



NEEDS:

Understanding of the big picture

Opportunities to work with facts

Variety and flexibility

Time to develop expertise

BEHAVIORS:

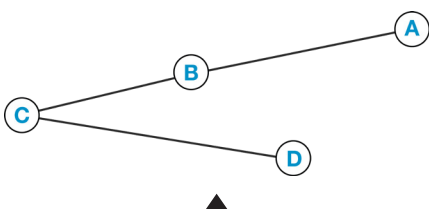
Independent

Reflective

Intense

Organized

Average Behavioral Pattern



Strategist

A Strategist is results-oriented, innovative and analytical with a drive for change.

Signature work styles:

Communication

- Reserved, introspective
- Authoritative

Delegation

- Delegates details more freely than authority, but tight with both
- Controlling with frequent check-ins

Decision making

- Results-oriented
- Decisive

Action & risk

- Innovative, self-motivated
- Calculated risk-taker

Strengths:

- Able to think big picture and anticipate problems
- Able to deal with pressure and multiple priorities
- Organized and thorough follow-up

Common traps:

- May appear tough-minded and directive
- May be intolerant of delays or stagnant environments
- May be seen as a perfectionist

How to work well with them:

- Keep things moving to satisfy Strategists' desire to get things done quickly.
- Follow directions; Strategists want things done correctly.
- Give Strategists time to develop their expertise; they want to be confident in the knowledge they've acquired.



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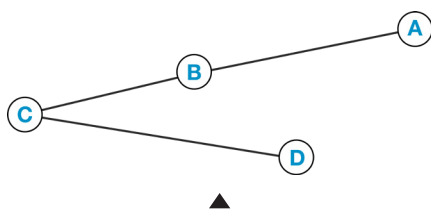
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Motivate and recognize

- Provide private recognition for their expertise or depth of knowledge or the tangible results they've achieved.
- Let them have control over their work and autonomy in putting their ideas into action.
- Give them challenges that will require their innovative thinking.

Provide direction and feedback

- Provide clear expectations, directions or timing and allow them to follow up with questions.
- Provide candid feedback; they will appreciate it, even if they may be sensitive to criticism.
- Set the stage early for the level of work/effort required for projects or activities; without guidelines, they may take things further than is needed.

Delegate

- Don't delegate work if it won't end in a tangible result.
- Do delegate analytical work that requires strong attention to detail and accuracy.

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.

- Keep your coaching conversations work-oriented and free from office politics.
- Ask them what is at risk if they act without all the information.
- Ask how their work can help increase their expertise or knowledge and how they can share that with others on the team.