



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:

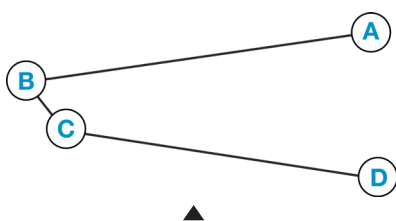
Assertive

Pensive

Intense

Thorough

Average Behavioral Pattern



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.