



Charles Poulton's Leading Profile

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About REACH Profiles

Whether we recognize it or not, we all take on leading roles. How we go about this can have a tremendous impact on the lives of those we influence. Think for just a moment about the number of people you influence in some manner, on any given day. Like it or not, for good or for ill, you have tremendous influence! This Leading Profile report is designed to identify how you most likely influence others, while guiding you in recognizing your distinct leading dimensions. What you do with that recognition is up to you, but the fact that you are engaging in this self-assessment says a great deal about your potential to be a constructive influence in the lives of those around you.

This Leading Profile report is based on your responses to the REACH Survey, a 95-question survey of psychometric constructs designed to identify and promote key leading behaviors. While these behaviors have been researched and practiced for generations, this report is based on a comparison of your responses to the responses of over 30,000 participants involved in a comprehensive study of Leading Intelligence - referred to as REACH. While some participants served in high-level Executive positions, others were more informal organizers. Although some held positions of tremendous responsibility and power, still others exercised authority behind the scenes in a more supportive role. Regardless of their background, these participants had one thing in common – they exercised influence over others and sought to do so more effectively. They represented a variety of backgrounds, including private sector, military/government service, nonprofit and education/training as well as geographical regions, including North America, Europe, Australia and Asia.

On the following pages, your primary Leading Profile will be described first with a high-level overview and then with more in-depth information on the pages that follow. You will notice no mention of the word “leadership” in this report, as it typically refers to a broad and often academic concept. Rather, the intentional focus of this report is on the act of leading (with an emphasis on the “ing”) – meaning a highly interactive and challenging process that engages people in moving to where the leader aims to guide them. From the boardroom to the classroom, from the home to the headquarters, and from the battlefield to the athletic field, the need for effective leaders is everywhere. It is a common need in every event or activity where people gather toward a shared goal. As common as the need for leaders is, effective leaders are far less common. With that realization, this report equips the leader with intrapersonal awareness, to expand interpersonal influence, so that they may interactively engage with their teams.

Leading Profile Document Overview

The contents of this profile is presented in three main sections, followed by concluding remarks that summarize your Leading Profile. Each section builds on the preceding content, encouraging you to take a deeper dive into your Leading Profile.

Leading Profile

This section provides a high-level summary of your primary Leading Profile, while offering quick tips on how to recognize and influence the other profiles.

- Your Leading Profile Matrix
- Recognizing the Leading Profiles
- Influencing the Leading Profiles

Leading Dimensions

This section provides detailed information regarding the specific dimensions that make up your primary Leading Profile, including guidance on leveraging and developing each dimension to lead more effectively.

- Dimension Summary
- Intensity
- Assertiveness
- Risk Tolerance
- Adaptability
- Decision-making
- Status Motivation
- Affiliation
- Consideration
- Openness
- Self-protection

REACH Skills

This section provides scores for a range of interactions that commonly occur between leaders and their teams/groups. Your potential skill in each interaction is compared to other leaders within the normative population.

- REACH Skills Summary
- REACH Skills Scores

Conclusion

Final concepts are offered to support the continual development of your primary Leading Profile.

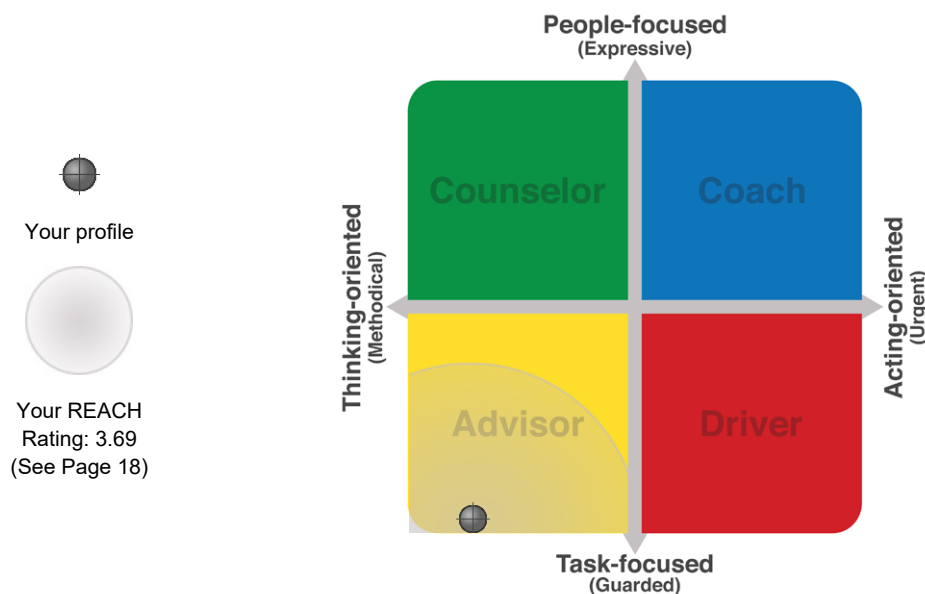
- Developing Your Leading Profile
- Contact Information

Leading Profile Matrix

When you completed the REACH Profile, you indicated 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 four Leading Profiles. Based on your responses to the REACH Survey, your primary Leading 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 (this is your Achievement Drive).
- more **Task-focused** than **People-focused** meaning that you may be more objective and reserved in how you relate with others (this is your Relational Drive).



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 agility 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 agility 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.

Recognizing the Leading Profiles

While our responses may differ at times based on unique situations, most of us tend to leverage just one of the 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 primary Leading Profile and then review how other profiles may differ in similar situations. Consider what situations might require you to adapt your profile, especially when interacting with others who may have different preferences and tendencies.

Recognizing the Counselor

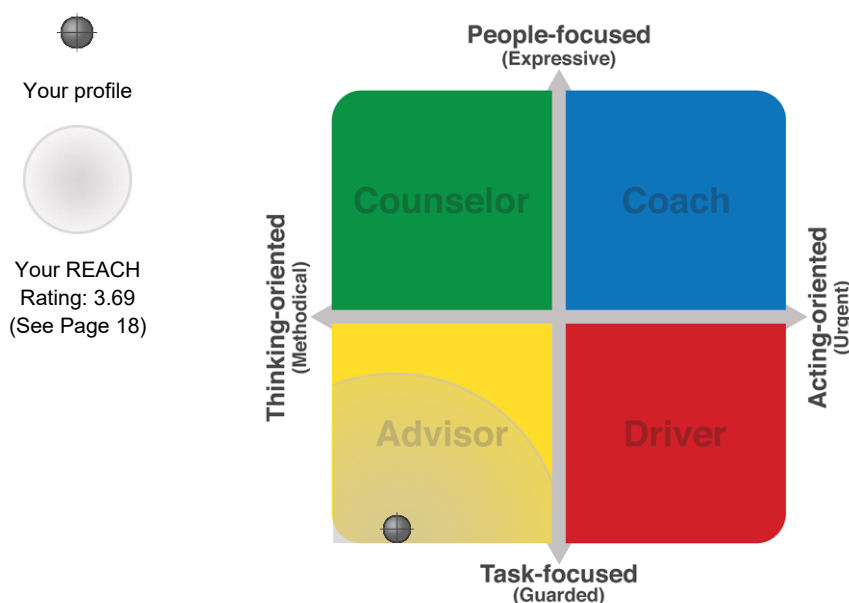
Counselors are best recognized for being: Thinking-oriented and People-focused. The key 'markers' or behaviors of the Counselor Profile include:

- **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

Recognizing the Coach

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



Recognizing the Advisor

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

Recognizing the Driver

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

Influencing the Leading Profiles

Having recognized your primary Leading 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 an associate, communication can be enhanced when you learn to adapt to or mirror the other profiles. Although difficult early on, practice can make the interactions feel more natural – allowing you to recognize and collaborate with people from all four profiles with ease.

Influencing the Counselor

Try to:

- Focus on building rapport
- Emphasize relationships
- Recognize personal interests

Avoid:

- Rushing the conversation
- Using an impersonal tone
- Overlooking emotional impact

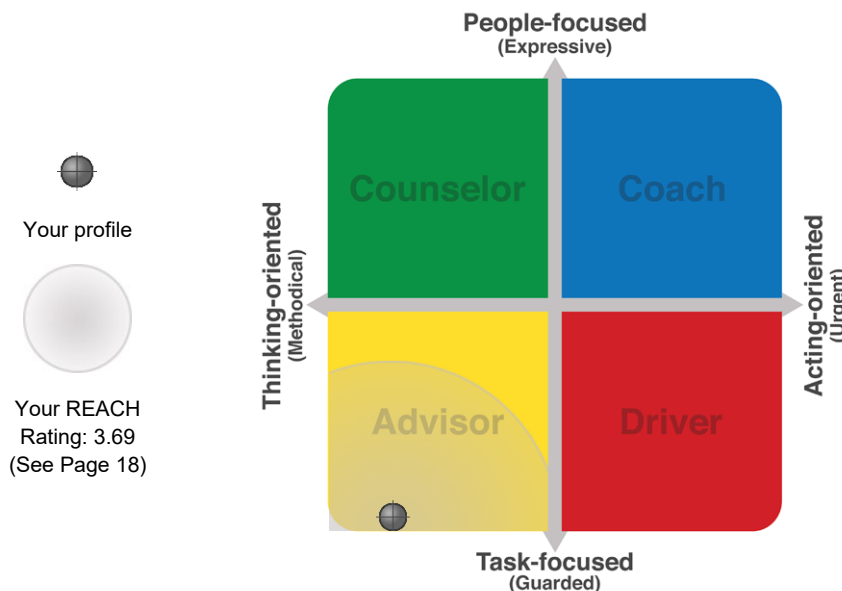
Influencing the Coach

Try to:

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

Avoid:

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



Influencing 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

Influencing 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

Your 10 Leading Dimensions - the unique you

If the matrix you just reviewed provided a 30,000-foot view of your Leading Profile, these 10 dimensions are closer to the ground level.

Meaning, these dimensions shed light regarding how you tend to carry out your Leading Profile. While you are familiar with your Advisor Profile and are most comfortable working with other Advisors (as we are all mostly comfortable interacting within our own profile), it is important to recognize that no two Advisors are exactly alike.

By applying these ten dimensions, you can explore and adjust how different behavior patterns can emerge, even within a given profile.

By examining these dimensions in more detail, you can uncover ways in which your behaviors are sources of strength, while also learning where you might benefit from further development. These ten dimensions include five Achieving Dimensions and five Relating Dimensions.

Achieving Dimensions are the dimensions that shape your orientation towards thinking and acting as you pursue goals:

- Intensity
- Assertiveness
- Risk Tolerance
- Adaptability
- Decision-making

Relating Dimensions are the dimensions that shape your focus on tasks and people as you pursue goals:

- Status Motivation
- Affiliation
- Consideration
- Openness
- Self-protection

Leading Dimension: Intensity

This dimension 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.



Leveraging Intensity

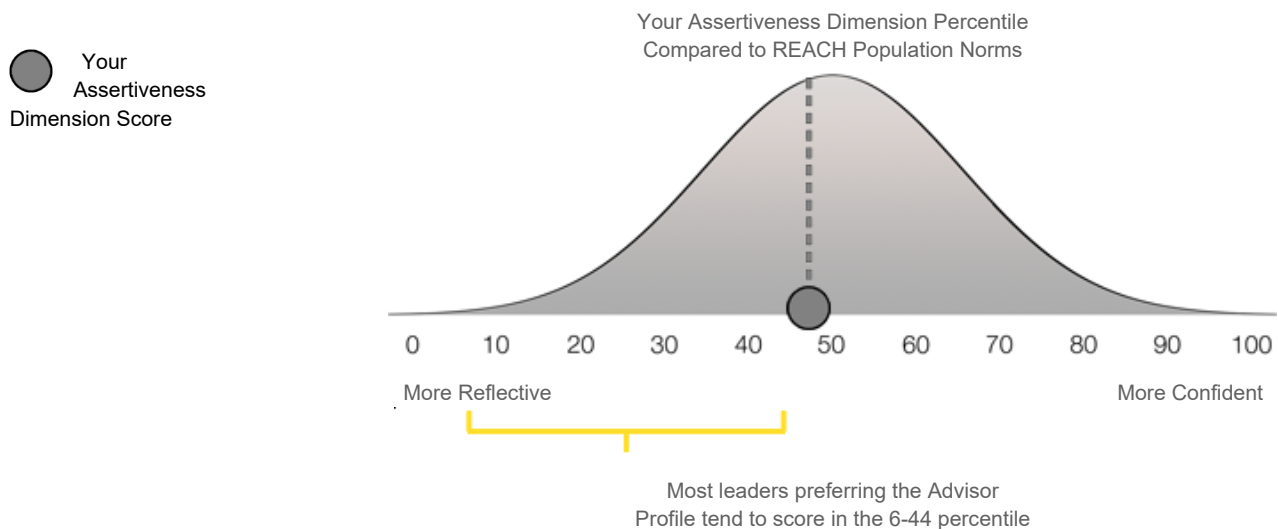
You approach most situations with focus and intensity. You push yourself to get things done, and you are not bothered by the pressure that may rattle others. While others may slow down or retreat, you can hold the team's "feet to the fire" and keep focused on reaching objectives.

Developing Intensity

Although your focus allows you to thrive under pressure, your intensity level may contribute to stress for those around you. You may need to "throttle back" at times in order to keep others engaged; otherwise, you may out-run the group's ability to keep up. You may find it helpful to stretch yourself by practicing a more measured or even laid back approach during those times when a specific deadline is not required or an urgent need is not apparent. You might also find an alternative outlet for your high intensity (apart from your leading role) that satisfies your need to achieve.

Leading Dimension: Assertiveness

This dimension 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.



Leveraging Assertiveness

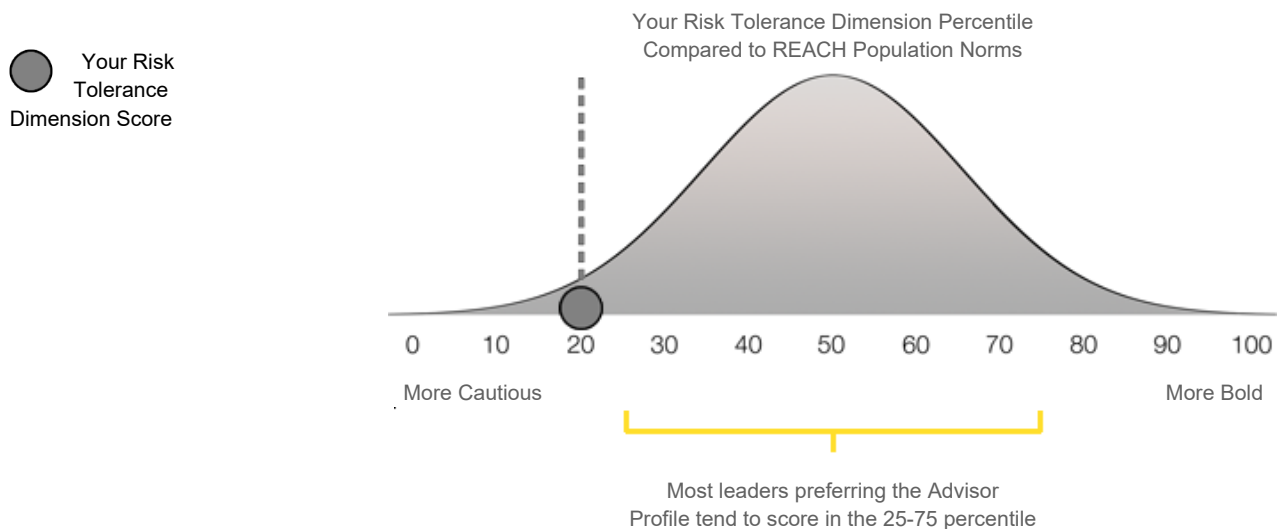
You are careful not to push your views on others. You are not likely to jump quickly into situations without considering ramifications. Where others may constantly offer their opinions, you tend to withhold comment until you have something meaningful to share.

Developing Assertiveness

Be mindful that your lower confidence level may cause you to appear timid at times, and you may fail to take charge when the situation calls for your leading. When working in a collaborative setting, this could prevent you from exercising influence over more confident individuals. You may find it helpful to practice interjecting comments and insights in group conversations, especially around those with whom you are most comfortable. Your reflective approach may cause others to talk over you or miss out on your opinion. Don't be afraid to jump into the conversation and share your perspective.

Leading Dimension: Risk Tolerance

This dimension 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.



Leveraging Risk Tolerance

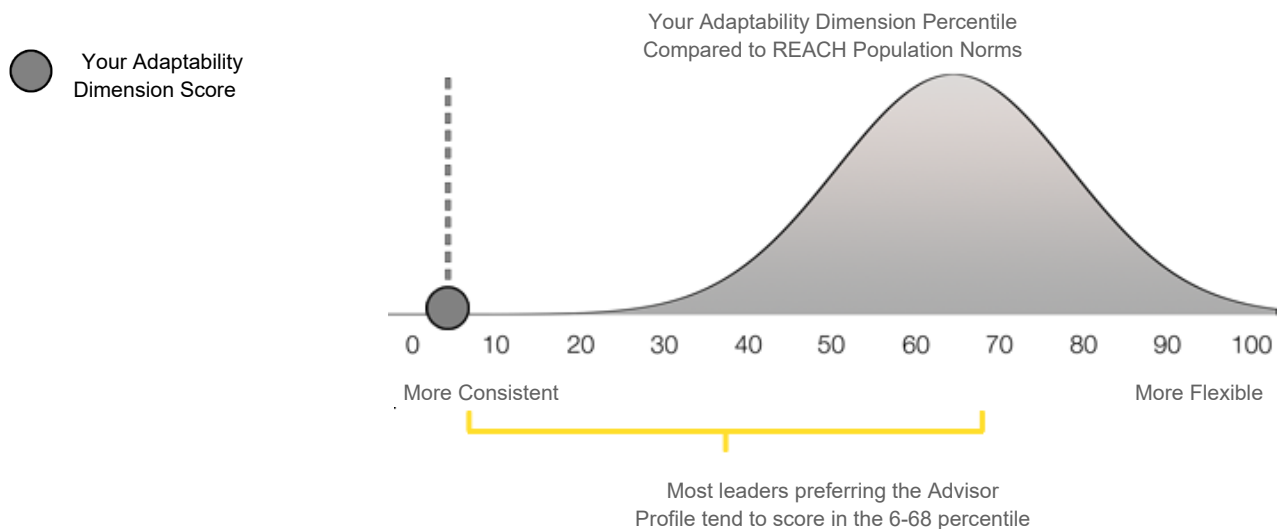
You are cautious in the face of unfamiliar situations. You rarely act without understanding the risks involved, and others can count on you as a voice of reason. Others may rely on you to ground their ideas and to provide a counter point to potentially risky suggestions.

Developing Risk Tolerance

Your desire for stability and safety in the face of uncertainty allows you to act as a steadying influence for the group. Still, your more daring team members may be concerned by what might appear to be a hesitancy to act. In fact, there may be times when others view your cautious nature as a failure to recognize opportunities. As you approach difficult or uncertain situations, allow others to see that your restraint is accompanied by a willingness to act boldly when needed. Make sure your reluctance to act amidst uncertainty does not cause you to avoid potentially rewarding opportunities.

Leading Dimension: Adaptability

This dimension 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.



Leveraging Adaptability

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

Developing Adaptability

Your preference for consistency and order offers stability for the group, and yet there may be times when the status quo must be challenged by a leader. Deriving comfort from consistency may cause you to miss out on the opportunity to experience something new. While your reliability can be constructive, be careful not to dig in your heels to resist change unnecessarily. One of the most challenging aspects of leading is to find ways to learn and grow, both individually and as a group. Look for ways to make subtle adjustments to common tasks, and observe how minor changes impact your performance and comfort level.

Leading Dimension: Decision-making

This dimension 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.



Leveraging Decision-making

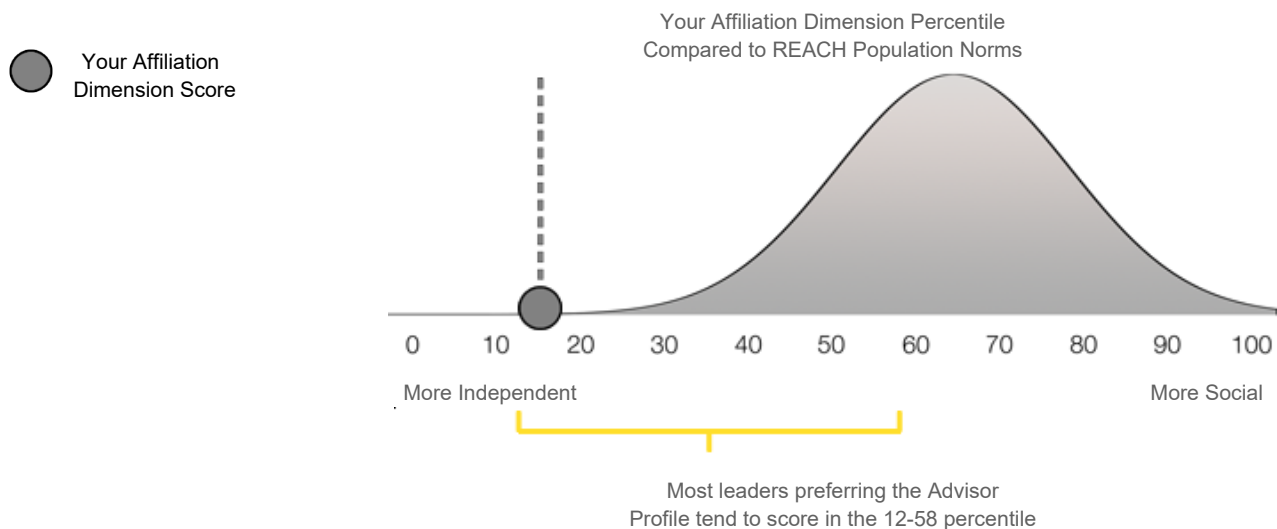
You carefully evaluate details and are not easily swayed by emotion or gut instinct. Others can count on you for your analytical perspective and methodical approach. Your eye for detail and propensity for analysis provide a great check and balance for the team's decision-making.

Developing Decision-making

Making decisions based on a careful analysis of available information allows you to identify issues and concerns that others may miss. This promotes greater accuracy and precision in decision-making. However, there may be situations in which your experience alone is adequate to inform your decision-making progress. Be careful not to dismiss the value of insight and perception offered by others who may not share your more logical approach. Watch out for "analysis paralysis" which may cause you to undervalue the benefit of gut instinct and experience, especially when time is of the essence.

Leading Dimension: Affiliation

This dimension 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.



Leveraging Affiliation

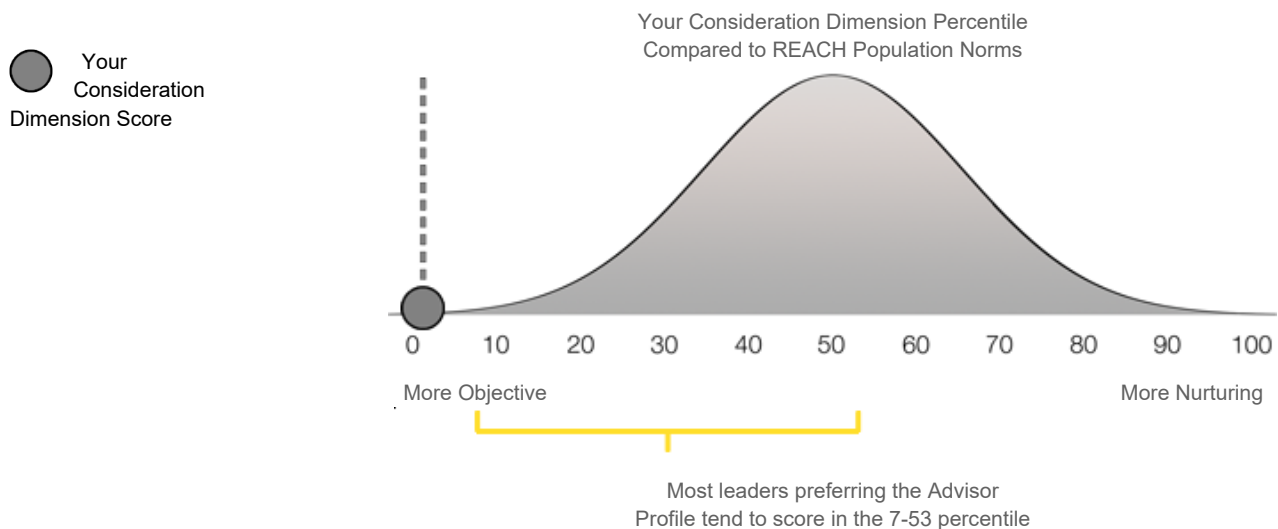
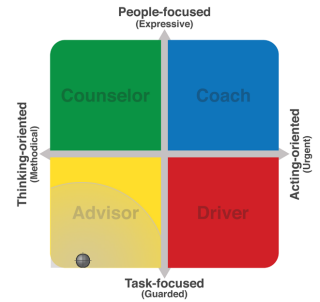
You work well as an individual and you don't seek much support in getting things done. Others can rely on you to do your part, without needing their guidance. You are not afraid to ask the tough questions, and your independent approach will help the team to avoid the perils of groupthink.

Developing Affiliation

Collaboration is essential for effective teamwork, although you may find it easier to make most decisions on your own. You do not feel the need to involve others in every aspect of your work, and yet, some goals simply cannot be accomplished without help. At times, others may perceive your preference for independence as a need to control the team or to go your own way. As a leader, others will expect you to act without them at times, but synergy will be impacted if you fail to involve them in brainstorming, implementing new plans, and reviewing performance outcomes. Discipline yourself to gain the perspective of the team before acting.

Leading Dimension: Consideration

This dimension 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.



Leveraging Consideration

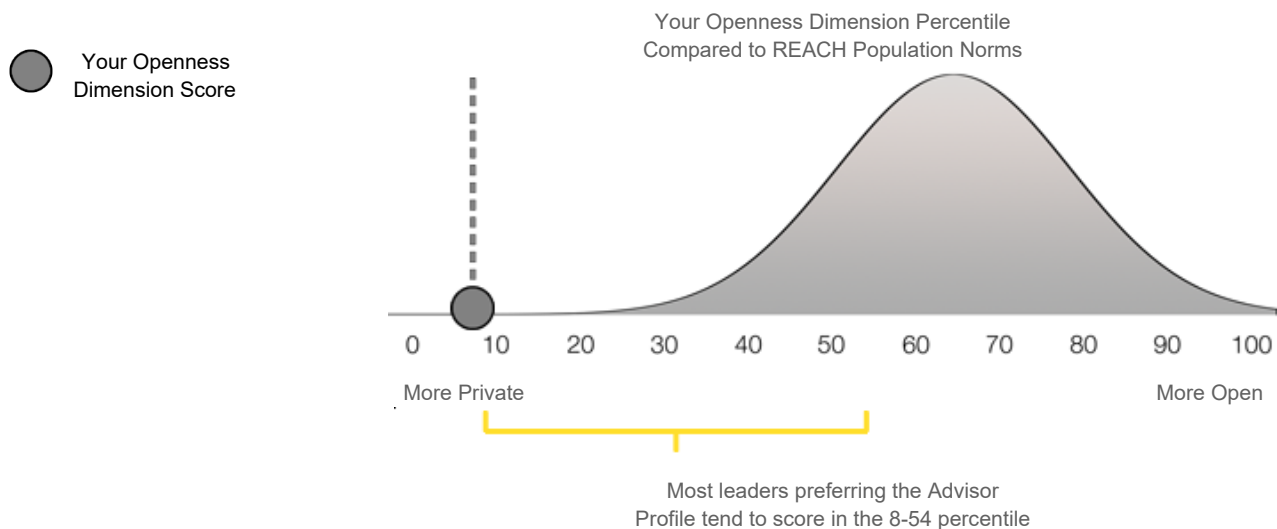
You tend to remain objective where others may become emotionally involved in making decisions or solving problems. Others can rely on you for an impartial perspective. Your objectivity can provide great balance in approaching complex problems and your desire to stay on-task can keep the team moving along.

Developing Consideration

At times your objective approach may be viewed as cold or harsh by more sensitive team members. While you may be reluctant to reach out to others in need of encouragement, such a nurturing response may be the most effective action you can take at times. Watch closely for signs that team members appear down or disheartened, and take care to soften your comments as you remain on-task. Others will appreciate that you recognize and consider their feelings, and you will be more likely to prevent smaller issues from becoming insurmountable problems.

Leading Dimension: Openness

This dimension 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.



Leveraging Openness

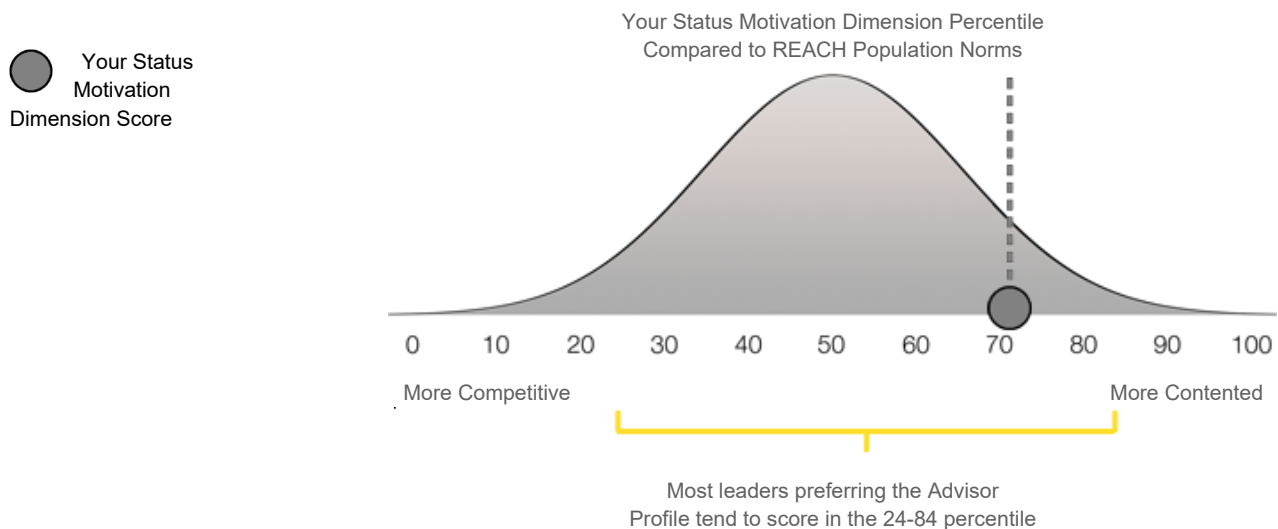
You carefully control your emotions and you rarely discuss personal matters. You don't intrude into others' personal lives and can be counted on to protect confidentiality. Where others may rely on small talk and bonding activities to keep their interest, you are more likely to stay focused on the task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

Developing Openness

While your professional demeanor indicates formality, this may cause a challenge when it comes to building rapport with others. Your reluctance to open up to the group may prevent you from engaging with its members. Group cohesion can be threatened if members are discouraged from sharing their personal interests. Although those who know you well may see your personal side at times, new acquaintances may view your approach as aloof or even cold. Watch for signs that group members may avoid sharing information with you, due to perceptions regarding your approachability.

Leading Dimension: Status Motivation

This dimension 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.



Leveraging Status Motivation

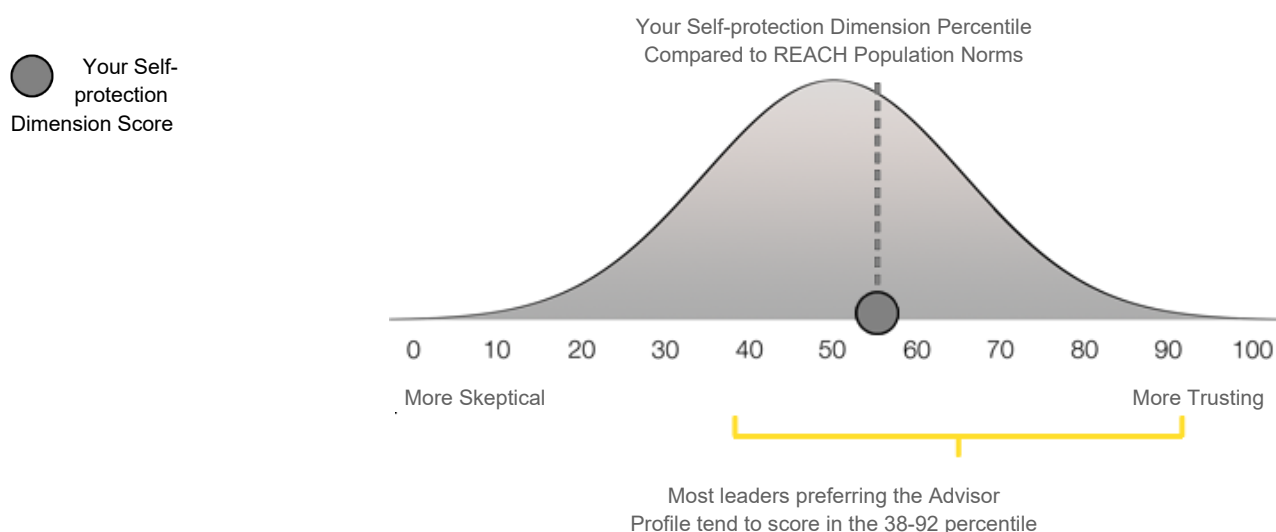
You work well with others in accomplishing goals, and you are quick to share credit for accomplishments. Others view you as a helpful contributor rather than competitor. You will find ways to draw out others' strengths for the benefit of the team. Where others prefer to compete, you find that you can accomplish more through cooperation.

Developing Status Motivation

Since you may be most motivated by private recognition, there may be times when you are reluctant to pursue a competitive endeavor (where individual performance is singled out). Still, some situations may call for you to pursue a goal, while competing for resources and/or the ultimate reward. Look for opportunities to leverage other team members' competitive drive by identifying a specific target or goal for the group to pursue together. When your efforts are successful, point back to the team's efforts and share the recognition accordingly.

Leading Dimension: Self-protection

This dimension 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.



Leveraging Self-protection

You tend to give others the benefit of the doubt until you are proven wrong. You like to find the best in people and will go out of your way to seek others' input. Your trusting nature will help to break down barriers in bonding and communication, especially in the early stages of team development.

Developing Self-protection

There may be situations when your trusting nature may be mistaken for vulnerability. In fact, you may be naïve at times regarding the reason behind others' actions or more discrete sources of conflict. You may fail to appreciate the need for some scrutiny and thus it may take you longer to see the potential for hidden agendas. As the adage suggests, you might be best served by trusting, but verifying. Learn to ask questions of others, not as a way of exercising suspicion, but simply to verify that your expectations are in line with reality.

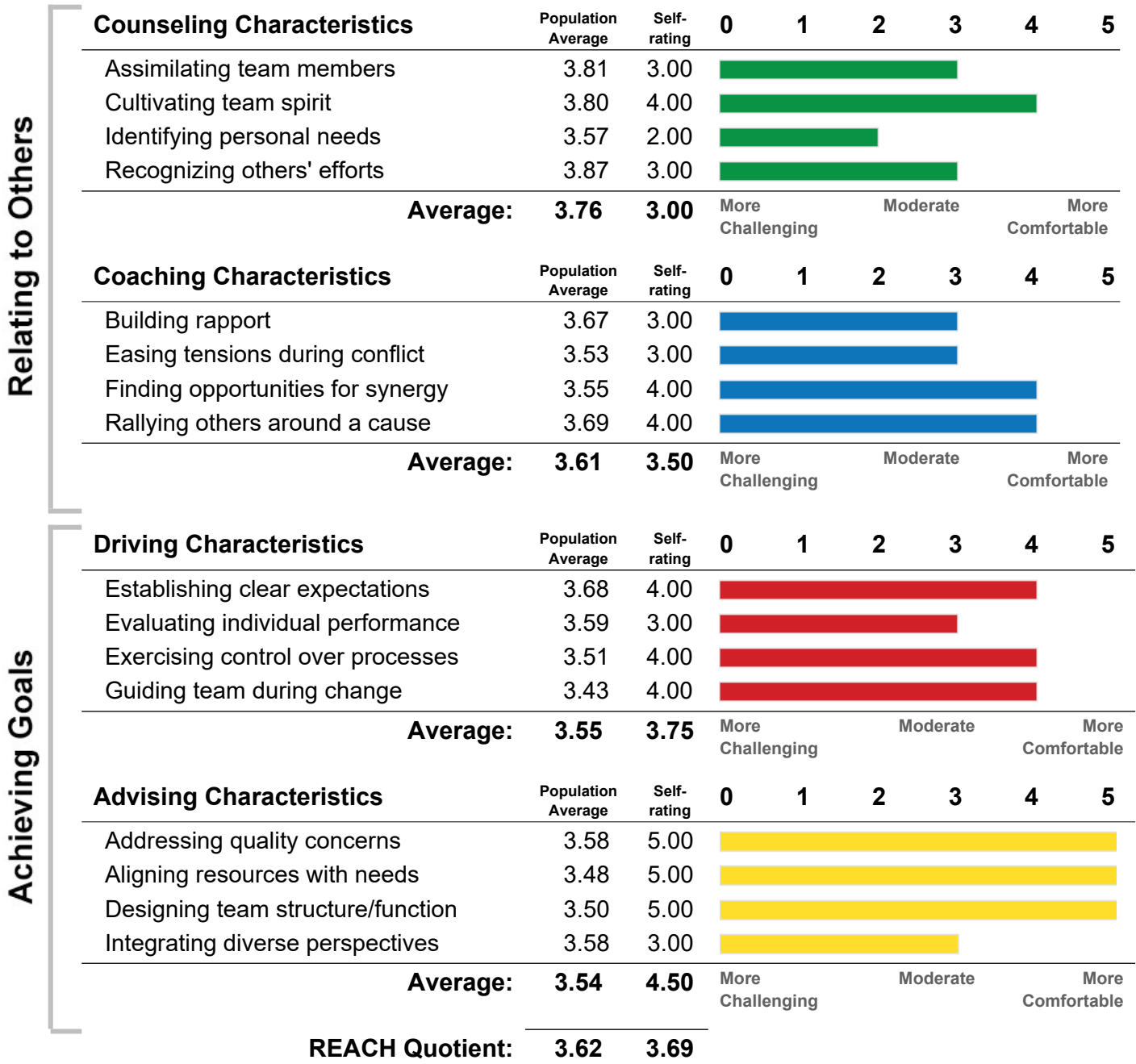
REACH Skills Introduction

As you have reviewed the dimensions of your Leading Profile, you have likely noticed that certain dimensions seem to make some skills more comfortable for you, while others seem to make the same skills more challenging. This is because each skill is influenced by more than one of your leading dimensions, meaning that there can be a “tug-of-war” at times as we approach certain skills. Simply put, we may feel quite comfortable performing a skill in some situations and less so in others.

Since your leading effectiveness is typically evaluated by how well you perform key skills, it is helpful to consider your relative comfort level with each one. Competencies that are more comfortable can be a source of strength for you, while skills that are less comfortable can become a focal point for your ongoing development. Whether you are working independently to develop your leading potential, or are being guided via a formal program, knowing where to focus your efforts can help you to make lasting improvements.

The following page lists various skills you might be expected to perform routinely in a leading role, as well as your likely comfort level or preference for performing each one. Higher scores indicate you may feel very comfortable performing the skill (the skill tends to come naturally for you), while lower scores indicate you may experience difficulty performing the skill (the skill may require an intentional ‘stretch’ on your part). For any skill, you may perform better under some circumstances, while feeling less comfortable in others. For those skills where you may have a lower comfort level, consider how you might stretch individual Leading Dimensions (pages 7-16) to strengthen your effectiveness. This can be particularly helpful in a team setting, as you recognize and develop skills that can integrate within the existing strengths and needs of the team.

REACH Skills



Your REACH Zone, shown on the REACH Profile Matrix throughout this report, is derived from this REACH Quotient.

Developing Your Leading Profile

Generally speaking, Advisors are characterized by an instructive or administrative approach to leading due to a more methodical Achievement Drive and a more guarded Relational Drive (see page 3). As a result of this interaction, you may tend to rely on your knowledge and expertise to influence others. Rather than attempting to gain emotional buy-in, you tend to advise others by leveraging your formal authority or by issuing specific guidance or instruction. Given your desire for competence and precision, your concern for formality and structure will be more readily apparent than an interest in flexibility or in building relationships. At times, this may cause strain with others who do not share your concern for efficiency or who prefer a more nurturing approach.

Ideal Team Environment

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

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

Potential De-railers

One important note of caution is worthy of mention. While each Leading Profile may be characterized by key attributes, some of these can actually derail one's success if taken too far. In other words, every strength in your style can become a weakness if over-utilized or if applied within the wrong context. For example, while contemplation is most often considered a strength of the Advisor Profile, this can derail your effectiveness if you fail to take decisive or timely action when conditions warrant, especially during times of turmoil or uncertainty. A critical challenge for you (as for all leaders) is to recognize your strengths and learn to apply them in the proper context and to the appropriate degree.

Advisors tend to expect themselves and others to seek perfection in their work. So, where others may be looking only at the bottom line, you may be far more concerned with the incremental details and processes involved. While this focus on administering an effective process can help avoid mistakes, it can also cause you to 'miss the forest for the trees' at times. For Advisors like you, it may be said that nothing gets by you, but this may also mean that you can get lost in relatively minor details.

Easing Tension

There may be times when your desire to mitigate conflict sources can cause you to overlook less obvious, 'big picture' concerns. Be mindful that there are times when a single source of conflict must be addressed within the context of a larger, often interpersonal issue. Watch for signs that your approach may be too logical, preventing you from appreciating the relational cause and effect of some conflicts.

You may find it helpful to weigh up the urgency of a conflict before choosing a course of action. While you may feel inclined to isolate or avoid a source of conflict altogether, there may be times when a more immediate approach is the best option. By more directly confronting its source, you may prevent a relatively minor issue from growing into a larger concern. Group members will be more likely to seek out your guidance when they are confident you will take decisive action when necessary.

Contact Information

For more information regarding the REACH suite of products and services available to help you develop and coach high performers, please contact your REACH Partner:



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Important Note

The information contained herein describes certain behavioral preferences and tendencies derived from the participants' 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 REACH Culture Survey.