



# Adapter

*An Adapter is a bridge-builder, comfortable with changing situations.*

## NEEDS:

NEEDS VARY

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## BEHAVIORS:

BEHAVIORS ARE FLEXIBLE

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### Average Behavioral Pattern



## Special note on Adapters:

Adapters have a similar amount of each the Behavioral Drives. There is no predominant drive that really fuels his or her needs and behaviors.

Adapters can be hard to read at times because there is not a strong drive that defines his or her behavior. This situational flexibility is the beauty of the pattern as well. Adapters are generally versatile and adaptable, flexing to meet the needs of the situation. Adapters can easily work with a variety of people and are often seen as a bridge-builders or glue in a team setting. Adapters view all sides of a situation, easily putting him or herself in someone else's shoes.

## Strengths:

- Versatile, flexible
- Empathetic
- Bridge-builder

## Common traps:

- May be hard to "read"
- Will benefit from communicating their thinking to mitigate uncertainty or perceived surprises in their action

## How to work well with them:

- Talk to them to learn about them; have a conversation with them to find out about their motivations and preferences.
- Due to their inherent flexibility, Adapters have no hard and fast behavioral preferences or motivating needs.



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## Motivate and recognize

- Balance private and public recognition for them.
- Recognize where their behavioral flexibility helps lead to success.
- Reward their ability to flexibly build relationships with different types of people.

## Provide direction and feedback

- Be directive about what part of their balanced style you need for a project.
- Set clear expectations for what behaviors are needed for success.
- Help them understand who they will be working with so they can prepare to flex their interpersonal style accordingly.

## Delegate

- Don't delegate work when you need a very specific style (e.g., a very detailed person).
- Do delegate work that allows for a flexible approach.

## 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.

- Help them understand the reputational aspects of being balanced; they may need to express what they like or don't like so people understand them better.
- Spend time discussing the behavioral requirements of the role, and help them show the tendencies at the right times so they are successful.
- Play to their strengths by letting them moderate between the aggressive risk-takers and the detailed executors.