

How to recognise the Coacting Styles

	Innovator	Achiever	Perfector	Harmoniser
Approach	Enthusiastic, loves ideas, passionate	Direct, combative, powerful	Analytic, considered, calm	Warm, engaging, good listener
Values most	Creative problem solving, new ideas	Succeeding against the odds	Order, quality, getting things right.	People's well-being
Prioritises	Creativity	Task	Excellence	People
Behaviour	Outgoing, expressive, risk-taking	Focused, controlled, busy	Detached, measured, careful	Friendly, supportive, helpful
Needs	Attention, variety, an audience	A challenge, tasks and deadlines	Quality, order, time to work	Relationships, inclusion, people to get along
Strengths	Persuasive, resilient, enjoys risk	Persistent, confronts difficulties, gets results	Clear thinking, systematic, delivers quality,	Team player, loyal, nurturing
Flip side	Egotistical, thinks out loud, things left unfinished, easily bored	Impatient, poor listener, insistent, pushy, stubborn	Aloof, nit-picking, takes a long time to finish, critical	Woolly, hesitant, avoids challenging or upsetting others
Likes	Novelty, speed, the big picture, to be entertained	Challenges, competition, a chance to shine	Intricate problems that need to be evaluated	To know others' views, participation, co-operation
Dislikes	Uninteresting detail, slow pace	'Touchy feely', time wasting	Exaggeration, being rushed	Being unpopular, disruption
Under pressure	Disrupts, has tantrums, exaggerates	Arrogant, bossy, yells, sarcastic	Withdraws, goes quiet and negative	Becomes flustered, submits
On a bad day may appear	Bored, disdainful, challenging	Pent up, aggressive, impatient	Tense, nervous, distant	Sad, unconfident, apologetic, hurt