



# Adapter

*An Adapter is a bridge-builder, comfortable with changing situations.*

## NEEDS:

Needs Vary

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## BEHAVIORS:

Behaviors are flexible

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## Average Behavioral Pattern



## Motivate and recognize

- Balance private and public recognition for them.
- Recognize where their behavioral flexibility helps lead to success.
- Reward their ability to flexibly build relationships with different types of people.

## Provide direction and feedback

- Be directive about what part of their balanced style you need for a project.
- Set clear expectations for what behaviors are needed for success.
- Help them understand who they will be working with so they can prepare to flex their interpersonal style accordingly.

## Delegate

- Don't delegate work when you need a very specific style (e.g., a very detailed person).
- Do delegate work that allows for a flexible approach.

## Coach

Coaching is not the same as managing, but we know that managers often play a coaching role. Keep in mind that coaching conversations are about asking questions and letting the coachee come up with ideas, actions and next steps.

- Help them understand the reputational aspects of being balanced; they may need to express what they like or don't like so people understand them better.
- Spend time discussing the behavioral requirements of the role, and help them show the tendencies at the right times so they are successful.
- Play to their strengths by letting them moderate between the aggressive risk-takers and the detailed executors.