



## **Charles Poulton's Communication Profile**

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## Section 1: Profile Matrix

When you completed the Leading Dimensions Profile (LDP), you indicated your preferences and tendencies for how you approach common circumstances (such as at work, home, or in the community). These preferences and tendencies combine to reveal one of four communication profiles that shape how you interact with others. Based on your responses to the LDP, your primary profile is best described as the: Advisor Profile.

The Advisor Profile is most commonly recognized as being:

- more **Thinking-oriented** than **Acting-oriented**, meaning that you may be more methodical and thoughtful about achieving your goals.
- more **Task-focused** than **People-focused**, meaning that you may be more objective and reserved in how you relate with others.

### Counselor Profile

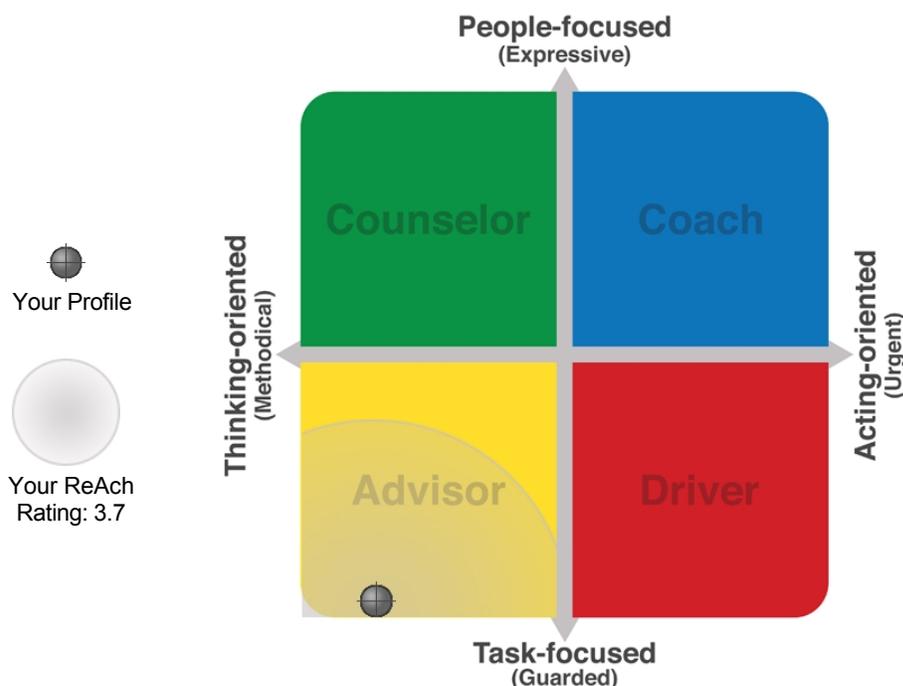
Counselors are best recognized for being: Thinking-oriented and People-focused. The key “markers” or behaviors of the Counselor Profile include:

- **Focus:** Nurturing
- **Communicating:** with a warm, comforting style
- **Conflict-handling:** by accommodating others’ views
- **Decision-making:** that please or support others

### Coach Profile

Coaches are best recognized for being: Acting-oriented and People-focused. The key “markers” or behaviors of the Coach Profile include:

- **Focus:** Networking
- **Communicating:** with charisma, dynamic style
- **Conflict-handling:** by collaborating on solutions
- **Decision-making:** using gut instinct



### Advisor Profile

Advisors are best recognized for being: Thinking-oriented and Task-focused. The key “markers” or behaviors of the Advisor Profile include:

- **Focus:** Knowing
- **Communicating:** with a reserved, formal style
- **Conflict-handling:** by identifying compromises
- **Decision-making:** with careful analysis

### Driver Profile

Drivers are best recognized for being: Acting-oriented and Task-focused. The key “markers” or behaviors of the Driver Profile include:

- **Focus:** Accomplishing
- **Communicating:** with a focused, intense style
- **Conflict-handling:** by directly confronting the issue
- **Decision-making:** with decisive action

## Section 2: Profile Interactions

Whether building rapport with strangers or discussing a challenging topic with a long-time associate, communication can be enhanced when you learn to “stretch” or mirror the other profiles. Although difficult early on, practice can make the stretching feel more natural over time – allowing you to recognize and interact with people from all four profiles with ease.

### Interacting with the Counselor

#### Try to:

- Build genuine rapport
- Affirm what you hear
- Recognize personal interests

#### Avoid:

- Rushing the conversation
- Using an impersonal tone
- Overlooking their concerns

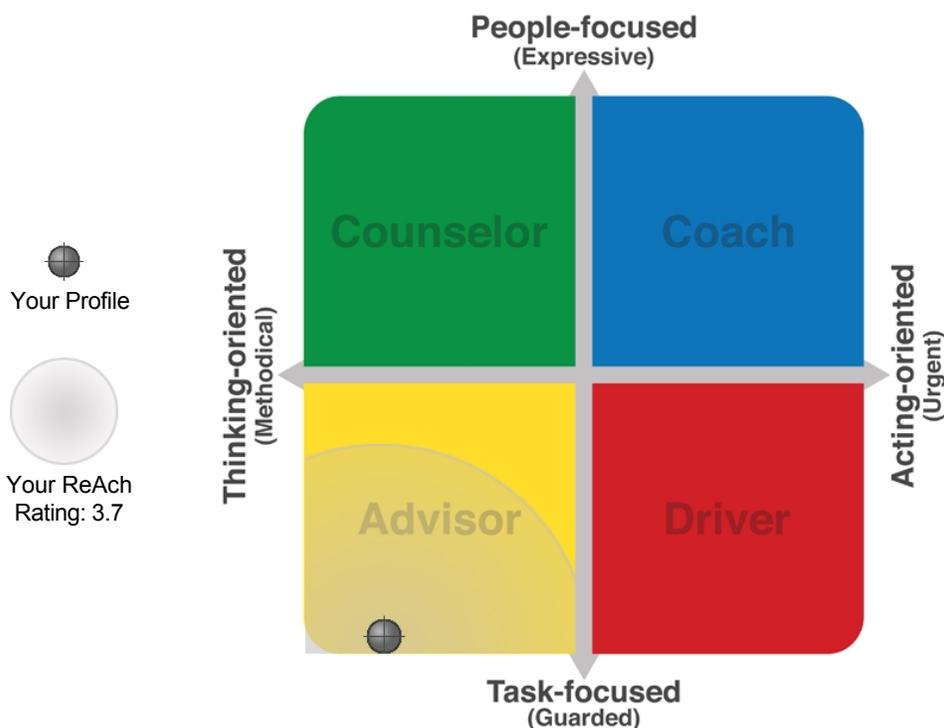
### Interacting with the Coach

#### Try to:

- Focus on the big picture
- Emphasize impact on people
- Encourage brainstorming

#### Avoid:

- Sharing unnecessary details
- Limiting their feedback
- Using an impersonal tone



### Interacting with the Advisor

#### Try to:

- Focus on the details
- Emphasize logic and rationale
- Draw out specific concerns

#### Avoid:

- Using emotional arguments
- Offering vague expectations
- Pushing for a conclusion

### Interacting with the Driver

#### Try to:

- Focus on the bottom line
- Emphasize results
- Be clear and specific

#### Avoid:

- Forcing personal small-talk
- Controlling the conversation
- Challenging their position

## Section 3: Profile Overview

Our personality drives how we approach people and tasks. This section provides practical observations regarding how your preferred profile influences specific behaviors.

### Focus: *Knowing*

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.

### Communicating: *Reserved*

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.

### Conflict-handling: *Compromising*

The Advisor is typically known for a reluctant approach to conflict. As their attention is mostly focused on maintaining an efficient work flow, the Advisor views conflict as something that must be avoided whenever possible. While others may tend to accommodate or even compete during conflict, the Advisor seeks to avoid it altogether and compromise where necessary. They tend to approach conflict objectively, and they are most concerned with minimizing any lingering disruptive impact on the group's performance.

### Decision-making: *Careful*

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.

### Potential Strengths

- Concerned for accuracy and efficiency
- Rule conscious
- Focused on practicality
- Consistent and reliable in their decisions
- Self-reliant
- Formal and professional in demeanor
- Objective and rational in decision-making
- Focused on task accomplishment

### Potential Challenges

- Reluctant to act
- Frustrated by change
- Lacking in confidence
- Hesitant to explore unproven ideas
- Reluctant to offer feedback or ideas
- Uncomfortable in a highly collaborative environment
- Considered cold or harsh when under stress
- Viewed as impatient and uninterested with others

## Important Note

The closer your plot is to any corner of the matrix, the more your style will be similar to the profile shown in the respective quadrant. The farther away your plot is from any corner, the less likely your style will reflect the profile indicated. The closer your plot is to the center of the matrix, the more you may tend to exhibit characteristics of all four styles. In reality, there will be occasions when you may exhibit characteristics of each profile, depending on the situation.

The versatility of your unique profile is graphically displayed as a circular range around your plot. This range may be seen as the “comfort zone” within which you prefer to respond in most circumstances. The larger the range, the greater the versatility with which you may adapt to other profiles in relating to others and achieving goals.

The information contained herein describes certain behavioral preferences and tendencies derived from the participant's self-reporting. While such patterns of behavior tend to be consistent over time, these can change based on circumstances beyond the scope of what has been measured by this survey. Therefore, this information does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of future behavior. No part of this information is intended to convey a psychological, medical, or psychiatric evaluation, and in no way is this information intended to convey an evaluation of employability. This information is intended to provide insight that is useful in coaching, team-building, and other aspects of professional development and training. No employment decision should be made based, in whole or in part, on the results contained herein, and no indication of suitability for employment should be inferred or implied based on the Leading Dimensions Profile (LDP).

## Contact Information

For more information regarding the Leading Dimensions Profile (LDP) or other products and services available to help in developing and coaching high performers, please contact your LDC Affiliate:



**OrgDev Institute (ODi)**  
<https://www.orgdevinstitute.co>