

MCQUAIG PROFILE TYPES



Coaching Do's and Don'ts

GENERALIST

A PERSON COMPETENT IN SEVERAL
DIFFERENT FIELDS OR ACTIVITIES



DO...

- Encourage her to excel and set large goals
- Build accountability into her role
- Provide opportunities to interact with others
- Request her opinion on how a project/ task should be handled
- Make her accountable for results and entrust her with authority
- Provide variety
- Coach her to stay focused
- Listen to her opinions
- Foster an environment where she can use her initiative and work independently
- Welcome her opinions and anticipate her willingness to take a stand
- Coach her to adopt a team perspective
- Resolve differences together
- Involve her in setting deadlines
- Let her delegate some of the more intricate details

DON'T...

- Control her activities too closely – she needs to feel self-sufficient
- Infringe on her authority – she's protective of her autonomy
- Overlook her accomplishments – recognition is important to her
- Insist on your own approach all the time – she will feel micromanaged
- Assign her too many repetitive tasks – she gets bored quickly
- Become defensive if she wants to change things – she naturally looks for different solutions
- Object if she lets things go to the last minute – she works best under pressure
- Keep her out of the loop – she needs to feel she's one of the team
- Be insincere – she values relationships built on trust
- Be too structured in how you want things done – she prefers to determine the course of action herself

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Coaching Do's and Don'ts

PIONEER

A PERSON WHO DEVELOPS OR IS THE FIRST TO USE OR APPLY A NEW METHOD, AREA OF KNOWLEDGE OR ACTIVITY



DO...

- Challenge him to excel and set stimulating goals
- Build accountability into his role
- Request his opinion on how a project/task should be handled
- Make sure he's aware of the potential for advancement and new responsibilities
- Foster a fast changing environment
- Welcome his opinions and his willingness to take a stand
- Together, build a strategy for him to stay focused
- Foster an environment where he can use his initiative and work independently
- Coach him to adopt a team perspective
- Communicate with him from a logical perspective and keep to the facts
- Involve him in setting deadlines
- Make him accountable for results and entrust him with authority

DON'T...

- Control his activities too closely – he needs to feel self-sufficient
- Overlook his accomplishments – recognition is important to him
- Assign him too many routine, repetitive tasks – he gets bored quickly
- Become defensive if he constantly wants to change things – he naturally looks for different solutions
- Be too structured in how you want things done – he may have some good alternatives
- Expect him to become an instant friend – he prefers to take his time to get to know someone
- Compliment him without being specific – he's not comfortable with superficialities
- Get upset if he is a little less than diplomatic at times
- Insist on your own approach all the time
- Infringe on his authority

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Coaching Do's and Don'ts

ADMINISTRATOR

A PERSON RESPONSIBLE FOR
RUNNING A BUSINESS, SCHOOL,
ORGANIZATION ETC.,



DO...

- Foster an environment where he can use his initiative and work independently
- Welcome his opinions and anticipate his willingness to take a stand
- Provide opportunities for him to make decisions
- Acknowledge his contributions when you act on one of his suggestions
- Coach him to adopt a team perspective
- Resolve differences of opinions together
- Encourage him to excel and set challenging goals
- Make him accountable for results and entrust him with authority
- Encourage him to set up his own processes and project plans
- Provide opportunities for him to troubleshoot and use his analytical skills
- Communicate with him from a logical perspective and keep to the facts

DON'T...

- Be too structured in how you want things done – he prefers to determine the course of action himself
- Control his activities too closely – he enjoys freedom
- Demand that he report every detail to you – he prefers to be measured on overall results
- Insist on your own approach all the time – he will feel micromanaged
- Overlook his accomplishments
- Put pressure on him unnecessarily – he functions best in a calm, predictable environment
- Leave everything to the last minute – respect his need to schedule tasks methodically
- Compliment him without being specific - he is not comfortable with superficialities
- Get upset if he is a little less than diplomatic at times – he doesn't believe in sugar-coating his responses

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Coaching Do's and Don'ts

PERSUADER

A PERSON WHO MAY INFLUENCE
OTHERS TO DO SOMETHING BY
ASKING, ARGUING OR GIVING REASON



DO...

- Provide opportunities for him to interact with others
- Make the most of his ability to communicate and build relationships
- Solicit his input to gauge morale and resolve conflict
- Provide him with back-up on highly technical issues
- Show a personal interest in him
- Demonstrate your consideration of others to him
- Foster an environment where he can display initiative and work independently
- Welcome his opinions and his willingness to take a stand
- Provide opportunities for him to make decisions
- Acknowledge his contributions when you act on one of his suggestions
- Coach him to adopt a team perspective
- Foster a fast changing environment

DON'T...

- Keep him out of the loop – he needs to feel like he's one of the team
- Be insincere – he values relationships built on trust
- Assign too many projects where he has to work in isolation – he enjoys people contact
- Disregard the people ramifications – to him, this is a critical part of any decision
- Be too structured in how you want things done – he prefers to determine the course of action himself
- Insist on your own approach all the time – he will feel micromanaged
- Assign him too many repetitive tasks – he gets bored quickly
- Become defensive if he constantly wants to change things – he naturally looks for different solutions
- Control his activities too closely – he needs to feel self-sufficient

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Coaching Do's and Don'ts



SPECIALIST

A PERSON WHO HAS SPECIAL KNOWLEDGE ABOUT A SKILL RELATED TO A PARTICULAR JOB, AREA OF STUDY, ETC.

DO...

- Reach agreement with her on specific goals
- Include her as an integral part of your team
- Foster a respectful environment that reduces the likelihood of conflict
- Provide the support she requires to handle more demanding situations
- Actively solicit her perspective in meetings and rely on her specialized focus
- Ensure she receives the credit she deserves
- Provide a well defined structure
- Minimize last minute changes and provide flexible time frames
- Provide details and clarify your expectations so she can prepare properly
- Be prepared to explain things to her satisfaction
- Communicate with her from a logical perspective and keep to the facts

DON'T...

- Put her in situations where she has responsibility for difficult people
- Expect her to become an instant friend – she prefers to take her time to get to know someone
- Expect her to take risks – she needs to weigh all factors carefully before moving forward
- Become frustrated if she becomes too caught up in the fine points – that kind of attention to detail can sometimes prevent mistakes
- Put pressure on her unnecessarily – she functions best in a predictable environment
- Leave everything to the last minute – respect her need to schedule tasks methodically
- Change things without good rationale – she can resist change without reasons
- Expect her to see the big picture immediately – she is more likely to look at a project in individual pieces

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Coaching Do's and Don'ts

COOPERATOR

A PERSON WHO IS HELPFUL BY DOING
WHAT SOMEONE ASKS OR TELLS THEM
TO DO



DO...

- Reach agreement with him on his specific goals
- Include him as an integral part of your team
- Ensure he receives credit
- Provide him with opportunities to interact with others
- Foster a respectful environment that reduces the likelihood of conflict
- Provide the support he requires to handle more demanding situations
- Actively solicit his perspective in meetings and rely on his specialized focus
- Provide details and clarify your expectations when delegating to him
- Depend on him to follow through meticulously
- Rely on him to check details, fact-find and research projects
- Provide a well defined structure
- Confirm timelines when assigning task
- Show a personal interest in him

DON'T...

- Give him vague instructions – he prefers specifics
- Put him in situations where he has responsibility to make tough people decisions
- Expect him to take risks – he needs to weigh all factors carefully before moving forward
- Leave him out of the loop – he needs to feel he's one of the team
- Expect him to run with an assignment that is not defined – take the time to explain your expectations clearly
- Expect quick decisions in areas outside his expertise – he needs to be more familiar with all of the issues
- Put pressure on him unnecessarily – he functions best in a calm, predictable environment
- Leave everything to the last minute – respect his need to schedule tasks methodically
- Be insincere – he values relationships

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Coaching Do's and Don'ts

ENTHUSIAST

A PERSON WHO IS ARDENTLY ATTACHED TO A CAUSE, OBJECT OR PURSUIT; A PERSON WHO ENJOYS SOMETHING VERY MUCH



DO...

- Reach agreement with him on his specific goals
- Include him as an integral part of your team
- Provide the necessary details he requires to do his job
- Actively solicit his perspective in meetings and rely on his specialized focus
- Provide him with opportunities to interact with others
- Depend on him to help resolve any people conflicts and to get others to open up
- Solicit his input to gauge morale and solve conflict
- Involve him in setting deadlines
- Provide the opportunity for him to work on a wide variety of projects
- Ensure he receives deserved credit
- Accept that he often gets impatient

DON'T...

- Give him vague instructions - he prefers clear direction
- Expect quick decisions in areas outside his expertise - he needs to be more familiar with all the issues
- Expect him to take risks - he needs to weigh all factors carefully
- Leave him out of the loop - he needs to feel part of the team
- Disregard people ramifications - to him, this is a critical part of any decision
- Assign him too many routines or repetitive tasks - he gets bored quickly
- Become defensive if he wants to change things - he looks for different solutions
- Become frustrated if he becomes too caught up in the fine points - that kind of attention to detail can prevent mistakes
- Assign too many isolated project