

Leadership Matching Report

Leader: Paul Martin

Direct Report: Robert Thompson

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Team Leader: Paul Martin

Paul Management Style

This section provides an overview and understanding of the individual's management style. It describes the way the person naturally interacts while managing others. The following chapters, Leadership, Decision-making and Communication, describe the management style of this person.

Leadership

- Paul has the ability to lead others only in his field of knowledge and expertise.
- He leads his team by following and demanding adherence to pre-established guidelines and procedures.
- He prefers not to pressure others too much, except when quality and rules are at stake.
- He tends to be concerned if others are not performing well or are working with a poor attitude.
- He may have some difficulty applying discipline.
- He has a strong need for logic and will rarely use persuasion or enthusiasm as motivators.
- He will use previous examples and experiences to motivate.

Decision-making

- Paul is open to receiving guidance and advice from others before making a decision.
- He makes decisions only after a careful analysis of the available information.
- He will be careful and methodical in his approach to important decisions, especially when faced with new and unfamiliar situations.
- He has the ability to make decisions within his area of knowledge and expertise.
- He dislikes being pressured for time when making a decision.
- He may frustrate more fast-paced individuals who lose motivation if they fail to obtain quick decisions from him.

Communication

- Paul bases his communication on his strong listening skills.
- He is patient and takes time to explain things in detail.
- He is generally calm, conservative and relaxed when communicating with his team.
- His presentations are differentiated by their consistent content and his dynamic enthusiasm.
- He may bore others with facts, especially those who are not like-minded.
- He communicates well when dealing with individuals with the same behavioural attributes as his.

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Robert Thompson Natural characteristics

How to lead Robert effectively

This section describes important aspects to consider for effective coaching. The following highlights are based on the Natural Behavioural Style and it is essential that anyone who wants to lead a team considers them. This will result in maximum efficiency and capacity.

- Robert is not an individual who would typically work on a team. He may work in connection with a team, providing support in his area of expertise.
- He is highly results-oriented and therefore motivated by jobs that involve competition, include challenges and in which he is assigned responsibilities and the authority to make decisions.
- Robert is motivated by recognition of his contributions and for his good performance and knowledge. On a team, he seeks to be a resource to his peers.
- It is important that the tasks he is given within his area of expertise be varied, since routine tasks may bore him and greatly reduce his performance.
- For communication to be effective, this individual needs his supervisor to be clear and defined, going straight to the point without beating around the bush.
- He feels more comfortable with formal communication and information that is structured and clear.
- Robert needs a well-defined position, rules, procedures and hierarchy in order for him to understand the nature of his role and the scope of his authority, which should be limited.
- This individual may become irritated if constantly controlled. He prefers to make decisions on his own, accepting accountability for them.
- He has to be moderately supervised and provided with some freedom to make decisions.
- It will be important to clarify the scope of his role, what he must achieve and how much time he has to achieve it. Regarding procedure, he will probably require minimal input, as he will do things the way he deems best.

It is important to keep in mind that this individual's potential lies in his ability to compete, solve problems in a practical manner and contribute a logical viewpoint when faced with organizational problems.

Keys to motivate Robert effectively

This section describes important aspects to consider for helping this person reach and maintain a high level of motivation. The following highlights are based on the behavioural style and must be considered by anyone assigning tasks and responsibilities, or by anyone who works with this person as part of their team.

- Encourage action and a certain amount of risk-taking to attain goals.
- Clearly define responsibilities, areas of influence and communication channels.
- Prioritize mutual respect when discussing others' problems.
- Help him rely on his own abilities, knowledge and experience to decide on a course of action.
- Offer him responsibilities, authority and freedom to act.
- Clearly define control, authority and responsibilities.
- Recognize his preference for strong interaction with people through practical and significant discussions.

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Paul Martin and Robert Thompson

Key aspects that help consolidate the relationship

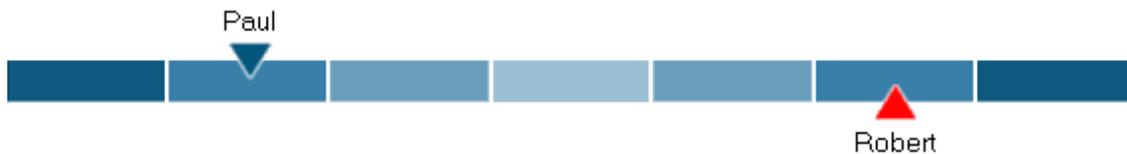
In this section, we describe important aspects to consider when improving and strengthening the relationship between the Leader and his or her Direct Report. The following highlights are based on the Natural behavioural style of these two individuals. It is very important to have this information and to make use of it, in order to improve the relationship and contribute to the group's sense of team, so that both of them can develop all of their potential.

Risk Axis



Cautious

Risk-Taker



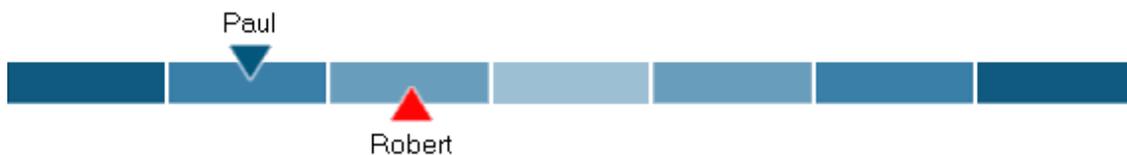
- Keep in mind that Paul is more friendly and non-confrontational than Robert, who characterizes by a more direct and competitive style.
- It is important that Paul is direct and blunt when expressing and presenting his ideas to Robert.
- Paul should stand firm and defend his position if Robert questions or challenges him.
- Paul must be aware and demonstrate self-confidence taking a stand and using a firm voice.
- Paul should not be hesitant or insecure when interacting with Robert.
- It adds value that Paul gets prepared before any discussions or confrontations that can occur with Robert. He should go through his opinions and write down some of his ideas so that he doesn't forget them during the conversation.

Extroversion Axis



Introverted

Extroverted



- Keep in mind that both are characterized by being serious and discreet.
- They should not take anything for granted. It is important that they define agendas and talk, to be on the same page in regards to common goals.
- Paul must make sure to start discussions and ask for Robert's perspective in regards to his ideas, points of view and opinions.

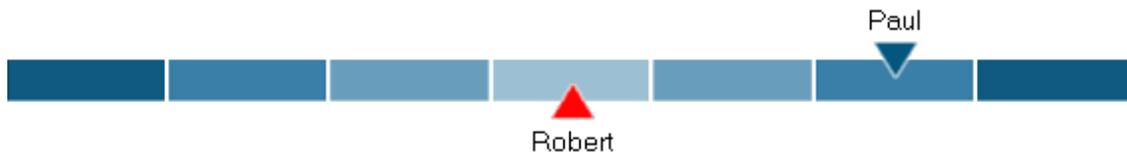
- Although both can feel comfortable without talking or saying very little, they should always address their differences or concerns.
- Paul should make clear from the start his goals and what he expects from meetings.

Patience Axis



Restless/Impatient

Calm/Patient



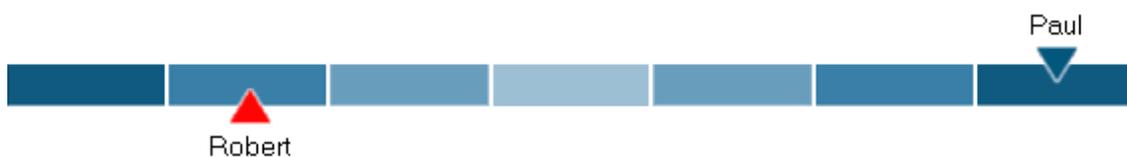
- Keep in mind that Paul is more patient and calm than Robert, characterized by having a more changing and dynamic style.
- Paul should be aware of what situations require him to accelerate the pace to keep up with Robert, as well as to recognize in which situations he should slow down and focus.
- Paul should be brief and specific in his comments, using a simple language and going straight to the point.
- It is good for the relationship that Paul exposes and presents his ideas briefly and is prepared to take action.
- Robert is usually dynamic and inquiring. It is important when talking about important issues, that Paul asks Robert if he heard, understood and if he has any questions, to make sure that the message was comprehended and well received.
- If possible, Paul should avoid delegating responsibilities or projects that require a lot of concentration, time and analysis.

Conformity to Norms Axis



Independent

Adherence to rules



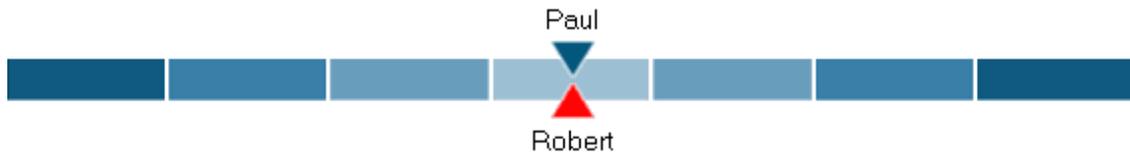
- Keep in mind that Paul is more structured and organized than Robert, characterized by an independent and less structured style.
- It is important that Paul is not too demanding in regards to details as well as enforcing the rules.
- Paul should avoid being too perfectionist with Robert.
- It is important that Paul is opened to new ideas and suggestions from Robert.
- If Paul starts being too critical, he might block Robert from generating innovative ideas.

Self-Control Axis



Emotional

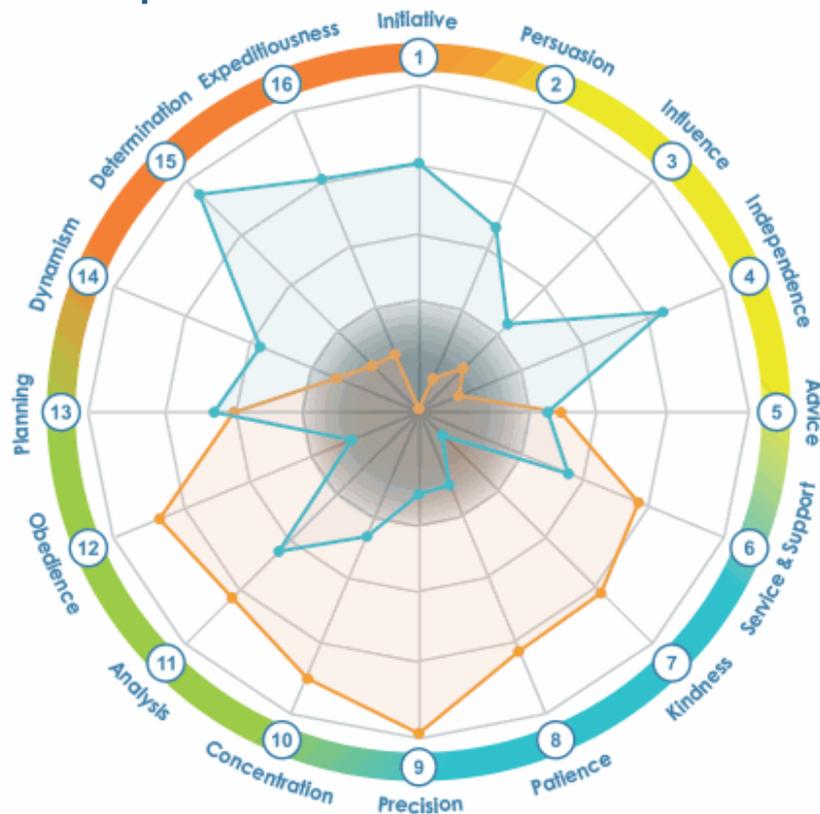
Rational



- Since the Leader and the Direct Report share this tendency on Situational, there aren't any relevant aspects to consider in this section.

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Behavioural Radar Graph



- Paul Martin
- Robert Thompson

- 1 Initiative:** These individuals have a conciliatory, extroverted nature, taking a genuine interest in others. They are capable of earning the respect and trust of all different types of people. They work toward results in a proactive, creative and dynamic way.
- 2 Persuasion:** These individuals are sociable and make a good impression on most people due to their warmth, understanding and compassion. They work with and through others to get the job done. They work toward results in a creative way. They are persuasive and strive to please and convince others.
- 3 Influence:** These individuals are by nature very sociable and friendly in their approach toward people. They prefer to work with and through others to complete tasks and assignments. They have an optimistic outlook and work toward results in a spirit of teamwork, leveraging their influence and interpersonal skills.
- 4 Independence:** These individuals are self-assured, confident and independent. They prefer to think for themselves, form their own opinions, and ideally, do things "their way." They work toward results in an independent way, making decisions based on their own criteria without waiting for others' opinions.
- 5 Advice:** These individuals are good communicators who are willing to listen to others and accept their opinions. They adopt a friendly, persuasive and courteous style, relating to others in a helpful, accommodating manner. They work toward results in an amicable way, promoting teamwork and a harmonious environment. They are patient and creative. They make good workmates, teammates and coaches.
- 6 Service and Support:** These individuals tend to be patient, calm and balanced in most situations, even under pressure. They may be somewhat reluctant to voice their concerns or frustrations. They work toward results in an obliging way, by listening and then analyzing the information.
- 7 Kindness:** These individuals are very well-suited for administrative and specialized positions. They are diplomatic and tactful in their approach toward others. They work toward results in a patient, kind and amicable way, avoiding confrontation.
- 8 Patience:** These individuals devote time to others and are good listeners with a high degree of empathy. They are patient, considerate and kind. They are also generous, pleasant and compassionate. They work toward results in a patient, consistent manner, taking as much time as they need.
- 9 Precision:** These individuals are more comfortable and efficient when working in structured, well-defined environments and situations. They are cautious in their approach to problems and decision-making. They work toward results in a careful, methodical manner.
- 10 Concentration:** These individuals are precise thinkers and assiduous workers who prefer following procedures both at work and in their private lives. Being perfectionists, in their efforts to avoid making any mistakes in their work, they are analytical, precise and orderly. They work toward results by focusing on and following established procedures.
- 11 Analysis:** These individuals have a marked tendency to gravitate toward management and specialized positions. They are highly reliable, very disciplined and precise. They work toward results by evaluating the available facts and information and then progressing in a logical, systematic and orderly fashion.
- 12 Obedience:** These individuals detest making mistakes. They are very detail-oriented in their work and assignments. They make every effort to do their jobs perfectly. They work toward results in a consistent, safe manner by analyzing the available information and following the established procedures.
- 13 Planning:** These individuals are meticulous and precise with an innate ability to solve problems. They are very eager to get to the root of the problem. They may have a wide range of interests. They work toward results by studying and solving complex problems, making decisions based on logic.
- 14 Dynamism:** These individuals are cordial, intense and impatient. They are very eager to please. They strive to get things going, keep them moving and achieve results as quickly as possible. They work toward results in a dynamic way by fostering change and quickly adapting to new situations.
- 15 Determination:** These individuals look to the future and compete to achieve their goals. They would rather go out and make things happen than sit around waiting for them to happen. They are willing to take risks in order to achieve their goals. They work toward results in a steady, determined way, using confrontation when necessary, taking responsibility for things and accepting challenges.
- 16 Expediency:** These individuals are highly efficient with an urgent, impatient desire to produce rapid results. They enjoy variety in their work. They work toward results in a dynamic, competitive way, making quick decisions.