



# Charles Poulton's Personal Style Profile

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# Introduction

The purpose of this report is to provide a broad overview of your personal style, based on your responses to the Leading Dimensions Profile (LDP). Your style reveals how you may tend to *achieve* goals and *relate* to others in common circumstances.

## Section 1: Profile Matrix (page 2)

This section provides a summary of your personal style, as well as a graphical placement of your style in comparison to the four profiles:

- Counselor Profile
- Coach Profile
- Driver Profile
- Advisor Profile

Your profile is determined by the interaction of specific dimensions (listed in Section 3 of this report). Each of the four profiles offers its own key strengths, and no profile is better than the others. While you may be most comfortable acting within your own profile, you can learn to "stretch" to the other profiles over time through observing and practicing the markers provided in this report.

## Section 2: Profile Markers (page 3)

While your response to various situations may differ based on a number of factors, it is generally assumed that your approach to *achieving* goals and *relating* to others remains fairly consistent over time. By recognizing the markers of each profile, you can learn to adjust your approach as needed over time (such as when interacting with team members or in taking on a new project or challenging assignment).

## Section 3: Achieving and Relating Dimensions (page 4)

When your profile is recognized, whether at work, home, or in the community, it can be shaped by a number of specific characteristics or facets – referred to as dimensions. Your five *Achieving* dimensions and five *Relating* dimensions are shown in Section 3.

## Section 4: Coaching Points (page 6)

Within each profile, there may be key strengths that can enhance how you *achieve* and *relate*. This section discusses five of these strengths, while also offering potential recommendations to enhance strength development.

## Section 5: Profile Interactions (page 7)

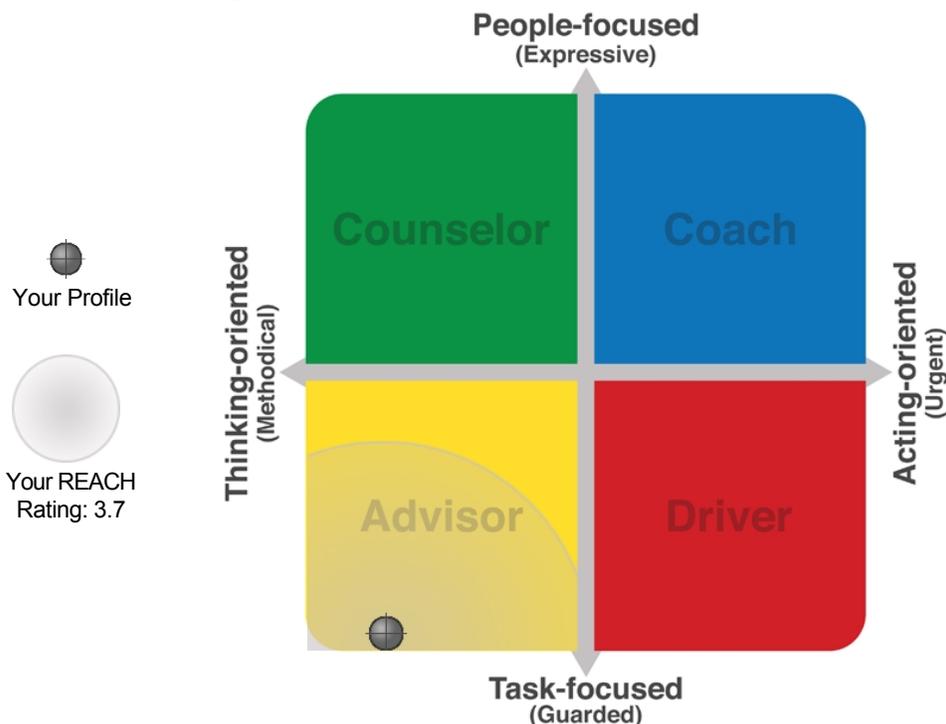
For each profile, practical recommendations are offered to improve understanding and reduce tension in everyday communication.

## 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). Listed as ten specific dimensions on subsequent pages, these preferences and tendencies combine to reveal one of four profiles. Based on your responses to the LDP, your primary profile (meaning the one you tend to prefer in most situations) 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.



Simply put, your profile suggests that you tend to be more focused on consistency and efficiency than most people. Others may recognize you as a very rational person who is most comfortable in a structured, organized environment. While achieving your goals, you are more likely to have a detailed plan, while making adjustments only after careful reflection. When in a team setting, you may be most concerned with maintaining efficiency and order.

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

**Important Note:** The closer your plot is to any corner of the matrix, the more your profile will be similar to the profile shown in the respective quadrant. The farther away your plot is from any corner, the less likely your profile 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 profiles. In reality, there will be occasions when you may exhibit characteristics of each profile, depending on the situation.

# Section 2: Profile Markers

While our responses may differ at times based on unique situations, most of us tend to reveal one of four profiles in common situations. We can easily recognize a profile (in ourselves and others) by observing specific markers. Identify the markers below for your own profile and then review how other profiles may differ in similar situations. Finally, consider what situations might require you to “stretch” your profile, especially when interacting with others who may have different preferences and tendencies.

## Counselor Profile

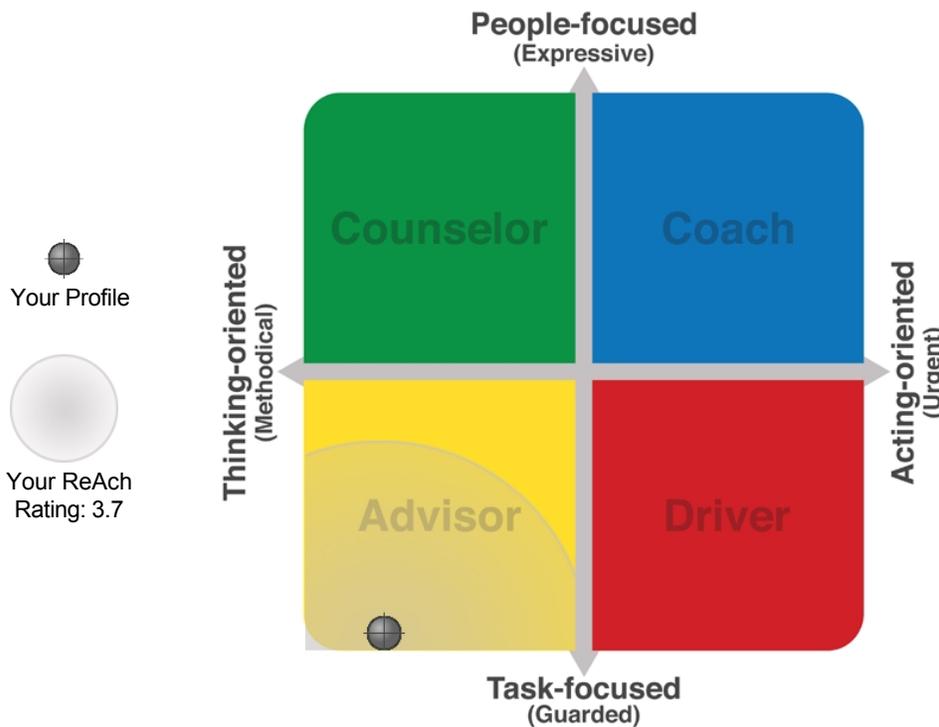
Counselors are best recognized for being: Thinking-oriented and People-focused. The key “markers” or behaviors of the Counselor Profile include:

- **Communicating** with a warm, comforting style
- **Conflict-handling** by accommodating others’ views
- **Delegating** by “asking” others for participation
- **Planning** through a careful, flexible approach
- **Learning** with careful, step-by-step reflection

## Coach Profile

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

- **Communicating** with charisma, dynamic style
- **Conflict-handling** by collaborating on solutions
- **Delegating** by “selling” others on participation
- **Planning** through a fluid, interactive approach
- **Learning** with active, “big picture” understanding



## Advisor Profile

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

- **Communicating** with a reserved, formal style
- **Conflict-handling** by identifying compromises
- **Delegating** by “teaching” the suggested approach
- **Planning** through methodical, detailed preparation
- **Learning** with careful, step-by-step reflection

## Driver Profile

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

- **Communicating** with a focused, intense style
- **Conflict-handling** by directly confronting the issue
- **Delegating** by “directing” the course of action
- **Planning** through an urgent, adaptive approach
- **Learning** with active, “big picture” understanding

## Section 3: Achieving Dimensions

Achieving Dimensions describe how individuals approach tasks and goals under normal circumstances.

### Intensity

Intensity describes how you pursue goals, whether for personal or work initiatives. While some prefer to work at a steady, balanced pace, others show an intense, urgent pace. Most of us tend to fluctuate between a measured and intense focus at times.

**Measured** ————— ● ————— **Intense**

*You tend to function with more urgency than others, and you may be more comfortable under pressure. You tend to dislike slow or repetitive processes, so you may appear impatient at times.*

### Assertiveness

Assertiveness describes how you assert your viewpoint. Some tend to be very quick to assert their opinions and may aspire to lead others. Others tend to be more reserved and defer opportunities to offer their opinion. Most of us seem to dislike public speaking but will assert ourselves when needed.

**Reflective** ————— ● ————— **Confident**

*You are probably more comfortable following direction than giving orders, and you may be reluctant to question or challenge others at times. You are more likely to think through what you are going to say before approaching others.*

### Risk Tolerance

Risk Tolerance describes how you approach uncertain or risky situations. Some people seem to be natural risk takers, while others tend to be more cautious and careful. Most of us tend to fluctuate between avoiding and taking risks, depending on the situation.

**Cautious** ————— ● ————— **Bold**

*You prefer safety and security rather than the risk of trying unproven ideas. Others count on your careful demeanor in high-stakes situations, as you prefer proven approaches over trial and error.*

### Adaptability (One of your Key Strengths - see page 6 for specific Coaching Points)

- ✓ Adaptability describes how you navigate change. While some prefer stability and a predictable environment, others enjoy frequent change and lots of variety. For the most part, we tend to display both reluctance and flexibility at times, depending on the significance of the change.

**Consistent** ————— ● ————— **Flexible**

*You tend to be most comfortable where there is structure and stability, and you don't seek change just for the sake of variety. If change is forced on you, especially in a hurry, you can become stressed.*

### Decision-making (One of your Key Strengths - see page 6 for specific Coaching Points)

- ✓ Decision-making describes how we learn and process information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most of us tend to balance both perceptive and analytical approaches to some degree in making decisions.

**Analytical** ————— ● ————— **Intuitive**

*You place a great deal of importance on precision and accuracy, and you are more comfortable relying on careful analysis than going with your gut instinct. Compared to others, you are more organized and detailed in solving problems.*

## Section 3: Relating Dimensions

Relating Dimensions describe how individuals tend to interact with others in common settings.

### Affiliation (One of your Key Strengths - see page 6 for specific Coaching Points)

- ✓ Affiliation describes how we collaborate with others in getting things done. While some of us prefer to go it alone and work independently, others are much more comfortable when they can work together. Most of us tend to work independently or collectively at times, based on the circumstances.

**Independent** ————— ● ————— **Social**

*You tend to value freedom and independence more than being around lots of people. While you may collaborate with others, you are probably most comfortable when you can take care of things on your own, without relying on others.*

### Consideration (One of your Key Strengths - see page 6 for specific Coaching Points)

- ✓ Consideration describes how we recognize the feelings and interests of those around us. While some of us go out of our way to learn how we can help others, some of us tend to approach others more formally or objectively. Most of us tend to fluctuate between sensitive and objective approaches.

**Objective** ————— ● ————— **Nurturing**

*You appreciate a more self-sufficient environment, where others may take care of their own problems. While you may lend a hand when needed, you tend to value an objective and practical approach over an emotional one.*

### Openness (One of your Key Strengths - see page 6 for specific Coaching Points)

- ✓ Openness describes your interest in sharing personal information with others. While some tend to place a high value on privacy and formality, others are much more open in their communication. Most of us tend to be quiet at times, and open up in others, depending on the circumstances.

**Private** ————— ● ————— **Open**

*You tend to be more reserved and private when interacting with others (outside of your close friends and family). You may be more comfortable keeping emotions to yourself, rather than sharing your feelings with others.*

### Status Motivation

Status Motivation describes how we relate to others as we accomplish goals. While some tend to thrive in competitive settings where they are rewarded for their individual performance, others prefer cooperative efforts and team rewards. Most of us tend to enjoy both opportunities from time to time.

**Competitive** ————— ● ————— **Contented**

*You may tend to find satisfaction in your work, even without receiving lots of attention. While others try to compete for status or rewards, you may find more satisfaction in personal, private forms of recognition for your efforts.*

### Self-protection

Self-protection describes how you tend to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, we tend to balance trust with skepticism in common situations.

**Skeptical** ————— ● ————— **Trusting**

*You tend to trust others' intentions, and you are typically more comfortable than most people in giving others the benefit of the doubt. You take information at face value, and you are more accepting of conflicting points of view.*

## Section 4: Coaching Points

The following characteristics represent five key strengths that have emerged from the dimensions highlighted in your Personal Style Profile. These strengths are those which are likely most evident in your response to goals and relationships. Since each strength can present a unique challenge if underutilized or taken too far, specific developmental points are provided as well.

### Objective (Consideration)

 **Key Strength:** You tend to remain objective where others may become emotionally involved in making decisions or solving problems. Others can rely on you for an impartial perspective. Your objectivity can provide great balance in approaching complex problems and your desire to stay on task can keep the team moving along.

 **Development Target:** At times your approach may be viewed as cold or harsh by more sensitive team members. Take care to soften your comments as you stay on message.

### Consistent (Adaptability)

 **Key Strength:** You provide a steady and reliable perspective. You are not easily caught up in fads or hype, and you require justification before an unproven approach is considered. You provide a consistent and predictable approach to issues that face the team. Others can count on you for dependability.

 **Development Target:** While your reliability can be constructive, be careful not to dig in your heels to resist change unnecessarily.

### Private (Openness)

 **Key Strength:** You carefully control your emotions and you rarely discuss personal matters. You don't intrude into other's personal lives and can be counted on to protect confidentiality. Where others may rely on small talk and bonding activities to keep their interest, you are more likely to stay focused on the task at hand.

 **Development Target:** At times your approach may cause distance between you and your peers. You might miss out on opportunities to build effective working relationships.

### Analytical (Decision-making)

 **Key Strength:** You carefully evaluate details and are not easily swayed by emotion or gut instinct. Others can count on you for your analytical perspective and methodical approach. Your eye for detail and propensity for analysis provide a great check and balance for the team's decision-making.

 **Development Target:** Watch out for 'analysis paralysis' which may cause you to undervalue the benefit of gut instinct and experience.

### Independent (Affiliation)

 **Key Strength:** You work well as an individual and you don't seek much support in getting things done. Others can rely on you to do your part, without needing their guidance. You are not afraid to ask the tough questions, and your independent approach will help the team to avoid the perils of groupthink.

 **Development Target:** At times others may perceive your preference for independence as a need to control the team or to go your own way.

# Section 5: Profile Interactions

Having recognized your unique personal profile, and learned the markers of all four profiles, the following recommendations will equip you to interact with others most effectively. 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

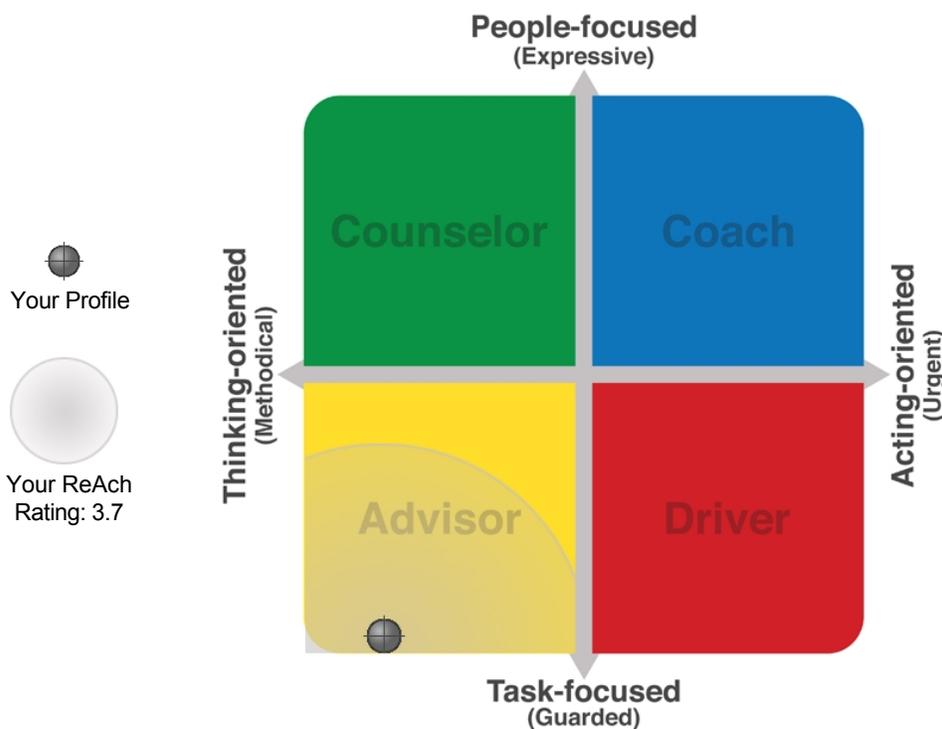
## Interacting with the Coach

**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

## Contact Information

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

## Important Note

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).

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