

Style Summary
Artisan

TO FUNCTION BEST ARTISANS NEED: Challenge and excitement. They love to put out fires and to rally the troops. Lots of action and adventure.

THEY ARE FRUSTRATED BY: Restrictions. Being told how to do their work. Long explanations. Limitations. Standard operating procedures.

THEY IRRITATE OTHERS BY: Shooting from the hip. Flying by the seat of their pants. Preparing in haste and leaving out details.

THEY VALUE: Flexibility, action, challenge, excitement, adventure

DECISIONS: Fast! Base decisions on concrete information and how it will get the job done. To influence, give them an experience of what is needed.

COMMUNICATION: Direct. Straight and to the point. Do not like to be told what to do. Focus on troubleshooting the problem, not on the people.

Style Summary
Guardian

TO FUNCTION BEST GUARDIANS NEED: Predictability and order. Organization and structure in which to work.

THEY ARE FRUSTRATED BY: Lack of realism. Complex theory and abstract thought. Change. Deadlines that are ignored.

THEY IRRITATE OTHERS BY: Being impatient. Being too task oriented. Being too subjective. Not having an open mind.

THEY VALUE: Tradition. responsibility. Common sense. The familiar.

DECISIONS: Methodically. Based on fact, not theory. Make decisions in a clear cut manner. To influence, give them the facts, then time to reflect.

COMMUNICATION: Clear, step by step, with examples. Expect others to do what they should. Task and time oriented.

Style Summary
Rational

TO FUNCTION BEST RATIONALS NEED: Problems to solve. Opportunities to design. Recognition and respect for ideas.

THEY ARE FRUSTRATED BY: Routine and redundancies. Overly emotional responses. Being told what to do. Inefficiency, ineffectiveness.

THEY IRRITATE OTHERS BY: Appearing arrogant. Refusing to yield. A lack of execution and attention to detail. Hurting feelings.

THEY VALUE: Ideas, logic, ingenuity, concepts, intelligence

DECISIONS: Big decisions are made quickly. Details are often ignored. Based on logic. To influence, present a logical argument.

COMMUNICATION: Direct. Without manipulation. Analytically. Reluctant to state the obvious. Technical.

Style Summary
Idealist

TO FUNCTION BEST IDEALISTS NEED: People. Freedom from rules and structure. Recognition and appreciation.

THEY ARE FRUSTRATED BY: Logic. Criticism. Disapproval. Standard operating procedures. Lack of feedback.

THEY IRRITATE OTHERS BY: Being moralistic. Over-helpful. Giving help or advice when it is not wanted or needed. Being overly emotional. Fanatic.

THEY VALUE: Self-determination, participation, cooperation.

DECISIONS: Fast if new information matches values. To influence, show them how options will not go against their values.

COMMUNICATION: Takes the initiative. Want others to be sincere. When values are violated, can become argumentative and will confront.

The "Coaching Challenge"

Artisan Mix Lots of Pauses to Focus on reflection Questions to direct Deeper understanding Give guidelines or Counsel without turning them off Build Trust	Guardian Help them shift from traditional thinking Pause to reflect avoid impatience Build Trust
Rational Appeal to intellect Help by giving a line but Build on ideas Take time to reflect on details Build Trust	Idealist Positive feedback, then constructive Focus on deeper longterm thinking. Build Trust

What are the coaching considerations for each style?