

## NEEDS:

Encouragement

Opportunities to work with facts

Opportunities to work at a faster than average pace

Understanding of rules and regulations

## BEHAVIORS:

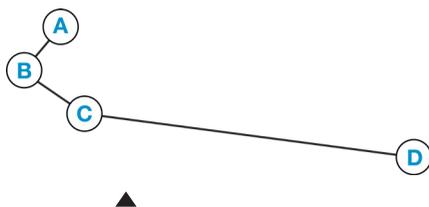
Accepting of company policies

Matter-of-fact

Fast-paced

Precise

## Average Behavioral Pattern



# Specialist

*A Specialist is a highly precise worker, who remains skeptical while respecting authority.*

## Signature work styles:

### Communication

- Reserved, introspective
- Thinks before speaking

### Delegation

- Takes time to earn trust
- Will provide a lot of structure with delegation

### Decision making

- Cautious
- Needs the details before making decisions

### Action & risk

- Conservative and careful
- Highly responsive

## Strengths:

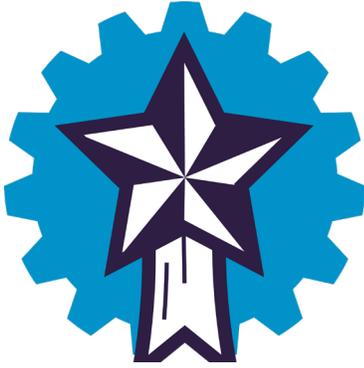
- Understanding and collaborative
- Thoughtful approach to communicating information
- Strong discipline and execution

## Common traps:

- Can be exceedingly cautious when action is required
- Communication may be pointed and sparse
- May not be comfortable in ambiguous situations

## How to work well with them:

- Give them time to develop their specialty; they're more confident once they're fully trained or have more experience.
- Provide clarity to Specialists, so that they can do things the right way without risk of making mistakes.
- Recognize their specialized skills to help them feel secure.



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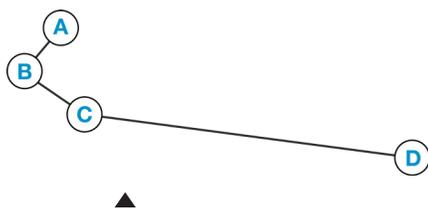
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## Motivate and recognize

- Highlight how their work is helping and supporting the team.
- Praise them for the accuracy and precision of their work.
- Provide recognition for their specialized skill or loyalty, or for the effort within their team.

## Provide direction and feedback

- Provide clear instructions of what is considered “right” to help them avoid criticism for doing it wrong.
- Be encouraging and supportive when providing feedback.
- Identify ambiguity early and provide enough details so that they can move forward quickly and confidently.

## Delegate

- Don’t delegate work that will be subjected to a lot of changes.
- Do delegate structured work that requires a special skill set or precision.

## 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.

- Give them some time to think and then circle back at a later time to continue the conversation if needed; they may be quiet when receiving coaching or feedback, but they are likely just taking it all in.
- Help them find some low-impact, safe opportunities to take chances and find success, as they may not be comfortable bending the rules or taking risks.
- Show proof or evidence of how something worked in the past to limit their skepticism of something new and get them on board for action.