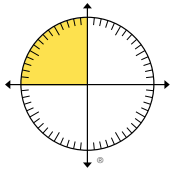
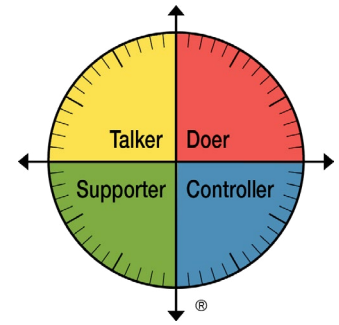


Coaching by Style

Let's take a closer look at the four different Behavior Styles® — Doer, Talker, Controller and Supporter — and how managers can use this information to adapt their approach to get the most from each coaching engagement and dramatically improve their overall coaching effectiveness.



Talkers (Direct and Open) are optimistic, intuitive, creative people who:



Inspire others to take action



Think fast on their feet and are optimistic, intuitive, creative



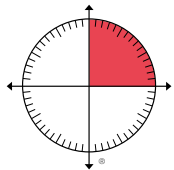
Can be impulsive in trying new ideas



Promote ideas, opportunities or people

Tips for Coaching Talkers:

- Support their ideas and encourage their optimism.
- Show your genuine appreciation for their progress and accomplishments.
- Create a relaxed, friendly environment.
- Avoid too many details and focus on the “big picture” when setting goals with them.
- Help them prioritize, organize and see tasks through to completion.



Doers (Direct and Guarded) are take-charge people who are known to be:



Decisive risk-takers



Competitive



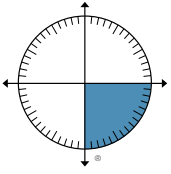
Fearless — no obstacle is too big to overcome



Ensure bottom-line results

Tips for Coaching Doers:

- Help them set challenging goals and let them take the lead, when appropriate, within defined parameters.
- Vary their routine to keep them engaged.
- Manage their tendency toward conflict by backing up statements with facts.
- Compliment them on accomplishments and willingness to take risks.



Controllers (Indirect and Guarded) are detail-oriented and function best when they can:



Organize carefully and thoroughly



Follow rules, regulations, procedures to the letter



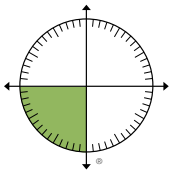
Reserve opinions until fully researched



Plan to meet specific expectations

Tips for Coaching Controllers:

- Approach them in an indirect, nonthreatening way.
- To minimize conflict, tactfully ask for clarification and insight from them. Share with them the “why” and “how” of decisions you make.
- Provide explanations and rationale when assigning new tasks or implementing procedures.
- Allow them to think, ask questions and mentally process before they make decisions.



Supporters (Indirect and Open) bring a sense of calm to others. They:



Bring harmony to group situations



Listen and display friendliness and sensitivity



Network and build friendships to help do work



Coordinate and cooperate with others

Tips for Coaching Supporters:

- Minimize risks for them. When you show reasoning, proof and data, they more willingly accept concepts, ideas and change.
- Recognize that they’re most engaged when serving and supporting others.
- When giving instructions, outline them in numbered steps.
- They will appreciate your personal involvement in thoroughly explaining your expectations.
- Give them personal assurance when changes occur.
- Compliment them for their steadiness and follow-through.

The most effective coaches know what their own style is and, most importantly, focus on how they need to adapt to meet the needs of different people on their team. When a coach knows how to identify behavior styles, it becomes much easier to understand how people approach their work, what makes them feel valued and what motivates or resonates best with them.