

Coaching Tips For 11 Common Derailers

OUTLINE

EXCITABLE	2
SKEPTICAL	3
CAUTIOUS	4
RESERVED	5
LEISURELY	6
BOLD	7
MISCHIEVIOUS	8
COLORFUL	9
IMAGINATIVE	10
DILIGENT	11
DUTIFUL	12

For More Information,
Please Contact:
Dave Brookmire, Ph.D.
Founder and President of
[Corporate Performance
Strategies, Inc.](http://www.corporateperformancestrategies.com)
Office: 770-587-2265

Adapted from Hogan.

EXCITABLE

Definitions and Performance Implications

Ranges from emotional calmness to being moody, hard to please, and a tendency to show emotional ups and downs.

Excitable – Coaching Tips

- Keep doing:
 - Acting with passion, energy, and enthusiasm
- Stop:
 - Losing emotional control; yelling
- Start:
 - Analyzing upsetting situations to understand triggers
 - Recognizing signs of an impending loss of control
 - Leaving the situation, taking a “time out”
 - Moderating your initial enthusiasm about people and projects to avoid being discouraged later
 - Avoiding defeatist thinking when you encounter problems
 - Making sure good implementers are on the team for when your excitement wears off

Notes:

SKEPTICAL

Definitions and Performance Implications

Ranges from having confidence in others to being mistrustful, and easily offended

Skeptical – Coaching Tips

- Keep doing:
 - Thinking about and analyzing others' motives and intentions; challenging others' assumptions
- Stop:
 - Arguing with others, unless there is a way to reach an agreement after an exchange of views
- Start:
 - Developing the capacity to trust at least some other people
 - Keeping your doubts to yourself
 - Praising instead of arguing
 - Asking a trusted colleague for feedback on how critical and argumentative you are being

Notes:

CAUTIOUS

Definitions and Performance Implications

Ranges from being confident and willing to take on new ventures to being cautiously reluctant to try new things.

Cautious – Coaching Tips

- Keep doing:
 - Reviewing critical proposals and plans for unnecessary risk
- Stop:
 - Holding up progress by not making decisions
 - Resisting new programs and technology
- Start:
 - Providing suggestions for solutions rather than simply raising objections
 - Prioritizing – finding the key issues for which a decision HAS to be made
 - Recognizing that few decisions are irreversible and that mid-course connections usually are possible
 - Soliciting trusted friends to help evaluate ideas

Notes:

RESERVED

Definitions and Performance Implications

Ranges from caring about the problems of others to being unconcerned about others.

Reserved – Coaching Tips

- Keep doing:
 - Showing steadiness when others are becoming emotional or overwrought
- Stop:
 - Turning others out or away and ignoring their concerns
- Start:
 - Making sure that you interact with your staff each day
 - Paying attention to the impact you have on others, especially when you are direct or blunt
 - Being more transparent and sharing your feelings
 - Finding opportunities to connect with people in small ways

Notes:

LEISURELY

Definitions and Performance Implications

Ranges from being cooperative and open to feedback to being stubborn and privately irritable and uncooperative

Leisurely – Coaching Tips

- Keep doing:
 - Treating others with grace and charm
- Stop:
 - Resisting feedback and requests for quicker results and turn around
- Start:
 - Giving others honest feedback
 - Committing only when you intend to follow through
 - Following through when you commit
 - Becoming more comfortable with disagreement
 - Being more receptive to feedback and influence from others

Notes:

BOLD

Definitions and Performance Implications

Ranges from being modest and self-restrained to being assertively self-promoting with inflated views of competency

Bold – Coaching Tips

- Keep doing:
 - Being a role model for optimism in the face of challenges and problems
- Stop:
 - Barking out orders and bullying junior people
- Start:
 - Asking trusted colleagues how you are perceived
 - Sharing credit for success with your team and taking responsibility for mistakes and failures
 - Listening to feedback
 - Remembering that the real competition is outside the organization, not your peers or subordinates

Notes:

MISCHIEVOUS

Definitions and Performance Implications

Ranges from being seemingly quiet and responsible to being charming, carefree, risk taking, and seeking excitement

Mischievous – Coaching Tips

- Keep doing:
 - Treating clients and colleagues with respect and support
- Stop:
 - Ignoring warnings, cautions, and feedback about your unnecessary risk taking
- Start:
 - Partnering with someone who is good with details and follow-up
 - Weighing true consequences of different courses of action
 - Remembering that others may not be as adventurous as you
 - Taking ownership for what you are doing
 - Determining which rules really are important to follow and follow them consistently

Notes:

COLORFUL

Definitions and Performance Implications

Ranges from being modest and self-restrained to dramatic and colorful self-expression.

Colorful – Coaching Tips

- Keep doing:
 - Entertaining clients and customers with nerve and enthusiasm
- Stop:
 - Interrupting others while they are working, and talking past your allotted time
- Start:
 - Listening rather than talking
 - Asking others if you have understood them correctly
 - Finding opportunities to develop your DRs

Notes:

IMAGINATIVE

Definitions and Performance Implications

Ranges from being level-headed and practical to being imaginative, unusual, and unpredictable

Imaginative – Coaching Tips

- Keep doing:
 - Providing ideas, insights, and original solutions to everyday business problems
- Stop:
 - Offering opinions and solutions without being asked
- Start:
 - Ensuring that others clearly understand your ideas
 - Checking with trusted colleagues regarding the practicality of your ideas before making them public
 - Focusing on ideas that seem most interesting to others, not just yourself
 - Surrounding yourself with people who can execute your ideas

Notes:

DILIGENT

Definitions and Performance Implications

Ranges from being relaxed, tolerant, and willing to delegate to being meticulous, perfectionist, compulsive, and conscientious

Diligent – Coaching Tips

- Keep doing:
 - Working hard, being careful, and maintaining high standards
- Stop:
 - Criticizing subordinates' work, pointing out their shortcomings, and requiring them to do their work "your way"
- Start:
 - Delegating tasks to subordinates and letting them make their own mistakes
 - Differentiating tasks that need to be completed to perfection from those that don't
 - Recognizing that others may not share your high standards of quality

Notes:

DUTIFUL

Definitions and Performance Implications

Ranges from being independent and willing to challenge authority to being eager to please, ingratiating, and reluctant to take action

Dutiful – Coaching Tips

- Keep doing:
 - Keeping your boss informed about relevant business developments and opportunities
- Stop:
 - Checking with others before you make decisions
- Start:
 - Stopping your DRs in their decisions
 - Defending your DRs when they need it
 - Sharing your beliefs when you are asked to offer an opinion

Notes: