Performance Coach… How to Become a Highly Effective Management Coach

The purpose of *Performance Coach* is to help you improve the performance and productivity of your employee team by helping you be a more effective management coach.

Performance Coach will enable you to leverage your coaching interactions into higher performance by providing you with detailed insights into the motivation, the talents, and the behaviors of each employee, and giving you the coaching strategy and tactics tailored to each employee's style.

Coaching employees is one of the most challenging management tasks. Although coaching is a general expectation today for almost all managers, the "one size fits all" training that managers receive, if they do in fact receive any, does not take into account the situational dynamics occurring when the personalities or "styles" of the manager and the employee meet up in a coaching interaction. *Performance Coach* is a productivity tool that will help you best apply your talents to the coaching process and deliver coaching guidance in the optimal way for each employee.

Your Coaching Interactions

Everyone has preferences, whether it's food, interests, pets, cars, lifestyle, *or people.* When a manager and an employee meet to discuss performance, each with a distinct style, separate perspectives, and separate and possibly conflicting needs, there can be distrust, uncertainty or even fear, any of which creates tension and raises a barrier between the two parties. We have all dealt with coworkers who behave in ways we find confusing or who say and do things that annoy us. Chances are some of our coworkers feel that way about us too! We refer to these as toxic behaviors, and they impede the development of trust and open communication.

Performance Coach is a powerful business tool. With this mobile application you will be able to

1. Use the Interaction Styles model to learn how the styles and behaviors of people differ,

2. Diagnose your behaviors and talents, and objectively assess your coaching style,

3. Determine every employee's motivation, behaviors, and talents, and

4. Implement the strategy and tactics necessary to control your toxic behaviors, reduce tension and establish rapport more quickly, respond more personally to each employee's needs during the coaching process, and establish developmental plans with a higher likelihood of success.

The Interaction Styles Model

This model is the product of combining the two dimensions of behavior - *assertiveness* and *responsiveness* - that appear to have the greatest impact upon interpersonal relationships. By plotting assertiveness on a horizontal axis and responsiveness on a vertical axis, the intersection of the two axes creates a quadrant with four types of interactive behavioral styles. We assign a descriptive name to each of these four representative styles. As the illustration below shows,

1. The combination of high assertiveness and low responsiveness in the *upper right quadrant* creates a driving, results-centered style, - the **Driver**;

2. The combination of low assertiveness (cautiousness) and low responsiveness in the *upper left quadrant* creates an analytical, task-centered style - the **Analytical**;

3. The combination of high assertiveness and high responsiveness in the *lower right quadrant* creates an outwardly expressive, people-centered style - the **Expressive**; and

4. The combination of low assertiveness (cautiousness) and high responsiveness in the *lower left quadrant* creates an accepting, helpful, people-centered style - the **Supportive**.
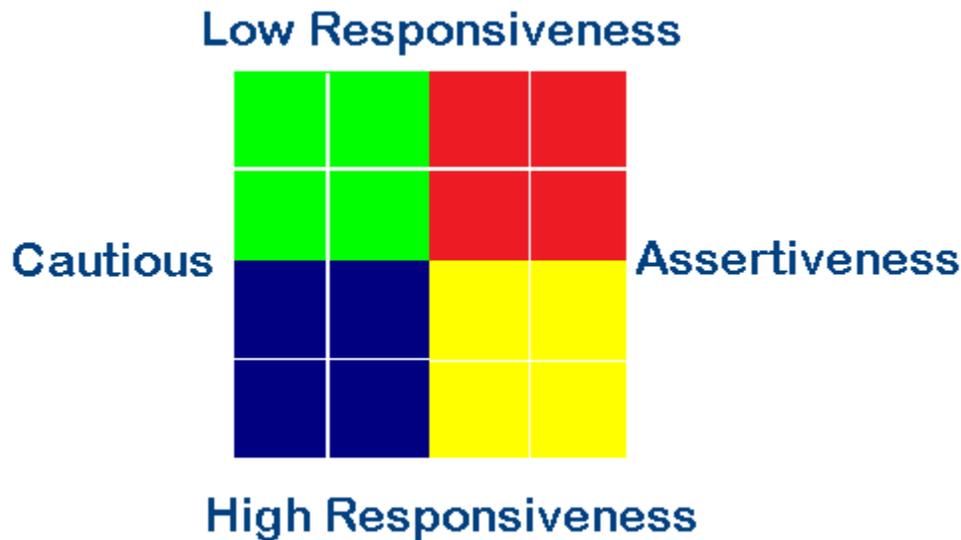
Drivers… Upper Right Quadrant…

Drivers like to be in control in situations, to get things done quickly, and to get them done in their own way. They are competitive people who are more concerned with producing results and accomplishing objectives than with being popular or "liked" by others. Highly independent in their thinking, Drivers hold strong personal opinions on how things should be done, and are not afraid to take a risk and commit themselves to a course of action.

Expressives… Lower Right Quadrant…

Expressives are open, warm, and easily approachable people who like to be actively involved with others. Being competitive, they both enjoy and excel in situations where they are able to use their verbal and social skills to gain acceptance. Very concerned with the process of relating to others and with the quality of their relationships, being popular and being recognized for their accomplishments are very important.

Supportives… Lower Left Quadrant…

Supportives are friendly, helpful, and cooperative people, tolerant and non-critical in their interactions with others. They try to build solid, stable relationships based upon mutual respect and understanding. Wanting to feel that they belong and that they are accepted, Supportives particularly enjoy working with others in a harmonious manner.

Analyticals… Upper Left Quadrant…

Analyticals are very thorough and careful in the manner in which they analyze situations and approach decisions. They enjoy problems which draw upon their analytical skills and which require them to develop conclusions based upon personal investigation. Skeptical of ideas which conflict with their personal experience, they place more

weight on their own views than on those of others. Tangible and practical in their thinking, they structure their work around precise facts and hard data whenever possible.

Sub-quadrants of the Four Styles…

Within each of the four quadrants representing the four Interaction Styles there will be behavioral variations. These variations depend upon a person's individual scores on the two axes of Assertiveness and Responsiveness.

For example, some Drivers are more assertive than others, or some Drivers may show more expressiveness in their behavior than do others. Similarly, some Supportives may exhibit somewhat more of an analytical tendency that do other Supportives.

To illustrate these behavioral differences, each Interaction Styles graph assigns a person's style to a sub-quadrant within each of the major quadrants. **On your Interaction Styles graph, the *white square* will indicate the sub-quadrant into which your basic Interaction Style falls. The black square will show you how you are trying to project yourself (modify your behaviors) at this point in time.** If the white and black squares fall far apart on the graph, that means you may be trying to change yourself too much, and project behaviors that would be almost impossible to sustain. If there is only a white square visible, that means there is virtually no difference between your Interaction Style and your Projected Style.

The four corners of the quadrant contain the most pronounced characteristics of each of the styles. To illustrate, the sub-quadrant in the upper right-hand corner represents the most driving form of Driver behavior (the Driver-Driver); the sub-quadrant in the lower right-hand corner represents the most expressive of the Expressives (the Expressive-Expressive); the sub-quadrant in the lower left-hand corner is the most cautious but responsive Supportive (the Supportive-Supportive); and the sub-quadrant in the upper left-hand corner is the most analytical Analytical (the Analytical-Analytical).

Each sub-quadrant is identified as follows:

Analyticals		*Drivers*	
Analytical-Analytical	Driving Analytical	*Analytical Driver*	*Driver-Driver*
Supportive Analytical	Expressive Analytical	*Supportive Driver*	*Expressive Driver*
Supportives		*Expressives*	
Analytical Supportive	Driving Supportive	Analytical Expressive	Driving Expressive
Supportive-Supportive	Expressive Supportive	Supportive Expressive	Expressive-Expressive

The Interaction Styles narrative report reflects the subtle behavioral differences that are apparent within each sub-quadrant of the four major styles. However, it is important to keep in mind that the overall emphasis of each style is most significant in terms of understanding a person's interpersonal behaviors, and the variances within each style are primarily a fine tuning of the description.

Note… *when you create your contact's Interaction Style, it will be presented more simply, as just a Driver, an Expressive, a Supportive, or an Analytical.*

The Instruments in *Performance Coach*

In this application you will learn to use the *OMS Questionnaire* to create your own Interaction Style, and the *Interaction Styles Checklist* (*IS Checklist*) to create the Interaction Styles of your contacts.

The OMS Questionnaire is a personality inventory that will produce your Interaction Style graph and reports. When you complete the Questionnaire, which generally takes eight minutes or less, it will be scored and your information will be transmitted to your mobile phone. Your original OMS results should be your most accurate, so once you complete the OMS it should not be necessary to take it again. If you do have some problem when you complete the OMS Questionnaire, or if you want to retake it for some reason, we do allow a second Questionnaire to be completed on your phone. You can review our privacy policy on the *Performance Coach* support website.

The IS Checklist is a simple 20 item "either-or" questionnaire, which you will fill in based upon your observations of a person and score on your mobile phone. This questionnaire will take only a couple of minutes to complete. The database of your contacts and their IS information will reside on your phone. You can transfer contact information from your contact manager on the phone to save time, and there is no limit to the number of contact records you can create.

How to Use *Performance Coach*

The first thing to do is go to *My Style* where you can create your own Interaction Style by completing the OMS Questionnaire. It is easy to do, and once completed, you will be able to view your OMS graph along with two reports on yourself. One report is a comprehensive description of your Interaction Style and the second is a report on your Coaching Style. You should carefully review both reports and consider how to apply what you have learned.

You go to *My Contacts* to create Interaction Style graphs and reports on your employees or team members. Once you create a new contact, you can then complete the IS Checklist, which will generate an IS graph and a descriptive report on that person. You can also review a Coaching Strategy report on that person, which will offer specific guidance on the tactics that work best with the person and how you will need to modify your behavior to be most responsive to the person. To assist you prior to your coaching sessions, there is also a Question & Answer (Q & A) report that addresses specific issues about coaching that person.

Application Support

Support and information about *Performance Coach* are available at www.careertalents.com.If you require assistance using this application, please email support@careertalents.com. Tell us which application you need assistance with (this app is *Performance Coach*), explain your question or problem in the email, and please provide us with your mobile phone number as well in case we need to speak with you directly.

Thank you for buying *Performance Coach*. We believe it can be one of the most valuable tools in your management tool kit, offering tremendous payback on your investment. We want you to have great success with it.

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