



Maverick

A Maverick is an innovative, “outside the box” thinker, who is undaunted by failure.

NEEDS:

To be challenged

Opportunities to influence

Variety

Freedom from rules and controls

BEHAVIORS:

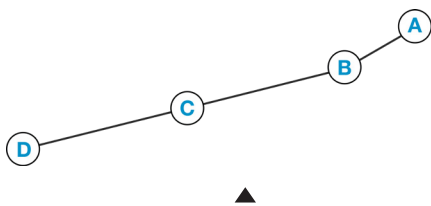
Venturesome

Enthusiastic

Driving

Tolerant of uncertainty

Average Behavioral Pattern



Signature work styles:

Communication

- Forceful, direct
- Animated, telling

Delegation

- Freely delegates with loose follow-up

Decision making

- Innovator
- Confident decision-maker

Action & risk

- Thinks risk is necessary, “the end justifies the means”
- Quick to act

Strengths:

- Responds positively to challenges and pressure
- Visionary that includes people in the planning
- Goal-oriented

Common traps:

- May appear tough-minded
- Can be intolerant of and frustrated by delays
- May not adhere to structure or direction
- Needs to be reminded to listen to others’ perspectives

How to work well with them:

- Hand them the reins; Mavericks want to take action on their own ideas and initiatives.
- Give them freedom; Mavericks like independence and flexibility.
- Remind them of the details; they’re goal-oriented but may overlook the details.



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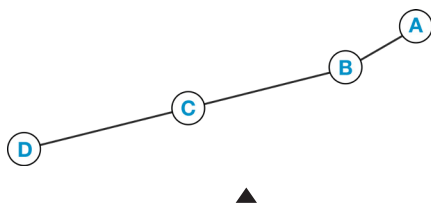
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Motivate and recognize

- Provide individual recognition for tangible results and accomplishments.
- Allow them independence, but with the opportunity to interact with people.
- Offer them challenges and variety in their work.

Provide direction and feedback

- Set clear expectations about whether a work activity has rules and structure that need to be adhered to.
- Give them frequent, informal feedback about how they are doing so they can quickly course-correct.
- Put them in the right position to flex their innovative style and let them learn from failure rather than being critical.

Delegate

- Don't delegate work that is repetitive, slow-moving or structured.
- Do delegate work that is challenging, strategic or innovative.

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 carefully about when a more conservative approach is the right one, as they are undaunted by failure and may take ill-advised risks at times.
- Ask them how they can be role models and change agents who can help others adjust to change.
- Help them understand how their informal nature may hurt their reputation if it is seen as unprofessional or distracting to others.