



REACH TEAM DEVELOPMENT COMPANION

Team Development Companion

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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.

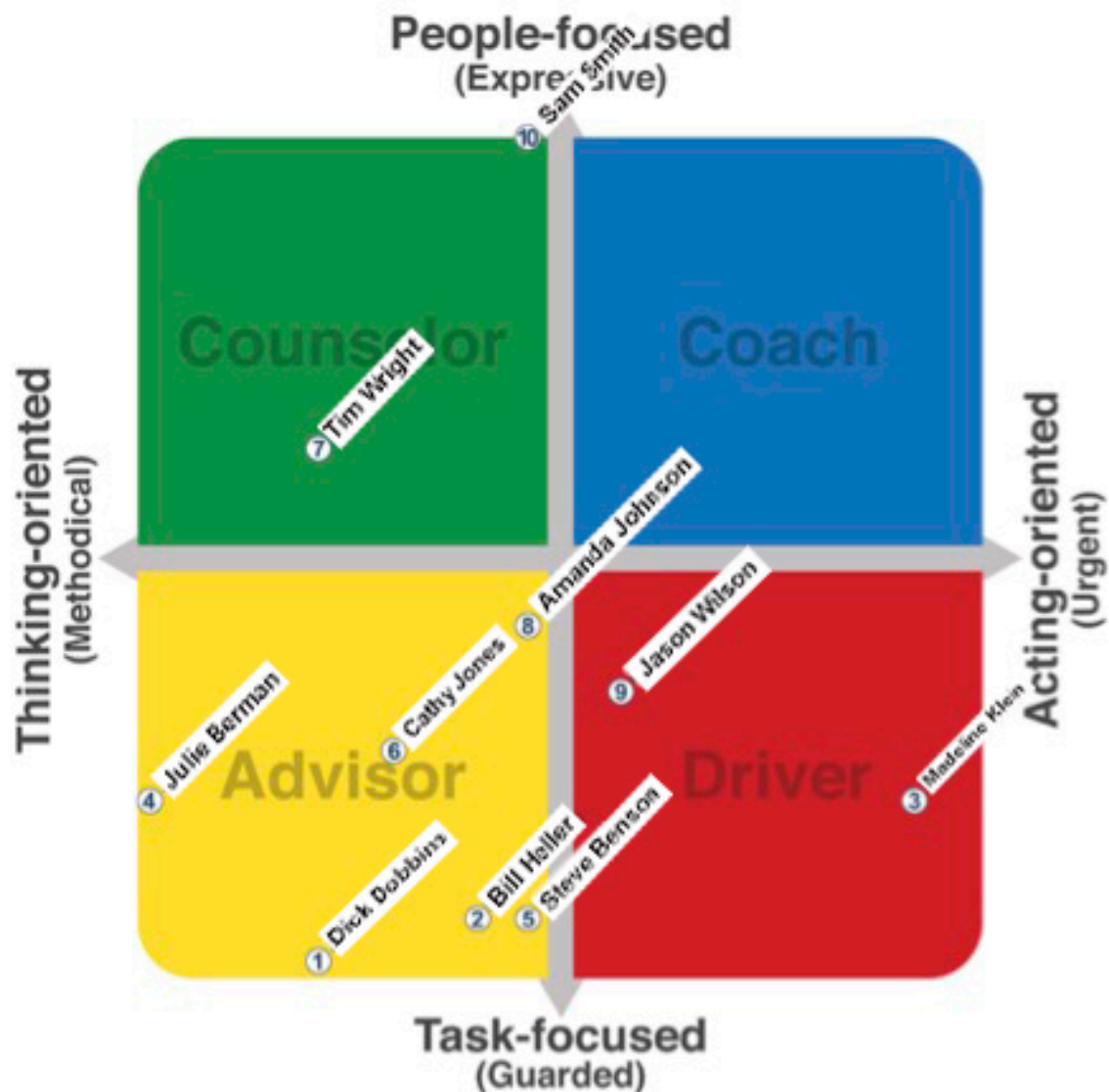
This Team Development Companion provides a stimulus to take both approaches.

This companion starts with a high-level visual view of our primary styles, and then drops down into the detail 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 Ecosystem](#) such as Personal Development Companions, Training Needs Analysis, the Coaches Companion and the Trainers Companion.

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

Our Team



The Profiles of the 10 people selected are:

- 20% are within the Counselor Quadrant
- 0% are within the Coach Quadrant
- 20% are within the Driver Quadrant
- 60% are within the Advisor Quadrant

The 10 people selected approach work and lives in the following ways:

- 80% tend to be more **methodical** (than urgent)
- 20% tend to be more **urgent** (than methodical)
- 80% tend to be more **task focused** (than people focused)
- 20% 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 ten 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.

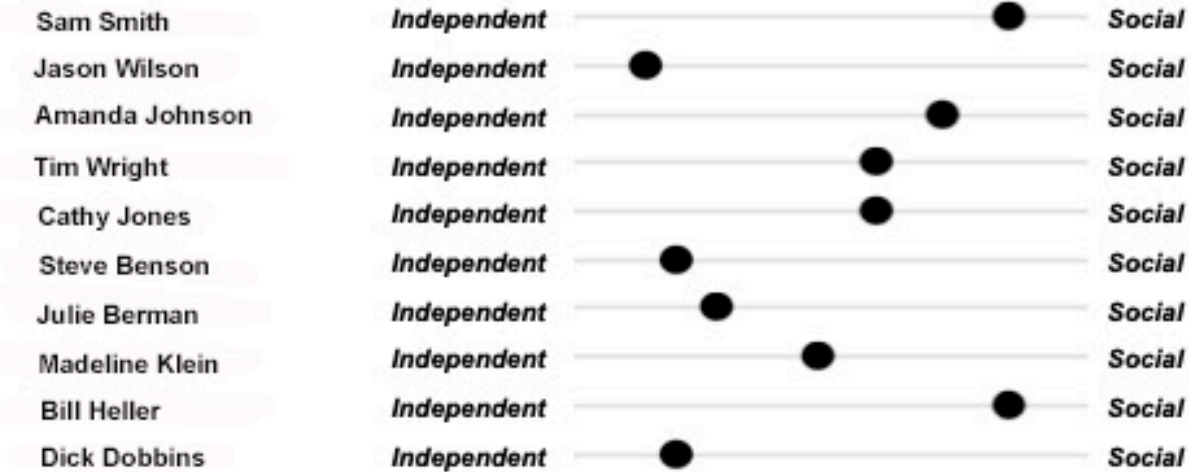
ACHieving Dimensions are the dimensions that shape one's orientation towards *thinking* and *acting* while pursuing goals:

- **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 their 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

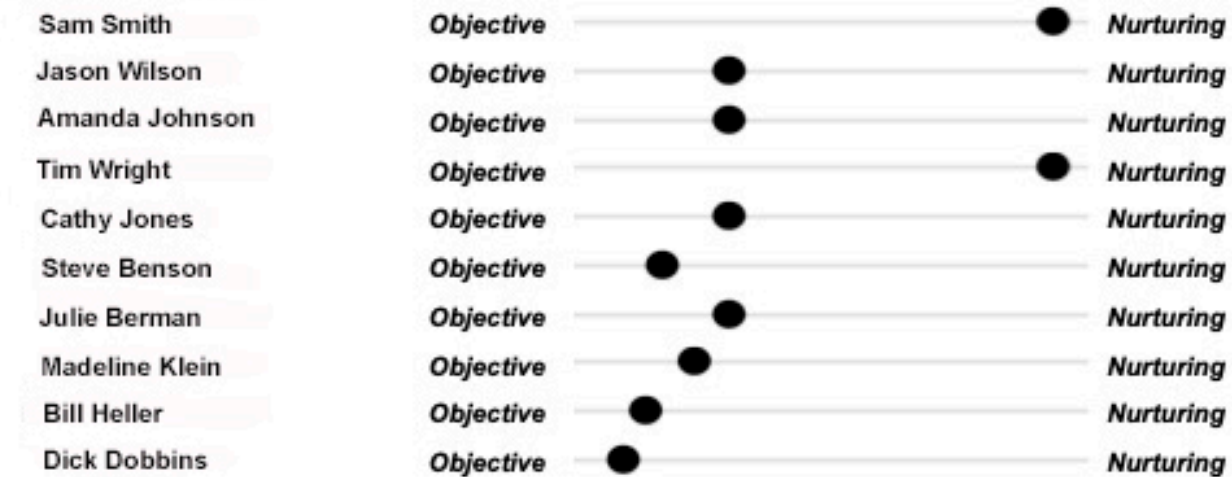
The following section looks at our unique team, and what makes us 'Us'.

Our RELating Dimensions

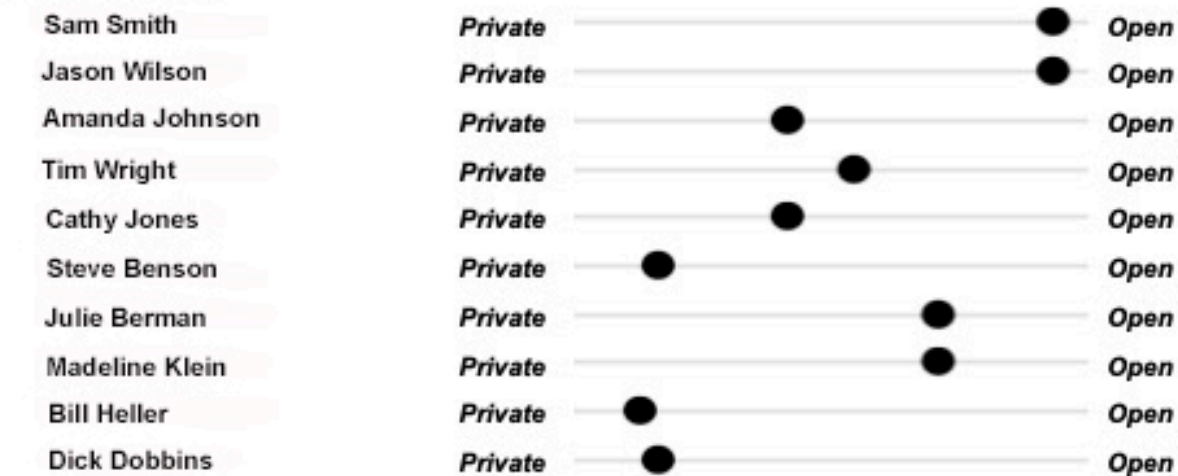
Our Affiliation



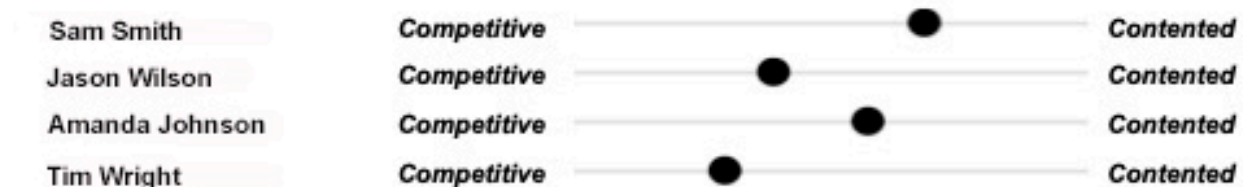
Our Consideration

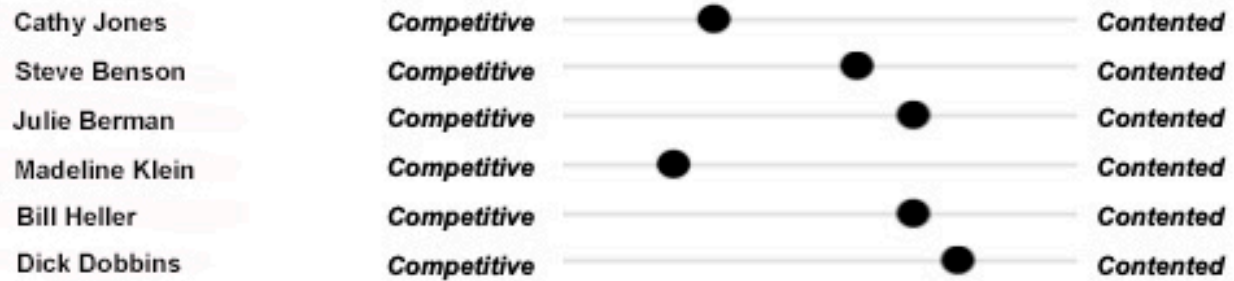


Our Openness

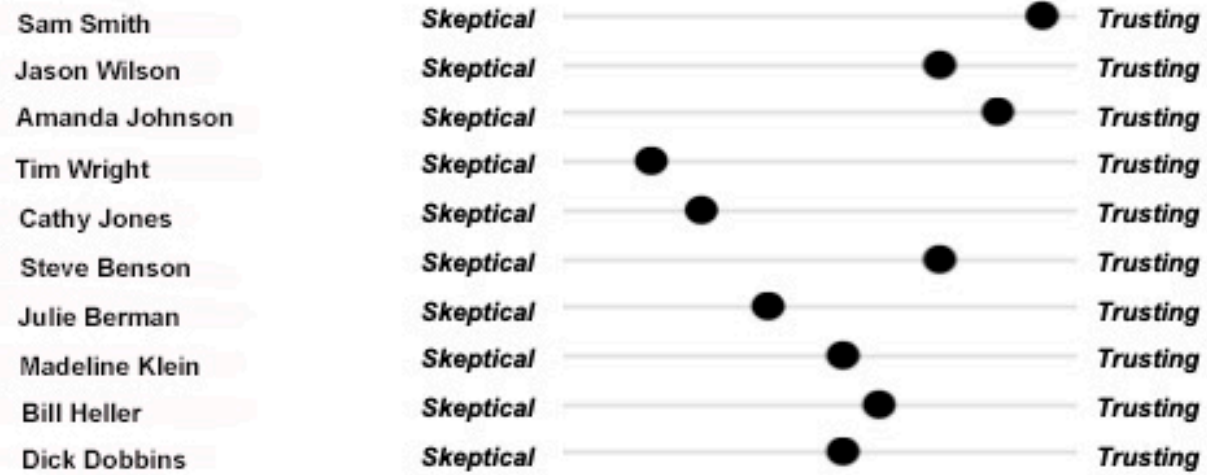


Our Status Motivation



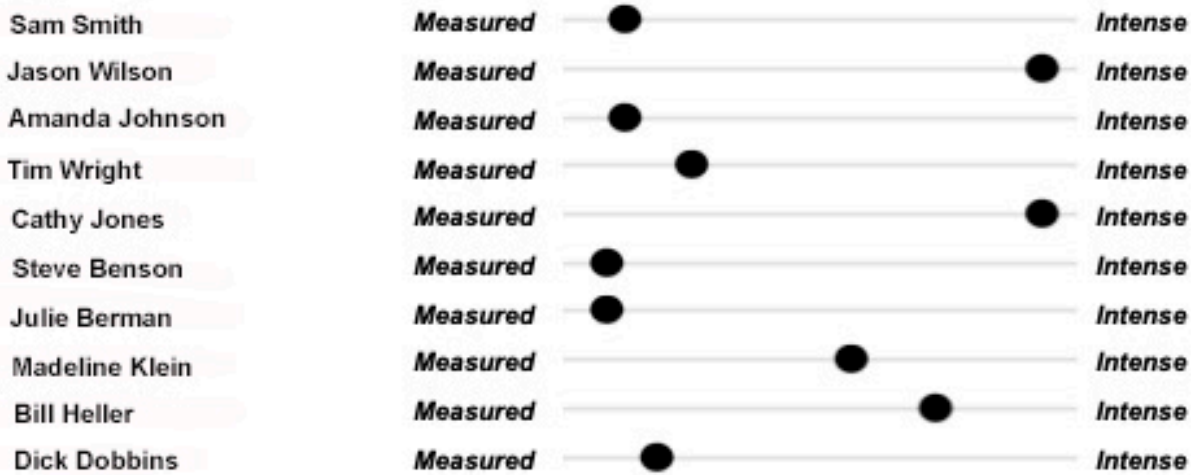


Our Self-protection

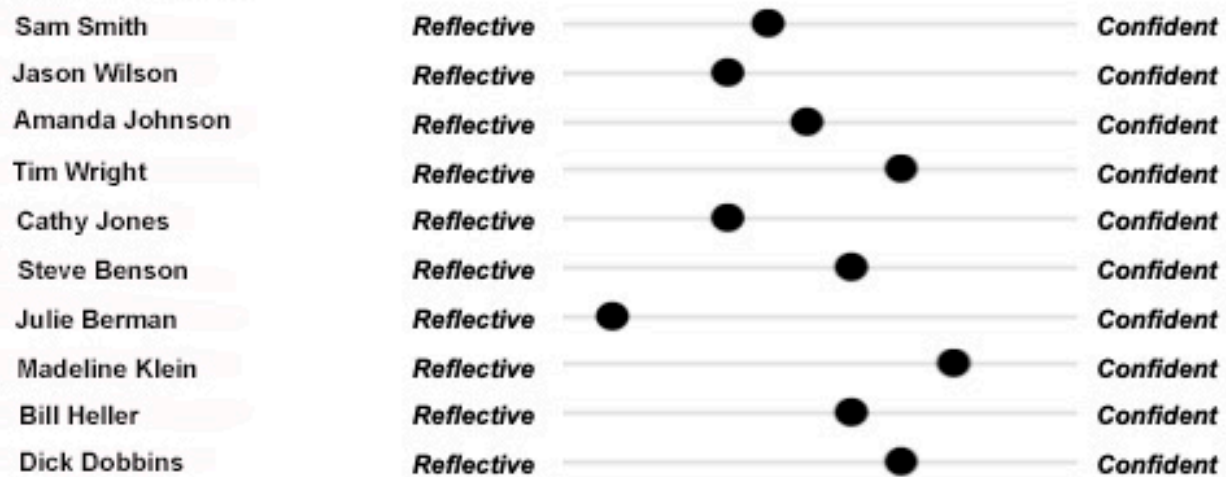


Our ACHieving Dimensions

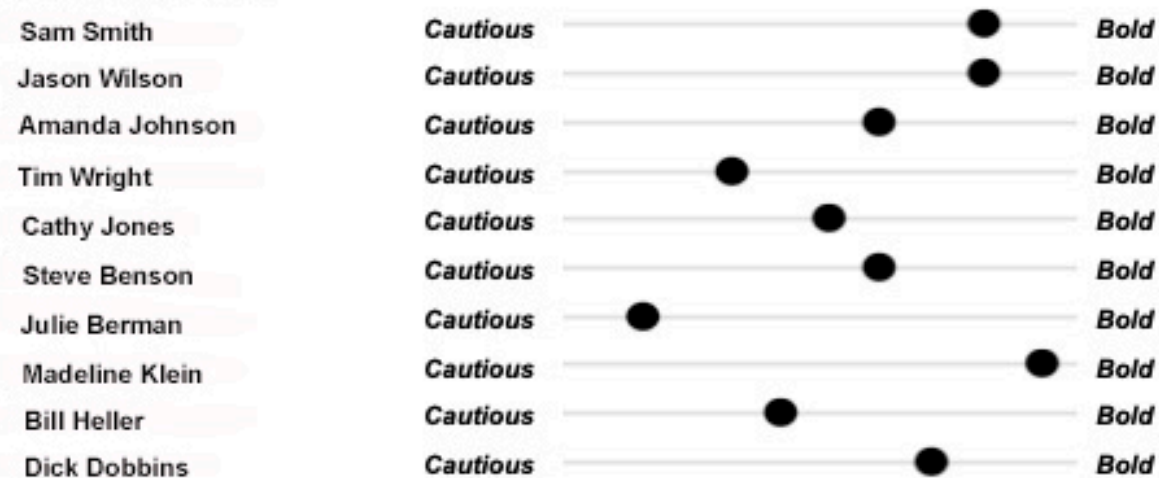
Our Intensity



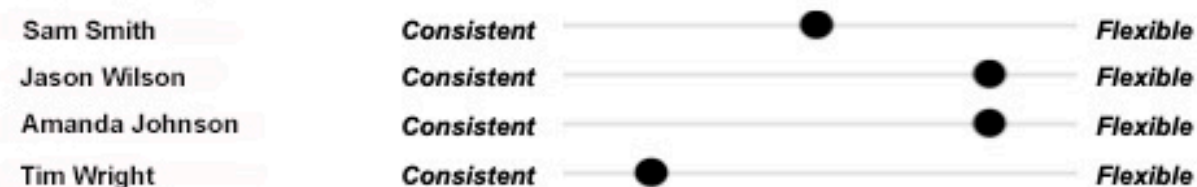
Our Assertiveness

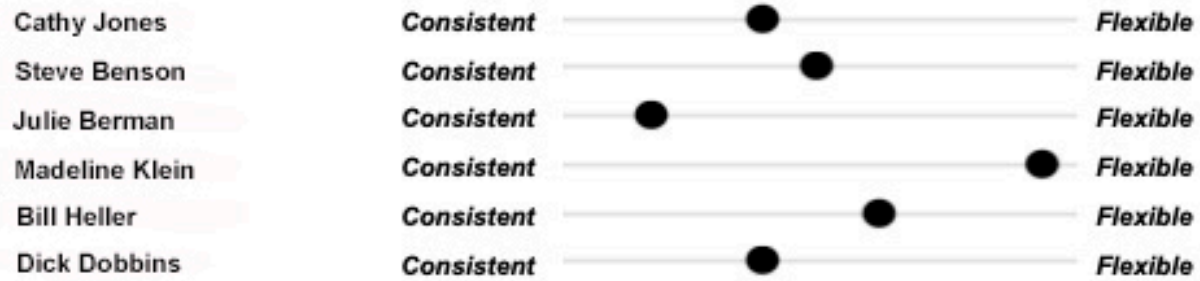


Our Risk Tolerance

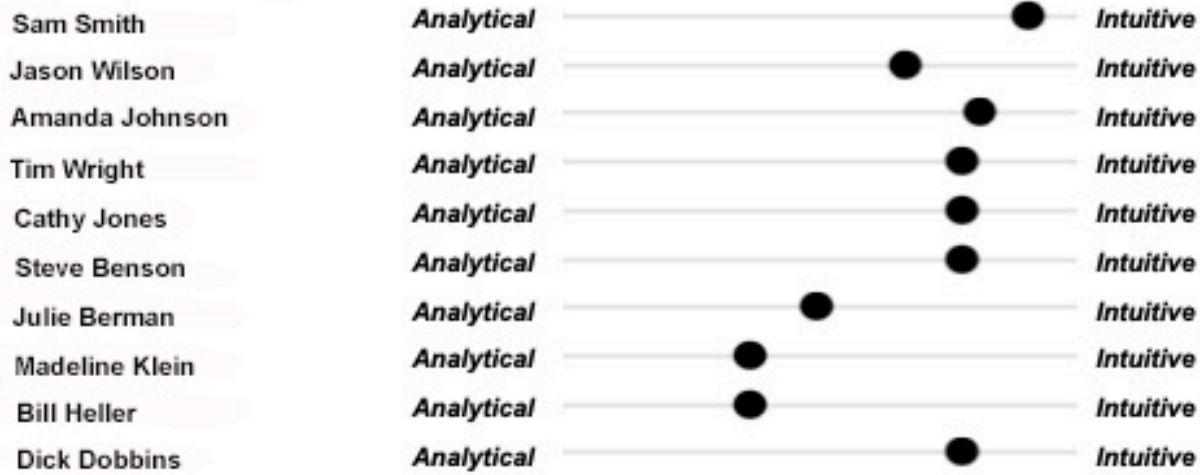


Our Adaptability





Our Decision-making



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

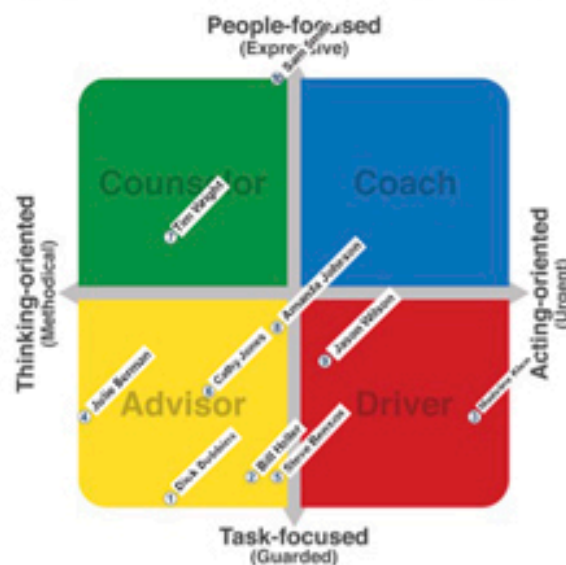
Counselors are best recognized for being: Thinking-oriented and People-focused. The key 'markers' or behaviors of the Counselor Profile include:

- **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

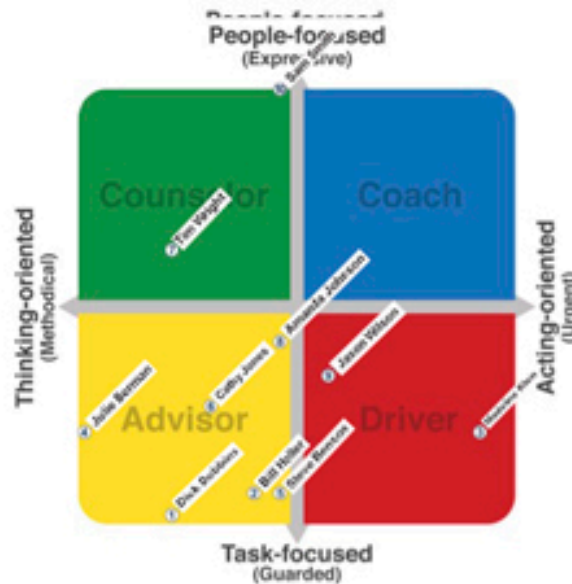
Interacting with the Coach

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

Our Strengths

Relating to Others

Counseling Characteristics	Population Average	Team Average	0	1	2	3	4	5
Assimilating team members	3.81	3.24						
Cultivating team spirit	3.80	2.74						
Identifying personal needs	3.57	2.42						
Recognizing others' efforts	3.87	2.50						
Cluster Average:	3.76	2.72	More Challenging		Moderate		More Comfortable	

Coaching Characteristics	Population Average	Team Average	0	1	2	3	4	5
Building rapport	3.67	2.03						
Easing tensions during conflict	3.53	2.56						
Finding opportunities for synergy	3.55	2.69						
Rallying others around a cause	3.69	2.48						
Cluster Average:	3.61	2.44	More Challenging		Moderate		More Comfortable	

Achieving Goals

Driving Characteristics	Population Average	Team Average	0	1	2	3	4	5
Establishing clear expectations	3.68	2.56						
Evaluating individual performance	3.59	2.46						
Exercising control over processes	3.51	2.18						
Guiding team during change	3.43	2.32						
Cluster Average:	3.55	2.38	More Challenging		Moderate		More Comfortable	

Advising Characteristics	Population Average	Team Average	0	1	2	3	4	5
Addressing quality concerns	3.58	3.22						
Aligning resources with needs	3.48	2.45						
Designing team structure/function	3.50	2.56						
Integrating diverse perspectives	3.58	3.39						
Cluster Average:	3.54	2.90	More Challenging		Moderate		More Comfortable	

Your Team's current REACH is: 2.61

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:
2.61**

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

How We Like To Learn

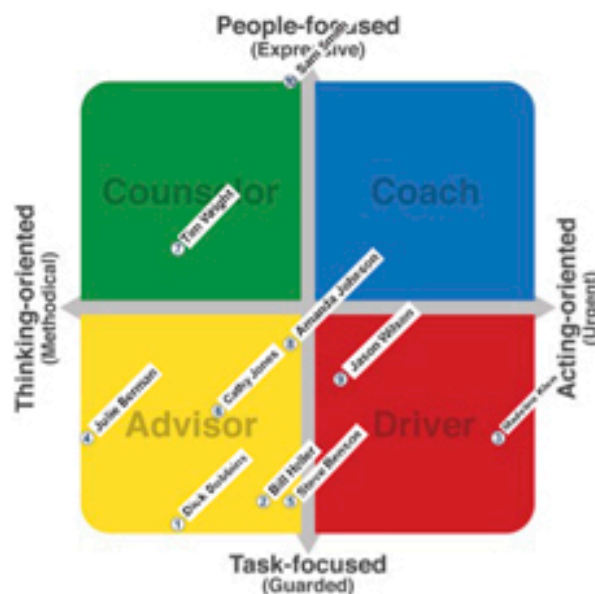
If you have a responsibility to train or coach this team, here are some tips. For more details on helping your team learn, check out the Trainers Companion.

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

To Help Us Grow

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

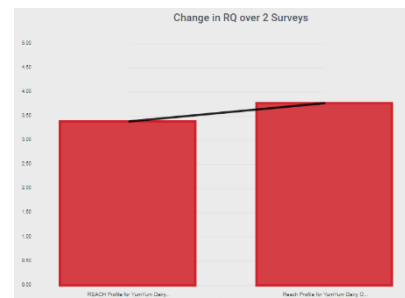
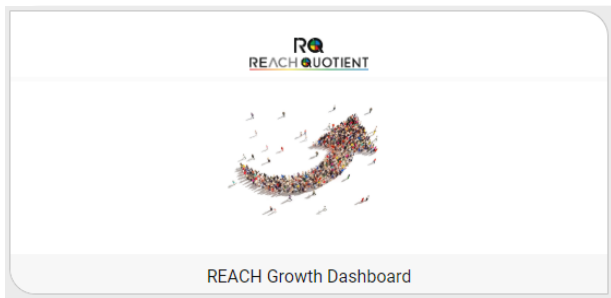
- Personal Development Companions
- Group Training Needs Analysis

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.

Contact Information

For more information regarding the REACH suite of products and services available to help you develop and coach high performers, please contact your REACH Partner:



REACH Ecosystem
REACH Certified Practitioner | Thank you for
participating

Important Note

The information contained herein describes certain behavioral preferences and tendencies derived from the participants' self-reporting. While such patterns of behavior 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 behavior. 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.