



Analyzer

An Analyzer is intense, with high standards and a disciplined and reserved personality.

NEEDS:

Understanding of the big picture

Room for introspection

Opportunities to work at a fast pace

Freedom from risk of errors

BEHAVIORS:

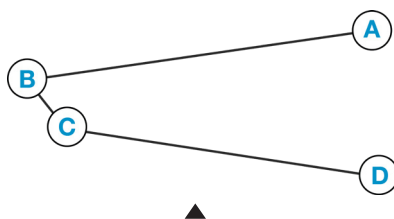
Assertive

Pensive

Intense

Thorough

Average Behavioral Pattern



Signature work styles:

Communication

- Reserved, takes time to think
- Direct, generalist

Delegation

- Selective in delegating both details and authority
- Close follow-up to ensure quality

Decision making

- Imaginative problem-solver
- Drive to make decisions but can "second-guess" them

Action & risk

- Drive to initiate action
- Risk-averse, wants all the answers before taking action

Strengths:

- Disciplined and strong on execution
- Innovative and self-motivated
- Data-driven and analytical

Common traps:

- Can be seen as a perfectionist with high standards
- May be skeptical if they don't have enough information
- Often hesitant to take action without having all the information up front

How to work well with them:

- Give them room; don't micromanage them. Analyzers like to express and implement their own ideas.
- Don't pressure Analyzers to make quick decisions. They feel more comfortable when the decision is within their area of expertise or if they can manage the risk involved.
- Bring challenges to Analyzers. They like opportunities to showcase both their expertise and their creative problem solving abilities.



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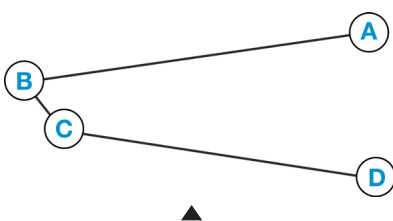
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Motivate and recognize

- Provide private recognition for their depth of knowledge and tangible results achieved.
- Give them opportunities to show off their knowledge and creative problem-solving skills.
- Let them have control over their own activities and implement their own ideas.

Provide direction and feedback

- Provide clarity and expectations.
- Help ease their sensitivity to criticism by keeping feedback work-related and backed by examples.
- Assure them that it is okay not to be perfect, because they can hold themselves to high standards.

Delegate

- Don't delegate repetitive work or work that needs decisions made quickly or under pressure.
- Do delegate work that is data-driven or analytical, or that shows off their expertise.

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.

- Offer support to help them move forward when they feel stuck, especially during situations where their need for action is matched with their need to be cautious.
- Have them verbalize the impact and risk associated with decisions that need to be made quickly, helping them see that the upsides of a quick decision are likely to outweigh the downsides they are considering.
- Help them find ways to express their ideas before they are fully baked by offering the opportunity to work with you or others early on, so that progress can be made more quickly vs. waiting for the right decision.