

REACH BRIEFING

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REACH Consulting Services (RCS) and the OrgDev Institute (ODI) collaborated with a REACH Gold Partner to study the implications of REACH styles and skills for performance among veterinarians. Key findings are highlighted below with applications for training and coaching.

- ODI gathered REACH Profile surveys and performance criteria for 52 incumbents, including veterinary leaders and practitioners. The employer provided a performance metric for each incumbent based on a ratio of billings divided by compensation, with a mean of 1.84.
- Incumbents completed the REACH Profile, a psychometric assessment of styles and skills conveyed within four distinct profiles: Counselor (27), Coach (8), Driver (3) and Advisor (13). Within the sample, no one profile exhibited significantly stronger performance over others.
- The REACH Quotient (RQ) exhibited positive association with the ratio. Specifically, veterinarians designated as higher performers scored an average RQ of 3.38 compared to an average of 3.19 scored by lower performers. The overall average RQ for the sample was 3.27 compared to the global average of 3.62.
- Incumbents exhibiting RQ of 4.00 and higher achieved billings of \$206,966 and a ratio of 1.98, compared to those with lower RQ who achieved billings of \$123,669 and a ratio of 1.83.
- In addition, the following RQ Skills exhibited significant correlation with performance criteria: Building Rapport, Evaluating Individual Performance and Exercising Control over Processes.
- Incumbents designated as leaders exhibited higher average RQ (3.59) compared to other incumbents (3.22).
- The Achieving Style dimensions of Assertiveness and Adaptability exhibited significant linear correlation with the performance criteria. Additionally, there was a preference among higher performers for more cautious (than bold) expression of Risk Tolerance. The remaining dimensions exhibited nonlinear associations with performance criteria. Specifically, higher performing veterinarians tended to be more reflective (than confident) and more consistent (than flexible).
- The Relating Style dimension of Affiliation exhibited significant linear correlation with performance criteria. Specifically, higher performing veterinarians tended to be more social (than independent).

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