



A Manager's Guide to REFERENCE PROFILES





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Drives and Needs

When it comes to how we act at work, we all have traits. Traits are habits, thought patterns, and emotions. And a given trait produces a drive to have certain things. These drives create needs, and these needs motivate us to behave in a way that satisfies the associated need.

Consider what happens when you're hungry: you find something to eat. Your survival drive creates a hunger need, and thus the logical behavior of ordering a hoagie from your favorite sub shop.



The Four Factors

At the Predictive Index (PI), we've been conducting behavioral assessments for about 65 years. Since the very beginning, PI has quantified people's behavioral drives in the workplace in four areas that give us an enormous amount of insight about how someone will behave at work. We call these the Four Factors.

Here are the Four Factors and how we define them:

Dominance: The drive to exert one's influence on people or events

Extraversion: The drive for social interaction with other people

Patience: The drive for consistency and stability

Formality: The drive to conform to rules and structure

When someone takes a PI Behavioral Assessment, their results are based on these Four Factors.

Reference Profiles Explained

After a thorough analysis of millions of Behavioral Assessments, the PI Science Team identified 17 "Reference Profiles" that create a behavioral map for different types of people. You can think of these as easy-to-reference groupings of the characteristics of people who have similar drives.

Once you know someone's Reference Profile, you gain insight into what their defining workplace behaviors are, how to work with them more effectively and what kind of traps and pitfalls they have a tendency to fall into. Understanding your own Reference Profile—and your coworkers' Reference Profiles—can be a massive advantage to you in your career. After all, almost all business problems are people problems, and if you know how to effectively work with every kind of person, you have an enormous leg up at work.



Analytical Profiles



ANALYZER



CONTROLLER



SPECIALIST



STRATEGIST



VENTURER

Social Profiles



ALTRUIST



CAPTAIN



COLLABORATOR



MAVERICK



PERSUADER



PROMOTER

Stabilizing Profiles



ADAPTER



ARTISAN



GUARDIAN



OPERATOR

Persistent Profiles



INDIVIDUALIST



SCHOLAR

Analytical Profiles

The Reference Profiles in the Analytical group are more dominant than extraverted and work at a faster pace. They are generally more task oriented as opposed to people oriented.



ANALYZER



CONTROLLER



SPECIALIST



STRATEGIST



VENTURER



Analyzer

An Analyzer is intense, with high standards and a disciplined and reserved personality.

NEEDS:

Understanding of the big picture

Room for introspection

Opportunities to work at a fast pace

Freedom from risk of errors

BEHAVIORS:

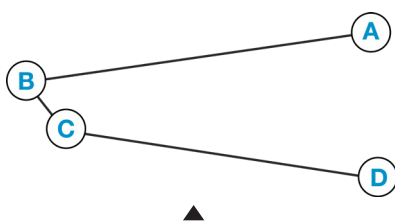
Assertive

Pensive

Intense

Thorough

Average Behavioral Pattern



Motivate and recognize

- Provide private recognition for their depth of knowledge and tangible results achieved.
- Give them opportunities to show off their knowledge and creative problem-solving skills.
- Let them have control over their own activities and implement their own ideas.

Provide direction and feedback

- Provide clarity and expectations.
- Help ease their sensitivity to criticism by keeping feedback work-related and backed by examples.
- Assure them that it is okay not to be perfect, because they can hold themselves to high standards.

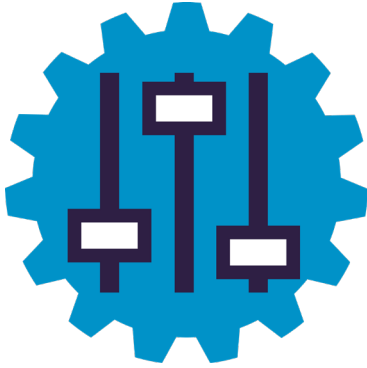
Delegate

- Don't delegate repetitive work or work that needs decisions made quickly or under pressure.
- Do delegate work that is data-driven or analytical, or that shows off their expertise.

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.

- Offer support to help them move forward when they feel stuck, especially during situations where their need for action is matched with their need to be cautious.
- Have them verbalize the impact and risk associated with decisions that need to be made quickly, helping them see that the upsides of a quick decision are likely to outweigh the downsides they are considering.
- Help them find ways to express their ideas before they are fully baked by offering the opportunity to work with you or others early on, so that progress can be made more quickly vs. waiting for the right decision.



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:

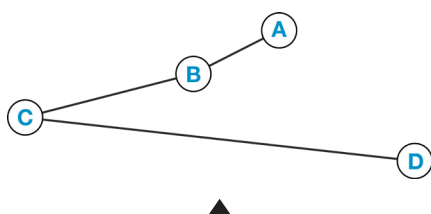
Autonomous

Matter-of-fact

Impatient

Precise

Average Behavioral Pattern



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.



Specialist

A Specialist is a highly precise worker who remains skeptical while respecting authority.

NEEDS:

Encouragement

Opportunities to work with facts

Opportunities to work at a faster than average pace

Understanding of rules and regulations

BEHAVIORS:

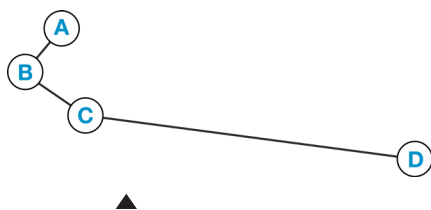
Accepting of company policies

Matter-of-fact

Fast-paced

Precise

Average Behavioral Pattern



Motivate and recognize

- Highlight how their work is helping and supporting the team.
- Praise them for the accuracy and precision of their work.
- Provide recognition for their specialized skill or loyalty, or for the effort within their team.

Provide direction and feedback

- Provide clear instructions of what is considered “right” to help them avoid criticism for doing it wrong.
- Be encouraging and supportive when providing feedback.
- Identify ambiguity early and provide enough details so that they can move forward quickly and confidently.

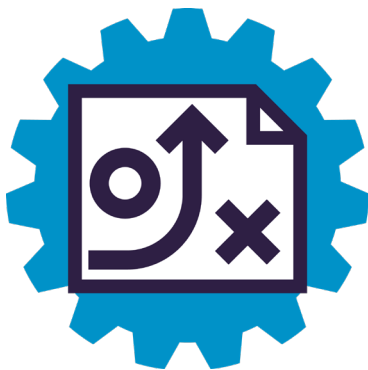
Delegate

- Don’t delegate work that will be subjected to a lot of changes.
- Do delegate structured work that requires a special skill set or precision.

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.

- Give them some time to think and then circle back at a later time to continue the conversation if needed; they may be quiet when receiving coaching or feedback, but they are likely just taking it all in.
- Help them find some low-impact, safe opportunities to take chances and find success, as they may not be comfortable bending the rules or taking risks.
- Show proof or evidence of how something worked in the past to limit their skepticism of something new and get them on board for action.



Strategist

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

NEEDS:

Understanding of the big picture

Opportunities to work with facts

Variety and flexibility

Time to develop expertise

BEHAVIORS:

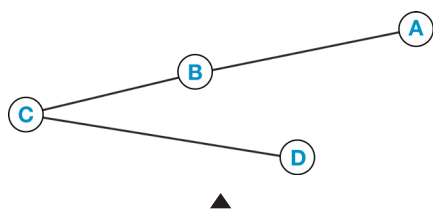
Independent

Reflective

Intense

Organized

Average Behavioral Pattern



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.



Venturer

A Venturer is a self-starting, self-motivating, and goal-oriented risk-taker.

NEEDS:

Independence

Opportunities to reflect

Variety

Freedom from structure and rules

BEHAVIORS:

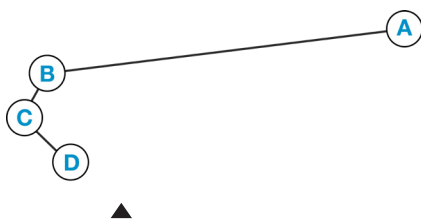
Assertive

Analytical

Driving

Non-conforming

Average Behavioral Pattern



Motivate and recognize

- Provide them with opportunities to compete and prove themselves; it helps drive them.
- Assign them a variety of projects; they will lose steam if they have to do repetitive work.
- Be careful not to micromanage them; they are uncomfortable working under close supervision.

Provide direction and feedback

- Stick to facts and keep it direct when giving feedback.
- Give them high-level direction or expectations, but let them determine the process for achieving results.
- Position work as a challenge or problem that needs to be solved; they should enjoy the quest to find the best solution.

Delegate

- Don't delegate repetitive work or details.
- Do delegate challenging or innovative projects.

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 become more aware of the viewpoints and ideas of others, as they have a strong sense of value about their own opinions and ideas.
- Ask them how their risk-taking approach may affect others on the team, who may not gravitate to challenges or like risk as much as they do, and what they can do to ease those concerns.
- When asking questions or having them devise a plan of action, give them time to think and process their ideas.

Social Profiles

The Reference Profiles in the Social group are highly extraverted compared to other behavioral drives. In the workplace, people in this group tend to focus on relationships.



ALTRUIST



CAPTAIN



COLLABORATOR



MAVERICK



PERSUADER



PROMOTER



Altruist

An Altruist is congenial and cooperative with an efficient, precise work ethic.

NEEDS:

Harmony

Opportunities to interact and collaborate

Opportunities to handle multiple priorities

Clarity of expectations

BEHAVIORS:

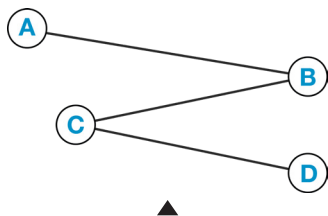
Cooperative

Sociable

Fast-paced

Organized

Average Behavioral Pattern



Motivate and recognize

- Motivate them by leaning into their sense of duty and their satisfaction in doing things for others or for the development of people.
- Assign a variety of quick-moving projects where they can multitask and not get bored.
- Provide public recognition for accomplishments and the value they add to the team.

Provide direction and feedback

- Offer support and encouragement when providing feedback.
- Provide clear expectations, deadlines and responsibilities.
- Refrain from comparing them to other team members to prevent creating the feeling of a competitive environment.

Delegate

- Don't delegate work that is repetitive, competitive or risky.
- Do delegate work that is structured and fast-paced and involves working with others.

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 navigate how to move forward or take action when there are conflicting opinions.
- Encourage them to lead or assert themselves within the group, using suggested examples.
- Make sure they feel supported when taking risks, and ask them what lessons they can learn when failure occurs.



Captain

A Captain is a problem solver who likes change and innovation while controlling the big picture.

NEEDS:

Independence

Connection with others

Variety and change

Flexibility

BEHAVIORS:

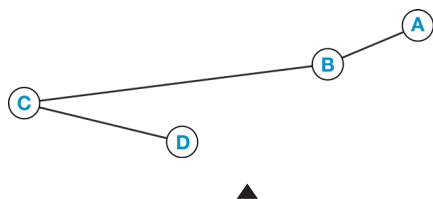
Competitive

Enthusiastic

Driving

Non-conforming

Average Behavioral Pattern



Motivate and recognize

- Provide them with opportunities to help develop people.
- Allow them independence and freedom from structure and rules.
- Publicly recognize them for accomplishments, leadership and decision-making ability.

Provide direction and feedback

- Provide proof or examples when providing feedback, as they are generally self-assured and value their own opinions.
- Offer practical advice and feedback, while not dwelling on the details of it.
- Lay out clear specifics when work needs to be done a certain way, so they don't go off and do it their own way.

Delegate

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

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.

- Remind them that not everyone on the team will have the same high standards of achievement and quick pace as them.
- Ask them about the details of the plan to move forward, verifying that there is a plan in place.
- Help them balance their need to put their own stamp on things with letting others take control.



Collaborator

A Collaborator is a friendly, understanding, willing and patient team player.

NEEDS:

Freedom from individual competition

Opportunities to work with others

Supportive work team

Freedom of expression

BEHAVIORS:

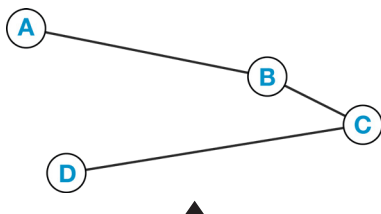
Cooperative

Empathetic

Patient

Casual

Average Behavioral Pattern



Motivate and recognize

- Create a supportive work team and stable work environment that is free from competition.
- Provide encouragement and reassurance for their work.
- Provide team or public recognition for loyalty and accomplishments.

Provide direction and feedback

- Provide feedback with an informal, approachable style.
- Provide a big-picture view and avoid dwelling on the details.
- Appeal to their social nature and remind them how their work is appreciated by others.

Delegate

- Don't delegate work that is highly technical, detail-oriented or frequently changing.
- Do delegate work that is collaborative and familiar.

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 how they can use their approachable style for influence and network building.
- Create awareness that they may come across as too easygoing at times and that they need to find ways to convey a sense of urgency and intensity.
- Help them have difficult conversations or express unpopular opinions in a direct and frank manner.



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:

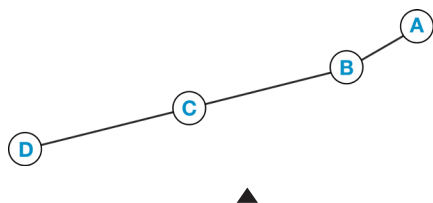
Venturesome

Enthusiastic

Driving

Tolerant of uncertainty

Average Behavioral Pattern



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.



Persuader

A Persuader is a risk-taking, socially poised and motivating team builder.

NEEDS:

Independence

Opportunities to interact with others

Varieties and change

Freedom from rigid structure

BEHAVIORS:

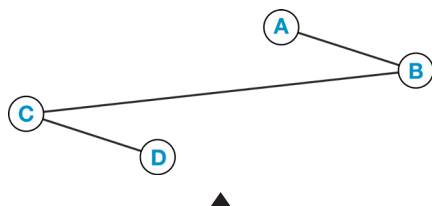
Self-confident

Persuasive, stimulating

Fast-paced

Informal

Average Behavioral Pattern



Motivate and recognize

- Provide opportunities for advancement.
- Allow them to show their ability to lead and motivate.
- Provide social and status recognition for leadership, skills and results.

Provide direction and feedback

- Provide feedback in terms of how it could improve their leadership or career advancement.
- Give direction at a high level using an informal approach.
- Make feedback about performance on a work task rather than how others perceived it; they may be sensitive to things that hurt their reputation in others' eyes.

Delegate

- Don't delegate work that is detailed, repetitive or isolated in nature.
- Do delegate work that allows them to be a team leader.

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 learn to use their interpersonal skills to build support and enthusiasm for ideas and initiatives.
- Help them learn when to stop talking and start listening during coaching and in other situations.
- Give them examples of situations where they may have come across as too informal or casual so they can be more self-aware.



Promoter

A Promoter is a casual, uninhibited, and persuasive extravert with a tendency for informality.

NEEDS:

Harmony

Social acceptance

Supportive work team

Freedom from rigid structure
of expectations

BEHAVIORS:

Collaborative

Outgoing

Patient

Flexible

Motivate and recognize

- Give them flexibility in their work rather than rules and structure.
- Create a work environment that is free from competition.
- Provide public recognition of individual and team accomplishments or their ability to persuade and motivate others.

Provide direction and feedback

- Speak in general terms and at a high level rather than getting into details and specifics.
- Be careful when providing feedback that it doesn't come off as judgmental or personal, as they want to feel liked.
- Provide clear expectations and guidelines when you need a specific outcome; they may come up with their own way to do it, but the end result needs to be right.

Delegate

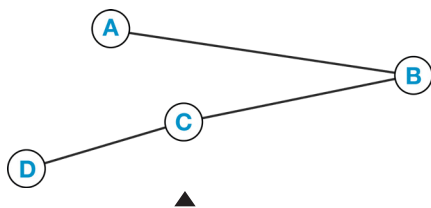
- Don't delegate work that is highly detailed or solitary in nature.
- Do delegate work that is collaborative and allows them to show their "out of the box" thinking.

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 any development and coaching conversations focused; they need to talk, but they also need to listen.
- Train them on the processes or routines they need to follow, and ask them to explain why the processes are important.
- Help them navigate how to communicate unfavorable news, especially when it is negative feedback that might be taken personally.

Average Behavioral Pattern



Stabilizing Profiles

The Reference Profiles in the Stabilizing group have a low amount of Dominance and Extraversion, with high Patience and Formality. People with profiles in the Stabilizing group are generally steady, detailed, and work well with structure and processes.



ADAPTER



ARTISAN



GUARDIAN



OPERATOR



Adapter

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

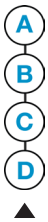
NEEDS:

Needs Vary

BEHAVIORS:

Behaviors are flexible

Average Behavioral Pattern



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.



Artisan

An Artisan is accommodating and analytical, while producing highly precise and accurate work.

NEEDS:

Understanding

Room for introspection

Stable work environment

Specific knowledge of the job

BEHAVIORS:

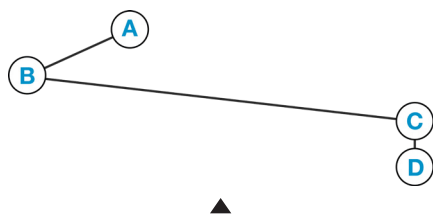
Accommodating

Analytical

Deliberate

Precise

Average Behavioral Pattern



Motivate and recognize

- Provide assurance of security, encouragement and support for their work.
- Keep their work focused and free from changing priorities.
- Privately recognize them for loyalty, depth of knowledge and technical work well done.

Provide direction and feedback

- Include positives with any negative feedback, as they may be very sensitive to criticism.
- Give them clear directions and clarify expectations.
- Provide a detailed description of their job and organizational relationships.

Delegate

- Don't delegate work that requires a lot of independence and assertiveness or is highly urgent.
- Do delegate work that is highly structured, consistent or repetitive.

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.

- Spend extra time explaining the details about how their roles are affected during times of change.
- Encourage them to assert themselves within their realm of expertise while remaining mindful of how their words are received.
- Help them identify how to move forward on projects when there isn't full alignment.



Guardian

A Guardian is unselfish and approachable, with a preference for detailed, skill-based work.

NEEDS:

Reassurance

Time to trust others

Freedom from changing priorities

Freedom from risk of error

BEHAVIORS:

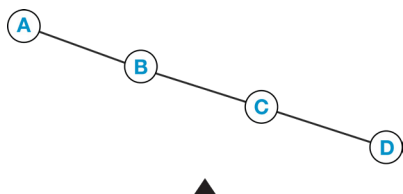
Helpful

Pensive

Steady

Diligent

Average Behavioral Pattern



Motivate and recognize

- Provide private recognition for their specialized skills; avoid big displays of recognition, which may make them uncomfortable.
- Help motivate them by leaning on their sense of duty and desire to do what's right.
- Provide assurances of security and support in their work.

Provide direction and feedback

- Remind them of how much their work is valued when providing feedback, as they may be very sensitive to criticism.
- Take the time to provide clear detail and structure around their work activities.
- Have them repeat back to you what the expectations and responsibilities are, so you are both confident that you are on the same page or can correct as needed.

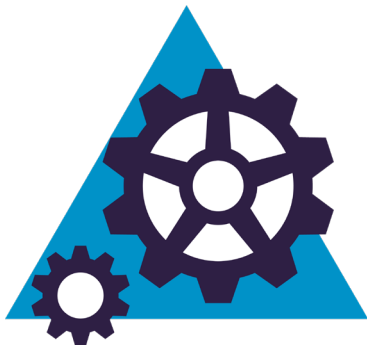
Delegate

- Don't delegate work that is ambiguous or requires a lot of independent decision making.
- Do delegate work that is well-defined or has training available, or that they are familiar with.

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 outside the box; have them approach problems by identifying at least two different ways that something can be done.
- Help them prioritize their projects and identify who are the final decision-makers versus the stakeholders.
- Give them permission to make important decisions, helping them become more confident in their own ability to find the right solution.



Operator

An Operator is a patient, conscientious, relaxed and cooperative team worker.

NEEDS:

Reassurance

Opportunities to work with facts

Freedom from changing priorities

Understanding of rules and structure

BEHAVIORS:

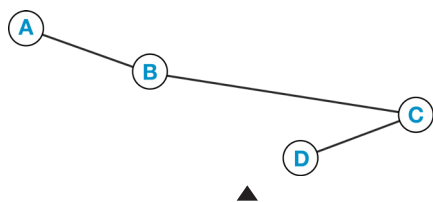
Cooperative

Pragmatic

Stable

Thorough

Average Behavioral Pattern



Motivate and recognize

- Help motivate them by leaning into their strong sense of duty and discipline.
- Provide a sense of security, certainty and stability in their work.
- Privately recognize them for loyalty and depth of knowledge.

Provide direction and feedback

- Provide feedback based on facts, refraining from personal or political overtones.
- Be clear when projects require urgency or a tight deadline.
- Remind them that you are there to support them and provide guidance as needed.

Delegate

- Don't delegate work that is highly urgent or requires a lot of independence and assertiveness.
- Do delegate work that is highly structured, consistent or repetitive.

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 through unfamiliar or ambiguous situations by asking them what could make those circumstances easier on them.
- Remind them to build flexibility into their plans, as others might not follow guidelines and processes as well as they do.
- Help them learn to communicate that they understand time pressures or the importance of projects to others, as others may want to see more urgency from them.

Persistent Profiles

The Reference Profiles in the Persistent group are more dominant than extraverted, with a high amount of patience. In the workplace, people with profiles in the Persistent group are generally task-oriented and deliberate, and thrive when they have control over their own work.



INDIVIDUALIST



SCHOLAR



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:

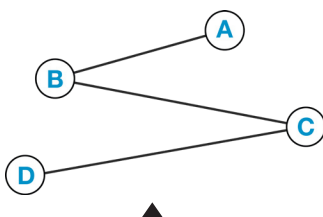
Self-confident

Analytical

Methodical

Non-conforming

Average Behavioral Pattern



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.



Scholar

A Scholar is accurate, reserved, imaginative and seeks a high level of technical expertise.

NEEDS:

Independence

Opportunities to reflect

Stable work environment

Freedom from risk of error

BEHAVIORS:

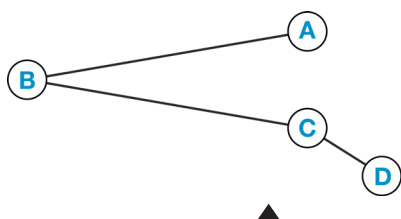
Autonomous

Introspective

Deliberate

Reserved

Average Behavioral Pattern



Motivate and recognize

- Give them autonomy in their defined area of responsibility.
- Involve them in technical, tangible work.
- Provide private recognition of their depth of their knowledge or technical expertise, thoughtful decision making and quality of work.

Provide direction and feedback

- Provide clarity of expectations, including the process, time and/or effort required.
- Keep feedback factual and to the point.
- Allow them time to think about the feedback or directions and circle back with questions if needed.

Delegate

- Don't delegate someone else's work or work that is subject to urgent time pressures.
- Do delegate structured, analytical work that allows them to learn in depth about a subject or show off their own expertise.

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 be more flexible in their approach, rather than having to follow a step-by-step process.
- Work with them to identify what would make them comfortable with moving quickly or taking action without all of the information.
- Identify situations where reaching out to the team could benefit their own work or the work of others; they likely have a lot to teach.



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