



# Strategist

*A Strategist is results-oriented, innovative and analytical with a drive for change.*

## NEEDS:

Understanding of the big picture

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Opportunities to work with facts

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Variety and flexibility

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Time to develop expertise

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## BEHAVIORS:

Independent

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Reflective

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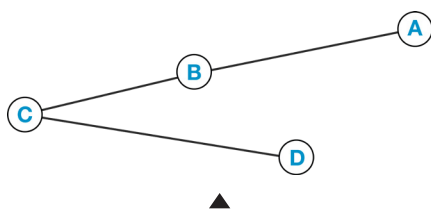
Intense

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Organized

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## Average Behavioral Pattern



## Motivate and recognize

- Provide private recognition for their expertise or depth of knowledge or the tangible results they've achieved.
- Let them have control over their work and autonomy in putting their ideas into action.
- Give them challenges that will require their innovative thinking.

## Provide direction and feedback

- Provide clear expectations, directions or timing and allow them to follow up with questions.
- Provide candid feedback; they will appreciate it, even if they may be sensitive to criticism.
- Set the stage early for the level of work/effort required for projects or activities; without guidelines, they may take things further than is needed.

## Delegate

- Don't delegate work if it won't end in a tangible result.
- Do delegate analytical work that requires strong attention to detail and accuracy.

## 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.

- Keep your coaching conversations work-oriented and free from office politics.
- Ask them what is at risk if they act without all the information.
- Ask how their work can help increase their expertise or knowledge and how they can share that with others on the team.