



Guardian

A Guardian is unselfish and approachable, with a preference for detailed, skill-based work.

NEEDS:

Reassurance

Time to trust others

Freedom from changing priorities

Freedom from risk of error

BEHAVIORS:

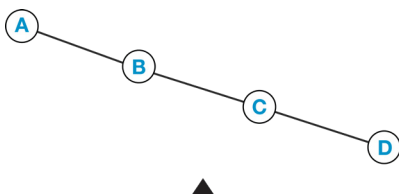
Helpful

Pensive

Steady

Diligent

Average Behavioral Pattern



Motivate and recognize

- Provide private recognition for their specialized skills; avoid big displays of recognition, which may make them uncomfortable.
- Help motivate them by leaning on their sense of duty and desire to do what's right.
- Provide assurances of security and support in their work.

Provide direction and feedback

- Remind them of how much their work is valued when providing feedback, as they may be very sensitive to criticism.
- Take the time to provide clear detail and structure around their work activities.
- Have them repeat back to you what the expectations and responsibilities are, so you are both confident that you are on the same page or can correct as needed.

Delegate

- Don't delegate work that is ambiguous or requires a lot of independent decision making.
- Do delegate work that is well-defined or has training available, or that they are familiar with.

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.

- Encourage them to think outside the box; have them approach problems by identifying at least two different ways that something can be done.
- Help them prioritize their projects and identify who are the final decision-makers versus the stakeholders.
- Give them permission to make important decisions, helping them become more confident in their own ability to find the right solution.