

Coaching Strategies



HOGANDEVELOPMENTSURVEY

Using the Hogan
Development Survey
to build strategic
self-awareness



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strategic self-awareness

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Published in the United States of America.

www.performanceprograms.com

ISBN 978-0-9889286-0-2



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COACHING AROUND THE DERAILERS (HDS)

Providing coaching candidates with accurate feedback about the behaviors that they should keep doing, start doing, and stop doing is the first step to improving their interpersonal effectiveness. The HPI, HDS, and MVPI provide particularly useful feedback about what individuals need to do to enhance their performance at work. The assessments also provide information about how challenging it will be to change targeted behaviors.

Strategic Self-Awareness represents the degree to which people understand their performance capabilities in any competitive endeavor. It has two components:

1. Understanding one's limitations and strengths
2. Understanding how they compare with those of other people

Research shows that well designed training and coaching programs that use assessments as a development component can yield measurable improvements in participants' declarative knowledge (knowing what to do) and procedural knowledge (knowing how to do it).

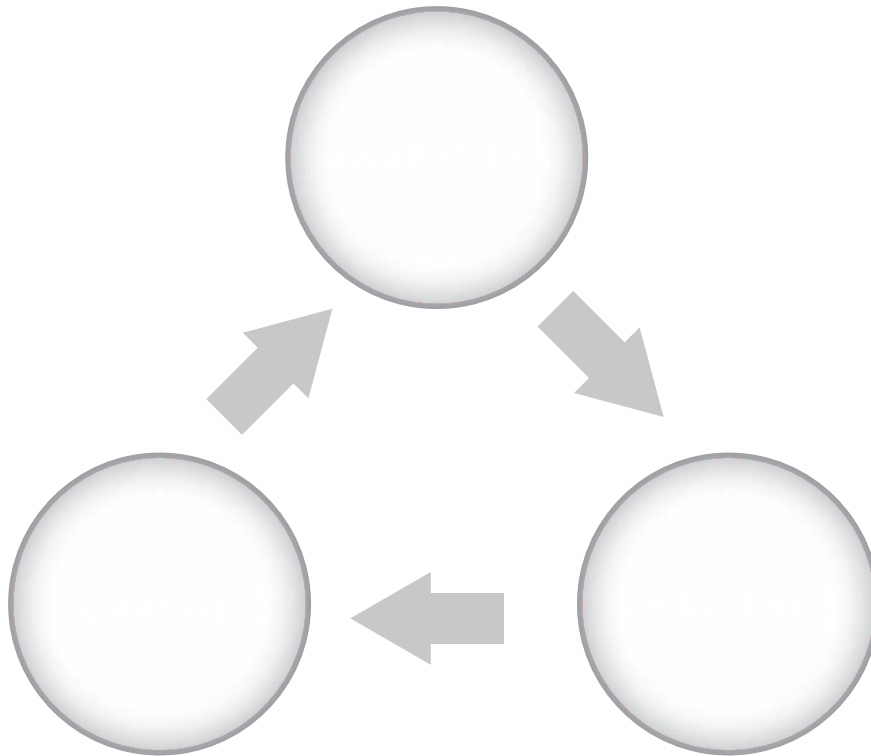
COMMON COACHING ISSUES

- Unable to think Strategically
- Unable or Unwilling to Make Decisions
- Unable to Drive Change or Execute Plans
- Poor Interpersonal Skills
- Arrogance
- Micromanaging Others
- Unable to Build a Team
- Unable to Get Results Through Others
- Unable or Unwilling to Hire the Right People
- Unable or Unwilling to Develop Team Members

COACHING PARTICIPANTS:

- Leaders with one or two rough edges = 49%
- **Derailment candidates = 37%**
- Hi-potential candidates = 31%
- Executives = 29%

This interpretation guide uses a simple but focused series of steps to help affect behavioral and reputational change for the coaching candidate:



Awareness Managers who know themselves seek feedback in multiple forms, accept and act on that feedback, and are more successful than those who don't.

Challenge Managers who lack awareness miss feedback messages (blind spots), ignore the feedback they do receive (denial), are slow to change over time (obstinate), and often derail (fail).

Change Whether or not a person can change his or her personality depends on what is meant by change:

- Can people change their behavior? Yes, but their personalities will determine how difficult or easy it will be to change certain behaviors.
- Can people change their self-identity? Yes, identity is a subjective appraisal based on our experience. While many of our core values and drivers change as we mature, other elements that relate to our identity are essentially stable over the lifespan.
- Can people change their reputation? Yes, but it takes a lot of behavior change to result in small but noticeable changes in reputation.

HDS – THREE MAJOR SYNDROMES OVERVIEW

Moving Away From Others is a complex syndrome that can be labeled “negative affectivity.” The scales that load on this factor are Excitable, Skeptical, Cautious, Reserved, and Leisurely.

High scorers see the world as a dangerous place; as a result, they are alert for signs of criticism, rejection, betrayal, or hostile intent; they are easily upset and hard to soothe. When high scorers think they have detected threat, they react vigorously in a variety of ways to remove the threat.

Low scorers are mellow, calm, and placid.

Moving Against Others is a complex syndrome that can be labeled “positive affectivity.” The scales that load on this factor include are Bold, Mischievous, Colorful, and Imaginative.

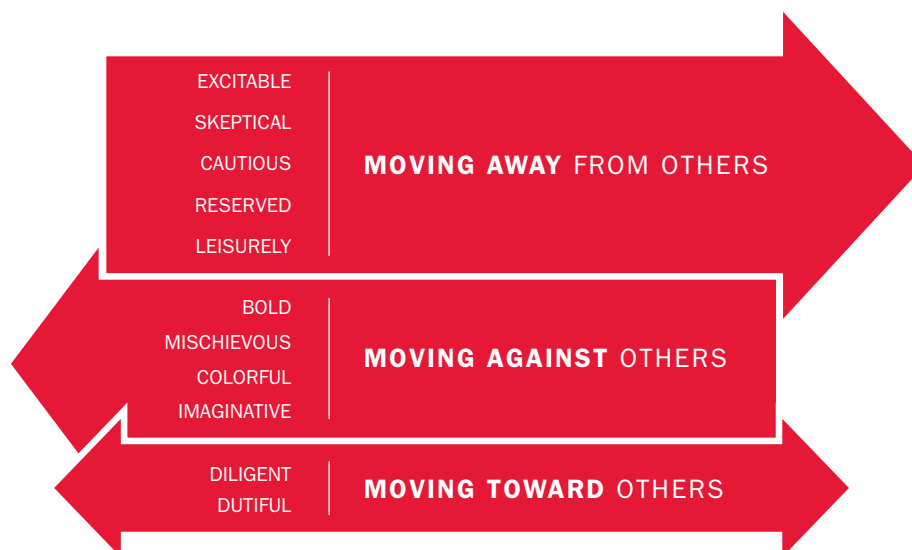
High scorers expect to be liked, admired, and respected; they are self-confident, self-centered, charming, attractive, and driven by their personal agendas. They expect to succeed at every undertaking, they resist acknowledging their mistakes and/or failures (which they blame on others), and they are often unable to learn from experience.

Low scorers are typically modest, restrained, and humble.

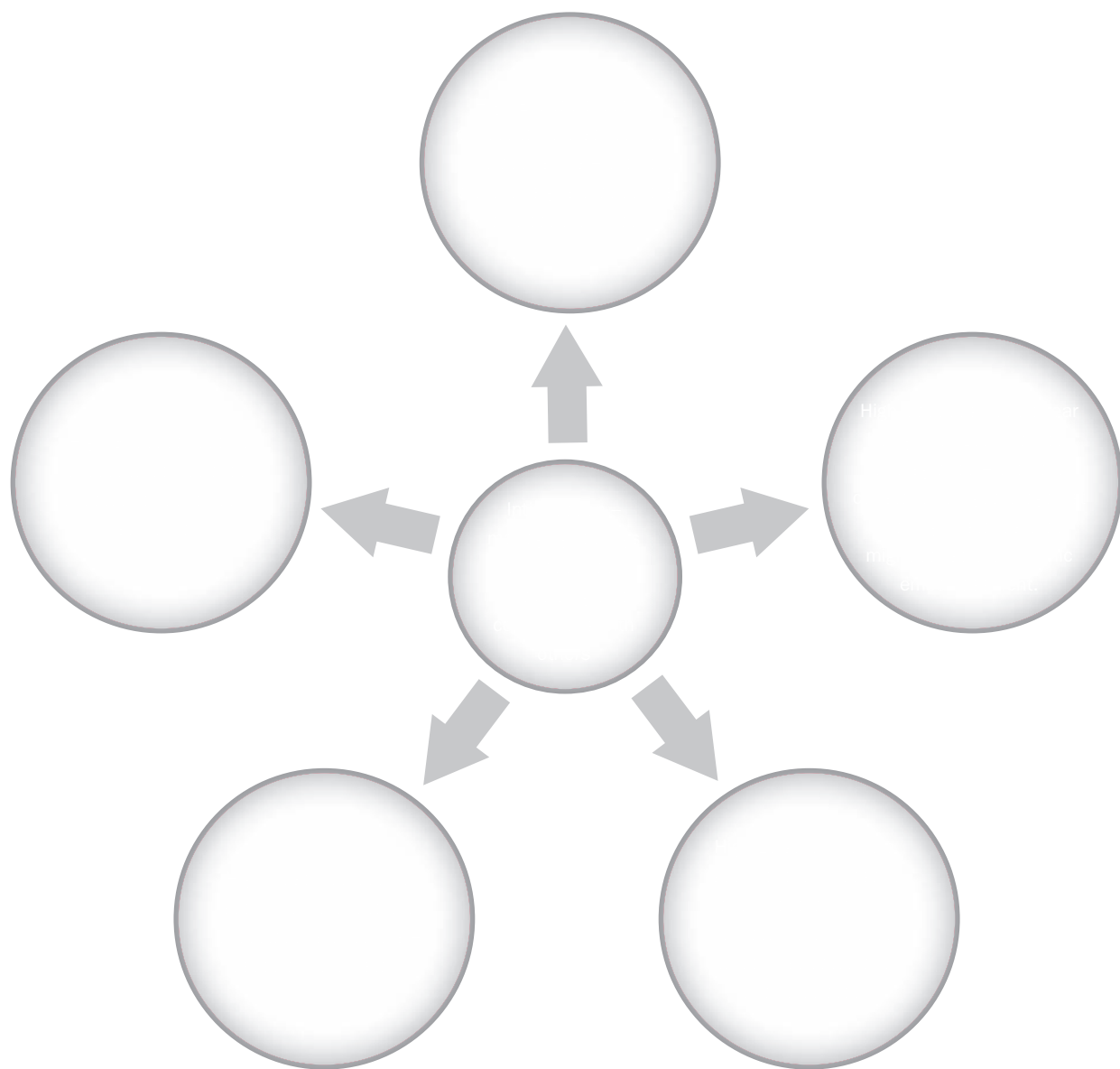
Moving Toward Others is a complex syndrome that can be labeled “restraint.” The scales that compose this factor are Diligent and Dutiful.

High scorers want to please figures of authority. As a result, they have high standards of performance for themselves and others, they work hard, pay attention to details, follow the rules, worry about making mistakes, are easy to supervise and popular with their bosses. Their respect for authority is often inversely related to their concern for the welfare of their subordinates.

Low scorers are typically independent, skeptical of authority, and considerate of subordinates.



THE **MOVING AWAY** FROM PEOPLE FACTOR



DERAILER: EXCITABLE

WHAT THEY DO

Excitable people tend to be easily frustrated, explosive and may eventually leave projects or relationships.

WHY THEY DO IT

- They usually expect to be cheated, deprived, denied, and experience wrong-doing even when it doesn't occur.
- They often get their way by yelling, bullying, and intimidating.

STRENGTHS

They bring a lot of energy and enthusiasm to new projects.

SHORTCOMINGS

They are often easily frustrated, volatile, and may destroy relationships.

UNDERLYING INTERPERSONAL SCHEMA

High scorers on the Excitable scale typically report an early family environment that was unpredictable and emotionally volatile. Behaviors that were praised one day might be punished the next, leading them to be doubtful and confused about parental expectations. Feelings and opinions were often negated or discounted, leading to difficulty in establishing a cohesive identity.

High Excitables face an approach-avoidance conflict: they want acceptance but expect rejection. The fear becomes a self-fulfilling prophecy. Because they expect that others will exploit or disappoint them, they are vigilant for signs of disparagement. They are ready to strike out emotionally and reject those who may disappoint them or let them down.

Their displays of negative emotion serve several functions: they attract attention and allow an illusion of control and power, but they keep others at a distance where they are ultimately less threatening, but less able to give the acceptance that could benefit the high Excitable.



Excitable concerns behavior that ranges from emotional calmness to emotional explosiveness.

HIGH RISK
100%-90%

PERFORMANCE IMPLICATIONS

Seems intense and energetic, but volatile and sometimes explosive.

May quit when frustrated.

Yells when angry.

Overreacts to criticism.

Often seems to understand when others are stressed.

MODERATE RISK
89%-70%

PERFORMANCE IMPLICATIONS

Seems energetic and active, but moody and irritable.

Can become easily frustrated and annoyed.

Tends to be irritable when frustrated.

Tends to become disappointed with projects or people.

Seems, in principle, sympathetic to the problems of others.

At their best, Excitables have a great capacity for empathy; because they know that life is not always fair, they can genuinely feel others' pain. At their worst, however, they require a lot of personal attention and reassurance, and they are very hard to please.

PROBES/INSIGHT QUESTIONS

- Do you seem to react strongly or blow up over minor mistakes, or for reasons that you might not be aware of?
- Do others seem to hold back with you or approach you with a sense of apprehension that you may have an unpredictable reaction or outburst?
- Do you feel like you vacillate between an optimistic approach to tasks/projects and a pessimistic expectation that there will be failure?
- Does it seem that others become increasingly distant from you, not asking for feedback, staying out of your way, or communicating with you in a very controlled, almost rehearsed manner?

AWARENESS

CHALLENGE

CHANGE

CHALLENGES IN COACHING THE HIGH EXCITABLE

High Excitable people will tend to see developmental feedback as criticism or rejection. Consistent with their underlying schema, they may respond with self-protective displays of emotion. Feedback will be most successful when it is offered calmly and compassionately. Effective feedback will offer clear expectations for performance and set boundaries for what is and what is not acceptable in the workplace.

DEVELOPMENTAL RECOMMENDATIONS

High Excitable individuals should be encouraged to:

- Recognize their tendency to see disagreement as criticism or exploitation, take time to reflect, and request additional information to avoid overreacting or withdrawing from the interaction.
- Communicate consistently to ensure that their standards and expectations are understood by others.
- Try to seem relaxed and optimistic during stressful times, as this will communicate to staff and colleagues that perseverance will ultimately pay off.
- Avoid becoming overly optimistic about new projects or people. This will reduce the likelihood of discouragement down the line.
- Remember that emotional outbursts will upset staff, reduce their productivity and negatively affect their performance.

AWARENESS

CHALLENGE

CHANGE

KEEP DOING

Acting with passion, energy, and enthusiasm.

STOP DOING

Losing emotional control, allowing emotions to run away, yelling.

START DOING

Analyzing the situations in which he/she becomes frustrated and upset, learning to recognize the signs that he/she is about to lose control, and then leaving the situation to take a time out.

BEHAVIORAL SUGGESTIONS FOR THE HIGH EXCITABLE

1. Remember your strengths—when you are at your best, you are an active, energetic, and interesting person who can infuse intensity and purpose in an organization. If you can learn to control your tendency to be annoyed or discouraged and modify the way you express your emotions, you will be even more helpful to others.
2. Listen closely to feedback from people you trust. This will be particularly helpful in allowing you to persevere when you become discouraged about a person or a project and begin to think about breaking off your participation.
3. Recognize that you tend to get overly enthusiastic about people or projects. Reflect on this tendency and learn to control your initial excessive burst of enthusiasm. That way, you will reduce the likelihood of being discouraged later.
4. Remember that being overly emotional can send unintended messages to your team and affect their productivity and performance.
5. Finally, encourage yourself to stick with your plans and strategies and sweat out the difficult periods when you might get discouraged. Change your expectations from “I knew this wouldn’t work” to “Things aren’t going well, I need to think about why, and what to do next to keep them moving forward.” The more often you persist in solving your problems, the more you will build a reputation of being steady and reliable.

DERAILER: SKEPTICAL

WHAT THEY DO:

Skeptical individuals are prone to think they have been wronged, and then retaliate by fault-finding, hostility, and cynicism.

WHY THEY DO IT

- They see the world as full of people who want to prey on them.
- They often get their way by intimidating others.

STRENGTHS

They are very insightful about others' motives, and organizational politics.

SHORTCOMINGS

They don't trust anyone and can't build a team.

UNDERLYING INTERPERSONAL SCHEMA

Individual scoring high on the Skeptical scale view the world as a hostile and dishonest place. They view others as malevolent and believe that they must remain vigilant for signs that others will exploit them.

Most high Skeptical individuals grew up in an environment that was degrading, controlling, or dishonest. Self-sufficiency, autonomy, and mistrust of others had survival value in that environment. Unfortunately, the evolving schema lessens the likelihood that the individual will seek evidence of respect and affirmation.

Expecting mistreatment, high Skeptical individuals are quick to find it. In such situations, they may recoil in an angry or combative manner to gain control or to distance themselves from others.

In the workplace, high Skepticals are sensitive to organizational politics. However, they are intolerant, distrust those in charge, and fear that colleagues or subordinates will attempt to circumvent their own authority. These beliefs create a contentious interpersonal style marked by irritability, grudges, and hypersensitivity to criticism. High Skeptical individuals are most effective when given independent roles and managed with minimum supervision.



Skeptical concerns behavior that ranges from having confidence in others to expecting to be disappointed.

HIGH RISK
100%-90%

PERFORMANCE IMPLICATIONS

- Are very insightful about people and politics.*
- Are alert for signs of betrayal or disrespect.*
- Seems argumentative and easily offended.*
- Expects to be mistreated.*
- Retaliates when they feel wronged.*

MODERATE RISK
89%-70%

PERFORMANCE IMPLICATIONS

- Seems insightful about others' motives and about office politics.*
- Takes criticism personally.*
- Tends to hold grudges.*
- Can be argumentative.*
- Can be hard to coach.*

At their best, Skepticals are insightful about organizational politics and the motives of their counter players. They can be the source of good intelligence regarding the real agendas of others, and the real meaning of events. At their worst, their stubbornness, inability to compromise, and difficulty developing trusting relationships erodes their ability to build a team.

PROBES/INSIGHT QUESTIONS

- Are you consistently critical when giving feedback; are your self-reports or team members highly defensive around you?
- Are you skeptical about other peoples' motives? Do you look for evidence that others' are acting out of self-interest or for political reasons?
- Do you delay taking action or making a decision because you see a real downside? Do you obsess over what can or might go wrong?
- Do you have difficulty creating alliances with others, especially outsiders, for fear that they are untrustworthy? Do you have an "us versus them" approach?

AWARENESS

CHALLENGE

CHANGE

CHALLENGES IN COACHING THE HIGH SKEPTICAL

High Skeptical individuals will typically doubt the sincerity and motives of those who seek to offer constructive developmental feedback. Candor and transparency are particularly important so that the individual can develop the trust required for effective intervention. High Skeptical individuals benefit from feedback that encourages greater balance in perceptions of others and a willingness to consider multiple motives for others' behavior.

DEVELOPMENTAL RECOMMENDATIONS

High Skeptical individuals should be encouraged to:

- Become more aware of their tendency to separate the world into heroes and villains, with most assigned to the latter group.
- Question the assumption that others deliberately attempt to demean, frustrate, or exploit them.
- Risk confiding in others at work to falsify the assumption that colleagues will use such personal information against them.
- Learn skills other than hostility and combativeness to address situations in which they were, in fact, misunderstood or criticized inappropriately.
- Experiment in acting in a more friendly or engaging manner.

AWARENESS

CHALLENGE

CHANGE

KEEP DOING

Thinking about and analyzing others' motives and intentions, and challenging their assumptions.

STOP DOING

Arguing with others, unless there is a way to reach an agreement after an exchange of views.

START DOING

Developing the capacity to trust at least some other people, or at least keep one's doubts to oneself.

BEHAVIORAL SUGGESTIONS FOR THE HIGH SKEPTICAL

1. Because you may tend to mistrust coaching, feedback and advice, it will be important for you to suspend judgment and give coaching a chance; you don't need to be skeptical of others' good intentions.
2. You might be seen as argumentative when expressing your opinions, so it will be important for you to ask for others' viewpoints, show sensitivity in communicating with others, and take coworkers' actions at face value.
3. You should use criticality to address organizational process improvements: offer opinions not only concerning faults and problems but also on how to rectify situations—describe how things can work better rather than why they don't work.
4. Practice giving positive feedback by looking at the best case scenario.

DERAILER: CAUTIOUS

WHAT THEY DO

Cautious individuals tend to make decisions very slowly, are reluctant to change methods, avoid trying new technology, and seem risk averse.

WHY THEY DO IT

- They hate being criticized, and they think others are poised to judge and criticize them.
- By delaying decisions, they can control people and resources.

STRENGTHS

They will make very few dumb mistakes, and are a resource for evaluating new initiatives.

SHORTCOMINGS

Cautious individuals don't make decisions. They micromanage their staff in order to prevent staff members from making mistakes that might embarrass them with their superiors.

UNDERLYING INTERPERSONAL SCHEMA

High Cautious individuals fear criticism and embarrassment. They typically grew up in families where they were criticized and offered inconsistent criteria for affection and approval. As a result, high Cautious individuals see criticism or negative feedback as reflecting on their overall value as a person.

The parents were often overprotective, preventing the child from developing confidence in his or her ability to confront the unknown or unexpected. Fearing that they are defective in some way, they seek to avoid giving other people the opportunity to see their deficiencies.

They are so sensitive to criticism that they even discount positive feedback, e.g., "I was just lucky this time" or "he's just being nice because he knows it's only a matter of time before I completely mess up." No one enjoys criticism, but high scorers on the Cautious scale are unusually sensitive to it; as a result, they seek to avoid unpredictable events and potentially risky decisions as much as possible.

AWARENESS

CHALLENGE

CHANGE

Cautious concerns behavior that ranges from a confident willingness to undertake new ventures to a cautious reluctance to try new things.

HIGH RISK
 100%-90%

PERFORMANCE IMPLICATIONS

Makes high percentage, low-risk decisions.

Seems concerned about being criticized.

Worries that their staff will make mistakes.

Seems reluctant to try new technology.

Avoids taking controversial positions in public.

MODERATE RISK
 89%-70%

PERFORMANCE IMPLICATIONS

Seems to make good, low-risk decisions.

Tends to need reassurance.

May be reluctant to try new technologies.

Frets over their mistakes.

Worries about their staff's mistakes.

At their best, Cautious individuals are prudent and careful about evaluating risk. They rarely make rash or ill-advised moves and they provide sound advice about intended courses of action. At their worst, however, they avoid innovation, resist change, stall, drag their feet, and are indecisive—even when it is apparent that something needs to be done.

PROBES/INSIGHT QUESTIONS

- Do you require second and third opinions before making a decision or moving forward? Do you revise project timelines to slow things down?
- Do you obsess over what might go wrong and eventually get stuck? Do you experience a “paralysis by analysis?”
- Do you slow decision-making down or halt it because you believe every decision or action can have serious consequences?
- Do you resist innovative ideas (vs tried-and-true)? Do you resist giving others the go-ahead because of fears that the proposed project is flawed?

AWARENESS

CHALLENGE

CHANGE

CHALLENGES IN COACHING THE HIGH CAUTIOUS

Like those scoring high on the Excitable scale, high Cautious individuals will tend to experience even constructive feedback as reflecting disapproval or rejection. Unlike high Excitable people, who are likely to react overtly to bad news, high Cautious people typically internalize their negative feelings (“internal churn”).

DEVELOPMENTAL RECOMMENDATIONS

In the context of direct, but supportive feedback, high Cautious people are most likely to respond to interventions that encourage them to:

- Take risks in social behavior, and understand that although they may feel awkward or foolish, others are not likely to view them that way.
- Challenge the belief that mistakes signify failure and inadequacy, and see them instead as opportunities to learn and to improve.
- Recognize that when others ask for their opinion, it is usually because others believe that they have something important to say.
- Seek out trusted colleagues for input on decisions, and have the coach, mentor, or superior give positive feedback for making timely decisions, even if they are wrong.
- Ask others for feedback regarding their contributions to decision making and team functioning.

AWARENESS

CHALLENGE

CHANGE

KEEP DOING

Reviewing critically plans and proposals for unnecessary risk.

STOP DOING

Holding up progress by not making decisions, resisting new technology.

START DOING

Providing suggestions for solutions rather than simply raising objections.

BEHAVIORAL SUGGESTIONS FOR THE HIGH CAUTIOUS

1. You should not avoid trying new things or taking initiative: let others help make risky decisions and realize the costs of lost opportunities.
2. Focus on your past successes, particularly when you made decisions that had a positive outcome. Use your hindsight to confront your fear of being embarrassed or criticized.
3. If you continue to be overly cautious, you may miss valuable opportunities and others may see you as tentative. Therefore, it will be important for you to assess options realistically, not emotionally, and consider the worst case scenario when faced with a significant challenge or decision. Before important meetings, you should rehearse key talking points to make.
4. Make a list of all the issues you are facing and prioritize the important ones that you have to make decisions about. Set limits on your fact gathering, set a firm timeline and stick by your decision (even if it turns out wrong).

DERAILER: RESERVED

WHAT THEY DO

Reserved people treat others as physical objects rather than feeling individuals. They seem tough, remote, and insensitive, and stop communicating when under pressure. They use silence to manipulate and control others.

WHY THEY DO IT

- They see the world as threatening, and deal with the threat by withdrawing, isolating themselves, and ignoring other people.
- Their behaviors (e.g., silence) put them in a position to manipulate and control.

STRENGTHS

They are tough, can handle pressure, negative feedback, and emotional outbursts without becoming flustered.

SHORTCOMINGS

They can be poor communicators and staff often don't know what is expected of them.

UNDERLYING INTERPERSONAL SCHEMA

Although they may be natural introverts, persons scoring high on the Reserved scale lack social sensitivity, and they experience social interaction as unpleasant.

Early experiences were marked by social isolation, inadequate nurturing, and an expectation of self-sufficiency. Caregivers offered little empathy, preventing the development of the capacity to notice and respond effectively to the needs and feelings of others. The high Reserved individual, therefore, sees little value in social or emotional connectedness, believing that life is best lived on a rational basis.

The absence of socialization experiences left the high Reserved person socially clumsy, blunt, and tactless, with little awareness of the impact of his or her behavior on others. At work, high Reserved employees are impervious to both praise and criticism and rarely offer such feedback to others. They value appearing tough and resilient. They contribute little to discussions or group problem-solving efforts. The high Reserved employee believes that he or she is most effective when left alone and allowed to work in isolation.

AWARENESS

CHALLENGE

CHANGE

Reserved concerns behavior that ranges from caring about the problems of others to seeming indifferent to, or unconcerned about, other people.

HIGH RISK
100%-90%

PERFORMANCE IMPLICATIONS

Can make independent decisions and stand up to criticism.

May misread social cues.

Seems tough and independent.

May unintentionally bruise others' feelings.

MODERATE RISK
89%-70%

PERFORMANCE IMPLICATIONS

Seems independent, tough, indifferent, and detached.

Tends to act without consulting others.

May misinterpret feedback.

Seems stiff around strangers.

Handles criticism and pressure with ease.

At their best, Reserved individuals are tough in the face of adversity. They are unfazed by criticism, rejection, and opprobrium and they can stay focused and not be distracted by emotional upheavals, and stressful meetings. At their worst, however, they are insensitive to others needs, moods, or feelings, and can be tactless, imperceptive, and gauche.

PROBES/INSIGHT QUESTIONS

- Do others see you as stoic? Do you tend to hide your weaknesses and close yourself off to others? Are you hard to read in terms of what you're feeling or thinking?
- Do you feel more comfortable in, or have you created a work environment where the display of feelings and emotions is frowned upon or discouraged?
- Do you disappear when there is controversy or crisis? Do you have a hard time with conflict and/or strong feelings about matters?
- Are you unable to work with team members or create key alliances in crucial situations?

AWARENESS

CHALLENGE

CHANGE

CHALLENGES IN COACHING THE HIGH RESERVED

Tough and independent, the high Reserved individual will experience feedback as an intrusion on his or her personal space. Recommendations will be most effective when presented directly, honestly, and as strategies for maximizing the employee's contribution to the organization.

DEVELOPMENTAL RECOMMENDATIONS

High Reserved individuals are most likely to respond to interventions that encourage them to:

- Observe others' emotions and practice discriminating between expressions of positive and negative feeling.
- Accept that feelings are important to most people and that other people can be injured easily. Watch others' reactions to learn what is hurtful and what is experienced as supportive.
- After meetings or other social encounters, check with others to gauge the overall message that was communicated (or that they heard).
- Respect that the tendency to be blunt and direct in communication can impede success in building consensus in team-based projects.
- Make conscious efforts to interact on a daily basis with colleagues, supervisors, and subordinates, despite the preferences for being alone.
- Identify behaviors and body language that others may describe as smug and aloof.

AWARENESS

CHALLENGE

CHANGE

KEEP DOING

Showing steadiness when others are becoming emotional and overwrought.

STOP DOING

Tuning other people out and ignoring their concerns.

START DOING

Asking other people for feedback on your performance. After important meetings, ask others what they heard.

BEHAVIORAL SUGGESTIONS FOR THE HIGH RESERVED:

1. Since you may have a tendency to withdraw from social situations, you should ensure that others get the message you intended. Pay attention to the impact of verbal and bodily communications.
2. Also, you should actively participate in meetings, be more visible to the workgroup (esp. in times of stress), and think through the potential impact of your actions, including your communications.
3. Since a perception of insensitivity might undermine your ability to persuade others, spend more time understanding what will motivate and inspire others. Get out of the office and talk with people and show a genuine interest in employees' activities and careers. It's important to understand the role of connections and the success of business.

DERAILER: LEISURELY

WHAT THEY DO

High Leisurely people seem overtly pleasant and cooperative, but privately they expect to be mistreated and unappreciated. They express their resentment indirectly in the form of procrastination and excuse making.

WHY THEY DO IT

- Expecting exploitation, high Leisurely employees will offer few substantive contributions to team projects (even though they may be personally ambitious).
- They prefer remaining isolated to avoid the risk of being controlled by others.

STRENGTHS

They have good social skill, charming, apparently cooperative, and often well liked.

SHORTCOMINGS

They can be poor team players whose tendencies to withhold information and other resources impede the performance of their team and organization.

UNDERLYING INTERPERSONAL SCHEMA

In their earliest years, persons scoring high on the Leisurely scale enjoyed attentive nurturing and warmth. Usually, this was withdrawn abruptly (e.g., upon the birth of a sibling) and replaced by demands for high performance. Expressions of annoyance or frustration were not allowed. These experiences created a schema through which authority figures were viewed as incompetent or unfair. In reaction, the high Leisurely individual believes in the right to pursue his or her own agenda on his or her own time.

The Leisurely individual fears negative reaction to direct expressions of annoyance or frustration, so he or she may express such feelings indirectly (e.g., missing deadlines or claiming that a project is not part of the job description). When pressed for additional output, they tend to slow down even more.

The high Leisurely employee envies and resents those who are successful, but maintains self-respect and a sense of self-sufficiency by resisting expectations (through procrastination, failure to follow organizational policies, etc.). They may set their staff up for failure by not setting clear expectations, then criticizing them for not delivering effectively.

AWARENESS

CHALLENGE

CHANGE

Leisurely concerns behavior that ranges from being cooperative, cheerful and open to feedback to being stubborn, irritable, privately resentful, and hard to coach.

HIGH RISK
 100%-90%

PERFORMANCE IMPLICATIONS

Has good social skills and make a positive first impression.

Seems cooperative but covertly feel mistreated.

Privately challenges the competence of top management.

Becomes irritated when interrupted.

Procrastinates and puts off projects for people they don't like.

MODERATE RISK
 89%-70%

PERFORMANCE IMPLICATIONS

Has good social skills.

Dislikes interruptions.

Tends to question the competence of senior management.

Puts off tasks they don't like to do.

May seem stubborn when pushed for results.

At their best, Leisurely individuals have good interpersonal skills; at their worst, they are peevish and stubborn, focus on their own agendas, and refuse to support their colleagues and subordinates. Their prickly sensitivity, subtle uncooperativeness, and stubbornness make them unrewarding to deal with.

PROBES/INSIGHT QUESTIONS

- Do you give things lip service or insincere commitment just to avoid agenda conflict? Do you say one thing and do another?
- Do you have a private agenda that you don't share with others? Do you often feel unappreciated, and that others, especially senior management, are not as competent as you?
- Do you avoid conflict at all costs and not express your personal disagreement, even if you have strong feelings otherwise?
- Do you experience partnerships, alliances, or teams that simply fall apart? Do you not know or not care what others expect of you?

AWARENESS

CHALLENGE

CHANGE

CHALLENGES IN COACHING THE HIGH LEISURELY

The high Leisurely employee will appear charming and receptive to developmental feedback. However, this self-presentation masks significant resentment that he or she should be asked to change. Citing specific examples of performance (including interpersonal interactions) that could be improved and offering recommendations as strategies to enhance his or her stature in the workplace may help the high Leisurely individual accept feedback constructively.

DEVELOPMENTAL RECOMMENDATIONS

High Leisurely employees should be encouraged to:

- Risk direct (but appropriate) statements of frustration or annoyance when feeling overwhelmed or challenged.
- Consider the possibilities that others have achieved positions of authority because they are, in fact, competent and conforming to expectations and this is not a threat to self-sufficiency.
- Build the trust of others by requesting their opinions and by assisting them as much as possible.
- Generate explicit timelines for completing tasks, making a commitment to follow these self-generated expectations.
- Limit the promises made to others and ensure that these commitments are fulfilled as promised.

AWARENESS

CHALLENGE

CHANGE

KEEP DOING

Treating others with grace and charm.

STOP DOING

Resisting feedback and requests for quicker results and turnaround.

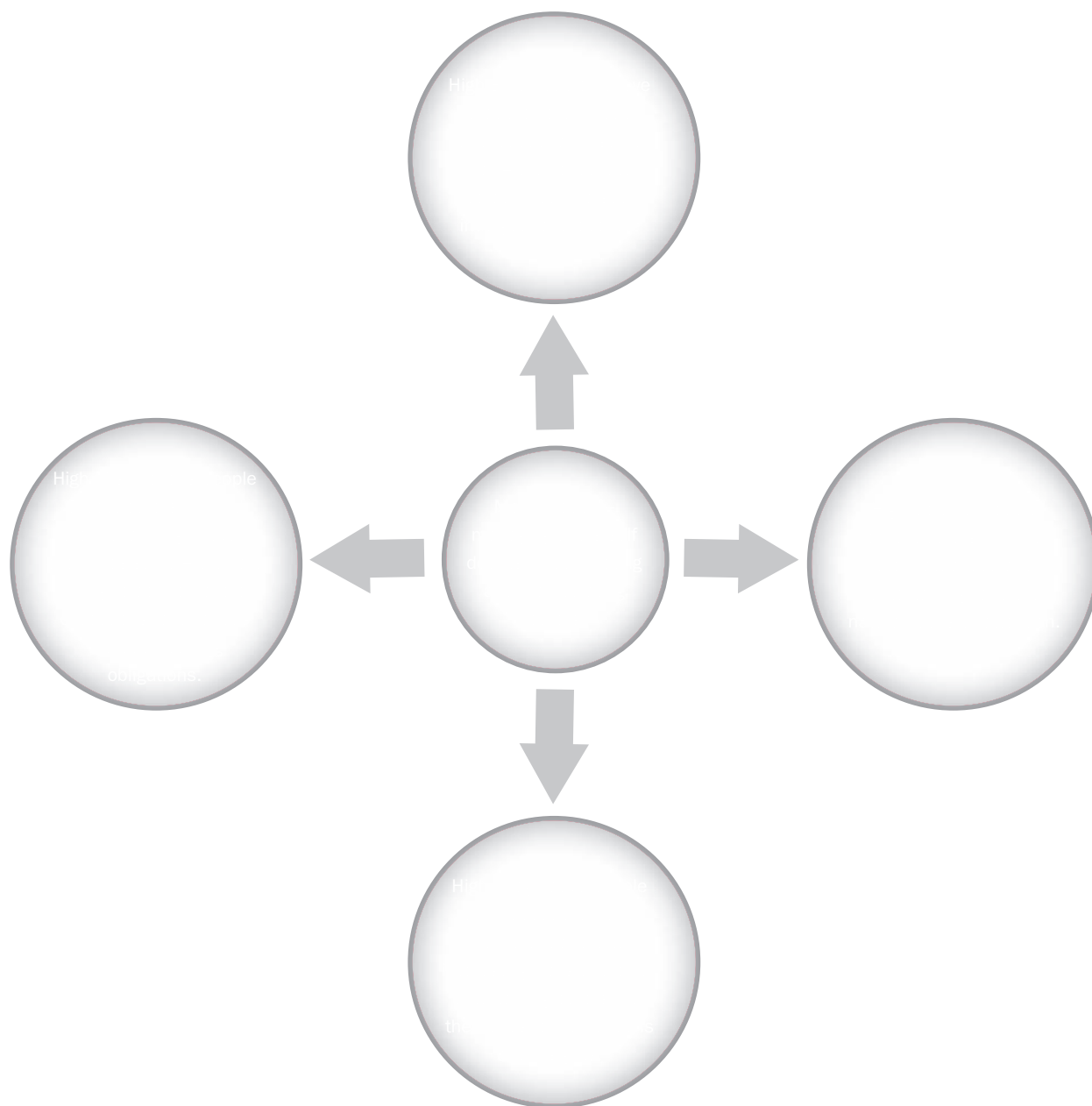
START DOING

Giving others honest feedback.

BEHAVIORAL SUGGESTIONS FOR THE HIGH LEISURELY

1. Be careful not to jump to hasty conclusions about who to trust: it is important for you to determine why there is mistrust and whether the mistrust is justified.
2. Understand that not speaking up when there is genuine disagreement can be problematic: it might be important to be more direct in confronting people.
3. Be mindful of meeting commitments: be sure to follow through, not say “yes” when it really means “no”; it will be important for you to actively seek the opinions of others and understand the gap between what you’re feeling and what you’re saying and doing.
4. Put yourself in the place of colleagues at work. Others may feel uncertain, confused or angry if their teammate or boss doesn’t follow through on commitments or if you thwart others’ expectations about commitments, deliverables, resources, and support.

THE **MOVING AGAINST** PEOPLE FACTOR



DERAILER: BOLD

WHAT THEY DO

Bold people often self-promote, exploit staff, take more credit for success than is fair, refuse responsibility for failure, and don't learn from experience.

WHY THEY DO IT

- They feel entitled to attention, respect, and resources because they are specially blessed and gifted.
- Their self-promotion works in the short term, especially when dealing with more modest people.

STRENGTHS

They have real courage, are often willing to take on anything and they expect to succeed. They are often charismatic and persuasive.

SHORTCOMINGS

They may alienate staff who resent their exploitation and unwillingness to share credit.

UNDERLYING INTERPERSONAL SCHEMA

Bold persons believe that they are unique or exceptional in some way. This belief usually arises from adult caretakers providing the child continuous positive feedback.

High Bold people were often the golden child of the family, lacking the boundaries and discipline necessary for learning their own and others' limits. Sometimes a history of exclusion, rejection, and/or illness can create a belief in one's exceptionality—because there must have been something special about the person to have had such experiences.

Often their public self-confidence masks private self-doubt; however, these negative feelings may be so deeply buried that they are inaccessible. In either case, high Bold people perceive themselves as inherently different from others. This leads to the belief that they should not accept subordinate positions or tolerate menial or dull tasks.

High Bold individuals often seem visionary, but their vision usually concerns their self-advancement rather than the welfare of others.

AWARENESS

CHALLENGE

CHANGE

Bold concerns behavior that ranges from modesty and self-restraint to assertive self-promotion and unrealistic expectations of success and power.

HIGH RISK
100%-90%

PERFORMANCE IMPLICATIONS:

- Has great confidence in their abilities and seem fearless when facing difficult tasks.*
- Overestimates their abilities and competencies.*
- Has trouble learning from their mistakes.*
- Assumes they have the right answers and don't seek others' input.*
- Feels entitled to leadership positions.*

MODERATE RISK
89%-70%

PERFORMANCE IMPLICATIONS:

- Seems socially self-confident, energetic, and fearless.*
- Expects to be treated with respect.*
- Seeks initiative and leadership positions.*
- Publicly promotes their agendas.*
- May not seek others' input when brainstorming or problem solving.*

At their best, Bold individuals are energetic, charismatic, leader-like, and willing to take the initiative to get projects moving. They are fearless about taking on new tasks, and some elevation on this characteristic is needed for success in management, sales, and entrepreneurship. At their worst, they are arrogant, demanding, self-deceived, and pompous.

PROBES/INSIGHT QUESTIONS:

- Does your ego cause you to dominate others? Have others described you as arrogant? Do you have a blinding belief in your own opinions?
- Are you unwilling to give up your position in a disagreement or fight no matter what? Are you usually right?
- Do you typically believe that your perspective or viewpoint is the correct one even before you evaluate someone else's?
- Do you interpret or re-interpret events to fit or support your point of view?
- Do you take responsibility or personal culpability when your idea, plan, or strategy doesn't work? Do you typically feel it's others' fault?

AWARENESS

CHALLENGE

CHANGE

CHALLENGES IN COACHING THE HIGH BOLD

High Bold individuals believe in their own superior talent and typically resist developmental feedback. Personal development is often seen as a strategy for advancing their personal agenda. They have a sense of purpose and a career direction, but they are insensitive to the impact of their behavior on others, whom they believe should be eager to support them in the pursuit of their private goals. Because making mistakes is inconsistent with the image of themselves as superior, they typically blame others or rationalize mistakes away.

DEVELOPMENTAL RECOMMENDATIONS

High Bold employees should be encouraged to:

- Lower their expectations for special treatment, and try to accept responsibility for their occasional mistakes.
- Recognize that they ignore negative feedback, and seek feedback from well-intentioned family and friends who are not competitors.
- Stop regarding team interactions as opportunities for competition in which only one person can win. Remind yourself that the real competition is outside the organization, not within it.
- Realize that subordinates are most likely to be productive when they feel respected; learn how to offer positive feedback to others when they contribute.
- Use their confidence, energy, and determination to motivate rather than intimidate others.

AWARENESS

CHALLENGE

CHANGE

KEEP DOING

Being a role model for a positive attitude toward challenges and problems.

STOP DOING

Over promising and then blaming others when a plan or project fails.

START DOING

Sharing credit with your staff for successes and missions accomplished.

BEHAVIORAL SUGGESTIONS FOR THE HIGH BOLD:

1. Respectfully consider others' judgment: it will be important for you to be open to negative as well as positive feedback and to solicit feedback from others concerning your leadership effectiveness.
2. Recognize that others may see you as intimidating. It may be important to soften the way messages are delivered—this can be done by you acknowledging the fact that no one is right all of the time.
3. Recognize people when they have made important contributions.
4. Take more personal responsibility, especially when things don't go as well as expected or when goals are not achieved.

DERAILER: MISCHIEVOUS

WHAT THEY DO

Mischievous individuals manipulate, cheat, deceive, test the limits, take unnecessary risks, and seem incapable of guilt or remorse and unable to learn from experience.

WHY THEY DO IT

- They are often selfish and self-centered, see others as toys or tools to be used, and have little ability to identify with others' feelings.
- They may have low tolerance to boredom and become impatient to move on to new projects and people.
- They often have fun in their various, often forbidden activities.

STRENGTHS

They are very charming, persuasive, and great fun to be with.

SHORTCOMINGS

They use and manipulate people, ignore commitments, display poor follow through, and create doubts about their personal integrity.

UNDERLYING INTERPERSONAL SCHEMA

High Mischievous individuals believe that if they do not dominate others, others will dominate or exploit them. Raised in families inconsistent in both nurturance and control, they become cynical about the motivations of others, seeing life as a jungle where only the cunning survive.

Because the early environment was often highly charged emotionally, they seek out the stimulation that accompanies risky actions and decision making. They believe their own autonomy justifies circumventing the rules that regulate the behavior of others. Tough and resilient, these individuals focus on the present moment, not anticipating consequences or regretting past mistakes.

The Mischievous employee can be spontaneous, charming, and eager to embrace challenging assignments. The high Mischievous employee typically lacks the energy and career focus necessary for meaningful advancement. However, he or she will exploit weaknesses in others in order to advance.

Finally, the high Mischievous employee will become bored with details, may not honor commitments made to those in authority, and will show little loyalty to others if a new opportunity for advancement appears.

AWARENESS

CHALLENGE

CHANGE

Mischievous concerns behavior that ranges from seeming quiet, unassuming, and responsible to seeming bright, charming, impulsive, and limit testing.

HIGH RISK
100%-90%

PERFORMANCE IMPLICATIONS:

Seems interesting, daring, and fun.

Enjoys testing the limits.

Needs variety and excitement.

Ignores their mistakes.

Seems spontaneous, flexible, and impulsive.

MODERATE RISK
89%-70%

MODERATE RISK

Seems clever, charming, and adventurous.

Tests the limits.

Seems unafraid of risk.

Does not dwell on past mistakes.

Can be impatient and get bored easily.

At their best, Mischievous individuals are self-confident and have an air of daring that others often find attractive and even intriguing. At their worst, they are impulsive, reckless, faithless, exploitative, and manipulative. Their self-confidence and recklessness lead to many mistakes, but they seem unable to learn from experience. As a result, they tend to be underachievers, relative to their talent and capabilities.

PROBES/INSIGHT QUESTIONS:

- Do you break rules because you believe rules are either boring or unnecessary or that rules are merely suggestions? Would you rather ask for forgiveness rather than for permission?
- Do you make decisions or take actions that are sometimes risky or ill thought-out? Do you impulsively act without thinking about the consequences?
- Do you use your charm or personal style to get things done? Do you finesse your way out of mistakes? Do you take time to win people over?
- Do you speak your mind or say things to be provocative or to amuse yourself without any real objective or specific goals in mind?

AWARENESS

CHALLENGE

CHANGE

CHALLENGES IN COACHING THE HIGH MISCHIEVOUS

High Mischievous individuals will be suspicious of developmental feedback, viewing it as an attempt to motivate adherence to meaningless rules and expectations. While they will be superficially charming and interested in feedback, he or she will covertly reject many of the ideas offered. Past errors or missteps will be blamed on others or rationalized away. As a result, it is important to be assertive in identifying areas of concern while highlighting the personal challenges inherent in developmental feedback.

DEVELOPMENTAL RECOMMENDATIONS

If a working alliance can be achieved, the high Mischievous employee can be encouraged to:

- Slow down decision making to afford time for a realistic appraisal of the likely consequences of alternative courses of action.
- Recognize that career success depends on the support of others. Consider strategies for building their loyalty and trust.
- Demonstrate loyalty to others by following through on the commitments made to them.
- Apologize to those who may have been hurt or disappointed by past actions—rather than trying to explain the situation away.
- Leverage spontaneity and charm to become a good team player who seeks success for all members of the organization.

AWARENESS

CHALLENGE

CHANGE

KEEP DOING

Treating clients and colleagues with respect and support.

STOP DOING

Ignoring warnings, cautions, and feedback about your unnecessary risk-taking.

START DOING

Partnering with someone who is good with details and follow-up.

BEHAVIORAL SUGGESTIONS FOR THE HIGH MISCHIEVOUS

1. Show others that you are dependable and trustworthy. It will be important that you act in good faith and follow through on your commitments to other people.
2. Do not ignore commitments. When necessary, renegotiate commitments and develop contingency plans rather than ignoring them.
3. Acknowledge mistakes rather than trying to finesse them. Take ownership of what you have done.
4. Be more consistent on important rules because subordinates are following your lead.

DERAILER: COLORFUL

WHAT THEY DO

Colorful people may flirt, self-dramatize, seek the spotlight, dominate meetings, and ignore negative feedback.

WHY THEY DO IT

- They truly believe that others find them charming, fascinating, and irresistible, and that others can't get enough of them.
- They believe that self-dramatizing and self-promoting behavior often lead to success.

STRENGTHS

They are entertaining, life-of-the-party types, who are a lot of fun in the short run.

SHORTCOMINGS

Colorfuls are often distractible, preoccupied, substitute activity for productivity, call meetings so that they can be the center of attention, may have problems with follow through.

UNDERLYING INTERPERSONAL SCHEMA

High Colorful individuals are naturally gregarious. However, they mistake attention for accomplishment. These individuals report backgrounds in which attention and affirmation were based upon their charm, appearance, and capacity to entertain. Less attention was paid to competence, achievement, and persistence. As a result, these individuals doubt their capacity to perform effectively. They fear that others will notice their weaknesses and ignore them.

Under stress, the need for approval leads to exhibitionistic and other entertaining behaviors. This may take the form of caricatures of gender-role stereotypes: females become charming and coquettish while males emphasize their virility and toughness.

High Colorful persons value external approval over their own internal experience—they have difficulty identifying if and when they have done well. In the workplace, high Colorful employees enjoy attention and seek the spotlight in team interactions or other group encounters. They may appear innovative, but they have difficulty focusing on details and implementing their ideas effectively. They tend to be most effective in positions that offer high visibility (e.g., sales).

AWARENESS

CHALLENGE

CHANGE

Colorful concerns behavior that ranges from modesty and quiet self-restraint to dramatic and colorful self-expression.

HIGH RISK
100%-90%

PERFORMANCE IMPLICATIONS

Seems colorful, quick-witted, and socially skilled.

Often over-commits.

May not listen well.

Seeks leadership positions.

Dominates social situations.

MODERATE RISK
89%-70%

PERFORMANCE IMPLICATIONS

Seems clever, interesting, and expressive.

Makes a strong first impression.

Seems unconcerned with details.

Seems flirtatious and fun.

Enjoys leadership positions.

At their best, Colorful individuals are bright, entertaining, flirtatious, and the life of the party. At their worst, they won't listen or plan; they self-nominate and over-commit themselves. Although they are entertaining, they are also easily distracted, impulsive, hyperactive, and unproductive.

PROBES/INSIGHT QUESTIONS

- Do you dominate meetings by speaking constantly, asking many questions or other communications that command others' attention?
- Do you have a certain showmanship or theatrical style that makes your style of leadership the issue for discussion by others?
- Do you use your charm or eloquence in a strategic manner, or are you on stage without really reflecting on what you're trying to achieve?
- Do you tend to dramatically elevate expectations or over-commit, yet fail to follow-through on those commitments?

AWARENESS

CHALLENGE

CHANGE

CHALLENGES IN COACHING THE HIGH COLORFUL

Feedback creates a dilemma for the high Colorful individual. On the one hand, he or she will enjoy the attention. On the other, the employee will fear that his or her deficiencies have been found out. The high Colorful individual will attempt to charm the person offering feedback in order to divert attention away from their very real development opportunities. As a result, it is important to remain task-focused.

DEVELOPMENTAL RECOMMENDATIONS

It is important to remain task-focused, to highlight the employee's very real strengths, and to reassure him or her that developmental feedback offers a strategy for making a good thing better. The high Colorful employee should be encouraged to:

- Discover alternative strategies for making a point—emotional displays attract attention but may sometimes alienate others.
- Beware of confusing activity with productivity; notes and to do lists can help ensure that specific tasks receive adequate attention.
- Learn to listen to others, interrupting as seldom as possible, and paraphrasing what the other person said as a way to ensure that it was understood.
- Ask a trusted colleague to offer feedback regarding interpersonal strategies that are most effective in making a desired point.
- Partner with a colleague who is more detail-oriented to increase the chances that good ideas are implemented effectively.

AWARENESS

CHALLENGE

CHANGE

KEEP DOING

Entertaining clients, customers, and colleagues with verve and enthusiasm.

STOP DOING

Interrupting others while they are working, and talking past your allotted time.

START DOING

Listening rather than talking, asking others if you have understood them correctly.

BEHAVIORAL SUGGESTIONS FOR THE HIGH COLORFUL

1. Seek alternative ways of productively expressing your temper and other emotions. Observe the impact on others of your emotional expressions.
2. Focusing on others and actively listening to them (good eye contact, not interrupting, and paraphrasing to capture what's been said) would benefit you.
3. Reverse the over-promise-under-deliver tendency by collaborating with others before you commit. Refine your ability to objectively estimate time and effort to complete a task.
4. Partner with someone who will attend to the details, timeline, etc.

DERAILER: IMAGINATIVE

WHAT THEY DO

Imaginative people are creative, unconventional, and they generate lots of ideas, some of which are good and some of which are simply wild.

WHY THEY DO IT

- They believe others find their flights of fantasy to be charming, engaging, and attractive.
- They gain a lot of attention from their idiosyncratic and unusual thoughts and behavior.

STRENGTHS

They are creative, imaginative resources for solving problems and design issues.

SHORTCOMINGS

They often communicate poorly, and, because their ideas are sometimes wild and indefensible, people lose confidence in their judgment.

UNDERLYING INTERPERSONAL SCHEMA

Like high Reserves, high Imaginative individuals display insensitivity to social cues. As the high Reserved individual withdraws, however, the high Imaginative employee relishes social interaction as an arena for sharing novel ideas, opinions, and styles.

Derived from early experiences that minimized adherence to social convention in favor of creative expression, the cognitive schema of the high Imaginative individual is organized around a belief in uniqueness, a need to emphasize creativity over practicality, and disregard for the impact of behavior.

In the workplace they see themselves as sources of important ideas, but their belief in their own uniqueness interferes with the capacity to maintain focus, respect deadlines, and follow policies. They view teamwork as an opportunity to present multiple creative ideas.

Viewing themselves as special, they are relatively immune to criticism, and failure is not a serious concern. They are best in positions in which creativity is valued and implementation is left to others.

AWARENESS

CHALLENGE

CHANGE

Imaginative concerns behavior that ranges from being levelheaded, sensible, and practical to imaginative, unusual, and unpredictable.

HIGH RISK
 100%-90%

PERFORMANCE IMPLICATIONS

Seems playful and innovative.

May be hard to understand.

Has unusual and original ideas.

Makes surprising decisions.

Changes focus quickly and frequently.

MODERATE RISK
 89%-70%

PERFORMANCE IMPLICATIONS

Seems clever, imaginative, fun-loving, and unpredictable.

Enjoys games and practical jokes.

Has unusual and impractical ideas.

Sees things differently.

Changes focus quickly.

At their best, Imaginative people are visionary, creative, and insightful. At their worst, they can be self-absorbed, insensitive to feedback, and indifferent to the social and political consequences of their egocentric focus on their own agendas. They communicate poorly, and as managers, they often leave people confused regarding their directions or intentions.

PROBES/INSIGHT QUESTIONS

- Do you sense that people aren't really listening to you when you present your favorite idea or solution to a problem? Does your unpredictable style confuse or confound others?
- Do you have a 'million' great ideas, but very few ever get executed or implemented? Do you personally launch many initiatives, but no follow-up on them? Is prioritizing initiatives or ideas difficult for you?
- Do you use your original and sometimes unconventional style to assert your independence or non-conformity to norms?
- Do others fail to follow-up with you or ask how they can help you execute the idea(s) you've offered? Do others seem cynical about your words and actions?

AWARENESS

CHALLENGE

CHANGE

CHALLENGES IN COACHING THE HIGH IMAGINATIVE

It is important to ensure that the high Imaginative individual fully appreciates fully the intent of developmental feedback. He or she is likely to be puzzled that others see the necessity of change. As a result, it is important to emphasize that recommendations are intended to enhance the value of the employee's ideas and the capacity of the organization to profit from them fully.

DEVELOPMENTAL RECOMMENDATIONS

The high Imaginative person should be encouraged to:

- Recognize that stimulating and visionary ideas are often hard for others to understand.
- Carefully consider strategies for implementation that will give creative ideas greater credibility.
- Focus efforts on ideas that seem most interesting to others; this will allow for a greater number of ideas to be acted upon.
- Check frequently with superiors and colleagues to ensure understanding of their expectations for performance.
- Partner with a colleague who may be less creative but better at implementation; by working together, ideas are more likely to be turned into action.
- Seek feedback from trusted colleagues who can offer insight and constructive strategies for interacting more effectively with others.

AWARENESS

CHALLENGE

CHANGE

KEEP DOING

Providing ideas, insights, and original solutions to everyday business problems.

STOP DOING

Offering opinions and solutions without being asked or before the problem has been delineated.

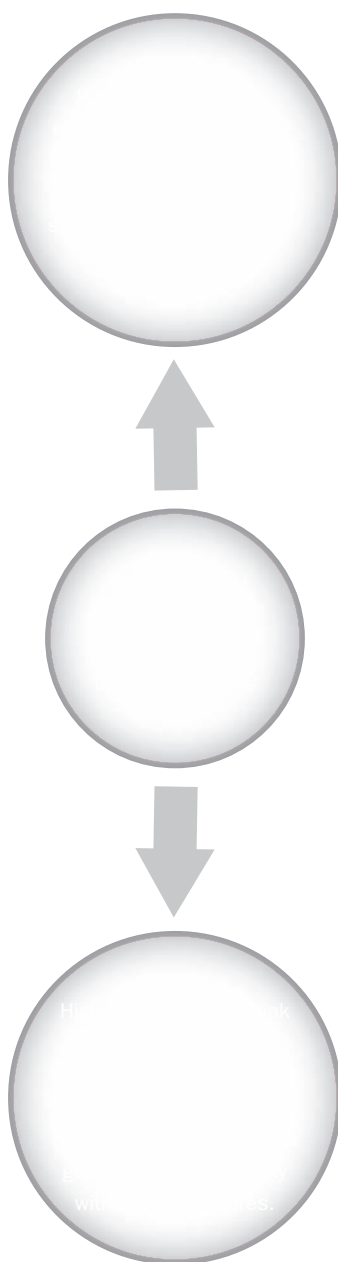
START DOING

Checking with trusted colleagues regarding the practicality of your ideas before taking them public.

BEHAVIORAL SUGGESTIONS FOR THE HIGH IMAGINATIVE

1. Appreciate that your ideas may not be so obvious to others. Ask others for opinions and solicit feedback regarding the comprehension of your ideas. Determine the personal cost of being eccentric or non-conforming and re-evaluate its value to the organization.
2. As an alternative, try to persuade others in one-on-one meetings versus in a group. Avoid shooting-from-the-hip when selling ideas—recognize the difference between intention vs. impact.
3. You may need to temper pie-in-the-sky thinking with reality, especially when working with others to determine applicability and implementation of the ideas.
4. You might surround yourself with people who can execute ideas you generate, and you might couple your solution or idea with a plan that clearly articulates how implementation could proceed.

THE **MOVING TOWARD** PEOPLE FACTOR



DERAILER: DILIGENT

WHAT THEY DO

Diligent people have difficulty delegating and micro-manage their staff. They do not prioritize and try to do each task themselves and do all of their tasks equally well.

WHY THEY DO IT

- They think the best way to please bosses and superiors is by doing very high quality work.
- They are often rewarded for the high quality work that they do.

STRENGTHS

They are hard working, careful, detail oriented, display superb follow through and get results.

SHORTCOMINGS

They may alienate and disempower their staff and create great stress for those around them.

UNDERLYING INTERPERSONAL SCHEMA

High scorers on the Diligent scale often report growing up in environments that valued high performance and were critical of work that seemed substandard. They seem to believe that there are only two options available in any performance situation: perfection and failure.

When they think their performance will be judged, high Diligent people try to be as perfect as possible. It is often hard for them to gauge the importance of a given work task. They believe that it is wrong to relax their personal standards.

They value rules, external standards, and social custom as guides to appropriate responses in performance situations. They believe that for things to be done correctly only they can do it.

This underlying belief makes it difficult for high Diligent individuals to delegate to and effectively empower subordinates. Their micromanagement alienates their staff who soon refuse to take any initiative and simply wait to be told what to do and how to do it.

AWARENESS

CHALLENGE

CHANGE

Diligent concerns behavior that ranges from being relaxed, tolerant, and willing to delegate to being meticulous, picky, critical, and overly-conscientious.

HIGH RISK
100%-90%

PERFORMANCE IMPLICATIONS

Seems polite, detail-oriented, hardworking, and do things by-the-book.

Tends to micromanage their staff.

Tries to do everything equally well.

Tends to be hard to please.

Seems uncomfortable with ambiguity.

MODERATE RISK
89%-70%

PERFORMANCE IMPLICATIONS

Seems mannerly, conscientious, and hardworking.

Supervises others closely.

Tries to do everything themselves.

Maintains high standards for themselves and others.

Somewhat inflexible and slow to act because they need the best solution for every problem.

At their best, Diligent individuals are good role models who uphold the highest standards of professionalism in performance and comportment. They are typically popular with their bosses because they are so reliable. At their worst, however, they are fussy, particular, nit-picking micromanagers who deprive their subordinates of any choice or control over their work.

PROBES/INSIGHT QUESTIONS:

- Do you impose or create structure in every situation in order to reduce ambiguity and uncertainty?
- Do you often get lost in the weeds (details) and not see the bigger picture? Do you sometimes miss the obvious?
- Do you spend so much time managing processes that people's needs become secondary or overlooked?
- Do you not let go of work or delegate tasks for fear that it won't be done correctly or the right way? Are you very demanding and hard to please?

AWARENESS

CHALLENGE

CHANGE

CHALLENGES IN COACHING THE HIGH DILIGENT

When offering high Diligent people developmental feedback, the goal is help them adopt more relaxed standards for both self and others and to give up some control over projects and processes that matter to them. Because they tend to see feedback as a sign of failure (which could trigger even higher perfectionistic strivings), high Diligent people need to see feedback as supportive and designed to help them become more effective and productive.

DEVELOPMENTAL RECOMMENDATIONS

High Diligent individuals should be encouraged to:

- Recognize that the best solutions to problems may not always be cost effective: good enough may be as valuable as perfect.
- Practice delegating tasks to staff, and leave them alone to try their own ideas or strategies.
- Avoid criticizing those whose work does not reach their own potentially unrealistic standards.
- Practice being relaxed and positive even in the face of important deadlines and other work stressors.
- Challenge the belief that work that is less than perfect will always be criticized.

AWARENESS

CHALLENGE

CHANGE

KEEP DOING

Working hard, being careful, being a role model for high standards.

STOP DOING

Criticizing your subordinates' work, pointing out their shortcomings, and requiring them to do their work your way.

START DOING

Delegating tasks to subordinates and letting them make their own mistakes.

BEHAVIORAL SUGGESTIONS FOR THE HIGH DILIGENT

1. Realize that tried and true solutions may not offer the highest payback, therefore it will be important for you to actively solicit alternatives from others.
2. Practice delegation: set goals and timelines and schedule follow-ups.
3. Develop a system for evaluating project/task priorities. Prioritize the key tasks and learn to live with imperfection on less important projects.
4. Be careful not to become critical of others who do not meet your high standards. Examine the costs of perfectionism, both personal and from a team work perspective.

DERAILER: DUTIFUL

WHAT THEY DO

Dutiful people tend to avoid making independent decisions, opting instead to do whatever their boss requires.

WHY THEY DO IT

- They believe success depends on being a good and compliant citizen.
- Their superiors find this level of loyalty very attractive.

STRENGTHS

They are unusually loyal and compliant employees.

SHORTCOMINGS

Dutiful individuals won't protect their staff from abusive superiors, and lose staff loyalty and respect as a result.

UNDERLYING INTERPERSONAL SCHEMA

High Dutiful individuals grew up in families that were caring and nurturant. The child's basic needs were met, allowing him or her to trust caregivers and others in positions of authority.

However, the parents failed to pull back as the child became capable of self-sufficiency. Lacking mastery experiences, the child failed to develop a sense of competence and self-efficacy, continuing to believe that he or she must rely on others. The unknown is to be avoided, as the high Dutiful individual doubts his or her capacity to cope with novel challenges or situations. Fear of abandonment by those in authority persists.

In the work environment, the high Dutiful employee seeks to accommodate those in positions of authority in order to maintain their goodwill. Belief in the self as ineffective impairs the high Dutiful employee's capacity to think independently, offer controversial opinions, or take initiative with projects and colleagues. Such employees lack self-assurance under pressure and abdicate important decisions.

AWARENESS

CHALLENGE

CHANGE

Dutiful concerns behavior that ranges from being independent and willing to challenge people in authority to being conforming and reluctant to take independent action.

HIGH RISK
100%-90%

PERFORMANCE IMPLICATIONS

Seems obliging, unassuming, and likeable.

Consults regularly with their boss.

Seems to be very good team players.

Seems mannerly and polite.

Rarely challenges corporate policy.

MODERATE RISK
89%-70%

PERFORMANCE IMPLICATIONS

Seems agreeable, pleasant, and cooperative.

Seems eager to please.

Keeps their boss informed.

Seems to always support corporate policy.

Considered good team players.

At their best, Dutifuls are polite, conforming, and eager to please. They are agreeable, seldom criticize anyone, complain about anything, or threaten anybody. They rarely make enemies and tend to rise in organizations. Unfortunately, they have problems making decisions, taking initiative, or taking stands so that the units for which they are responsible tend to drift. As a result of their compliance and desire to please everyone, they may over commit, leaving their staff to feel unsupported and ultimately having trouble maintaining the team.

PROBES/INSIGHT QUESTIONS

- Are you so flexible and agreeable that no one really understands where you stand on an issue?
- Do you frown upon disagreement and conflict with your team to the point that strong emotions are rarely expressed? Do you squelch dissension?
- Are you unwilling to stand up for your people? Do you face the tough people decisions? Do you postpone these decisions or find a compromise position that relieves you taking a clear-cut stand or decision?
- Do you lack passion or backbone in advocating or arguing a position? Do you confront others with weak emotion?

AWARENESS

CHALLENGE

CHANGE

CHALLENGES IN COACHING THE HIGH DUTIFUL

As the high Dutiful employee is likely to receive developmental feedback as evidence that he or she has disappointed those in positions of authority, feedback will be most effective when it is presented as evidence of the organization's concern for the employee's overall success and well being. Although this will seem like a conundrum, the high Dutiful employee can be assured that superiors will be pleased when he or she shows greater autonomy and initiative. High Dutiful individuals will usually respond well to positive feedback for their attempts to function more autonomously.

DEVELOPMENTAL RECOMMENDATIONS

High Dutiful employees should be encouraged to:

- Consider that successful people understand that disagreement is not tantamount to criticism or rejection.
- Recognize that independent thinking will increase their credibility and stature with those in authority, not diminish it.
- When asked for an opinion, take a moment, identify a position, and marshal arguments to defend it if challenged.
- Enhance the loyalty of staff by being loyal to them, even if this means disagreeing with other colleagues or superiors.
- Practice saying "no" and asserting independence when faced with a request that is unreasonable in its context.

AWARENESS

CHALLENGE

CHANGE

KEEP DOING

Communicating with your boss about relevant business developments and problems.

STOP DOING

Checking with others before you make decisions.

START DOING

Supporting your subordinates in their decisions when they are the ones who are most importantly affected by those decisions.

BEHAVIORAL SUGGESTIONS FOR THE HIGH DUTIFUL

1. Be more visible and deliberate about demonstrating your loyalty by showing commitment to the team and pointing out the positives if others attack your group's credibility.
2. When asked for opinions, avoid agreeing for the sake of agreement. Instead, gather information and other's opinions and prepare and practice your responses in advance.
3. Remember the adage, "confront the issue, not the person."
4. Choose your battles—identify what you believe or stand for; defend someone who is worth defending.