



Craftsman

A Craftsman is accommodating and analytical, while producing highly precise and accurate work.

NEEDS:

Understanding

Room for introspection

Stable work environment

Specific knowledge of the job

BEHAVIORS:

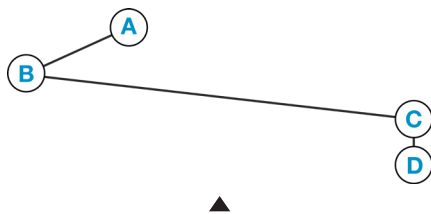
Accommodating

Analytical

Deliberate

Precise

Average Behavioral Pattern



Motivate and recognize

- Provide assurance of security, encouragement and support for their work.
- Keep their work focused and free from changing priorities.
- Privately recognize them for loyalty, depth of knowledge and technical work well done.

Provide direction and feedback

- Include positives with any negative feedback, as they may be very sensitive to criticism.
- Give them clear directions and clarify expectations.
- Provide a detailed description of their job and organizational relationships.

Delegate

- Don't delegate work that requires a lot of independence and assertiveness or is highly urgent.
- Do delegate work that is highly structured, consistent or repetitive.

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.

- Spend extra time explaining the details about how their roles are affected during times of change.
- Encourage them to assert themselves within their realm of expertise while remaining mindful of how their words are received.
- Help them identify how to move forward on projects when there isn't full alignment.