

Mentoring Guide

DESIGNED
FOR

Mentors and Field Officers
working with Apprentices
and Trainees



Motivate | Inspire | Achieve

Dear Mentor,

When apprentices and trainees are motivated they produce their best results. When they feel inspired to live up to their full potential, they excel.

People who are motivated demonstrate positive personal qualities that make them feel good about themselves. They have meaning and purpose to their work and personal life.

The best way to motivate and encourage great performance is to understand the person you are working with. What drives them; how they communicate, manage stress and learn.

To be a great mentor and field officer you need to engage with apprentices and trainees to inspire achievement and completion of their apprenticeship or traineeship.

This is not an easy task. The transition from school to work is difficult for most young people. Managing workplace relationships is quite different than hanging out with school mates. Getting into a workplace routine can be a challenge as can completing assignments.

The Mentor is not parent to all but often deals with personal challenges confronting the lives of young people which almost always impacts their working life.

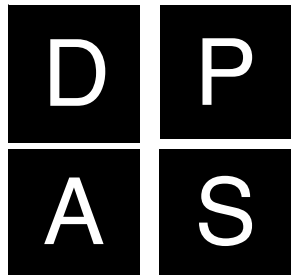
GO GET SUCCESS uses experience learnt over many years of working with people in recruitment, careers, leadership and management.

Our purpose is to provide you with mentoring tools so you can better understand those you work with and with this knowledge improve their lives and future prospects.

Best wishes
The Team at GO GET SUCCESS

Contents	Page
Four Personality Styles	3
<u>Driver Apprentices & Trainees</u>	4
Driver Characteristics	5
Mentoring Drivers	6
Driver Engagement	7
<u>Promoter Apprentices & Trainees</u>	8
Promoter Characteristics	9
Mentoring Promoters	10
Promoter Engagement	11
<u>Supporter Apprentices & Trainees</u>	12
Supporter Characteristics	13
Mentoring Supporters	14
Supporter Engagement	15
<u>Analyser Apprentices & Trainees</u>	16
Analyser Characteristics	17
Mentoring Analysers	18
Analyser Engagement	19

Four Personality Styles - D.P.S.A[®]



People have four personality styles. When blended together in varying percentages, they make you who you are. One style is not better than the other. These styles define the way you act, think, learn, socialise and behave. You are “wired” with these traits from birth. It’s like a default factory setting. Myprofile calls these styles, Driver, Promoter, Supporter and Analyser.

Who you are is of course more than just four styles; it’s also how you were raised, your home life and family heritage, your ethnic and religious upbringing, your education and learning environment. If you imagine that who you are is like an iceberg, then the part people see above the water line is your personality style.

We measure the intensity of each style using a questionnaire. We ask people to tell us what they think describes them the most and what describes them the least. We analyse the answers and produce a personal profile report

Psychometric tests are well proven and reliable and widely used in pre-employment assessment, team building, people management and leadership programs.

People have an inbuilt predominance to act and behave in a certain way. This is our normal behaviour and we develop our own style from a very early age.

Description of each style



Drivers have a high desire to achieve. They are self-motivated, independent, and highly individualistic. They like a fast paced environment. They enjoy the competition and the challenge. Most of all they want to be in control. They want to do it their way.



Promoters are independent, outgoing individuals who like socialising and meeting people. They are enthusiastic and optimistic. They enjoy conversations and being the centre of attention. They make friends easily and are inspirational and popular.



Supporters are dependable, practical and kind people. They’re patient. They want to help others. They prefer to work in teams and they dislike rapid change. They prefer a secure and constant environment that’s free of conflict.

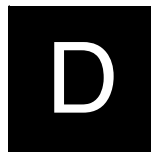


Analysers are perfectionists who look to systems, rules and order within a structured environment. They are accurate and precise. They are reserved, detailed and logical and follow the rules and standards.

Mentoring Driver Apprentices



Driver Characteristics



Drivers are strong willed, independent, practical and decisive. Action oriented and results focused, they prefer jobs that are task rather than relationship oriented. They are assertive and like to tell others what to do. As Drivers tend to focus on the present, they are often prepared to take risks and can change their mind.

Drivers are the entrepreneurs and are most comfortable when they are in control. They are competitive and thrive under pressure. Often confrontational, they exude energy, move faster, speak louder and decide quicker. Drivers are less interested in small talk and don't communicate their feelings too often or too freely.

Strengths

- Leads & Manages
- Delegates
- Confronts others
- Innovative
- Problem-Solver
- Risk-Taker
- Self-Starter
- Productive & Practical
- Not easily discouraged

Motivation

- New challenges & problems to solve
- Power & authority
- Freedom to do the things they want
- Changing environment
- Opportunity for advancement
- Results & winning
- Control & directing others

Under Stress

Drivers become very controlling. They can unleash an angry personal attack, using strong language and high volume. They dominate and impose their thoughts and plans and seem utterly unbending closed to any ideas except their own. Drivers become more aggressive when stressed.

Ideal Environment

- Non routine & challenging activities
- Freedom from control & micro management
- Focus on the big picture not the detail
- Personal accountability
- Measured by results & achievement

Possible Limitations

- Argumentative & Impatient
- Domineering & Opinionated
- Rude & Tactless
- Possessive & can't relax
- End justifies the means
- Insensitive & Inconsiderate
- Low tolerance for error

Behaviour Trends

- Like to solve problems and get quick results
- Tend to question the rules
- Like direct answers, variety & independence
- Like being in charge of your life.
- Know what you want and you go after it
- Like to test yourself with new challenges

Effective Communication

Be direct with a Driver, to the point and don't ramble, avoid social chatter and stick to business. Don't direct or order but do ask them to repeat your instructions to avoid miscommunication. Use open questions and ask how, when, where, why, what to get to the real issue. If you disagree with them take issue with the facts not the person.

Personal Growth

- Better listener
- Less controlling
- Show support for others
- Explain your decisions
- Build relationship skills

Mentoring Drivers



Set goals for the Driver to accomplish. Make lists of things to do and by when. And make sure that they are active everyday. Meet regularly and set an agenda of topics to discuss, include their results.

Drivers like to measure their performance so graphs and charts showing progress is useful. Make sure they understand the importance of correct procedures when filling out forms. Drivers dislike paperwork.

Keep meetings short and to the topic that's why an agenda to keep you on track is important. Drivers hate time wasting and idle chatter.

Encourage Drivers by admiring their energy, their directness with people, their desire to win, their courage at taking risks, and their abundant confidence. Drivers are outspoken, no-nonsense, take control types. They usually are (or would like to be) very busy people. They can run with multiple projects and keep many things on the go at one time.

When coaching Drivers you're the one who must be in control not them. When you meet give them your complete attention. A positive approach is to ask what problems they may be having or if they have concerns. Ask direct fact finding questions consistent with the reason for meeting. Stick to the facts. Draw them out by talking about desired results. Focus on tasks rather than feelings. Ask how they would solve the problem. Be prepared to listen to their suggestions. Work with Drivers to clarify and establish their priorities.

Drivers like to make up their own minds and will be put off if you only offer one course of action. Present them with a number of choices and any solid information you have to help them assess the outcome of each suggestion.

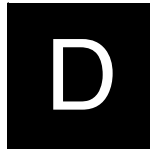
Drivers will want you to come up with a straight forward, results-oriented guide to action. They pride themselves on delivering what they said they would do. Unless you set up a method of communications you are likely to have trouble keeping track of what they do. Remember *winning*, more than anything else, motivates Drivers.

Driver Learning style

People with this style are a combination of cognitive and concrete learning styles. They primarily want to understand the task and focus on the details and specifics in a thoughtful manner. Drivers are focused on doing things. This is how they learn. They give and like to be taught by directives, "do this and this will happen", "when this happens, do that".

Drivers like to have workbooks and have a structured presentation. This learning style is specific and practical. They tend to rely on their own ideas and prefer information that is practical and structured. They want to see how this information can be used and like to learn independently. They want to know about everything and implement their knowledge quickly and often without thinking. Drivers prefer activities and short lectures.

Driver Engagement



This chart outlines the approach suggested depending on a persons skills and motivation. If they have few skills and highly motivated use the “Training” guide. When they have some skills and are not very motivated use the “Coaching” tips. When they have lots of skills and some motivation, use the “Mentoring” tips and when they are highly skilled and very motivated use the “Advising” tips. Your approach will vary depending on skills and motivation of the person you are mentoring.

Training

Use this when your Driver has,

- few skills
- but is highly motivated

- Firmly and directly tell them the expected results.
- Define the follow-up process and the limits of their authority.
- Supervise progress offering redirection if necessary.
- Show them the simplest, quickest, most practical way to become productive.
- Show them how to get expected results.

Coaching

Use this when your Driver has,

- some skills
- but is not very motivated

- Ask for their suggestions in obtaining the desired outcome.
- Offer ways of increasing results.
- Continue to supervise and praise progress.
- Use brief, direct statements, complimenting their achievements, results or leadership abilities.
- Provide challenges and opportunities to work independently and win.
- Offer options for how they achieve goals.

Mentoring

Use this when your Driver has,

- lots of skills
- and has some motivation

- Ask how they can achieve desired results.
- Encourage them to find their own methods.
- Praise achievement
- Listen to their suggestions for accomplishing tasks.
- Focus on eliminating obstacles to achieving results.
- Present needed change in terms of positive impact on results and consequences.
- Focus on skills for handling complex problems and gathering information about consequences before making decisions.

Advising

Use this when your Driver has,

- lots of skills
- and is highly motivated

- Let them manage situations of importance to them.
- Note your confidence in their ability to get the desired results.
- Allow them to direct others.
- Tell them what results you need and by when, letting them determine how to get it done.
- Specify clearly their limits of authority, available resources and allow autonomy within those limits.

Mentoring Promoter Apprentices



Promoter Characteristics



Promoters are highly social, friendly and enthusiastic. They use their charm and persuasion to achieve their goals. They enjoy projects involving others, particularly where the environment is nonaggressive and the requirement is to motivate others. Promoters are inspirational and popular, and have a gift of working with people. They are very approachable, warm, competitive and fast paced. Promoters like to form relationships and believe that cooperation is the best way to achieve results. Terrific in teams and group activities, they often want to be the leader, because they have excellent leadership skills. When given the choice, they prefer to work with other people rather than alone. They consider power and personal recognition as very important.

Strengths

- Outgoing & Charismatic
- Communicator
- Great Encourager
- Generous & sincere
- Enthusiastic & Expressive
- Motivates others to achieve
- Positive attitude & sense of humour
- Peacemaker & negotiator
- Talkative & Fun

Motivation

- Flattery & praise
- Power & authority
- Being the centre of attention
- Friendly environment
- Freedom from rules & regulations
- Variety & travel
- Dialogue with others

Under Stress

Promoters also become more aggressive and usually unleash an attack focusing on other people. They become more emotional and assertive. They speak loudly, shouting and waving their arms. They can be insulting. Promoters want it their way and if they have a problem will get it on the table, discussed and over with.

Ideal Environment

- Group activities & variety
- Freedom from control & routine
- People focus rather than administration
- Free of conflict & argument
- Ability to express ideas

Possible Limitations

- Inattention to detail
- Disorganised & Unproductive
- Too emotional & takes things personally
- Easily distracted
- End justifies the means
- Needs constant encouragement
- Doesn't follow through
- Wants to be the centre of attention

Behaviour Trends

- Like to persuade & talk people into things.
- Tend to talk about thoughts & feelings
- Like to work with people rather than alone.
- Enjoy telling stories & entertaining people.
- Get enthusiastic about things.
- Don't like dealing with little details.

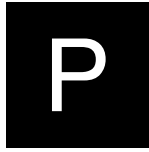
Effective Communication

The best way to communicate with Promoters is informal discussions. Use a two way dialogue to exchange ideas. Respond to their feelings and comments by sharing stories. Ask for their opinion and ideas. Don't over control the conversation and don't talk down to them. Always provide them with ideas for implementing action.

Personal Growth

- Talk less, listen more
- Focus on details
- Don't be easily distracted
- Be more results oriented
- Improve time management

Mentoring Promoters



Promoters will wander so keep them on track. Insist on a disciplined structured training program. Promoters can become quickly discouraged if things are not going right for them.

Make sure that their expectations are realistic and don't get swept along with their enthusiasm and optimism. Because they like exciting ideas they may want to cut corners and overlook details. They need to follow established procedures.

Provide public recognition. Promoters love it, after all they "want to be noticed". Get their names in print in your newsletter and congratulate them at meetings. You'll need to keep them organised, like Drivers they dislike paperwork. They are fast paced relationship oriented people, paper and details slow them down. Review progress often. Give them competitive challenges and lots of inspiration.

Promoters are very intuitive idealistic people. They are great diplomats and communicate well but sometimes poor on finishing things off. This is because they are easily distracted by another opportunity. Help them pay attention to detail and at meetings make sure they give other people a chance to speak. By prioritising their work you will help them enormously.

When you meet with a Promoter allow enough time for conversation and recognise that they enjoy a more casual approach. Take a few minutes to build rapport and show them you are truly interested in them as people. Allow them to talk about themselves. Promoters love an open and responsive dialogue. They do not relate well to people who are too controlled, who are not expressive and who don't show enthusiasm. Remember emotions have a major impact on what Promoters do. They can be dramatic and have a tendency to exaggerate.

Keep your list of topics to discuss short. Too many will turn a Promoter off. Focus on priority matters and avoid words like; try, perhaps, maybe and possibly. Be definite; you will, you must, you can etc. When coaching don't give them too much to do at once, they'll become overwhelmed. Frequently they'll jump in and try before they're ready or fully understand everything. Help them channel their enthusiasm with tactful reminders and hands on assistance to help them prioritise and organise.

Whenever possible invite a Promoters input before a decision is made. If they disagree they'll come right out and say it. They expect the same from you. If a problem arises, deal with it now. To a Promoter there is no time like the present to resolve problems.

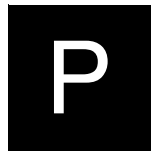
Because Promoters are fast paced they expect to do things as quickly as possible and usually want it done yesterday. Promoters hate doing things the same old way. Try to find new approaches to the way you both work together. They will appreciate special little incentives to inspire them to achievement. They appreciate receiving reward along the way and often favour shorter tasks with smaller results.

Promoter - Learning style

People with this style are a combination of affective and concrete learning preferences. They have good people skills and enjoy working with others. Promoters like to get involved and enjoy learning when there is lots of activity and organisation to be done.

Promoters are highly skilled organisers and enjoy the demands and emotional needs of people. They prefer to actively participate in the learning process, work in a group, constantly discuss with others, use visuals and actions to explain concepts. They also prefer general directions without details, creativity and to see the whole picture. Promoters like active participation in a variety of activities, flexibility with time limits, sharing, recognition for their part and their input. They seek the limelight, fun and are unlikely to read!

Promoter Engagement



This chart outlines the approach suggested depending on a persons skills and motivation. If they have few skills and highly motivated use the “Training” guide. When they have some skills and are not very motivated use the “Coaching” tips. When they have lots of skills and some motivation, use the “Mentoring” tips and when they are highly skilled and very motivated use the “Advising” tips. Your approach will vary depending on skills and motivation of the person you are mentoring.

Training

Use this when your Promoter has,

- few skills
- but is highly motivated

- Tell them the priority order of the results to be achieved.
- Highlight the benefits to them and to others.
- Request specific feedback to check for understanding and to supervise progress.
- Use fast-paced, enthusiastic descriptions.
- Avoid overwhelming them with detail.
- Request specific feedback to check for their understanding of the ‘how-to’ of the activity.

Coaching

Use this when your Promoter has,

- some skills
- but is not very motivated

- Show them a specific, simplified action plan to accomplish goals.
- Use enthusiastic public praise.
- Provide opportunities to review progress casually.
- Provide support for handling details.
- Use enthusiastic, public praise for their verbal and interpersonal skills.
- Provide opportunities to interact with others.
- Allow time to verbalize thoughts, feelings and ideas.
- Provide support for handling details.

Mentoring

Use this when your Promoter has,

- lots of skills
- and has some motivation

- Ask for their input showing you value their opinion and commitment.
- Provide structure and focus for tasks.
- Praise the benefit to you and others in the organisation.
- Use open-ended questions (what, where, when, how) to define action plan, providing opportunity to express their thoughts and feelings.
- Focus on using logic to solve problems.
- Provide structure for handling complex tasks that require a methodical approach.
- Focus on how improving performance wins recognition from others.

Advising

Use this when your Promoter has,

- lots of skills
- and is highly motivated

- Let them determine an action plan.
- Support them in accomplishing objectives.
- Provide opportunity to interact with others.
- Clarify understanding of specific performance expectations and time-frame for completion.
- Establish dates for checkpoints with clear understanding of what is to be completed by when.
- Provide an opportunity for them to interact with others.

Mentoring Supporter Apprentices



Supporters Characteristics



Supporters are at ease with people, fitting comfortably into most situations. They are law abiding and tend to be more factual than intuitive. They're great at organising and have a talent for logistics. Supporters love their family and friends and stay in contact with them frequently. They do not believe in instant success but that you have to work in order to achieve. Whilst they don't see themselves as set in their ways they dislike sudden changes. Supporters work hard at not letting others down. They are conscientious people who will drop everything to assist a fellow worker. They are willing to volunteer their time to assist the needy and are often the unsung heroes. They are friendly people, easy going, who get on well with and are liked by most people.

Strengths

- Reliable & dependable
- Loyal team member
- Good listener
- Patient, compliant & diplomatic
- Efficient & organised
- Easy going & not easily stressed
- Sympathetic & cooperative
- Caring & empathetic
- Positive outlook on life

Motivation

- Recognition for loyalty
- Secure non-threatening environment
- Cooperation with colleagues
- Helping to solve other peoples problems
- Clearly defined responsibilities
- Job security
- Providing good value & service

Under Stress

Supporters trying to avoid conflict become agreeable and submit, backing down in order to avoid conflict. They may concede but won't personally agree. Often you won't know when a Supporter is stressed. Their attitude is "why not be nice even though I'm stressed". It takes Supporters longer to get stressed but when they do they can stay in this state for longer as they don't have the release valve Drivers or Promoters do.

Ideal Environment

- Group activities & team atmosphere
- Practical, procedural and systematic
- Administrative
- Free of conflict & argument
- Good under pressure

Possible Limitations

- Resistant to change
- Sensitive to criticism
- Avoids confrontation
- Aloof and non committed
- Indecisive
- Unenthusiastic & reticent
- Avoids responsibility
- Too compromising

Behaviour Trends

- Like to be organised and for things to stay the same
- Tend to be patient and a good listener
- Like to participate in a group rather than lead it
- Like being with people who get along
- Enjoy helping people
- Can be countered on to get the job done

Effective Communication

The best way to communicate with Supporters is by drawing out information about their concerns and it is best to do this informally. Initiate discussion in a friendly low key manner and show sincere interest. Most of all be patient and don't argue or threaten.

Personal Growth

- Be prepared to express your ideas
- Increase your work pace to accomplish more
- Become confident & accept change
- Accept new challenges
- Become more assertive

Mentoring Supporters



Supporters want detailed, step by step training with specific instructions to follow. Offer them your support, help and friendly encouragement. Follow up and always ask for their feed back giving them a chance to express their views and ideas. Keep their spirits up if they encounter failure and try and get them to maintain a high level of activity. Stress the “law of averages” – some will, some won’t, it’s not personal rejection.

Supporters need to know how they fit into the whole picture and what their role is. Explain to them how important they are being a part of your team and how you want them to enjoy their own success.

Don’t let the Supporter neglect individual effort for the sake of maintaining a good relationship with others. When you meet, make time for them to share stories and personal anecdotes. Often Supporters hesitate to ask for things they need for fear of imposing, so ask them how they’re getting along and do they need anything from you. Spell out what you want from them in detail.

Supporters are team players and will contribute to the harmony and stability of the group. However they also need to be active and do things that are income producing otherwise they will not think of themselves as being successful.

If Supporters don’t agree they will probably not tell you. Supporters often avoid conflict and being amiable they don’t want to offend. To overcome this deal with each issue one at a time and get their agreement to the activity they will do before moving on to the next issue. Address matters calmly in a non threatening or personal manner.

Supporters take things personally. Encourage them by stressing how helpful they are, how dependable, how you can rely on them and that you trust them. Provide them with strategies to help them make decisions.

Supporter - Learning style

People with this style are a combination of affective and abstract preferences when it comes to learning. This style is a thinker who enjoys working with people. Supporters often can think through and understand the social and emotional factors affecting the organisation. The Supporter uses stories, poems and humour to illustrate what they want to say.

Supporters prefer active participation in the learning process and to work in a group. They need specific yet encouraging feedback. They want information presented in structured format, prefer to check with others before doing things and to participate in small group discussion. Supporters need empathy with the coach or trainer and not to be called on unexpectedly. They are accommodating and will avoid conflicts and the leadership role.

Supporter Engagement



This chart outlines the approach suggested depending on a person's skills and motivation. If they have few skills and highly motivated use the "Training" guide. When they have some skills and are not very motivated use the "Coaching" tips. When they have lots of skills and some motivation, use the "Mentoring" tips and when they are highly skilled and very motivated use the "Advising" tips. Your approach will vary depending on skills and motivation of the person you are mentoring.

Training

Use this when your Supporter has,

- few skills
- but is highly motivated

- Tell them in concrete terms the results to be achieved.
- Layout a step-by-step plan.
- Define their role as well as yours and others'.
- Provide regular informal feedback on performance.
- Use step-by-step plan for development.
- Provide one-on-one 'hands-on' instruction and written procedures where possible.
- Provide regular, informal feedback on improvements

Coaching

Use this when your Supporter has,

- some skills
- but is not very motivated

- Show them how the project will strengthen the stability of the present environment.
- Compliment their efforts at creating stability and building relationships.
- Provide regular opportunities for informal discussion.
- Use warm, sincere statements complimenting their efforts at maintaining stability and building cooperative relationships.
- Recognise and reward consistent, predictable performance.
- Provide regular opportunities for informal discussions about concerns.

Mentoring

Use this when your Supporter has,

- lots of skills
- and has some motivation

- Ask them what approaches they might comfortably use to deal with a new project.
- Provide assistance in creating a plan.
- Praise quick decisions and assertive behaviour.
- Provide assistance in creating a step-by-step plan for developing the new ability within a time limit.
- Provide coaching in developing innovative solutions in situations without standard procedures.
- Provide regular feedback on performance improvement.
- Focus on quicker decision-making techniques in low-risk situations and developing assertive behaviours

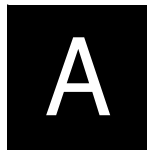
Advising

Use this when your Supporter has,

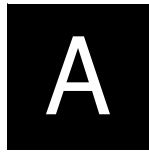
- lots of skills
- and is highly motivated

- Let them outline how they handled a similar situation and review.
- Communicate the sincerity of your interest.
- Be available for regular follow-up with them.
- Provide written description of the desired result.
- Clarify what resources are available for completing the assignment.
- Provide assistance in gaining co-operation of others.
- Be available for regular follow-up and to answer questions.

Mentoring Analyser Apprentices



Analysers Characteristics



Analysers strive for accuracy. For them, details and facts are most persuasive. They are not very relationship orientated nor are they highly expressive or fast paced. Analysers like to be more in control and less emotional and focus on tasks rather than people.

They tend to be perfectionists and can be quite hard on themselves. Often they like to work alone rather than in a group, and they generally prefer a closed door environment.

Despite their solitary nature they are loyal and very supportive. It is important to Analysers to know exactly what is required of them and what their responsibilities are. They want to get it right the first time and hate having to do things over again. They are loyal and supportive.

Strengths

- Analytical & idealistic
- Perfectionist
- Loyal
- Creative thinker
- Efficient & organised
- Self-disciplined & conscientious
- Detail oriented & compliant
- Persistent & thorough
- Artistically talented & gifted

Motivation

- Wanting to be right
- Rewards for accuracy and quality
- Receiving specific feedback
- Detailed tasks of high standards
- Clearly defined responsibilities
- Limited social interaction
- Opportunities for demonstrating expertise

Under Stress

Analysers try to avoid tension. Under stress they become even more quiet reserved and withdrawn. They say less than normal and when they speak only respond to factual events. Often Analysers will go off to be by themselves. They don't want to make a "scene" or lose their self control. Because Analysers hate people who say things they don't believe they want to avoid doing the same.

Ideal Environment

- Working alone on detailed projects
- Processes and systems
- Administrative and analytical projects
- Free of conflict & argument
- Technical and specialised tasks

Possible Limitations

- Need clearly defined boundaries
- Bound by rules & regulations
- Can get bogged down with detail
- Are not people oriented
- Rigid & too meticulous
- Critical of others
- Hard to please
- Spends too much time planning

Behaviour Trends

- Like to meet high personal standards
- Tend to think a lot about things before deciding.
- Like to have clear rules and assignments
- Enjoy figuring things out
- Don't like it when people question your work
- Like working with organised people

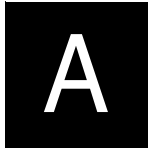
Effective Communication

When communicating with an Analyser avoid personal questions and use logic rather than emotion when in discussion. Check for points of disagreement or misunderstanding and always prepare your case in advance. Stick to business and be direct. Providing tangible and practical evidence will always succeed. It's best not to introduce other peoples comments or opinions unless they are your own.

Personal Growth

- Focus less on facts and more on people
- Increase your work pace to accomplish more
- Become more decisive
- Accept that everything's "not perfect"
- Be less critical of other peoples ideas & work

Mentoring Analysers



Analysers want to be trained. They want all the information you possess to be passed onto them. They will probe and ask questions until they are satisfied. This can be demanding on you and sometimes frustrating particularly if your style is that of a Driver or a Promoter.

Analysers thrive on specifics so to build a good relationship with an Analyser you will need to be well organised, have all the information on hand and explain things systematically. Start at the beginning and work your way through the training process slowly. You will gain acceptance by the Analyser if they see that you are thorough. Be prepared for questions that to you may seem trivial. Stress specific performance to counter their tendency not to do anything until they fully understand every little detail.

Analysers value punctuality. When you meet one on one or at a group meeting, be on time and start on time. If you say you'll telephone at a specific hour, do so, because any time after is unacceptable.

Don't make your meetings with Analysers too personal. Best to get right into business. They will expect you to come prepared. Make sure you do. Research all the information you'll ever need and bring it along. A written agenda is a good way to keep to the topic and deal with each in an orderly fashion. Analysers will love it. They'll love you more if you send them the agenda in advance of the meeting. They like to be prepared and think about the topic before meeting you. Stick with the facts. Show them how they can get things done and they will master it quickly, refine it to make it more efficient and will use it to get results. Once up and running with all the facts and a system, Analysers become very successful.

When discussing tactics or a course of action, tell them the advantages but also explain any downside. They will respect you for that. Analysers are risk averse. They don't take risks and often view the future as the unknown and therefore somewhat uncertain. Analysers dislike uncertainty. Always suggest an approach or method that is the least risky. Don't ask them to test things out and "give it a go, you've nothing to lose" type of approach. You do the testing and once proven show them how and why it worked and they'll follow.

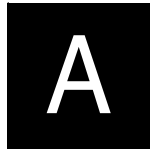
Analysers are modest and reserved. They delight in the knowledge of being professional, accurate and logical. Recognise their achievements in private. Mention their efficiency and the thought process that made them successful. Analysers are thinkers, they "want to get things done right".

Analyser - Learning style

People with this style are a combination of cognitive and abstract preferences when it comes to learning. This style is "task" oriented. Their environment usually contains things like numbers, data and print outs.

Analysers treat things abstractly often ignoring social and emotional elements. This style uses models, theories and acronyms to best describe things. They prefer to learn independently, want to learn everything and need all details in order to see the whole picture. They want information presented in structured and logical format. They prefer lectures and want specific directions. They value ability to think clearly. They are non-aggressive and will avoid conflicts and the limelight.

Analysers Engagement



This chart outlines the approach suggested depending on a persons skills and motivation. If they have few skills and highly motivated use the “Training” guide. When they have some skills and are not very motivated use the “Coaching” tips. When they have lots of skills and some motivation, use the “Mentoring” tips and when they are highly skilled and very motivated use the “Advising” tips. Your approach will vary depending on skills and motivation of the person you are mentoring.

Training

Use this when your Analyser has,

- few skills
- but is highly motivated

- Tell them the expected results in exact terms.
- Check understanding and acceptance of outcomes.
- Provide time to process information and new skills.
- Provide time to process the information and practice the skill, setting a time limit for developing the skill.
- Check key points for understanding and acceptance of information.
- Use specific, factual statements of what level of performance is required.

Coaching

Use this when your Analyser has,

- some skills
- but is not very motivated

- Show them the basis for the task.
- Move toward increasing agreement about the outcome and systematic plans to accomplish tasks.
- Allow them to become experts with this project.
- Compliment performance.
- Use accurate, specific statements complimenting them, one-on-one, on their performance.
- Provide situations where logical and systematic efforts will build long-term success and quality results.
- Create opportunities for them to be an ‘expert’.

Mentoring

Use this when your Analyser has,

- lots of skills
- and has some motivation

- Ask them to review their work and praise their strengths.
- Provide time to think about the solution before committing to a plan.
- State the needed change, explaining why the change is necessary and request their thoughts about the solution.
- Reduce potential defensiveness by acknowledging areas of competence.
- Provide time to think about the solution before committing to a specific course of action.
- Focus on techniques for solving problems requiring quick responses.

Advising

Use this when your Analyser has,

- lots of skills
- and is highly motivated

- Let them present plans for achieving desired outcomes.
- Allow them to tell you how they want support.
- Explain the importance of the project to the overall organisation.
- Provide logical, accurate, precise descriptions of performance expectations including standards for quality.
- Explain why the assignment needs to be done in terms of its importance to the overall operation.
- Define clearly the limits of authority and responsibility, as well as the degree of personal risk involved.

www.GoGetSuccess.com.au