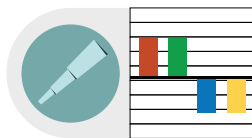




Manager's Coaching Cheat Sheet

Use this cheat to identify different McQuaig profile types and quickly recognize effective strategies for coaching each type.

The Generalist Group



Classic Generalist

How They Present

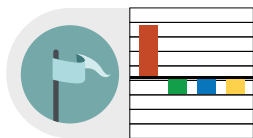
Assertive, goal-oriented, decisive, driving, persuasive

Do's

- Foster an environment where they can use initiative and work independently
- Provide opportunities to interact with others
- Leverage conflict

Don'ts

- Become defensive if they want to change things
- Object if they let things go to the last minute
- Assign too many repetitive tasks



Pioneer

How They Present

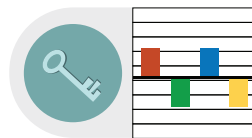
Ambitious, commanding, self-directed, restless, logical

Do's

- Challenge them to excel and set stimulating goals
- Encourage initiative and allow them to work independently
- Accept that they often get impatient and bored with routine

Don'ts

- Control their activities too closely
- Become defensive if they constantly want to change things
- Assign too many repetitive tasks



Administrator

How They Present

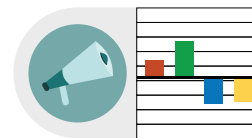
Persistent, analytical, patient, reliable, realistic

Do's

- Welcome their opinions, anticipate their willingness to take a stand
- Communicate from a logical perspective and keep to the facts
- Coach them to adopt a team perspective

Don'ts

- Be too structured in how you want things done
- Control their activities too closely
- Apply unnecessary pressure



Persuader

How They Present

Sociable, independent, competitive, restless

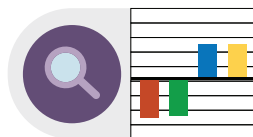
Do's

- Provide opportunities to interact with others
- Welcome their opinions, anticipate their willingness to take a stand
- Listen to their opinions

Don'ts

- Shut them out, they need to be heard
- Be unenthusiastic - they're naturally optimistic
- Be too structured in how you want things done - they may have good alternatives

The Specialist Group



Classic Specialist

How They Present

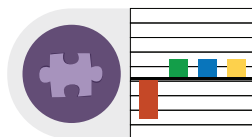
Organized, structured, accurate, accommodating

Do's

- Include as an integral part of your team
- Provide the necessary information required to do the job
- Rely on them to check details, fact find and research projects

Don'ts

- Apply unnecessary pressure
- Expect them to make big decisions easily
- Leave things to the last minute



Cooperator

How They Present

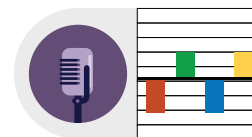
Supportive, thoughtful, easygoing, patient

Do's

- Include as an integral part of your team
- Provide details, clarify expectations so they can prepare
- Depend on them to follow through carefully

Don'ts

- Give vague instructions - they prefer specifics
- Expect them to make tough people decisions
- Let them feel they are on their own



Enthusiast

How They Present

Cooperative, team player, outgoing, sensitive, helpful

Do's

- Provide the necessary information required to do the job
- Involve them in setting deadlines
- Provide the opportunity to work on a wide variety of projects

Don'ts

- Expect them to make big decisions quickly or easily
- Let them feel they are on their own
- Be insincere - they can accept the good and the bad in people