



**THE COACHING  
INSTITUTE**

32-QUESTION

*Meta Dynamics*<sup>TM</sup>

PROFILING TOOL

# META DYNAMICS PROFILING TOOL DIAGNOSTIC

The scale is a 32-item Likert scale with items answered on a five point scale - from Strongly Agree to Strongly Disagree.

Please select the number below that best represents how you feel about your preferences for each statement.

1 – Strongly Disagree

2 – Disagree

3 – Neutral

4 – Agree

5 – Strongly Agree

<b>Question:</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1 I am the example to those around me when it comes to setting a vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2 I find that the decisions I make are best for the overall outcome and not for my personal comfort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 I set the example when it comes to taking responsibility for results and non-results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4 People look to me for support in understanding their level of competence and how they can excel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5 I assume the responsibility to create the physical and psychological environment that is required for others to excel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6 I have robust systems and procedures in place which allows for innovation and adaptation of new ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7 I have tended to find it challenging to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	manage multiple deadlines*					
8	I handle conflicts relatively easy because I tend to read social situations accurately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	When completing a group project, I know I have done a good job when others collaborate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	I provide measureable benchmarks for myself and others to achieve the intended outcome set	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	When I am working on a project, I continuously provide clear and measurable benchmarks for myself and others to achieve	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	In the past, I have been described as consistent in being the person who will have the tough conversation to drive others towards our shared goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13	I am the source of momentum to inspire others at being best at their game	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14	I make decisions based on facts, not based on my personal feelings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15	I am trusted by others to be able to take action without constant direction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16	I have tended to find it challenging to maintain rapport with others*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17	People rely on me to see obstacles as challenges in order to achieve goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18	I tend to find new solutions to old problems in order to increase my productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19	I have been told that I am a demonstration of relentless drive towards achievable results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20	People trusts me because I have a genuine appreciation for the people in my team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21	I am clear on the strengths needed in order for me to apply what I learn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22	People have relied on me to think through complex strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23	I take 100% accountability for the results I drive through prioritisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24	Based on past experience completing project with others, my role is to assist others in succeeding at theirs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25	I have been told that I'm open to feedback and demonstrate a willingness to admit when I am wrong	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26	I tend to spend most of my time ensuring that processes are in place for my team members and I to succeed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27	I sometimes lose track of my progress when there is a new conflicting deadline*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28	I can easily appreciate that my view is not the only view of the world	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29	One way I improve myself in my job is through learning from others who does my role better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30	When I plan, I ensure that all aspects of the project are taken care of to mitigate any potential risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31	Collaboration with others is important for me to achieve my results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32	I support others to help them see the effect of their work on the entire overall shared outcome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# ENVIRONMENT – VISIONARY

Individuals who are high on Environment are open to change, are experimenting and free thinking. They have a tendency to be open minded, innovative, and they seek for ways to improve the status quo and cultural expectations in their environment. Where a Visionary is not afraid of trying out new solutions to problems when required, such an individual is ideal as a leader. On the flip side, having no real regards for tradition, they may have a tendency to welcome change a little too much without a clear purpose and alter everything which they can to suit their own thinking style.

HIGH	LOW
<p><b>KEYWORDS:</b></p> <ul style="list-style-type: none"> <li>- High standards</li> <li>- Inspirational</li> <li>- Creates physical environment</li> <li>- Creates psychological environment</li> <li>- High self-efficacy</li> <li>- Shared vision</li> <li>- High personal growth</li> <li>- Goal setting behaviour</li> </ul>	<p><b>KEYWORDS:</b></p> <ul style="list-style-type: none"> <li>- Low standards</li> <li>- Uninspiring</li> <li>- Follows physical environment</li> <li>- Follows psychological environment</li> <li>- Low self-efficacy</li> <li>- Own vision</li> <li>- Lack personal growth</li> <li>- Lack goal setting</li> </ul>
<p><b>KEY BEHAVIOURS:</b></p> <ul style="list-style-type: none"> <li>- Have the ability to bring people towards the vision and are comfortable with ambiguity</li> <li>- They embrace uncertainty as demonstrated in their behaviour, actions, and decisions</li> <li>- There is clarity in vision and the ability to language the vision for others to believe</li> <li>- Persevere through obstacles and sees it as a challenge</li> <li>- Passionate in achieving this shared vision</li> <li>- Constantly seek understanding from those who knows more in areas that they are lacking in</li> <li>- Always engage and is committed to goal setting behaviours</li> </ul>	<p><b>KEY BEHAVIOURS:</b></p> <ul style="list-style-type: none"> <li>- Dislikes talking about the bigger picture</li> <li>- They are most likely uncomfortable with uncertainty as demonstrated in their behaviour, actions, and decisions</li> <li>- Dislike being the source where the bigger purpose, vision and goals are communicated to others</li> <li>- There is high clarity in personal goals only</li> <li>- See challenges and obstacles negatively and be overwhelmed</li> <li>- Has a tendency to focus on what's immediate and is unlikely to know what their strengths and stretches are</li> </ul>

# STRUCTURE – ARCHITECT

Individuals who are high on Structure demonstrate the attributes to create systems and processes that are in place or needs to be in place in order to allow for a successful environment. They have a quick witted ability to determine relationships between ideas and a tendency to engage in analysing information for problem solving. As an Architect, they demonstrate strengths in contingency planning. They will create sustainable structures through the anticipation of potential challenges and make decisions based on consequential and critical thinking so as to not result in those they lead having to engage in “last minute fixing”. At times, strong Architect individuals may appear stubborn and sceptical to change and must learn to accept other methods and/or processes from others that could yield a better outcome.

HIGH	LOW
<p><b>KEYWORDS:</b></p> <ul style="list-style-type: none"> <li>- Strategic thinking</li> <li>- Find the solution</li> <li>- Generate ideas</li> <li>- Create benchmarks</li> <li>- Create structures</li> <li>- Sound judgment</li> </ul>	<p><b>KEYWORDS:</b></p> <ul style="list-style-type: none"> <li>- Low strategic thinking</li> <li>- Find the problem</li> <li>- Build on ideas</li> <li>- Follow benchmarks</li> <li>- Follow structures</li> <li>- Careless decisions</li> </ul>
<p><b>KEY BEHAVIOURS:</b></p> <ul style="list-style-type: none"> <li>- Implement innovations through considerations of strengths and weaknesses</li> <li>- Solutions are thought out in a systematic approach</li> <li>- Apply innovations to improve the current solution strategies</li> <li>- Have a clear target to strive for to achieve, and will persists until the job is done</li> <li>- Consults widely to involve others in decision making process for more input. <i>NOTE: Being consultative does not imply that they incorporate all suggestions in their decisions; they consult for alternative perspectives</i></li> </ul>	<p><b>KEY BEHAVIOURS:</b></p> <ul style="list-style-type: none"> <li>- Poor at projecting outcomes and where the business should head</li> <li>- Less likely to take a consistent and systematic approach to tasks</li> <li>- Prefer implementing what others have already thought up, perhaps with a limited number of changes or ‘tweaks’</li> <li>- Dislike having to adhere to set rules and procedures and will have difficulty persevering with tedious, repetitious tasks</li> <li>- Tend to weigh things up quickly without considering all perspectives</li> </ul>

## IMPLEMENTATION – DYNAMO

This individual is autonomous in functioning independently without reliance on others. Strong Dynamos are identified by their determination to achieve their goals and outcomes that they set for themselves and others. They succeed by perseverance, originality and a desire to do whatever is needed or wanted by the group in which they represent. Great Dynamos think on the spot when presented with a challenge and are quick in identifying and organising the resources needed to achieve an outcome. They tend to respond to praise and criticism more so than others and are driven by the expectations of their group.

HIGH	LOW
<p><b>KEYWORDS:</b></p> <ul style="list-style-type: none"> <li>- Autonomous</li> <li>- Consistent</li> <li>- Results focused</li> <li>- Disciplined</li> <li>- Tracks on goals</li> </ul>	<p><b>KEYWORDS:</b></p> <ul style="list-style-type: none"> <li>- Dependent</li> <li>- Inconsistent</li> <li>- Not results focused</li> <li>- Undisciplined</li> <li>- Dislikes tracking on goals</li> </ul>
<p><b>KEY BEHAVIOURS:</b></p> <ul style="list-style-type: none"> <li>- They influence through demonstrating their capability in confronting issues that pertains to the shared vision</li> <li>- They are prepared to disregard majority decisions</li> <li>- Like to see tasks through to the end even if the task is routine or relatively unimportant</li> <li>- Persevere through obstacles and potential challenges until the desired outcome is achieved</li> <li>- Hold themselves accountable for targets (missed and achieved) and have an uncompromising determination of self-discipline in completing a task given</li> <li>- Know how to select one task over another competing task based on the consequences</li> </ul>	<p><b>KEY BEHAVIOURS:</b></p> <ul style="list-style-type: none"> <li>- Dislikes having to step up in a group situation for situations where they have to demonstrate leadership</li> <li>- Often spontaneous and lacking self-control thus often acts in an unplanned and impromptu way</li> <li>- Give up on a task at hand if it is too difficult</li> <li>- Behaviour is predominantly externally driven</li> <li>- See deadlines as flexible and are frequently distracted</li> <li>- Show a level of spontaneity and will not be bothered with timelines</li> </ul>

# PEOPLE – COLLABORATOR

The Collaborator has a strong preference and innate ability to connect with others and a strong commitment in wanting to guide those around them. They are responsive and responsible as team players and generally feel real concern for what others think or want. The common strategy taken as a Collaborator is by handling problems and challenges with consideration for the other person's perspective. In doing so, they create a level of trust with others in their capacity to identify strengths and stretches in others and leading them in the direction of shared vision. Having a fundamental need for human interaction, their ability to empathise with others is put to good use. However so, they will not easily make decision which work against this.

HIGH	LOW
<p><b>KEYWORDS:</b></p> <ul style="list-style-type: none"> <li>- Develop others</li> <li>- In charge</li> <li>- Likes connection</li> <li>- Initiates contact</li> <li>- Reads social situations accurately</li> <li>- Manage emotion of self</li> <li>- Mindful</li> <li>- Perceptive</li> </ul>	<p><b>KEYWORDS:</b></p> <ul style="list-style-type: none"> <li>- Dislikes developing others</li> <li>- Follower</li> <li>- Dislikes connection</li> <li>- Waits for contact</li> <li>- Misinterpret others</li> <li>- Unable to manage emotion</li> <li>- Not mindful</li> <li>- Not perceptive</li> </ul>
<p><b>KEY BEHAVIOURS:</b></p> <ul style="list-style-type: none"> <li>- Freely expresses their opinion, makes disagreement clear, and is prepared to give feedback where needed</li> <li>- Taking the lead in a group situation comes naturally and they are comfortable delegating tasks to others</li> <li>- Provide support to team based on their team's level of competence and instil confidence in others for growth and learning</li> <li>- Like spending time with people and shows satisfaction from helping others succeed</li> <li>- Listens instead of talking over someone during a conversation</li> <li>- Cooperative, conforming, and considerate in their engagement with others and are able to easily and comfortably take on another's perspective</li> <li>- Mutual respect for another's views, opinions, outlook and perspective</li> </ul>	<p><b>KEY BEHAVIOURS:</b></p> <ul style="list-style-type: none"> <li>- They are likely to be sensitive to others' needs and will usually avoid expressing their opinion for fear of upsetting them</li> <li>- Makes own strengths known to others and are focused on self</li> <li>- Comfortable spending time away from others and normally maintain a degree of detachment in interpersonal relationships</li> <li>- Low in identifying when others require support as they appear self-absorbed</li> <li>- Base their behaviour on their own attitudes and opinions, and having little awareness of the demands of the situation</li> <li>- Not interested in understanding another's perspective other than their own and are low on knowing when someone needs support (e.g. team member).</li> </ul>