

Personal Coaching Styles Inventory

The Personal Coaching Styles Inventory is a self-assessment tool developed by CoachWorks that quickly determines natural styles.

In each of the four boxes below there are twenty adjectives. Think how each of the adjectives describes you. Check all that apply to you in each section.

Part 1

- Ambitious
- Fast Paced
- Creative
- Controlling
- Courageous
- Outcome Oriented
- Opinionated
- Decisive
- Take Risks
- Competitive

- Forceful
- Lots of Drive
- Strong Willed
- Take Charge
- Independent
- Possibilities Creator
- Easily Bored
- Leader
- Assertive
- Outspoken

Part 2

- Animated
- Big-Picture Person
- Not Detail-Oriented
- Energetic
- Innovative
- Persuasive
- Spontaneous
- Outgoing
- Good Communicator
- Appears Light-Hearted

- Life of the Party
- Enjoy People
- Confident
- Sense of Humor
- Like Variety
- Charming
- Curious
- Say the Right Thing
- Impulsive
- Laughs Easily

Part 3

- Friendly
- Methodical
- Trust Builder
- Empathic
- Leader
- Peacemaker
- Pleasant
- Dislikes Conflict
- Careful
- Concerned for Others

- Knowledgeable
- Mentor
- Anticipates Needs
- Understanding
- Patient
- Easy Going
- Reserved
- Positive
- Cooperative
- Objective

Part 4

- Intellectual
- Goes by the Rules
- Traditional
- Private
- Diplomatic
- Deliberate
- High Standards
- Consider All Options
- Hesitant to Act
- Organized

- Systematic
- Idealistic
- Painstakingly Accurate
- Loyal
- Perfectionistic
- Withhold Self
- Detail Oriented
- Predictable
- Thorough
- Orderly

Totals: *Count the checks in each box above and record the total below. The highest total is usually the one that best describes you. Although your scores may be close in more than one part, most people have personal styles that match just one (or two, but rarely all four). Each part corresponds to one of the description sheets provided on pages that follow.*

Part 1: _____

Part 2: _____

Part 3: _____

Part 4: _____

Name: _____

Skill Building Steps

- **Review and familiarize yourself completely with the aspects of your own style.**

How are you like the style?

What areas of your secondary style (if there was one) offset the less desirable attributes of your primary style?

- **Determine those strengths and liabilities you would like to be different.**

Which strengths would you like to enhance, and by when?

Which liabilities would you like to have different, and by when?

What specifically will you do to make the above changes?

- **Determine the ways you exhibit your style in the following areas:**

Communication: _____

Stress: _____

Conflict: _____

Relationships: _____

Work habits: _____

- **Design action plans for the behavior mastery of your personal coaching style.**

- **Work with your coach for excelling from the style that is most like you.**

DIRECTOR

DIRECTORS LIKE TO BE IN CONTROL. They are results oriented and possibility thinkers. They eagerly take on new, often risky, challenges and are quick to set goals and work hard to achieve them. Staying in control means everything to the Director. They are often selected as the leader, and rail against rules laid down by others, preferring instead to blaze their own trail. From their vantage point, Directors can see the strategic advantages and orchestrate the actions to beat the competition. They tend to work long, hard hours. People say Directors have a lot of drive, make good leaders, and are assertive and outspoken.

Strengths:

- Fast paced, quick thinker
- Focuses on action/results
- Does what is necessary to succeed
- Easy to know where they stand on issues
- Can make decisions quickly
- Takes responsibility
- A natural leader
- Superior at negotiations
- High level of integrity
- A visionary, big picture person
- Highly creative

Liabilities:

- Impatient with those working too slowly
- Lone Ranger
- Difficulty trusting others with work
- Poor listener, prefers only bottom line
- Can be judgmental
- Need to be in control causes frustration
- Bottom-line approach cuts people off
- Tendency to dominate others
- Relationships with Director may be stressful

	Coaching the Director <i>How you want to be coached.</i>	Director as Coach <i>How you can be more effective as a coach.</i>
PACE	Fast paced D's know what they want and can make quick decisions. Get to the point fast. Focus on results rather than building a persuasive case. Help them make thoughtful decisions.	Temper your speed so pace of your client is respected. Practice patience.
CREATIVITY	Expect them to be visionary about their future. They love brainstorming.	Lead others to learn to develop options. Don't provide all options for them. Provide options they don't see. Be ready to accept that they have responsibility for choosing an option that best fits them.
CONTROL	Likes to be right but will accept additional info beyond their knowledge.	You will like this approach because it's about getting clients into action. Turn controlling into supporting.
ENDORSEMENT	D's like being endorsed and acknowledged but have difficulty giving that to others.	Since you like acknowledgement, you have to expect that others do too. Make it a sincere art form.
GOAL DIRECTION	D's may overlook practical considerations by driving toward goals. They need help appreciating today as much as future.	You'll be very helpful here. Be willing to accept that others may not embrace goals as much. Keep lid on your frustrations.
LIFE BALANCE	Focusing on goal and work related areas of life gets D's out of balance. Help them by making life balance a project.	It will be important for you to model this. Be a real leader/ partner/ collaborator by getting your own life in good balance.
RELATIONSHIPS	Difficult for Directors. Help them to be open to the human side and slow down so others don't have to eat their dust. Controlling does not win friends.	Be willing to pay attention to the human side of people. This approach requires trusting relationships. Know that you're their leader, but you are on the sidelines. They actually do the stretching.
FOCUS	Add to their knowledge. Teach them to build better relationships.	
INTEGRITY		Clients seek coaching not domination. Encourage differing opinions. Don't quash dissonance.

PRESENTER

PRESENTERS KNOW EVERYONE WHO IS IMPORTANT. They love to talk to anyone about anything, anytime. Being animated, energetic, and spontaneous, they like to have everything they do be fun. They are excellent communicators and can be very persuasive. They often embellish their experiences with colorful anecdotes that are crowd pleasers. Presenters look successful to others. They like variety, are curious, and sometimes impulsive. They do not like to be tied down to one thing and quickly lose interest in projects after startup. People are drawn to them because of their intuitive connections. Individuals tend to confide in them easily. They are comfortable being the center of attention.

Strengths:

- Knows how to have fun
- Always up, energetic
- Communicates easily
- Motivates others
- An idea factory
- Enjoys/prefers new projects
- Promoting is a gift
- Thrives socially, is open to others
- Is not rigid
- Is very intuitive, empathic with people

Liabilities:

- May not always be taken seriously
- Poor operational follow through
- Doesn't like to solve problems
- Gets bored easily
- May overpromise and underdeliver
- Likes to be appreciated
- Would rather talk than listen
- May try to dominate team meetings
- Does not manage time well
- May not manage finances well

	Coaching the Presenter <i>How you want to be coached.</i>	Presenter as Coach <i>How you can be more effective as a coach.</i>
PACE	P's are strong starters with potential fizzle. They're attracted to trends. They love being coached at first. But behavioral follow through is difficult.	Hold yourself back and allow the client to establish the pace.
CREATIVITY	They thrive on creativity which makes it difficult to stay on task or on focus. Help them to narrow their focus and delegate the follow through.	Yes, you have lots of ideas. But the idea of coaching is to allow the client to discover new things. Avoid doing it for them.
CONTROL	Does not necessarily want control of situations. Just likes to be the center of attention. P's like to be free-wheeling. They love to relish the moment.	You have a tendency to dominate conversation. Fully practicing listening skills is key.
ENDORSEMENT	Since they're always on stage, they love to acknowledge others and be acknowledged.	You are very good at this. Make sure your acknowledgements are authentic.
GOAL DIRECTION	Since follow through is difficult, reaching goals may be difficult. Get them focused.	Learn to meet your own goals by teaching others to do so .
LIFE BALANCE	Work must be fun. P's typically have varied aspects of their lives. Covering each area adequately is difficult. Reserves are often missing.	You can shine in this area. Level the playing field by giving others equal time.
RELATIONSHIPS	You may have difficulty working with P's because they don't always complete work. However, the Presenter loves and is loved by everyone. Others are highly influenced by the Presenter. Work on boundaries. Clarify expectations.	Your clients will enjoy the close trusting relationship you can foster. They can confide anything with you. Develop further trust by following up and following through.
FOCUS	P's need support in adding depth to their "surfacy" ideas. They may overpromise and underdeliver. When finally making a commitment, focus on follow through.	
INTEGRITY		Make sure that your message is authentic. Practice what you preach.

MEDIATOR

MEDIATORS ARE THOSE PERSONABLE PEOPLE EVERYONE SEEMS TO LIKE. They become experts in their field and are sought out for advice because of that expertise. They are extremely helpful and caring sometimes to a fault. Mediators make everyone in the group feel comfortable. And, while they like people, they are generally reserved in the way they communicate with others. They never like showboating so they are often thought of as uninspiring by the Presenters. Mediator leaders instill trust in those who work with them. Patient, thorough, and tolerant of other people, Mediator leaders and Mediator employees can move mountains, one piece at a time!

Strengths:

- Interaction style is subtle, gentle, indirect and inclusive
- A very good listener, “gets” others
- Comes from expertise
- Everyone loves the Mediator
- Is the "Champion" of others
- Predictably open and honest
- Encourages others through appreciation
- Creative with lots of good ideas
- Good sense of humor

Liabilities:

- May be difficult to get to know, likes privacy
- Focuses on people issues over progress
- Reluctant to correct difficult people problems
- Does not like risk taking
- Doesn't like surprises
- May give up progress for sake of harmony
- Working in support role may keep them sidelined
- Prefers routine over spontaneity
- Overly sensitive to criticism
- May avoid center stage
- Can see both sides of an issue, so decisions may not come easily

	Coaching the Mediator <i>How you want to be coached.</i>	Mediator as Coach <i>How you can be more effective as a coach.</i>
PACE	M's can generally keep a steady pace. They sometimes get sidetracked by trying to please others in decisions.	Since coaching is a "natural" for you, you generally can match and pace your clients.
CREATIVITY	Good creativity. They are encouraged if you acknowledge it.	Creativity can be a fun exercise for you and you're good at it.
CONTROL	M's are not into control, but do not like to be controlled. They value all equally.	You have no need for control but would rather have others advance at their own pace. Sometimes clients need more than that from you.
ENDORSEMENT	While they are reticent to ask for help, they treasure your thoughts about what they do. They want to be recognized and valued.	Clients will love your acknowledgements. Make sure you accept their compliments in return.
GOAL DIRECTION	The Mediator is idealistic and may need your help with putting action steps to their visions and goals.	As the coach, your client may need more than your gentle nudge. Don't let clients off the hook.
LIFE BALANCE	May focus more on people issues than business. Show them how to balance this perspective.	Make this something you do best. And model it for your clients.
RELATIONSHIPS	Everyone likes the Mediator. M's easily listen to others, but are reticent to share much about themselves. Often serves as caretaker. Help M's set clear expectations and practice asking for what they need/want.	Avoid taking care of clients. Allow them to know you and follow your model. You really do have a lot to offer.
FOCUS	Insist they get their needs met rather than others. Encourage faster decisions and progress.	
INTEGRITY		At the expense of ideals, be willing to stop tolerating clients that are not willing to be responsible for their part of projects.

STRATEGIST

THE STRATEGISTS ARE THE THOROUGH, PAINSTAKING, HARDWORKING TACTICIANS. They are expert analysts and problem solvers. They follow the rules and think things through slowly and carefully, questioning and evaluating nearly everything and everyone. Strategists hate to be wrong and they hate to make mistakes. And, you always know where they stand for they are clear and diplomatic communicators. Although tending to be perfectionists, you can trust that no stone has been left unturned. They are tuned in to the operational/task oriented follow through that is critical to each project. They will not give up until the job is complete.

Strengths:

- Likes people, but not large groups
- Confident if facts are known
- Likes to give advice
- Very thorough
- Fair and unbiased
- Clear communicator
- Will take calculated risks
- Enjoys structure
- Likes to think things through
- Takes others' input seriously
- Careful decision maker
- Very good follow-up and follow-through

Liabilities:

- Difficult to stop pursuing perfectness
- Fear of mistakes creates time consuming tasks
- Difficulty making timely decisions
- Will take risks only after knowing all facts
- Avoids making changes to a fault
- Tends to be critical
- May over-focus on operational task oriented items
- May approach situations from the outside looking in
- Worries a lot
- Slow to action
- Does not easily let go of past, slow to embrace new
- Leisure has to have a purpose

	Coaching the Strategist <i>How you want to be coached.</i>	Strategist as Coach <i>How you can be more effective as a coach.</i>
PACE	May appear slow paced, but really just want all facts. Allow plenty of time before meetings to prepare and collect data.	You will be able to quickly identify what is missing. People may ask you for your ideas because of your thoughtful approach.
CREATIVITY	Not particularly creative, but is a wealth of information. May rely on standard procedures rather than innovation.	Practice creative options rather than getting bogged down in logistics.
CONTROL	Is controlling of self and holds fast to the status quo. Dislikes change.	Be open to clients having innovative approaches. You will learn new things from them.
ENDORSEMENT	Overlooks complimenting others. Instead pursues getting job done. Help them know that acknowledgment of others leads to getting tasks completed.	Practice the art of endorsement. Others need that from you.
GOAL DIRECTION	S's will get the job done. May get sidetracked on details vs. overall objectives. May need support in setting appropriate goals.	You will want to help them follow through on your time line. Allow them to dream.
LIFE BALANCE	Will need help in justifying including new areas in their lives that don't fit with overall work purpose.	Make this area better for yourself so you can model it for others.
RELATIONSHIPS	S's build secure and stable relationships but may stay in poor relationships out of duty. Encourage them to define what relationship satisfaction is for them.	Avoid being distant and into logistics. You have a lot to share of yourself as well as information.
FOCUS	Get them to see a bigger picture and how details fit within the picture. Be more open to people issues.	
INTEGRITY		You have a high level of integrity but may get rule bound. Break away from old technology when you can. Clients will want innovation.