



Individualist

An Individualist is highly independent and persistent, while remaining results-oriented.

NEEDS:

Independence

Opportunities to work with facts

Freedom from changing priorities

Flexibility

BEHAVIORS:

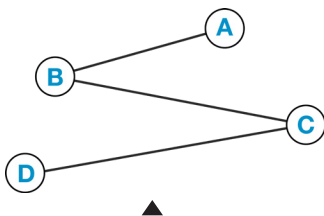
Self-confident

Analytical

Methodical

Non-conforming

Average Behavioral Pattern



Signature work styles:

Communication

- Directive, telling
- Factual, with strong conviction

Delegation

- Delegates details

Decision making

- Creative problem-solver
- Decisive

Action & risk

- Able to take risk
- Will act on new or unconventional ideas

Strengths:

- Drives change and challenges status quo
- Creative problem solver
- Adept at changing organizational needs

Common traps:

- May appear as stubborn or opinionated
- Can be tough-minded and authoritative
- May recoil at too much structure and direction

How to work well with them:

- Give Individualists space; they want to develop and act on their own ideas.
- Challenge them, because Individualists enjoy digging into problems and overcoming challenges.
- Give Individualists opportunity; they want management that is receptive to new ideas, change and risk.



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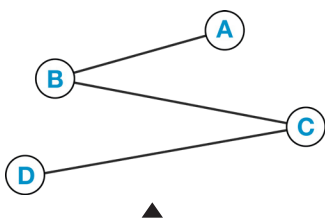
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Motivate and recognize

- Provide recognition of persistence, success or tangible results.
- Allow them to participate in setting their own goals.
- Let them work independently in an unstructured environment.

Provide direction and feedback

- Provide proof and examples when giving feedback.
- Be prepared that they may push back or disregard direction if they feel they have a better, proven method.
- Provide the big-picture conceptual view rather than the nitty gritty.

Delegate

- Don't delegate details or work that has an urgent time pressure or strict guidelines to follow.
- Do delegate work where the focus is more on the results than the details.

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.

- Ask them to explain the importance of the rules you need them to follow on projects, as they tend to have limited concern about rules in general.
- Help them find the right balance between being assertive and being friendly; those two styles can be in opposition, so support can help.
- Let them guide some of their development with strong prompts about your expectations along the way.