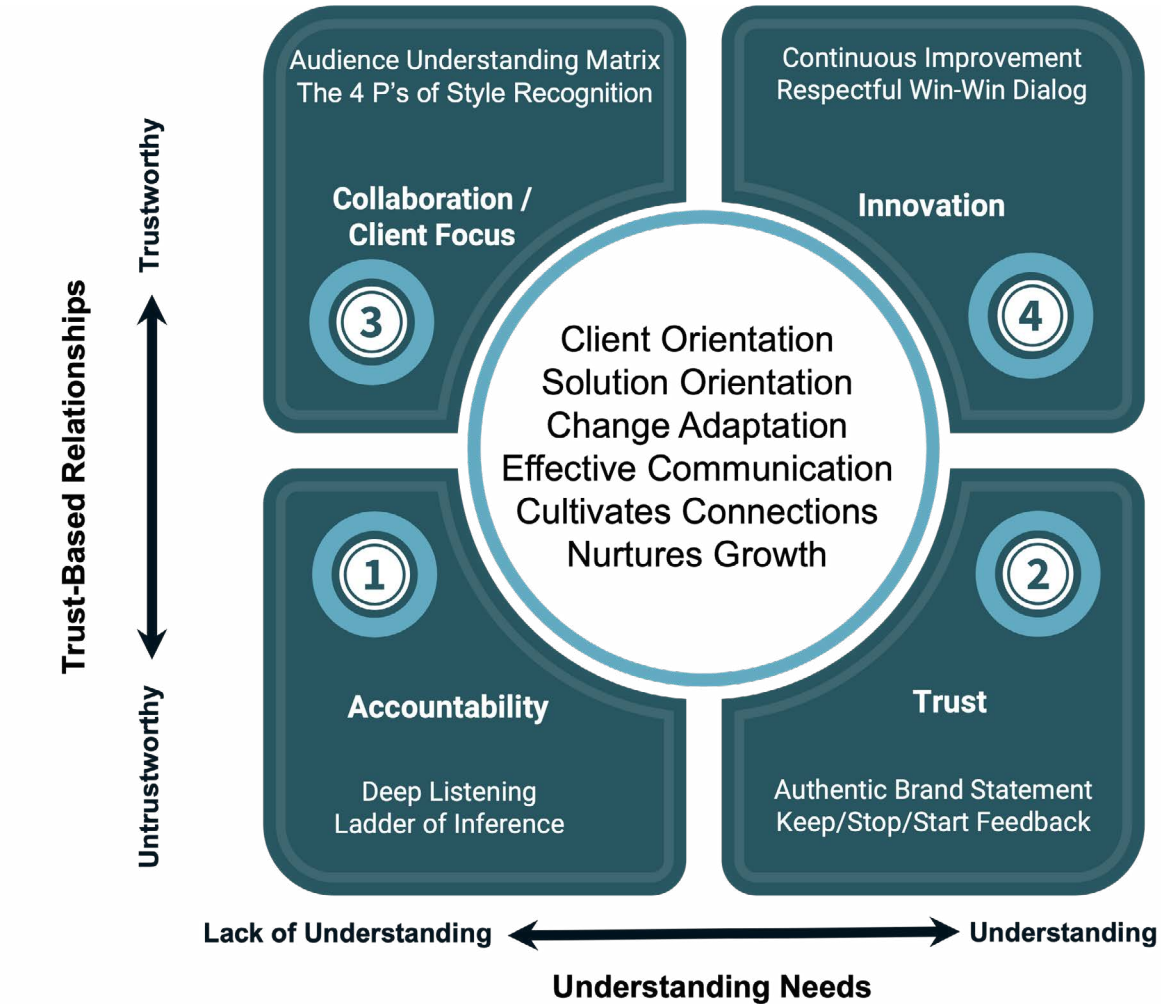
Coaching Culture Workshop

Creating a Coaching Culture Program



(480) 822-9939

IOL@insideoutlearning.com

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STYLE RECOGNITION

STYLE RECOGNITION ASSESSMENT

For each pair of statements below, distribute three points between the two alternatives (A and B), depending on how characteristic of you the statement is. This means that your answers for any pair of statements will add up to three. So in 1A and 1B, you might give yourself a 2 for 1A and a 1 for 1B, which would add up to a total of 3 for that pair set. Although some pairs of statements may seem equally true for you, assign more points to the statement that is more representative of your behavior most of the time.

Examples:

- If A is very characteristic of you and B is very uncharacteristic, write "3" next to A and "0" next to B.
- If A is more characteristic of you than B, write "2" next to A and "1" next to B.
- Please base your answers on how you actually behave, not on how you think you should behave.
- The total points for each question should always equal "3."

1A	___	I'm usually open to getting to know people personally and establishing relationships with them.
1B	___	I'm not usually open to getting to know people personally and establishing relationships with them.
2A	___	I usually react slowly and deliberately.
2B	___	I usually react quickly and spontaneously.
3A	___	I'm usually guarded about other people's use of my time.
3B	___	I'm usually open to other people's use of my time.
4A	___	I usually introduce myself at social gatherings.
4B	___	I usually wait for others to introduce themselves to me at social gatherings.
5A	___	I usually focus my conversations on the interests of the people involved, even if that means straying from the business or subject at hand.
5B	___	I usually focus my conversations on the tasks, issues, business or subject at hand.
6A	___	I'm usually not assertive, and I can be patient with a slow pace.
6B	___	I'm usually assertive, and at times I can be impatient with a slow pace.
7A	___	I usually make decisions based on fact or evidence.
7B	___	I usually make decisions based on feelings, experiences or relationships.
8A	___	I usually contribute frequently to group conversations.
8B	___	I usually contribute infrequently to group conversations.
9A	___	I usually prefer to work with and through others, providing support when possible.
9B	___	I usually prefer to work independently or dictate the conditions in terms of how others are involved.
10A	___	I usually ask questions or speak tentatively and indirectly.
10B	___	I usually make emphatic statements or directly express opinions.

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11A	___	I usually focus primarily on ideas, concepts or results.
11B	___	I usually focus primarily on people, interactions and feelings.
12A	___	I usually use gestures, facial expression and voice intonation to emphasize points.
12B	___	I usually do not use gestures, facial expression, and voice intonation to emphasize points.
13A	___	I usually accept others points of view (ideas, feelings and concerns).
13B	___	I usually don't accept others points of view (ideas, feelings and concerns).
14A	___	I usually respond to risk and change in a cautious or predictable manner.
14B	___	I usually respond to risk and change in a dynamic or unpredictable manner.
15A	___	I usually prefer to keep personal feelings and thoughts private, sharing only when I wish to do so.
15B	___	I usually find it natural and easy to share and discuss my feelings with others.
16A	___	I usually seek out new or different experiences and situations.
16B	___	I usually choose known or similar situations and relationships.
17A	___	I'm usually responsive to others' agendas, interests and concerns.
17B	___	I'm usually directed toward my own agendas, interests and concerns.
18A	___	I usually respond to conflict slowly and indirectly.
18B	___	I usually respond to conflict quickly and directly.

After responding to the 18 questions, review your scores in the table below.

O - OPEN SCORE	G - GUARDED SCORE	D - DIRECT SCORE	I - INDIRECT SCORE
1A ____	1B ____	2B ____	2A ____
3B ____	3A ____	4A ____	4B ____
5A ____	5B ____	6B ____	6A ____
7B ____	7A ____	8A ____	8B ____
9A ____	9B ____	10B ____	10A ____
11B ____	11A ____	12A ____	12B ____
13A ____	13B ____	14B ____	14A ____
15B ____	15A ____	16A ____	16B ____
17A ____	17B ____	18B ____	18A ____
Total ____	**Total** ____	**Total** ____	**Total** ____

Compare the O and G scores. Write the higher score in the blank below and check the box with the corresponding letter:

Score: ☐ ☐ O or ☐ G

Compare the D and I scores. Write the higher score in the blank below and check the box with the corresponding letter:

Score: ☐ ☐ D or ☐ I

Plot your results on the next page.

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PLOTTING YOUR RESULTS

Score: Open or Guarded

Score: Direct or Indirect

Plot your score below and check mark the box for your preferred style.

- ALL CAPS: Primary Style
- Upper and Lower Case: Secondary Style

OPEN

☐ People PEOPLE	☐ Party PEOPLE	27 26 25 24 23 22 21	☐ People PARTY	☐ Party PARTY
☐ Planner PEOPLE	☐ Point PEOPLE	20 19 18 17 16 15 14	☐ Planner PARTY	☐ Point PARTY
INDIRECT				**DIRECT**
27 26 25 24 23 22 21	20 19 18 17 16 15 14		14 15 16 17 18 19 20	21 22 23 24 25 26 27
☐ People PLANNER	☐ Party PLANNER	14 15 16 17 18 19 20	☐ People POINT	☐ Party POINT
☐ Planner PLANNER	☐ Point PLANNER	21 22 23 24 25 26 27	☐ Planner POINT	☐ Point POINT

GUARDED

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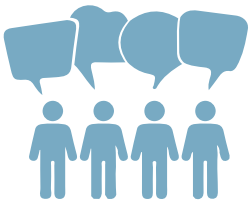
TOOL: STYLE RECOGNITION











	◯ PEOPLE PEOPLE	◯ PARTY PEOPLE	◯ PLANNER PEOPLE	◯ POINT PEOPLE
Pattern	Open/Indirect	Open/Direct	Guarded/Indirect	Guarded/Direct
Pace and Orientation	Slower/People Oriented	Faster/People Oriented	Slower/Task Oriented	Faster/Task Oriented
Their Goal	Steadiness	Influencing Others	Compliance	Dominance
Work Area	Casual, Conforming	Stylish, Interesting	Formal, Functional	Busy, Structured
Wants to	Build and Maintain Relationships	Interact and Be Recognized	Gather Information and Know Process	Get to the Bottom Line and Decide Quickly
Fear	Conflict	Loss of Prestige	Embarrassment	Loss of Control
Aggravated by	Insensitivity	Routine	Surprises	Indecision
Makes decision by	Considering Options	Spontaneity	Deliberate Action	Decisiveness
Decisions are	Careful	Impulsive	Planned	Steadfast
Measures success by	Compatibility, Depth of Relationships	Recognition, Applause, Compliments	Precision, Accuracy, Activity	Results, Track Record, Progress

Which style best represents you?

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VERBAL CLUES

Listen carefully in a virtual setting to the words used.

SPEED READ PEOPLE—READING OTHERS' STYLES

Verbal clues: If you meet someone, especially for the first time, and they come on strong, they are likely either a **Party** or **Point Person**.

If they are quiet and soft-spoken, they are probably a **People** or **Planner Person**.

NEXT CLUES: *WHAT* THEY SAY.

	STYLE	TYPICAL STATEMENTS	NOTES
	Point Person	"Tell him I want to talk to him ASAP!" "Let's get this settled right now!" "What's the bottom line?" "Cut to the chase; what are the options?" "Here's how we'll proceed…" "I want to win this – no ifs ands or buts." "Tell me what the goal is." "You handle it, but keep me informed."	
	Party Person	"Hey! Here's an idea! Whattaya think?" "Why don't you noodle on that for a while?" "I feel this is the way we ought to go." "Tell me what you think about…" "Spare me the details. Just give me the drift." "I think we're making progress. Now let's…" "My sense is that…" "Let's try it a different way, just for kicks."	
	People Person	"I'd like to go kind of slow on this. Is that okay?" "Have we determined the impact of this on the staff?" "I really enjoy working with you." "I'd like to help you however I can." "We can work this out, I'm sure." "How do you really feel about this?" "How's this likely to end up? I'd like to know first."	
	Planner Person	"Now, let's look at this logically." "Is that really the right thing to do? Can we justify that?" "Let's take this first step. Then we can decide step two." "Give me all the facts first." "What guidelines make sense for this project?" "Precisely what do you mean?" "I don't want any surprises." "Have we touched all the bases?"	

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ADAPTING TO OTHER STYLES

- Think about someone you have trouble communicating with.
- Determine which style best represents that person.
- Mark the tips you plan to use when communicating with that person.
- Plan your next interaction with that person and use the tips.
- Use the tool again to plan a conversation with another person.

To adapt to People People

Be warm and sincere by:

- supporting their feelings by showing personal interest when possible
- assuming they'll take things personally
- allowing them time to trust you
- discussing personal feelings – not facts when you disagree
- moving along in a slower, informal, but casual steady manner
- showing that you're actively listening

To adapt to Party People

Show interest in them by:

- supporting their opinions, ideas and dreams when possible
- being upbeat, stimulating and fast-pace
- tolerating digressions and not hurrying a discussion
- trying not to argue – you'll seldom win
- being enthusiastic, spontaneous and casual
- explaining how action can enhance their image
- sparing them the details

To adapt to Planner People

Show yourself to be thorough:

- supporting their organized, thoughtful approach when possible
- showing commitment through your actions, not just words
- being detailed, accurate and logical
- listing advantages & disadvantages of any plan organized
- providing solid, tangible evidence
- adhering to established procedures
- giving assurances that decisions won't backfire on them

To adapt to Point People

Be efficient and competent by:

- supporting their goals and objectives when possible
- keeping your relationship businesslike
- using facts – not personal feelings – if you disagree
- being precise, effective and well-organized
- recommending alternate actions with brief supporting analysis
- getting to the point quickly
- stressing competitive results and growth opportunities

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POSSIBLE COACHING QUESTIONS (THE 4 P'S OF STYLE RECOGNITION)

- The coach says to the coachee: "It sounds like it would be helpful to assess their style versus your style and how they might be different. Take a look at this style cheat sheet I just learned. There are four different types of people."
- What kind of language do you hear them using (see Speed Read other peoples styles sheet)?
- What type of person do you think they are?
- What type of person do you think you are?
- How do you plan to adapt your language to their style(see Tailor Your Message to Your Audience)?
- Key take-away - If you treat others as they want to be treated, you will receive better results.

NOTES

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