

Drive	Low	High
A Dominance	<ul style="list-style-type: none"> - Create opportunities for team competition, find ways that we all win together - Work with them to develop a solution to the problem, challenge, situation - Provide clear options, recommend solutions and walk through them together - Ask what they think they should do and then, in a supportive way, confirm their choice - Mitigate risk, share it, have their back, be there to take the heat - Don't compare them to others and make them feel less than or having to compete against - Don't challenge them 	<ul style="list-style-type: none"> - Create opportunities for individual competition, me versus you! - Challenge them to identify a solution to the problem, challenge, situation - Give them options, they prefer to make choices - do not tell them what to do - Ask "What do you think," "What have you thought of," "Would you like some help with that?" - Be willing to let them take a risk, drive toward a big goal, challenge them to it - Show them where they rank against others, they like to win, to compete, play them against others - Challenge them
B Extraversion	<ul style="list-style-type: none"> - Give recognition in private, 1-1, send the email to them, copy the important individual – not the whole company, be specific about what the praise is for - Don't ask for immediate response, give them time to think and process - Allow them to think things through, to be processed internally - Provide an agenda ahead of time, write it down, email it, or at least follow up with something written for later review - Stay on task when speaking, be specific - Realize that it will take time to build the relationship, you will need to develop trust over time - Provide data, examples, in advance when possible 	<ul style="list-style-type: none"> - Give them public praise, frequently, send the email to the team, the company, celebrate success openly, include others - Ask them for "What do you think," allow them to share lots of ideas openly - Let them talk it out, talk through the options, they speak to think, allow for external processing - Do the drive by! Call or meet with them daily to ask "How's it going", they want to know you are thinking about them - Make small talk, connect with them, ask about stuff - Communicate 2-3x what you think you need to, the higher the B - Don't provide too much data!
C Patience	<ul style="list-style-type: none"> - Set deadlines and create a sense of urgency, they respond positively to pressure, need pressure! - Meet frequently for short touchpoints - Provide planned interruptions! Shake it up! - Keep your meetings moving, cover multiple topics, use an agenda to make sure you get all topics covered - CHANGE? They need it, let them be a part of it, keep it coming... - Allow them to choose what to do and when to do it 	<ul style="list-style-type: none"> - Set the deadline but try not to change it, changing deadlines frustrates and takes them out of their routine - Meet on a regular schedule, be predictable - Limit your interruptions, try to batch your hand offs - Schedule sufficient time for meetings, you need to listen and be patient, allow for full discussion - CHANGE? Share the WHY behind changes, build a process for adoption of new stuff - Be consistent and create some predictability
D Formality	<ul style="list-style-type: none"> - Don't send them lengthy emails, they won't read it - Provide clear direction, be specific but without too much detail and info – discuss the key non-negotiables! - Let them choose how to do it, don't give too many specifics, details - Allow for freedom of choice – let them pick a direction - Don't overwhelm with too much information – keep it simple and focused - Have an agenda but keep it to a few specific items – you want to keep them focused and avoid distraction! - Give recognition for finding new alternatives or options - Tell them when it does not depend, be clear 	<ul style="list-style-type: none"> - Send it in writing, either before or as follow up! - Provide clear direction, be specific and provide an opportunity for questions, give lots of info! - Walk through the plan with them, develop it together and map it out - Spell it out – walk through the road map of how to do it - The more information you provide, the sooner, the better - Have an agenda – they want to know what is going to be discussed, they want to prepare and check stuff off - Give recognition for doing things "right," reinforce this - Limit ambiguity – don't give too many options or talk about... "it depends"