

Controller

A Controller is detail-oriented and conservative, with a preference for high quality and technical expertise.

NEEDS:

Autonomy in problem solving

Room for introspection

Opportunities to work at a fast pace

Understanding of rules and regulations

BEHAVIORS:

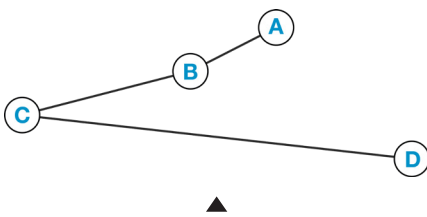
Autonomous

Matter-of-fact

Impatient

Precise

Average Behavioral Pattern



Signature work styles:

Communication

- Factual, straightforward
- Thinks before speaking

Delegation

- Very tight delegation
- Controls closely and critically

Decision making

- Makes decisions firmly and quickly if they can follow “the book”
- Ingenuity in problem-solving in areas within own specialty

Action & risk

- Avoids risk
- Conservative

Strengths:

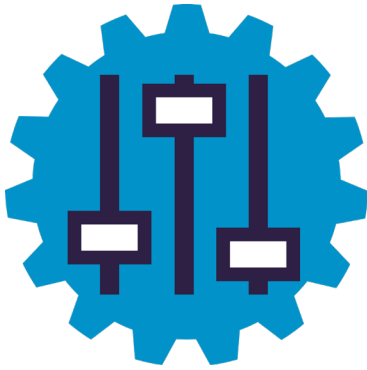
- Builds structure and has respect for the plan
- Anticipates problems
- Proactive and results-oriented

Common traps:

- Can have difficulty delegating authority
- Resistant to change if it feels too brusque
- Likely to feel uncomfortable in ambiguous situations

How to work well with them:

- Give them specifics; Controllers want to know what they’re talking about.
- Since Controllers like to do things by the book, provide them with a clear definition of responsibilities and authority.
- Stay on track and on time; Controllers like to run a tight ship.



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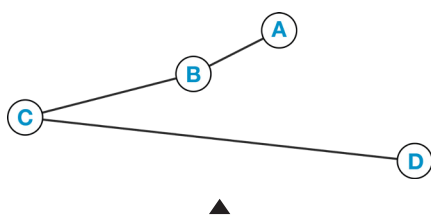
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Motivate and recognize

- Privately recognize them for their specialized knowledge or a job well done.
- Allow them to have independence and autonomy within their defined areas of responsibility.
- Assign a variety of work that allows them to multitask.

Provide direction and feedback

- Provide clear expectations and definition of responsibilities.
- Give assurance of support, as they may be sensitive to criticism.
- Get to the point of the conversation, but don't skip the details.

Delegate

- Don't delegate work where there are a lot of people involved and the lines of responsibility are unclear.
- Do delegate work that is structured but varied – think different tasks to work on, but guidelines to follow.

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 to become more comfortable with risk by giving them small opportunities to take chances and get comfortable with the outcomes.
- Play to their strengths by having them identify the strategies they use to execute effectively and share those with the team.
- Help them define the rules, standards and responsibilities that they should follow when ambiguity is high.