



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:

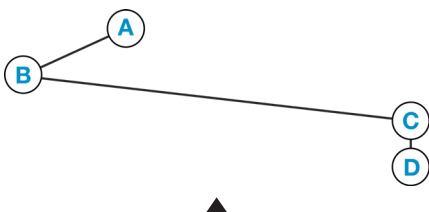
Accommodating

Analytical

Deliberate

Precise

Average Behavioral Pattern



Signature work styles:

Communication

- Reserved, quiet
- Listens thoroughly

Delegation

- Will delegate, but with careful follow up

Decision making

- Seeks direction
- Can demonstrate ingenuity when solving problems

Action & risk

- Cautious
- Careful, responsive

Strengths:

- Anticipates problems
- Thoughtful approach to communicating information
- Builds structure and has respect for the plan

Common traps:

- Sometimes overly sensitive to criticism
- May have difficulty under time pressure
- Can be uncomfortable in ambiguous situations

How to work well with them:

- If you have feedback, make it positive and constructive.
- Recognize them; Craftsmen enjoy being recognized for their technical work.
- Provide Craftsmen the details; they like to think about the technical aspects of the work.



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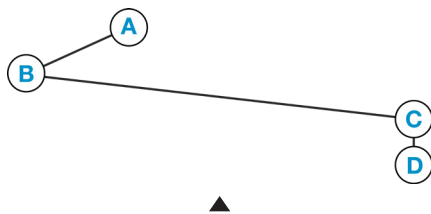
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Motivate and recognize

- 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.