



Maverick

A Maverick is an innovative, “outside the box” thinker who is undaunted by failure.

NEEDS:

To be challenged

Opportunities to influence

Variety

Freedom from rules and controls

BEHAVIORS:

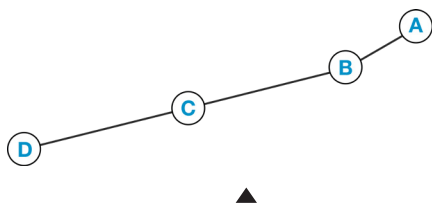
Venturesome

Enthusiastic

Driving

Tolerant of uncertainty

Average Behavioral Pattern



Motivate and recognize

- Provide individual recognition for tangible results and accomplishments.
- Allow them independence, but with the opportunity to interact with people.
- Offer them challenges and variety in their work.

Provide direction and feedback

- Set clear expectations about whether a work activity has rules and structure that need to be adhered to.
- Give them frequent, informal feedback about how they are doing so they can quickly course-correct.
- Put them in the right position to flex their innovative style and let them learn from failure rather than being critical.

Delegate

- Don't delegate work that is repetitive, slow-moving or structured.
- Do delegate work that is challenging, strategic or innovative.

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.

- Encourage them to think carefully about when a more conservative approach is the right one, as they are undaunted by failure and may take ill-advised risks at times.
- Ask them how they can be role models and change agents who can help others adjust to change.
- Help them understand how their informal nature may hurt their reputation if it is seen as unprofessional or distracting to others.