



Operator

An Operator is a patient, conscientious, relaxed and cooperative team worker.

NEEDS:

Reassurance

Opportunities to work with facts

Freedom from changing priorities

Understanding of rules and structure

BEHAVIORS:

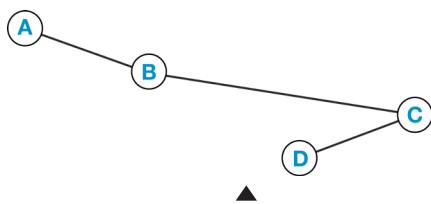
Cooperative

Pragmatic

Stable

Thorough

Average Behavioral Pattern



Motivate and recognize

- Help motivate them by leaning into their strong sense of duty and discipline.
- Provide a sense of security, certainty and stability in their work.
- Privately recognize them for loyalty and depth of knowledge.

Provide direction and feedback

- Provide feedback based on facts, refraining from personal or political overtones.
- Be clear when projects require urgency or a tight deadline.
- Remind them that you are there to support them and provide guidance as needed.

Delegate

- Don't delegate work that is highly urgent or requires a lot of independence and assertiveness.
- 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.

- Help them through unfamiliar or ambiguous situations by asking them what could make those circumstances easier on them.
- Remind them to build flexibility into their plans, as others might not follow guidelines and processes as well as they do.
- Help them learn to communicate that they understand time pressures or the importance of projects to others, as others may want to see more urgency from them.