities are and we help each other at work.*
- *Spence is a master at logistics. He is also fantastic at finding alternate resources to help us, as a department, to perform efficiently and effectively. He focuses less on dictating what needs to be done and by when, and more on equipping the team members to take responsibility.*

Overall, the Advisor contributes to a culture in which team members are consulted regarding their perspectives to arrive at the most efficient process

A man with short brown hair and glasses, wearing a light-colored blazer over a dark shirt, is shown from the chest up. He is gesturing with his right hand, palm facing outwards, as if explaining something. The background is a soft, out-of-focus grey. A large, light grey quotation mark is positioned to the left of the man's head.

“

"What differs among people - and this is the essence of one's style - is the relative emphasis that each person places on each of these functions."

DR. ALAN J. ROWE
DR. RICHARD O. MASON



STYLES IN ACTION

While each person's response may differ based on circumstances, it is generally assumed that a person's approach to relating to others and achieving goals remains consistent over time. By recognizing specific markers of each style we can learn to adjust our approach as needed over time – such as when interacting with a new team member, or taking on a challenging project.

How do the styles prioritize?



Counselor

Counselors tend to invest a great deal in the lives of others. So, where others may be looking only at accomplishing objectives, the Counselor may be far more concerned with

equipping the team and maintaining satisfaction among the members involved. While this focus on nurturing others can help cultivate a very warm and friendly environment, it can also present challenges when the Counselor must hold others accountable regarding specific goals. For Counselors, it may be said that they "give until it hurts," but this may also contribute to a reluctance to stand firm on decisions at times. This is echoed in the following feedback provided to Allen, a team leader preferring the Counselor profile, by one of his direct reports:

- *Allen has managed to cultivate team spirit and recognize team needs in a very challenging time. My only concern is sometimes this can be at the expense of his own best interests. He seems to drop everything too easily if one person has a concern. On occasion, people can manipulate his kindness and challenge his authority when they really just don't want to do the work he has assigned.*



Coach

Coaches continually engage others in pursuing compelling ideas and goals. The Coach often seeks out opportunities to collaborate with others in overcoming challenges or in accomplishing recognizable victories. While the Coach's natural persuasiveness can be very helpful, it can also contribute to inefficiencies if the ideas are not fully vetted or understood by the team. As it is natural for the Coach to seek to inspire others, it may be difficult to “dial back” their excitement level in order to address underlying issues. This is echoed in the following feedback provided to Horatio, a team leader preferring the Coach profile, by one of his peers:

- *Sometimes his team gets a bit disgruntled and he may not be aware of this. Some of the team are unhappy and feel their concerns are not listened to. Horatio is so good at revving the team up to perform. Sometimes though, I think he avoids tensions and conflict when they arise in his team hoping they will just go away. Sometimes that conflict can spill over to and affect other teams.*



Driver

Drivers tend to push themselves continually toward the accomplishment of specific objectives. So, by the time a particular goal is in sight, they may already be looking to the next challenge, without stopping to enjoy any one accomplishment for very long. While this sense of mission and purpose can be very rewarding and can generate very high productivity levels, it can also contribute to burnout and other personal concerns over time. This is echoed in the following feedback provided to Donovan, a team leader preferring the Driver profile, by one of his direct reports:

- *Donovan is in sales so it makes sense to always push for results. He is very good at saying what he wants and making sure everyone is on the same page. One area where he needs to develop is how he distributes workload. He tends to throw everything at an issue and because he is so focused on achievement, his team can be stretched too far. Donovan could get to know them better, to listen to the team more.*



Advisor

Advisors tend to enjoy developing expertise in themselves and others. As such, they may be most motivated when their efforts are focused on learning new things and then instructing others. Advisors tend to expect themselves and others to seek perfection in their work. So, where others may be looking only at the bottom line, the Advisor may be far more concerned with the incremental details and processes involved. This is echoed in the following feedback provided to Joni, a team leader preferring the Advisor profile, by one of her direct reports:

- *Joni works very hard to make sure things run efficiently. I feel she can be too distant though and she doesn't seem to have enough trust in our team. I often question why she has a team when she seems to prefer her own company. I feel she spends too much time micro-managing and getting involved in everyday matters that don't require her input (and are being handled well by the team).*

How do the styles communicate?



Counselor

The Counselor's communication style is very engaging and friendly. The Counselor is typically quick to share personal information or experiences as a means of developing rapport and learning more about those with whom they may collaborate. Counselors are known for their warmth, as they tend to focus on making a genuine connection with others. This is echoed in the following feedback provided to Mateo, a team leader preferring the Counselor profile, by one of his direct reports:

- *One of Mateo's greatest talents is his ability to put people at ease. His presence is nonthreatening, so people open up to him quickly. Mateo is extremely genuine which allows him to use the Counseling Leadership style very*

well. One of Mateo's greatest strengths is the ability to connect with his employees in a meaningful way. I would never hesitate to reach out to him and would expect supportive feedback.



Coach

The Coach's primary communication style is recognized as very engaging and outgoing. The Coach is typically quick to share personal information or experiences with others as a means of developing rapport and sharing the reason for their passion and excitement. When communicating within a group or team setting, the Coach tends to sell or rally others in participating with them in achieving goals. This is echoed in the following feedback provided to Helena, a team leader preferring the Coach profile, by one of her direct reports:

- *Helena figures out an individual's personality and somehow manages to find different ways to inspire each one on a common level. She makes everyone feel like she is speaking directly to their interests and people seem to gravitate to her team as a result.*



Driver

The Driver's communication style is usually seen as very direct and formal, while generally lacking warmth. The Driver is typically reluctant to share personal information or experiences with others (outside of their close friends or family). Their approach allows the Driver to convey important information in a concise manner. As such, their direction keeps others focused without contributing to much confusion or misunderstanding. Others will know where the Driver stands on an issue. This is echoed in the following feedback provided to Marcus, a team leader preferring the Driver profile, by one of his direct reports:

- *Marcus is clear in his communication, and he makes it easy for us to understand both the task at hand, as well as its broader context within our business objectives. His style not only keeps his team running effectively but also drives big projects and new business opportunities.*



Advisor

The Advisor's communication style is usually quite reserved and formal. The Advisor is typically reluctant to share personal information or experiences with others (outside of their close friends or family). The Advisor's primary mode is best described as “on task” and focused on providing instruction or guidance around processes and plans. When communicating within a group or team setting, they tend to convey a desire for privacy and formality. This is echoed in the following feedback provided to Tamara, a team leader preferring the Advisor profile, by one of her direct reports:

- *Tamara is very matter-of-fact and tries to make sure everyone (who needs to know) knows what's going on. She does her best to always pay attention to what is going on and she gives direction both verbally and in writing. She is constantly evaluating the team's execution of procedures and updating her communications to ensure that these remain applicable to each member of the team.*

How do the styles handle conflict?



Counselor

The Counselor is typically recognized by an accommodating approach to conflict. As their attention is mostly focused on maintaining peace and harmony, the Counselor views conflict as something that must be avoided whenever possible. While others may tend to negotiate or even compete during conflict, the Counselor's primary mode is to avoid it altogether and accommodate where necessary to restore relationships. Where avoidance is not possible, they are likely to seek support from others before directly confronting the conflict source. This is echoed in the following feedback provided to Sydney, a team leader preferring the Counselor profile, by one of her direct reports:

- *Sydney shows empathy when hearing challenges. She provides positive reinforcement to help the person work through the situation at hand. Sydney listens to any concerns I may have, but at times seems to downplay clashes between our team members.*



Coach

The Coach is typically known for a collaborative approach to conflict. As their attention is mostly focused on maintaining team unity and progress, the Coach deals with conflict openly. While others may seek to avoid conflict, the Coach's primary interest is in finding common ground. Where compromise is not possible, the Coach is likely to leverage their persuasiveness to win over those with whom they disagree, while always keeping the finish line in mind. This is echoed in the following feedback provided to Tomas, a team leader preferring the Coach profile, by one of his direct reports:

- *Tomas shows excellent interpersonal skills and is able to build rapport with almost anybody. He is also able to take a strategic approach to resolve conflict between team members and make an appropriate decision that brings us together.*



Driver

The Driver may choose a competitive approach to conflict. As their attention is mostly focused on accomplishing the mission, the Driver views conflict as a distraction that must be dealt with quickly. While others may seek to accommodate the source of conflict, the Driver is much more likely to confront it head on. Others will notice the Driver's resilience in the face of a challenge and will likely appreciate their focus. This is echoed in the following feedback provided to Erin, a team leader preferring the Driver profile, by one of her direct reports:

- *Erin's relentless desire to be better every day leaves others either inspired or bitter because of the high expectations she has. She holds others to a very high standard, but she can appear abrasive when questioned, which can result in a clash.*



Advisor

The Advisor is typically known for a pragmatic approach to conflict. As their attention is mostly focused on maintaining an efficient work flow, the Advisor views conflict as something that must be mitigated by policies and procedures. While others may tend to accommodate or even compete during conflict, the Advisor seeks to avoid it altogether by relying on adequate systems to guide decision-making. They tend to approach conflict objectively, and they are most concerned with minimizing any lingering disruptive impact on the group's performance. This is echoed in the following feedback provided to Guillermo, a team leader preferring the Advisor profile, by one of his direct reports:

- *Guillermo always is sure to have all the information at hand before making an informed decision. He is great at consulting stakeholders and getting them on board with ideas he is proposing, but he can sometimes regress towards more passive or obtuse guidance when he is frustrated. Given his role, he appears to be a little passive in this space, waiting for the team to decide or work it out as they go and only steps in when the team fails at this.*

How do the styles make decisions?



Counselor

The Counselor is most commonly known for taking careful action, while avoiding uncertainty and risk that might impact others. The Counselor prefers to focus their efforts on understanding the impact on people and relationships before taking the first step towards any cause. While others may be quick to act and then adjust course as the need arises, the Counselor tends to be very cautious and thorough in their preparation. This is echoed in the following feedback provided to Bailey, a team leader preferring the Counselor profile, by one of her direct reports:

- *Bailey is always very concerned with making sure each individual's needs are addressed when they are communicated. If she becomes aware of a challenge, she immediately addresses it with both the individual and then the team to ensure everyone is on the same page before making a final decision.*



Coach

The Coach prefers to focus their efforts on achieving the overall objective and is comfortable accepting considerable uncertainty in the details. When approaching a new goal or project, the Coach tends to immediately identify the finish line, and they will then gravitate toward the most essential steps involved in making quick progress. They are more likely than others to proceed toward the goal without having all the details figured out, as they are comfortable addressing challenges as they go. This is echoed in the following feedback provided to Cindy, a team leader preferring the Coach profile, by one of her direct reports:

- *When she gets her head and heart around a challenge, she's excellent at bringing others into the mix and then strategizing to solve the problem. She's not afraid to get in the trenches with her team and is also quite adaptable. Cindy tends to look at the big picture. She considers how decisions made might impact workers, customers, the company, and goals that have been set.*



Driver

The Driver is known to have a propensity to take decisive action, particularly when pursuing a specific mission or goal. The Driver prefers to focus their efforts on achieving the overall objective and is comfortable accepting considerable uncertainty in the process. While others may be very cautious and meticulous in their preparation, the Driver is more than willing to go it alone if necessary to take advantage of opportunities others may miss. This is echoed in the following feedback provided to Olivia, a team leader preferring the Driver profile, by one of her direct reports:


- *Olivia is able to command a room's attention, control a situation, and guide the team through a changing climate. But she does not always engage enough with her team when thinking through decisions, making us feel out of the loop. Sometimes she falls short on follow-through and struggles to accept ideas that are not her own.*



Advisor

The Advisor is typically known for taking careful action, while mitigating uncertainty and risk. The Advisor prefers to focus their efforts on establishing a detailed plan of attack before taking the first step. While others may be quick to act and then adjust course as the need arises, the Advisor tends to be very cautious and meticulous in their preparation. As such, they are more likely than others to value planning and analysis, and they are most comfortable addressing challenges in an objective and rational manner. This is echoed in the following feedback provided to Sinead, a team leader preferring the Advisor profile, by one of her direct reports:

- *Sinead is a planner, and she takes her time to think through a project, how it will be accomplished and how it may impact our existing workload. She asks a lot of questions, so when a decision is made, we trust that she has considered the best options for how we should proceed.*



"The best leaders don't know just one style of leadership - they're skilled at several, and have the flexibility to switch between styles as the circumstances dictate."



DR. DANIEL GOLEMAN



STRENGTHS AND CHALLENGES FOR EACH STYLE

What are the strengths of each style?

Each profile tends to be associated with unique strengths. These strengths, whether demonstrated as specific skills or personality characteristics, contribute to proper functioning of a team or group.

Counselor

People preferring the Counselor profile tend to be particularly skilled in the following competency areas:

- **Assimilating Team Members:** The Counselor ensures that new team members feel welcomed and emotionally supported during their transition. This skill is recognized as the Counselor supports others through the interpersonal adjustments involved in taking on a
- **Cultivating Team Spirit:** The Counselor nurtures a sense of belonging among new and existing team members. The skill is recognized as the Counselor encourages others to develop a shared identity within the working unit. In this way, the Counselor helps to cultivate mutual responsibility for the emotional well-being of the team (reducing out-groups).
- **Identifying Personal Needs:** The Counselor understands the needs of team members beyond the scope of their immediate working environment. This skill is recognized as the Counselor explores ways to help others balance work and non-work concerns. In this way, the Counselor helps to promote psychological safety and mitigate withdrawal.
- **Recognizing Others' Efforts:** The Counselor expresses appreciation for the contributions of team members. This skill is recognized as the Counselor affirms the

new role. In this way, the Counselor helps to shorten the learning curve as team members gain support and encouragement.

value of others' work, both specifically and generally. The Counselor helps to promote a culture in which team members praise each other's efforts because recognition is not competitive or rationed.



Coach

People preferring the Coach profile tend to be particularly skilled in the following competency areas:

- **Building Rapport:** The Coach establishes working relationships with new or unfamiliar contacts. This skill is recognized as the Coach strikes up conversation with strangers, exploring common interests and opportunities for collaboration. The Coach helps to improve the flow of information with diverse stakeholders.
- **Easing Tensions during Conflict:** The Coach mitigates sources of conflicting priorities within the team. This skill is recognized as the Coach attempts to serve as a peacemaker between rival interests and expectations. The Coach helps to reduce conflict and restore a shared focus on team goals.
- **Finding Opportunities for Synergy:** The Coach explores ways for new and existing contacts to work together. This skill is recognized as the Coach builds networks of diverse stakeholders who may benefit from collaboration. The Coach helps to expand existing networks and promote innovation.
- **Rallying Others around A Cause:** The Coach promotes shared interest for a specific goal. This skill is recognized as the Coach conveys enthusiasm for the team's efforts to address a specific opportunity or to overcome an obstacle. The Coach helps to engage stakeholders in pursuing a compelling, shared vision.



Driver

People preferring the Driver profile tend to be particularly skilled in the following competency areas:

- **Establishing Clear Expectations:** The Driver provides clarity regarding what is expected of team members.

This skill is recognized as the Driver seeks and conveys clarity for performance requirements. The Driver helps to ensure that team members are informed regarding the quality and timing of deliverables.

- **Evaluating Individual Performance:** The Driver appraises performance of individual team members. This skill is recognized as Drivers render a judgment regarding task performance in comparison to expectations. The Driver helps to align the team's work output with standards and schedules.
- **Exercising Control over Processes:** The Driver provides direction to others in performing their work. This skill is recognized as the Driver asserts authority within the team's decision-making. The Driver helps to orchestrate and redirect individual contributions within the team's routines and practices.
- **Guiding Team during Change:** The Driver keeps others focused and engaged during times of volatility. This skill is recognized as the Driver demonstrates conviction and poise when others may experience apprehension. The Driver helps to provide a sense of assurance amidst uncertainty, while boosting optimism among team members.



Advisor

People preferring the Advisor profile tend to be particularly skilled in the following competency areas:

- **Addressing Quality Concerns:** The Advisor advises others regarding the process of improving their work output. This skill is recognized as the Advisor takes time to explain or demonstrate a method that encourages higher quality standards. The Advisor helps to encourage a methodical, incremental fine-tuning in pursuing best practices.
- **Aligning Resources with Needs:** The Advisor involves accounting for the logistical needs of the team. This skill is recognized as the Advisor engages in planning and budgeting to ensure others are properly equipped to perform their work. The Advisor helps to maintain efficiency and reduce waste in allocating materials, hours and other resources.

- **Designing Team Structure/Function:** The Advisor plans and assesses the most efficient processes by which work is delegated and completed. This skill is recognized as the Advisor analyzes and offers recommendations to adjust workflow. The Advisor helps to cultivate a culture of continuous improvement in the team.
- **Integrating Diverse Perspectives/Ideas:** The Advisor consults with stakeholders to ensure multiple viewpoints are considered when evaluating challenges and opportunities. This skill is recognized as the Advisor seeks out alternatives or contrary opinions from others. The Advisor helps to mitigate the impact of groupthink on the team's decision-making.

What are the challenges for each style?

While each style tends to be associated with key strengths, some of these can actually derail one's success if taken too far. In other words, every strength in a person's style can become a weakness if over-utilized or if applied within the wrong context.

Counselor

While compassion is most often considered a strength of the Counselor, this can derail their effectiveness if they fail to hold team members accountable for performance concerns or if they prevent others from growing because they avoid evaluating or correcting performance issues.

Other challenges to watch out for:

- Reluctance to act without full consensus
- Apprehension with change
- Lack of decisiveness in executing decisions
- Hesitancy to explore unproven ideas
- Reliance on approval of others for motivation
- Intrusive in others' personal affairs
- Need for peace and harmony

Coach

While agility is most often considered a strength of the Coach (especially in a fast-paced environment), this can derail their effectiveness if they fail to recognize that some situations call for consistency and more thorough focus on developing stable processes.

Other challenges to watch out for:

- Reluctance to emphasize detailed planning
- Over-confidence in their gut instinct
- Frustration over structure and bureaucracy
- Inefficient allocation of resources
- Reliance on public recognition for motivation
- Desire for the spotlight
- Need for social interactions

Driver

While self-reliance is most often considered a strength of the Driver, this can derail their effectiveness if they fail to invest in building relationships or if they discourage others from contributing to a project because they can do it better or faster themselves.

Other challenges to watch out for:

- Reluctance to gain buy-in
- Frustration over organizational politics
- Fast decisions without stakeholder input
- Avoidance of feedback or disparate ideas
- Uncomfortable in a highly-collaborative environment
- Appearing cold or harsh when under stress
- Impatience with others' personal concerns

Advisor

While contemplation is most often considered a strength of the Advisor, this can derail their effectiveness if they fail to take decisive or timely action when conditions warrant, especially during times of turmoil or uncertainty.

Other challenges to watch out for:

- Reluctance to act without perfect information
- Frustration over others' desire for change
- Lack of inspirational appeal
- Hesitancy to consider novel ideas
- Avoidance of emotional engagement with team
- Uncomfortable in a competitive environment
- Appearing distant or aloof

Where do the styles thrive?

As we have explored so far, each of the four profiles emerges from a specific combination of a person's Relating Style and Achieving Style. These styles reflect unique and reliable behavioral patterns, and these patterns offer significant practical applications. One such application has to do with how people view the workplace. In this section, we take a look at the ideal working environment for each profile.



Counselor

The Counselor's ideal working environment would best be described as one in which the leader places members in the position where they can be most effective, and then counsels the team on how to reach their full potential. In such an environment, the leader acts as a consistent, friendly resource to members who need guidance and support. In this culture where "we are all in this together," the leader works to keep followers happy and engaged as part of a community.

Counselors tend to enjoy contributing to others' success and satisfaction. As such, they may be most motivated when their efforts are focused on developing and nurturing the team. When there is no vision for the team's role in the organization, they may seek input from members on how the team can best support the organization's interests. They are likely at their best when the situation calls for a

leader to act as a shepherd, guiding and investing in the lives of their team members.



Coach

The Coach's ideal working environment would best be described as one in which the leader and followers participate in a fast-paced, team culture. In such an environment, the leader articulates a compelling vision while engaging followers to share in developing and pursuing goals. In this culture, the leader works to keep followers excited about how their efforts impact the vision. Through achieving key milestones together, the Coach looks for every opportunity to celebrate success.

Coaches seek to make a noticeable impact on the lives of those around them and will often find an outlet for this in their work. As such, they may be most motivated when their energy is focused on building high performing teams. When there is no vision for the team's role in the organization, they may get frustrated or even discouraged. They are likely at their best when the situation calls for a leader to rally others around a specific cause, whether responding to a crisis or opportunity.



Driver

The Driver's ideal working environment would best be described as one in which the leader identifies the objectives and drives team members' efforts toward accomplishing key results. In such an environment, the leader articulates a goal while expecting followers to find a way to make it happen. In this culture, the focus is on the mission, and the leader works to keep followers focused and constantly moving in the right direction.

Drivers tend to love the thrill of competition and will often find an outlet for this in their work. As such, they may be most motivated when their energy is focused on surpassing the accomplishments of others. When there is no clear opponent or competitor, they may tend to compete against their own past milestones or seek to create new ones. They

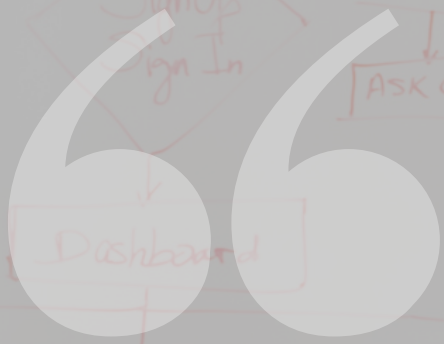
are likely at their best when there is a specific focus for their sense of urgency - such as a competition, a project with a looming deadline, or even a crisis.



Advisor

The Advisor's ideal working environment would best be described as one in which the leader establishes effective systems and advises team members on how to comply with the organization's directives. In such an environment, the leader assigns specific tasks while expecting followers to adhere to established processes. In this culture, competence is essential, and the leader works to keep followers trained and prepared for their respective assignments.

Advisors tend to enjoy developing expertise in themselves and others. As such, they may be most motivated when their efforts are focused on learning new things and then instructing others. When there is no clear structure or routine, they are likely to intervene in hopes of developing well-defined processes. They are likely at their best when their knowledge and experience can be utilized in guiding the team away from pitfalls and errors that are preventable with a well-planned approach.



"If you want to reach a goal,
you must 'see the reaching' in
your own mind before you
actually arrive at your goal."

ZIG ZIGLAR



Now that we have explored the four primary style profiles found in REACH, what's next?

A person's REACH is strengthened via targeted training and development initiatives. Such initiatives are targeted to the extent that they align with results from psychometric assessments. Within the REACH Ecosystem - the online portal hosting REACH components - this alignment is made possible via training needs analyses, followed by mapping specific training and development resources to results from the psychometric surveys.

REACH begins with self-awareness. Without self-awareness, there can be no growth. Awareness is made possible by psychometric assessments of two primary factors: Relating Style and Achieving Style (the REACH name emerges from the "RE" of Relating Style and "ACH" of Achieving Style). These factors combine to measure a person's primary style profile, revealing style-based characteristics that describe

how they prefer to exercise influence. Performance is enhanced when a person can leverage characteristics of diverse styles, including those not typically associated with their preferred profile.

After dozens of studies in diverse industries and cultures, we know that leaders who cultivate REACH can promote stronger job performance, enhanced engagement among their teams and the resilience to gain collaborative advantage amidst a rapidly changing, global workplace. We can conclude that:

- REACH is shaped by specific personal styles, and it is not defined by a single trait that we do or do not have.
- REACH can be grown via training, development and coaching – bridging the gap between individual potential and team performance.
- REACH incorporates style-based and skill-based facets of emotional intelligence, without which teams cannot thrive.

- REACH contributes to a culture of increased employee engagement and retention, offering a substantial return on investment for organizations.

We hope you have enjoyed this brief overview of the REACH model. If you would enjoy a deeper dive into all that REACH has to offer, we encourage you to visit: reachecosystem.com. For those who would like to complete formal training in REACH, we offer a REACH Practitioner Certification course that can be taken online or in-person.

Please “reach” out if we can support you in any way.

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