



Captain

A Captain is a problem solver who likes change and innovation while controlling the big picture.

NEEDS:

Independence

Connection with others

Variety and change

Flexibility

BEHAVIORS:

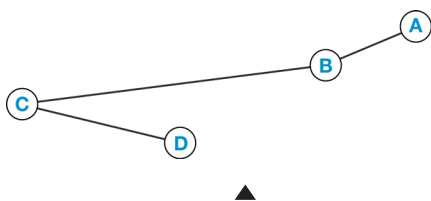
Competitive

Enthusiastic

Driving

Non-conforming

Average Behavioral Pattern



Signature work styles:

Communication

- Authoritative, telling
- Articulate communicator

Delegation

- Delegates authority and details somewhat freely

Decision making

- Innovative problem-solver
- Push to decide things quickly

Action & risk

- Risk-taker, responds positively to pressure
- Self-starter

Strengths:

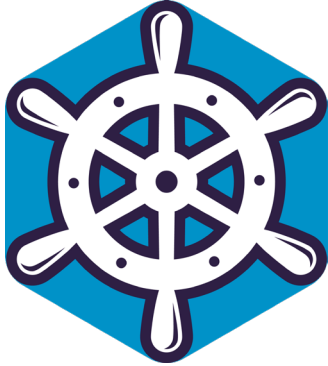
- Seeks to lead and have an impact
- People-oriented, sociable
- Able to deal with time pressure and change

Common traps:

- Can seem authoritative
- May appear to be brusque
- Struggles to adhere to structure or direction

How to work well with them:

- Give them room; Captains want flexibility in their activities.
- Let Captains grow; they want opportunities to learn, advance or demonstrate responsibility.
- Challenge them; they like tackling tough problems.



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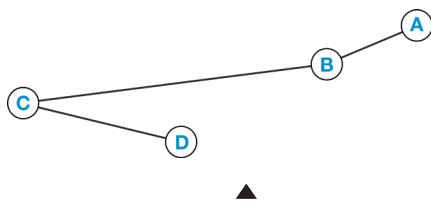
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Motivate and recognize

- Provide them with opportunities to help develop people.
- Allow them independence and freedom from structure and rules.
- Publicly recognize them for accomplishments, leadership and decision-making ability.

Provide direction and feedback

- Provide proof or examples when providing feedback, as they are generally self-assured and value their own opinions.
- Offer practical advice and feedback, while not dwelling on the details of it.
- Lay out clear specifics when work needs to be done a certain way, so they don't go off and do it their own way.

Delegate

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

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.

- Remind them that not everyone on the team will have the same high standards of achievement and quick pace as them.
- Ask them about the details of the plan to move forward, verifying that there is a plan in place.
- Help them balance their need to put their own stamp on things with letting others take control.