

## Team Development Companion



**For Demo Surveys December from Better Inc**

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**Better Inc.**

Technology Improving the World

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# What Is This Companion?

This companion highlights the strengths and development opportunities of your team overall, and for the individuals within the team.

## Why does REACH matter?

Growing REACH increases effectiveness in many contexts including [take a moment to review some of the science behind REACH, and why REACH matters [here](#)].

## What benefits can I get from the information?

We all have our strengths (personality traits that mean certain activities and tasks come naturally) and improvement opportunities (other tasks that are less natural and require us to stretch out of our comfort zone).

By focussing training and development on these areas that require a stretch we can become more adaptable (help those things that feel unnatural to become more natural), therefore become more effective right across our role.

Just as importantly, by increasing our self-awareness and awareness of our team members, we can work to each other's strengths for better outcomes.

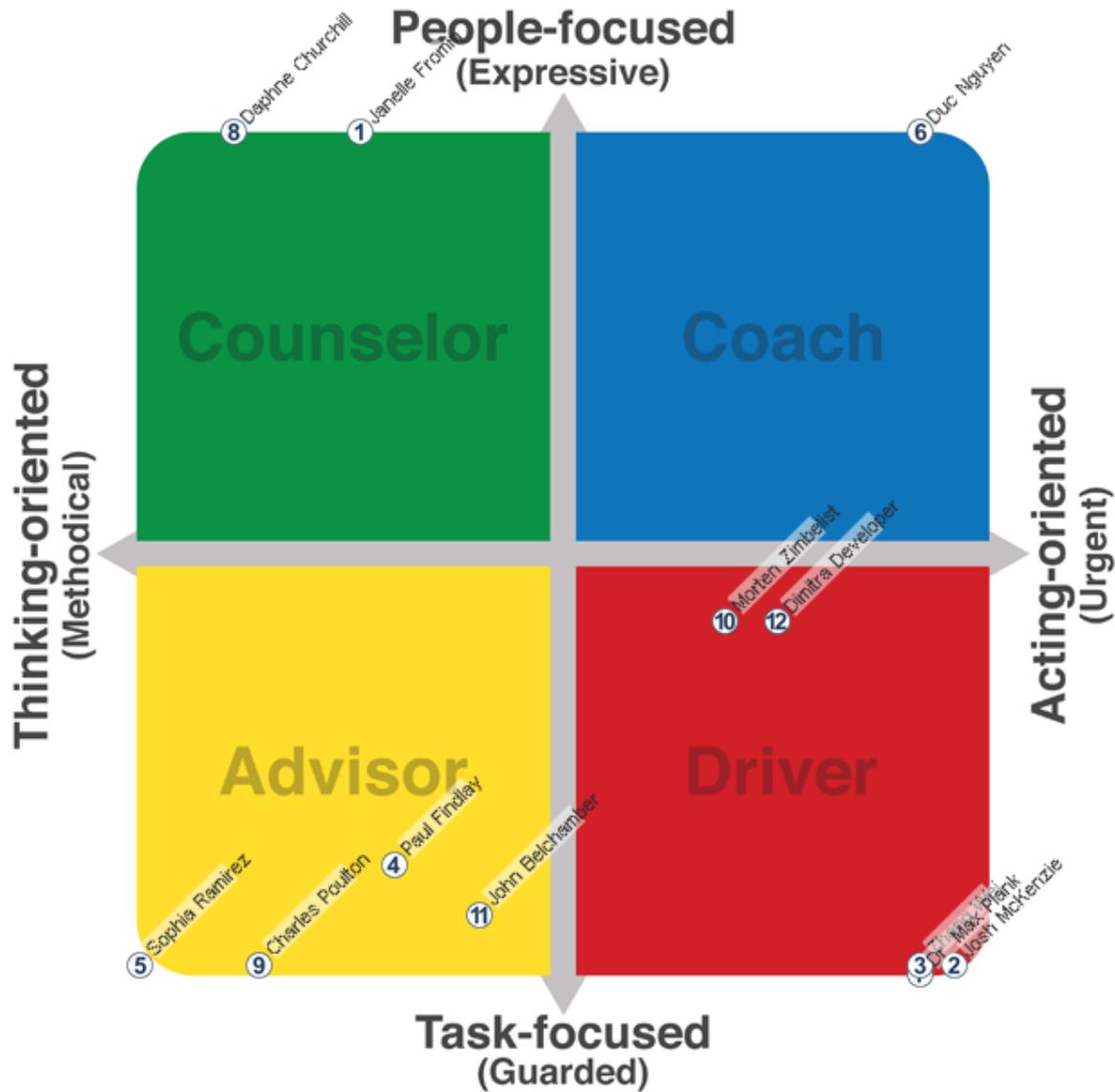
This Team Development Companion provides a stimulus to take both approaches.

This companion starts with a high-level visual view of our primary styles, and then drops down into the details of our 10 RELating and ACHieving Dimensions, followed by some insights on how to recognize, communicate, manage and develop the people included in this Team Development Companion.

This companion provides most utility when used in conjunction with other tools within the [REACH Platform](#).

Most importantly you can use this companion to improve your team collaboration, development, agility and REACH.

# Our Team



The Profiles of the 12 people selected are:

- 17% are within the Counselor Quadrant
- 8% are within the Coach Quadrant
- 42% are within the Driver Quadrant
- 33% are within the Advisor Quadrant

The 12 people selected approach work and lives in the following ways:

- 50% tend to be more **methodical** (than urgent)
- 50% tend to be more **urgent** (than methodical)
- 75% tend to be more **task focused** (than people focused)
- 25% tend to be more **people focused** (than task focused)



## Our Team Dimensions

Beneath our primary style are the dimensions that are unique to each of us, and together make us a unique team.

REACH looks at those layers through our 10 dimensions - five RELating Dimensions and five ACHieving Dimensions.

**RELating Dimensions** are the dimensions that shape one's focus on *tasks* and *people* while pursuing goals:

- **Affiliation:** This dimension describes how we collaborate with others in getting things done. While some of us prefer to go it alone and work independently, others are much more comfortable when they can work together. Most of us tend to work independently or collectively at times, based on the circumstances.
- **Consideration:** This dimension describes how we recognize the feelings and interests of those around us. While some of us go out of our way to learn how we can help others, some of us tend to approach others more formally or objectively. Most of us tend to fluctuate between sensitive and objective approaches.
- **Openness:** This dimension describes interest in sharing personal information with others. While some tend to place a high value on privacy and formality, others are much more open in their communication. Most of us tend to be quiet at times, and open up in others, depending on the circumstances
- **Status Motivation:** This dimension describes how we relate to others as we accomplish goals. While some tend to thrive in competitive settings where they are rewarded for their individual performance, others prefer cooperative efforts and team rewards. Most of us tend to enjoy both opportunities from time to time.
- **Self-protection:** This dimension describes how we tend to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, we tend to balance trust with skepticism in common situations.

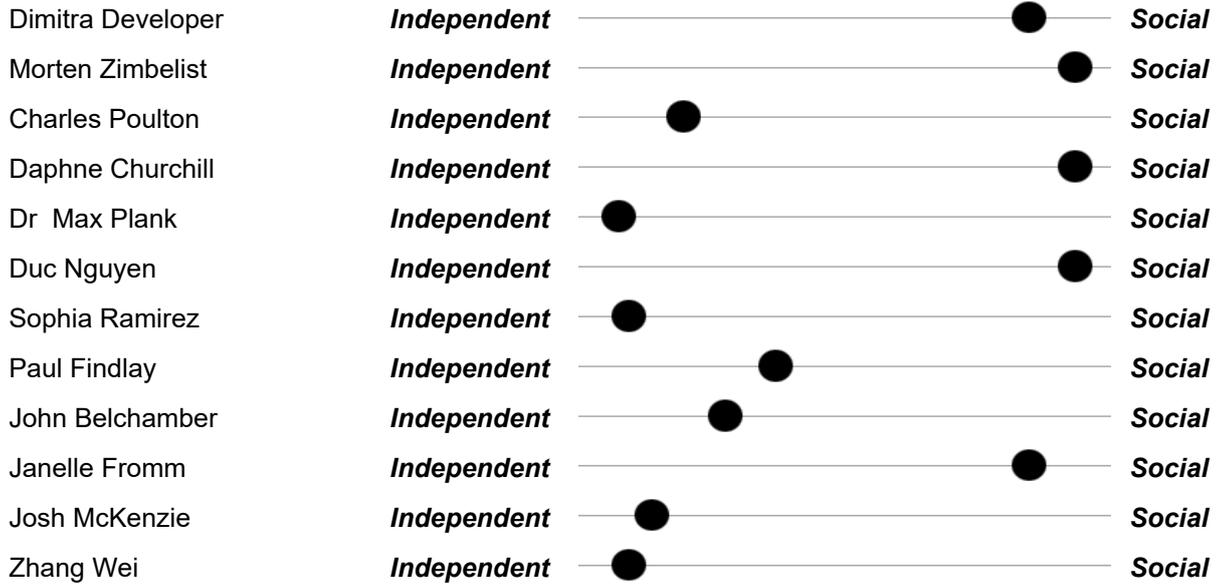
**ACHieving Dimensions** are the dimensions that shape one's orientation towards *thinking* and *acting* while pursuing goals:

- **Intensity:** Describes how we pursue goals, whether for personal or work initiatives. While some prefer to work at a steady, balanced pace, others show an intense, urgent pace. Most of us tend to fluctuate between a measured and intense focus at times
- **Assertiveness:** Describes how we assert a viewpoint. Some tend to be very quick to assert their opinions and may aspire to lead others. Others tend to be more reserved and defer opportunities to offer their opinion. Most of us seem to dislike public speaking but will assert ourselves when needed.
- **Risk Tolerance:** Describes how we approach uncertain or risky situations. Some people seem to be natural risk takers, while others tend to be more cautious and careful. Most of us tend to fluctuate between avoiding and taking risks, depending on the situation.
- **Adaptability:** Describes how we navigate change. While some prefer stability and a predictable environment, others enjoy frequent change and lots of variety. For the most part, we tend to display both reluctance and flexibility at times, depending on the significance of the change.
- **Decision-making:** Describes how we learn and process information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most of us tend to balance both perceptive and analytical approaches to some degree in making decisions

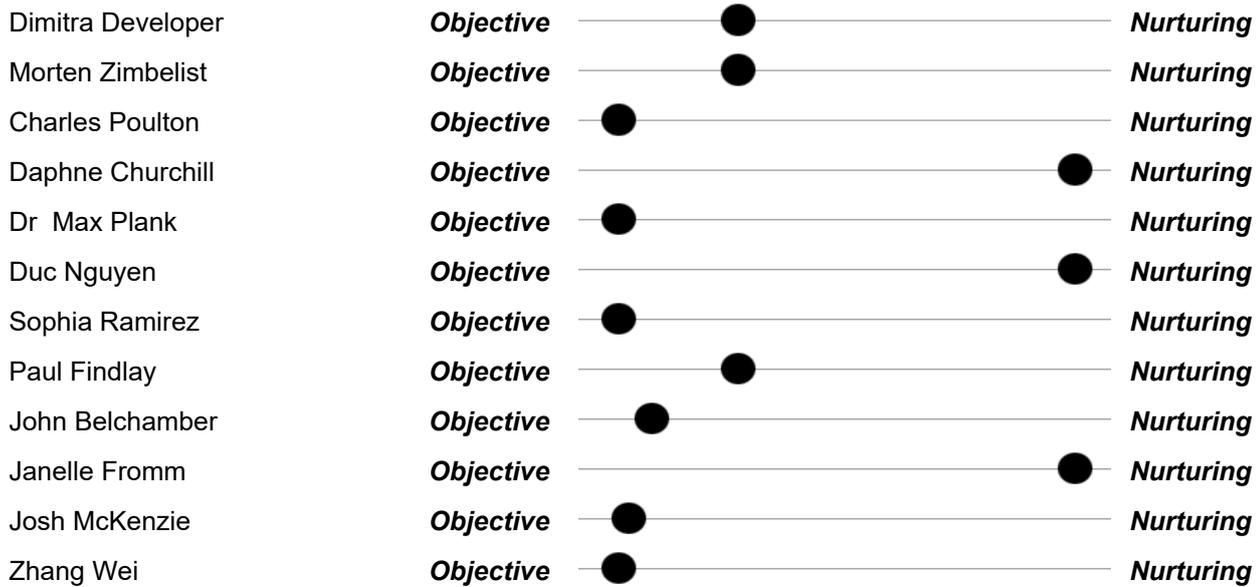
The following section looks at our unique team, and what makes us 'Us'.

## Our RELating Dimensions

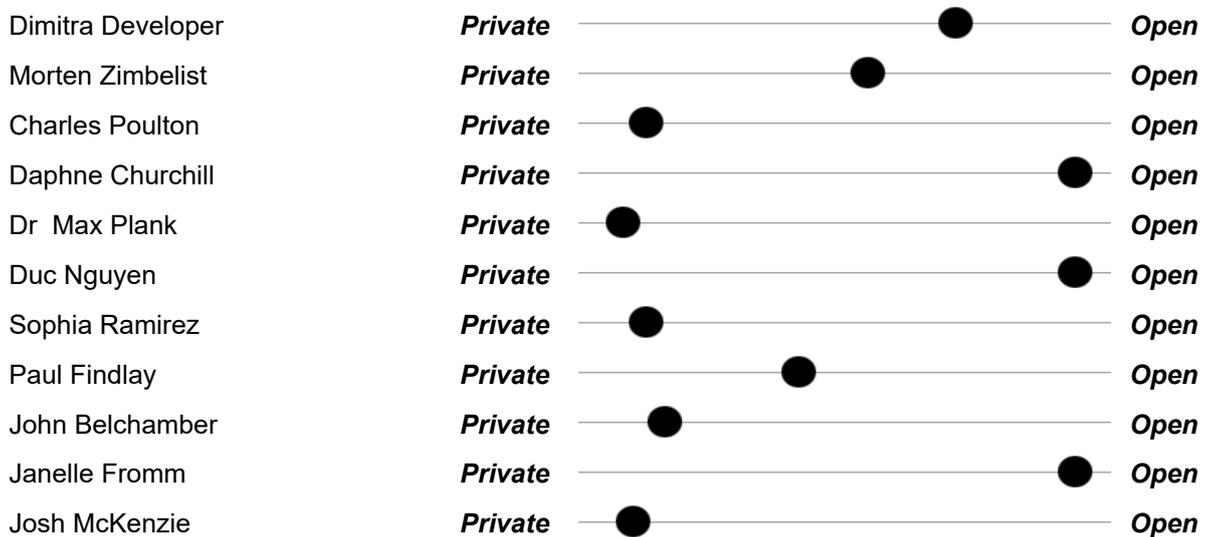
### Our Affiliation



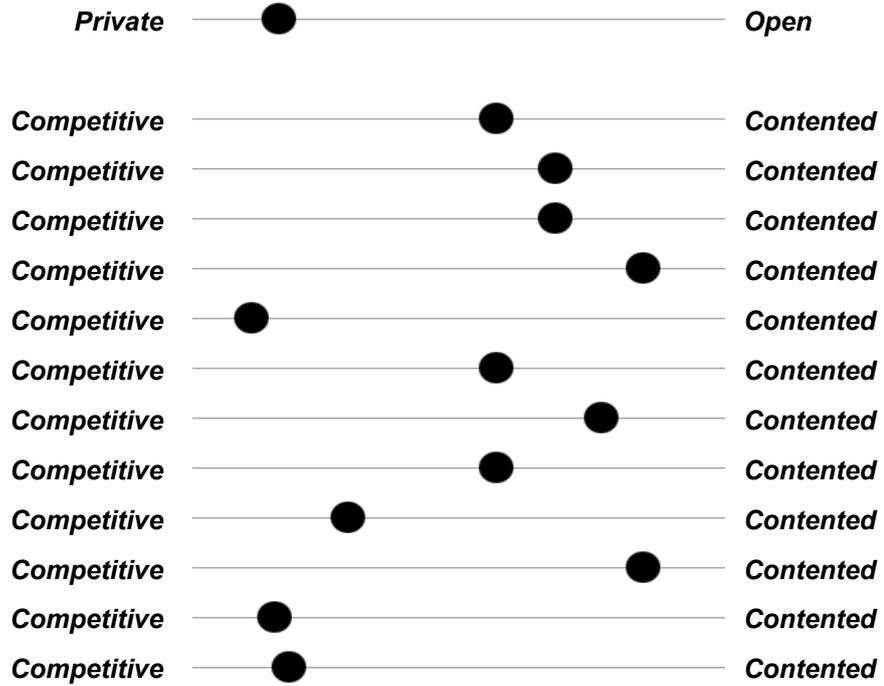
### Our Consideration



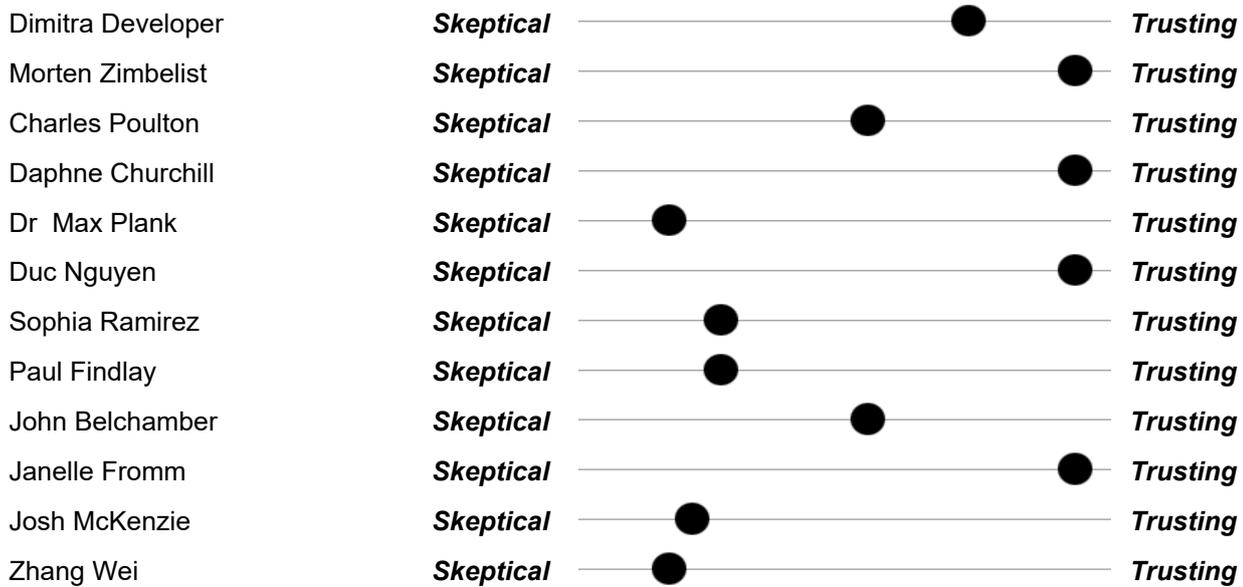
### Our Openness



Zhang Wei  
Our Status Motivation

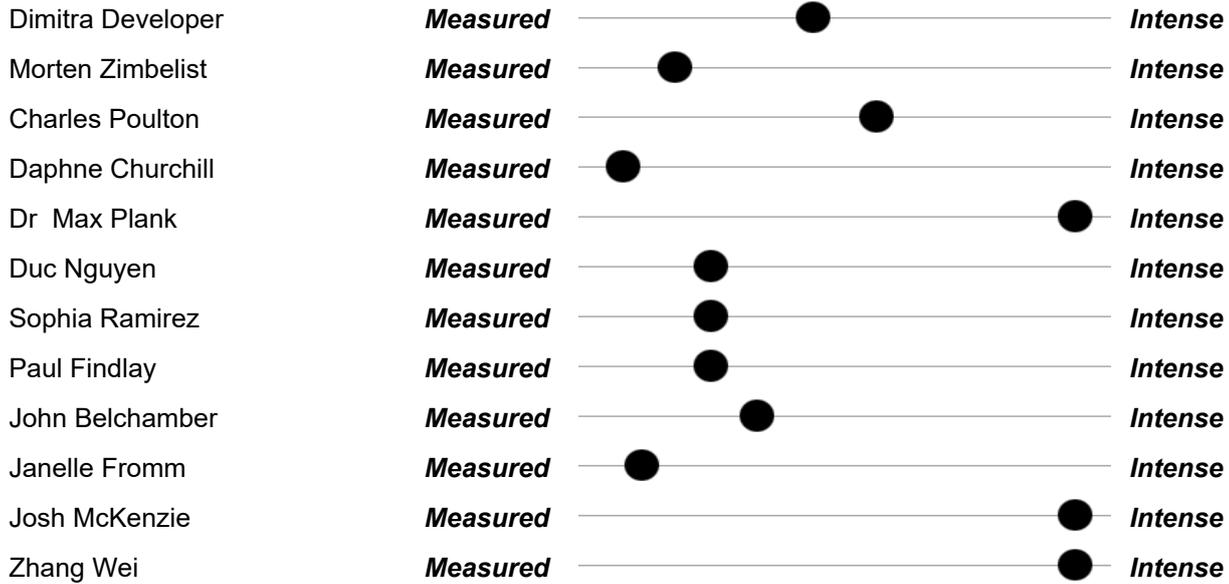


Our Self-protection

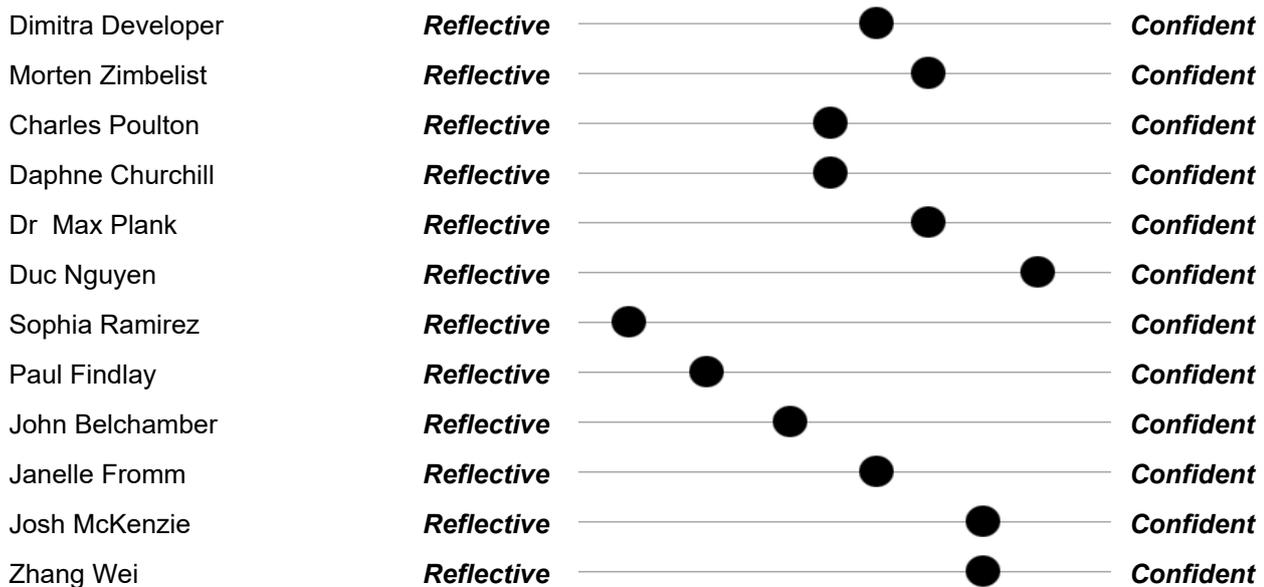


## Our ACHieving Dimensions

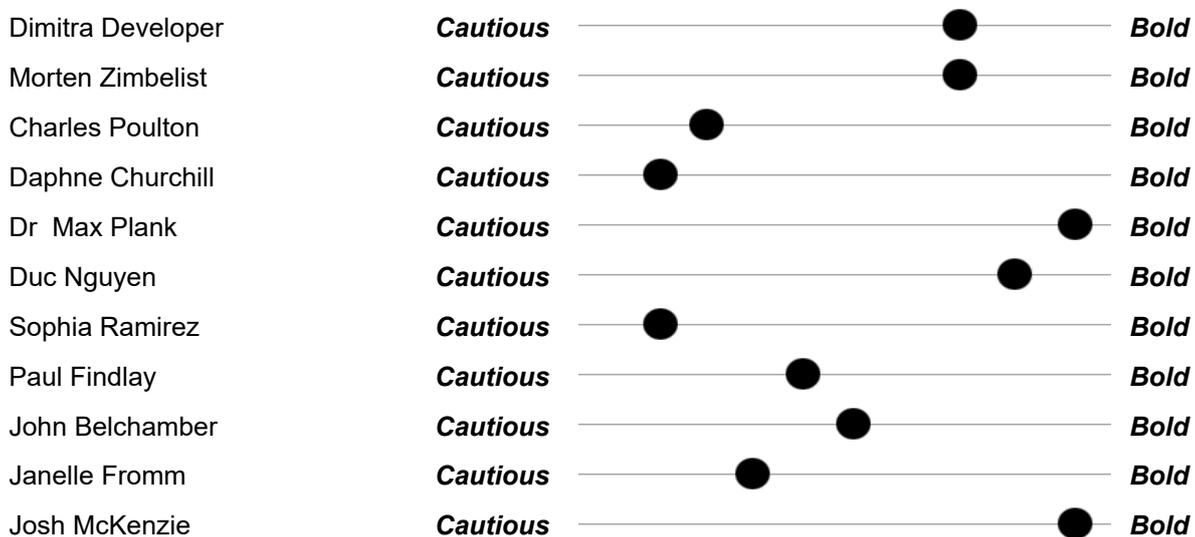
### Our Intensity

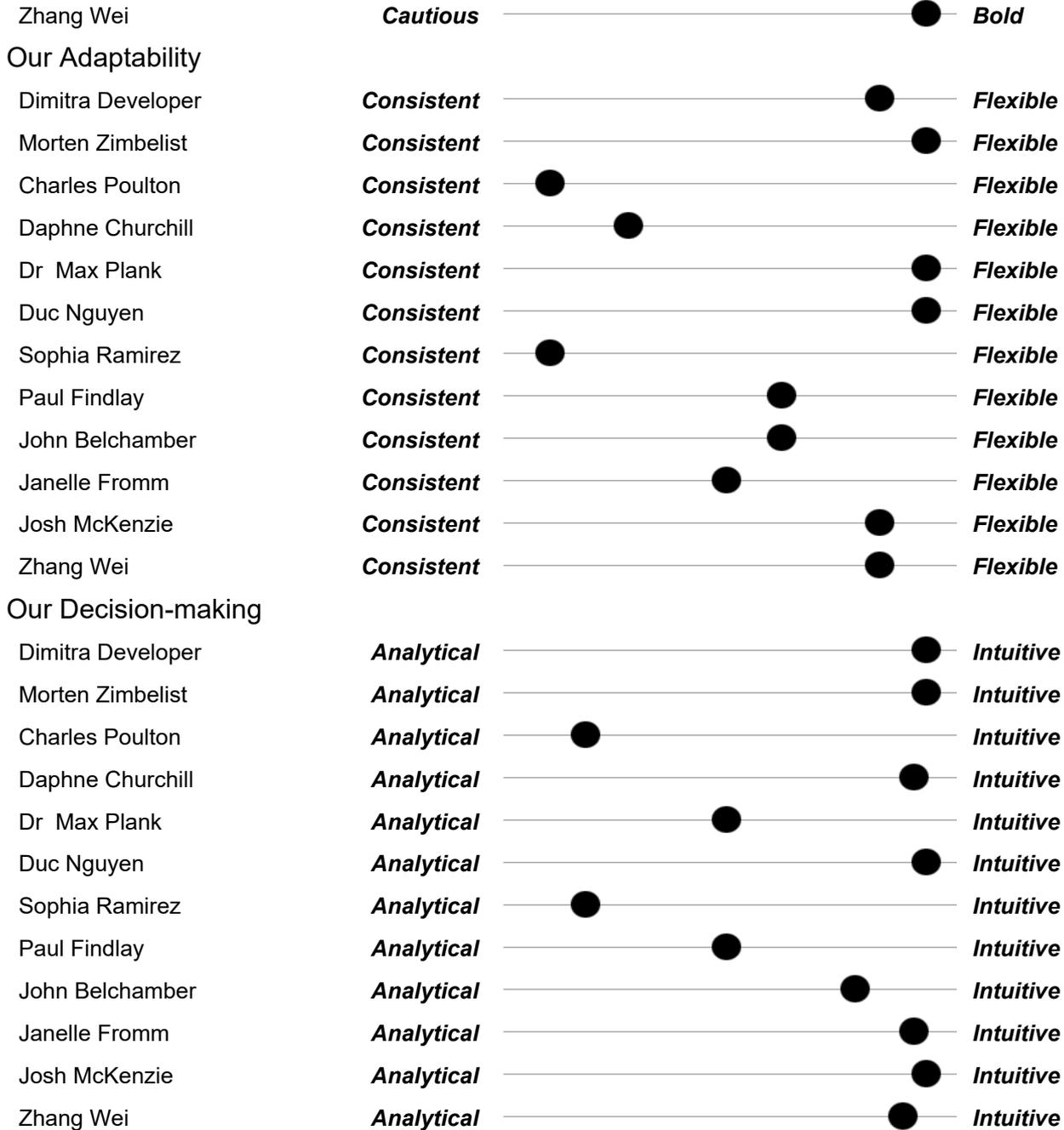


### Our Assertiveness



### Our Risk Tolerance





# How You Can Recognize Our Profiles

We all REACH (adapt to different people and situations); however most commonly the profiles will be recognizable with the following behaviors.

## Counselor Profile

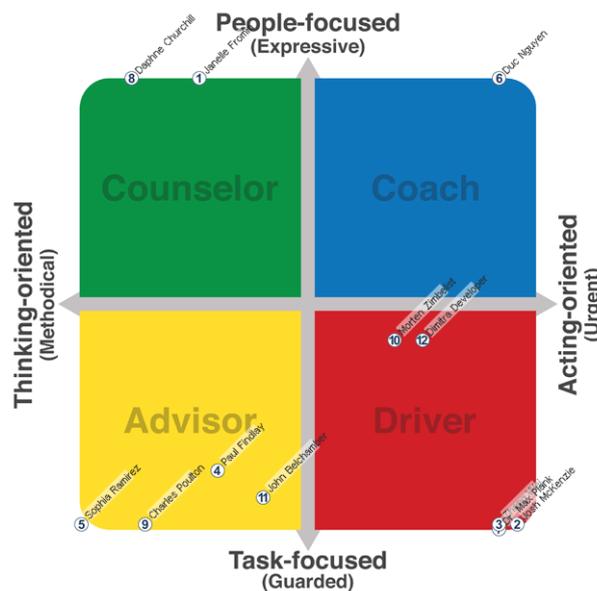
Counselors are best recognized for being: Thinking-oriented and People-focused. The key 'markers' or behaviors of the Counselor Profile include:

- **Focus** on nurturing others
- **Communicating** with a warm, comforting style
- **Conflict-handling** by accommodating others' views
- **Delegating** by 'asking' others for participation
- **Planning** through a careful, flexible approach
- **Recognition** that is personal, private
- **Learning** with careful, step-by-step reflection

## Coach Profile

Coaches are best recognized for being: Acting-oriented and People-focused. The key 'markers' or behaviors of the Coach Profile include:

- **Focus** on networking
- **Communicating** with charisma, dynamic style
- **Conflict-handling** by collaborating on solutions
- **Delegating** by 'selling' others on participation
- **Planning** through a fluid, interactive approach
- **Recognition** that is team incentive
- **Learning** with active, 'big picture' understanding



## Advisor Profile

Advisors are best recognized for being: Thinking-oriented and Task-focused. The key 'markers' or behaviors of the Advisor Profile include:

- **Focus** on knowledge and understanding
- **Communicating** with a reserved, formal style
- **Conflict-handling** by identifying compromises
- **Delegating** by 'teaching' the suggested approach
- **Planning** through methodical, detailed preparation
- **Recognition** that is private, objective
- **Learning** with careful, step-by-step reflection

## Driver Profile

Drivers are best recognized for being: Acting-oriented and Task-focused. The key 'markers' or behaviors of the Driver Profile include:

- **Focus** on accomplishing
- **Communicating** with a focused, intense style
- **Conflict-handling** by directly confronting the issue
- **Delegating** by 'directing' the course of action
- **Planning** through an urgent, adaptive approach
- **Recognition** that is individual incentive, competitive
- **Learning** with active, 'big picture' understanding

# How You Can Best REACH Us

Different situations and contexts require awareness and purposeful approaches (REACH) for best outcomes. However in general, this is the guidance to effectively REACH us.

## Interacting with the Counselor

Try to:

- Focus on building rapport
- Emphasize relationships
- Recognize personal interests

Avoid:

- Rushing the conversation
- Using an impersonal tone
- Overlooking emotional impact

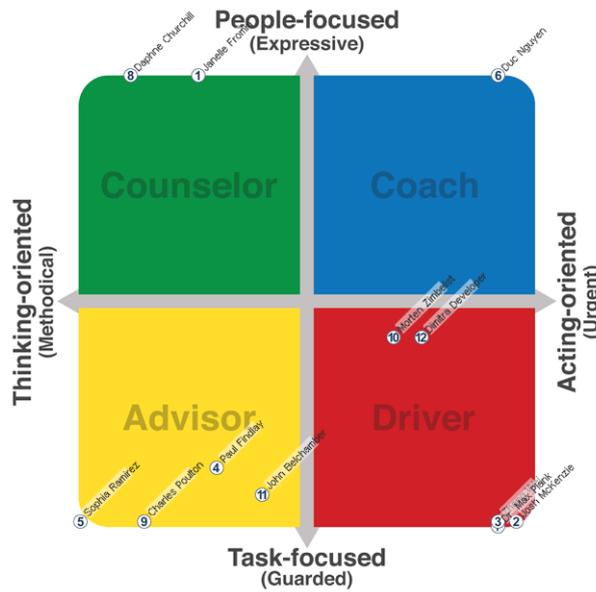
## Interacting with the Coach

Try to:

- Focus on the big picture
- Emphasize impact on people
- Encourage brainstorming

Avoid:

- Sharing unnecessary details
- Limiting their feedback
- Using an impersonal tone



## Interacting with the Advisor

Try to:

- Focus on the details
- Emphasize logic and rationale
- Draw out specific concerns

Avoid:

- Using emotional arguments
- Offering vague expectations
- Pushing for a conclusion

## Interacting with the Driver

Try to:

- Focus on the bottom line
- Emphasize results
- Be clear and specific

Avoid:

- Forcing personal small-talk
- Controlling the conversation
- Challenging their position

# Team Leadership 1: Foreseeable Friction

All people can naturally get along with all profiles and they can also have friction from people in their own quadrants. These ideas aim to provide you with new perspectives in thinking about your team and potential friction. Additionally, it's important to deep dive into the 10 individual dimensions for greater clarity. When thinking about team dynamics, the following will equip you with insights about foreseeable friction when the different profiles interact with each other.

Most importantly: These are common perceptions which may or may not be accurate in different contexts and moments of time.

Use this as 'stimulus' not 'definitive'.

**Counselor Profile** *Thinking-oriented, People-focused*

**Counselors with Coaches**

- Perceived: Lack of attention to detail | Quick/Impulsive to change direction | Risk taking

**Counselors with Drivers**

- Perceived: Lack of concern for people | Unrealistic deadlines | Results at any cost.

**Counselors with Advisors**

- Perceived: Focus on numbers over feelings | Critical | Hard to build a relationship with

**Coach Profile** *Acting-oriented, People-focused*

**Coaches with Counselors**

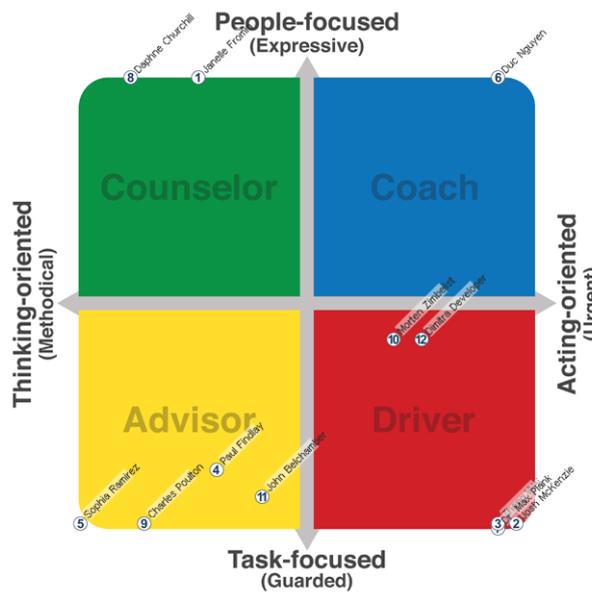
- Perceived: Slow | Too worried about rules | Frustrating need for unnecessary detail

**Coaches with Drivers**

- Perceived: Abrupt/direct | "I" not "we" in goal accomplishment | Results at any cost.

**Coaches with Advisors**

- Perceived: Focus on details, process and numbers | Clinical | Hard to 'connect with'



**Advisor Profile** *Thinking-oriented, Task-focused*

**Advisors with Counselors**

- Perceived: Talk talk talk | Overly emotional | Interested in personal things that aren't relevant

**Advisors with Coaches**

- Perceived: Works without enough information | Bounces from thing to thing | To much of a hurry

**Advisors with Drivers**

- Perceived: Lack of detail | Misses opportunity due to competitiveness and rushing around

**Driver Profile** *Acting-oriented, Task-focused*

**Drivers with Coaches**

- Perceived: Too easily distracted | Overly emotional | Sets 'unnecessary' meetings

**Drivers with Advisors**

- Perceived: Wants to spend time on details that don't matter | Follow process and rules rather than get outcomes

**Drivers with Counselors**

- Perceived: Slow | Overly worried about what people think | Focused on feelings over outcomes

# Team Leadership 2: Reframe Friction To Opportunity

Friction is caused by difference and the lack of awareness that differences represent opportunity for improved performance. The previous page highlighted how friction can occur when people don't bring awareness of the benefits that diversity brings. This page gives examples of how a person could reframe their thinking to see opportunity in differences.

**Counselor Profile** *Thinking-oriented, People-focused*

**Counselors with Coaches**

- Opportunity: I can explain complex situations quickly | They can adapt as inevitable change comes | I can call on them when we need to 'have a go' even when there's risk

**Counselors with Drivers**

- Opportunity: I turn to them when I need to get things done | They help me achieve deadlines | I should remember - if we don't deliver results, we can't look after the people

**Counselors with Advisors**

- Opportunity: They keep me grounded | They dig into important detail that I miss | They help me keep things objective

**Coach Profile** *Acting-oriented, People-focused*

**Coaches with Counselors**

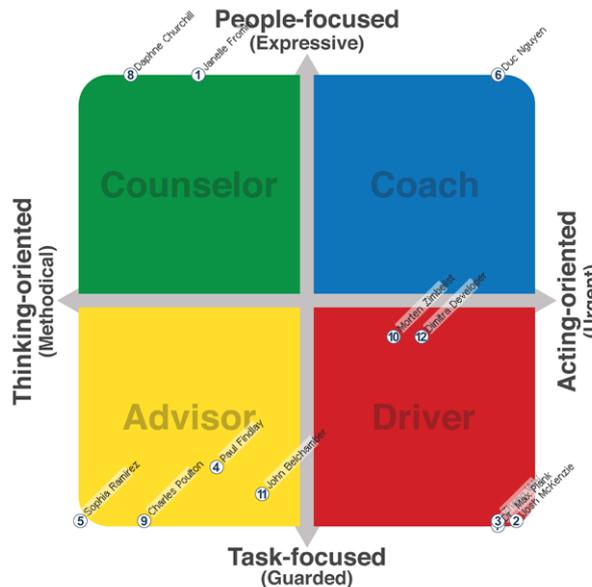
- Opportunity: They do detailed analysis for me, which gives me more clarity – as long as I stop to listen | Are they someone I can turn to when I need to debrief?

**Coaches with Drivers**

- Opportunity: They tell me straight, which saves me time | If I need something done, they will find a way

**Coaches with Advisors**

- Opportunity: They can save me making mistakes if I give them the information and time and then I listen | If I did what they do, there would be a lot going wrong



**Advisor Profile** *Thinking-oriented, Task-focused*

**Advisors with Counselors**

- Opportunity: They help draw out customers and team members' (stakeholders') needs | The final outcome is to meet people's needs (feelings) and data helps us get there, and so does their way, often more quickly or with more insight.

**Advisors with Coaches**

- Opportunity: I can ask them to try things out | They can help me work out new best practice/policy | Change happens that even I can't predict, and they can run with it for me

**Advisors with Drivers**

- Opportunity: They help me know where to look before I knew there was a problem | We don't always have time or opportunity for detailed analysis and I turn to them at those times | Situations and the world change fast – instinct helps us keep up

**Driver Profile** *Acting-oriented, Task-focused*

**Drivers with Coaches**

- Opportunity: They can work with urgency and have big picture understanding - so we can get things done fast

**Drivers with Advisors**

- Opportunity: They can do the detailed work (like research, planning and proofing) that I know is important but I don't slow down to do and don't enjoy.

**Drivers with Counselors**

- Opportunity: They enjoy methodical, detailed work and collaborating - none of those are my strengths. | They tend to like helping other people, so if we're smart, we can both do the type of work that we like and get more done more quickly.



# Optimise Performance

Having and leveraging diversity is critical to organisational success.

By providing people with the opportunity to work in their preferred way of thinking and doing, they are more likely to feel valued, be more engaged in their work, and subsequently be more proactive and more energised.

Overall, the goal is to create an environment where each person can maximise their contribution and enjoy their work. This page encourages leaders to begin thinking about tasks and situations that may play to people’s natural strengths and tendencies.

As a leader, you will be more successful if your team members are given the opportunity to do tasks and be in situations that energise them.

Below gives you some ways to start thinking about how you can leverage those strengths and tendencies. Use this as stimulus to have a conversation with your team members.

**Counselor Profile** *Thinking-oriented, People-focused*

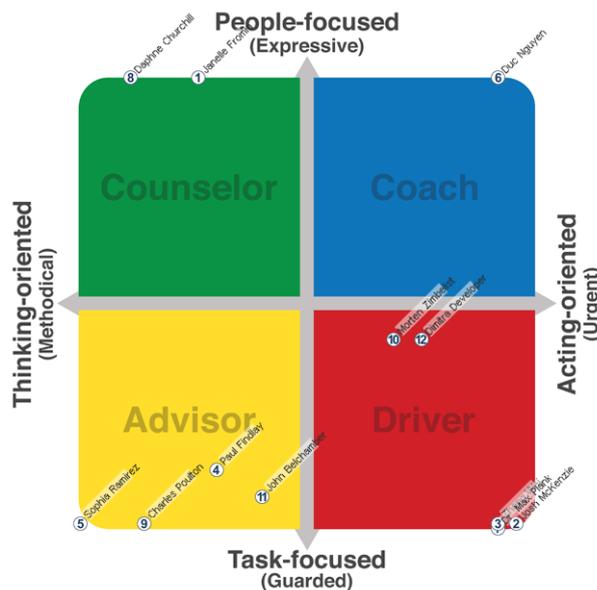
Tasks/situations where that may maximise their contribution:

- Running surveys/listening to customer feedback
- Rostering
- Guiding new team members
- Arbitration/mediation

**Coach Profile** *Acting-oriented, People-focused*

Tasks/situations they may enjoy:

- Brainstorming
- Piloting new systems/processes
- Running stakeholder engagement sessions
- Networking at functions/events



**Advisor Profile** *Thinking-oriented, Task-focused*

Tasks/situations they may enjoy:

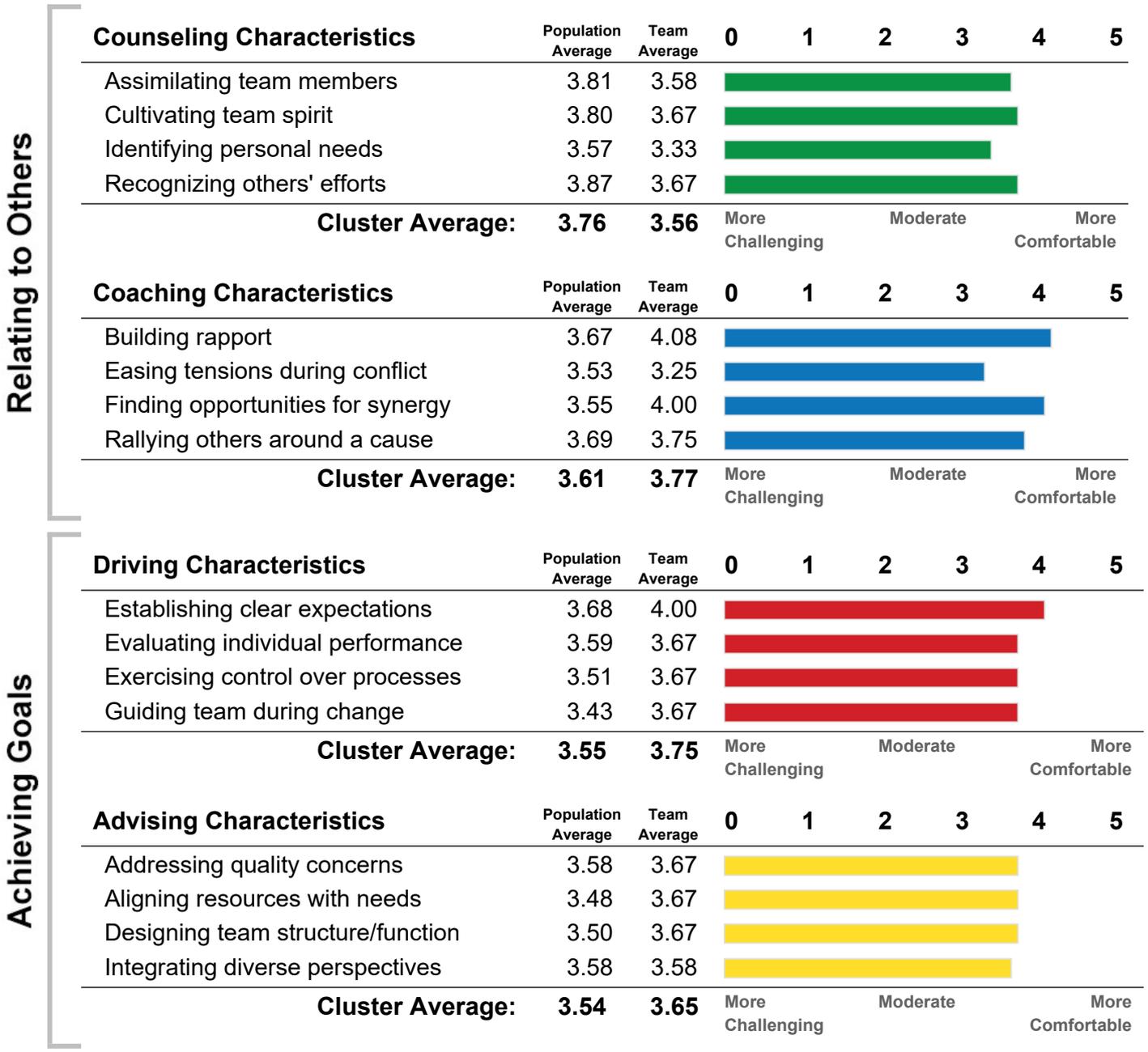
- Methodical problem solving
- Testing (for bugs, security etc)
- Tenders/report writing
- Proofing and editing

**Driver Profile** *Acting-oriented, Task-focused*

Tasks/situations they may enjoy:

- Recovering a situation to meet a deadline
- Summarising
- Goal setting
- Running daily stand-ups/huddles

# Our Current Self-Assessed Skills



**Your Team's current REACH is: 3.27**

# How We Like To Learn

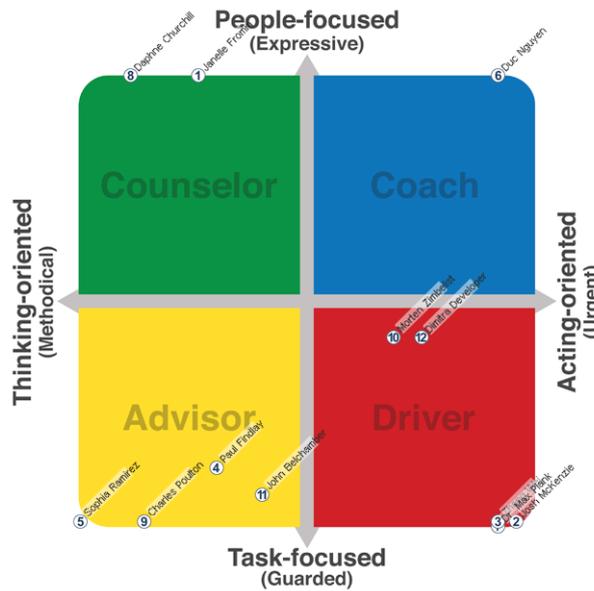
If you have a responsibility to train or coach this team, here are some tips. For more details on helping your team learn, check out the Trainers Companion.

**Counselor Profile** *Thinking-oriented, People-focused*

- Presentation pace: Slower
- Prepare for: The ‘who’ questions
- Allow for: Bonding, small-talk
- Emphasize: Personal growth, development
- Accommodate: Their need for assurance
- Provide: Personal testimony
- Minimize: Conflict, urgency
- Activities: Low-key, pairing up

**Coach Profile** *Acting-oriented, People-focused*

- Presentation pace: Faster
- Prepare for: The ‘why’ questions
- Allow for: Fun, entertainment
- Emphasize: Big picture
- Accommodate: Their need for expression
- Provide: Public recognition
- Minimize: Time fillers, details
- Activities: Team-based, collaborative



**Advisor Profile** *Thinking-oriented, Task-focused*

- Presentation pace: Slower
- Prepare for: The ‘how’ questions
- Allow for: Scrutiny, analysis
- Emphasize: Competence, details
- Accommodate: Their need for understanding
- Provide: Facts and evidence
- Minimize: Risk, ambiguity
- Activities: Individual problem-solving

**Driver Profile** *Acting-oriented, Task-focused*

- Presentation pace: Faster
- Prepare for: The ‘what’ questions
- Allow for: Challenge
- Emphasize: Bottom line results
- Accommodate: Their need for control
- Provide: Practical applications
- Minimize: Group projects
- Activities: Competitive, challenging

# Benchmarking – giving context to our current REACH scores

## **REACH measures agility to adapt to different people, tasks and situations.**

Higher REACH correlates to higher performance.

According to a 2017 [Harvard Business Review](#) article, researchers have found the often-cited “80:20 principle” applies to workplace productivity. This principle simply means that the top 20% of employees contribute about 80% of the output in the typical workplace.

Shortly after the article was published, researchers with the OrgDev Institute conducted a meta-analysis to evaluate the 80:20 principle among organizations leveraging the REACH Ecosystem. The analysis included thousands of employees from a variety of industries including healthcare, retail, hospitality, mining, industrial, government, not-for-profit, professional services and more. On the following page, an excerpt from this meta-analysis reveals that REACH Quotient scores correlate with performance and reinforce the famed 80:20 principle.

Organizations participating in the meta-analysis provided performance ratings for their employees (who had completed the REACH Profile). These ratings were categorized based on relative performance: below average performers, mid-range performers and top performers. The table overlays these performance categories with the distribution of average REACH Quotient scores.

While it is possible to be a top performer and not have a correspondingly high REACH Quotient score, the higher a person’s REACH Quotient score is, the more likely they are to be recognized as a top performer based on this global benchmark. The bottom line: people in the top 20% of REACH Quotient scores are more likely to be the top performers in their respective workplaces.



### **Growing REACH is your opportunity to improve performance**

The good news is that REACH can be grown, and that the development roadmap and resources needed to grow REACH are included in the REACH Ecosystem.

REACH provides the tools to develop awareness, train, coach and reinforce learning to grow REACH of your people.

Tracking growth of REACH of individuals can be useful in succession planning and development of future leaders.

**REACH Score      Global Percentile**

5	0.1%
4.9	0.6%
4.8	1.2%
4.7	2.0%
4.6	2.6%
4.5	4.3%
4.4	5.3%
4.3	8.2%
4.2	11.6%
4.1	13.6%
4	18.6%
3.9	22.1%
3.8	29.0%
3.7	36.9%
3.6	41.1%
3.5	50.2%
3.4	54.5%
3.3	62.6%
3.2	70.0%
3.1	73.2%
3	78.9%
2.9	83.5%
2.8	87.6%
2.7	90.4%
2.6	91.7%
2.5	93.9%
2.4	94.8%
2.3	96.1%
2.2	97.1%
2.1	97.5%
2	98.2%
1.9	98.4%
1.8	98.8%
1.7	99.2%
1.6	99.3%
1.5	99.4%
1.4	99.6%
1.3	99.7%
1.2	99.8%
1.1	99.9%
1	100.0%

**Your Team's  
current REACH is:  
3.27**

Global Average  
REACH of leaders  
(3.79)

Global Average  
REACH all roles  
(3.51)

- 'Below average performers' most commonly have below average REACH
- 'Mid-range performers' most commonly have 'average REACH'
- 'High Performers' are most commonly in the top 20% REACH globally

# To Help Us Grow

Training and Coaching Recommendations and Resources are available in the REACH Ecosystem as follows:

- Personal Development Companions
- Group Training Needs Analysis

Which both link to:

- The Coaches Companion (6-month personalized coaching program)
- Training Library and reinforcement activities

# Our Growth

To see our team's REACH growth as team over time a growth chart can be generated within the REACH ecosystem.



## Conversation Starters

- Where can you see tensions and synergies naturally occurring?
- When embraced and leveraged, diversity leads to increased creativity and better decision making –where do you see that occurring?
- Looking forward what specific strengths that lend themselves to specific tasks/roles?
- What are the benefits of keeping this chart visual in the office and keeping diversity top of mind?
- How can we use this information to help us be more intentional with communication, planning and motivating on an ongoing basis?
- Is there a potential benefit in using REACH to support more informed hiring in the future – if so, what would you do differently?
- Can you see development opportunities? REACH can provide Training Recommendations and Coaching Packs to help grow agility and improve team synergy.

We hope this has been a valuable learning experience for you, and that you continue your development journey.



## Important Note

The information contained herein describes certain behavioural preferences and tendencies derived from the participants' self-reporting. While such patterns of behaviour tend to be consistent over time, these can change based on circumstances beyond the scope of what has been measured by this survey. Therefore, this information does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of future behaviour. No part of this information is intended to convey a psychological, medical, or psychiatric evaluation, and in no way is this information intended to convey an evaluation of employability. This information is intended to provide insight that is useful in coaching, team-building, and other aspects of professional development and training. No employment decision should be made based, in whole or in part, on the results contained herein, and no indication of suitability for employment should be inferred or implied based on the REACH Survey.