

Drive	Low	High
<b>A Dominance</b>	<ul style="list-style-type: none"> <li>- <b>BE EXTRA SUPPORTIVE</b> during a time of crisis or transition</li> <li>- Reach out! They aren't likely to speak up! You need to initiate interaction!</li> <li>- Let them know you "have their back"</li> <li>- Discuss the plan, explain that we are "in this TOGETHER"</li> <li>- Provide clear options, guidelines and recommended solutions</li> <li>- Mitigate risk, share it, be there to take the heat</li> <li>- Schedule regular group "team" check ins</li> <li>- Don't call them out in the group</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Set clear high-level goals</b> and expectations with milestones</li> <li>- Give them <b>ownership and flexibility</b> in how they do their work</li> <li>- Give specifics about how you need them to be helpful to the team</li> <li>- Create opportunities for friendly <b>individual competition</b>, me versus you</li> <li>- Share with others how they are <b>winning!</b></li> </ul>
<b>B Extraversion</b>	<ul style="list-style-type: none"> <li>- <b>Schedule team calls and have an AGENDA! Send agenda before meeting!</b></li> <li>- <b>Call them! Reach out individually! They aren't going to call you!</b></li> <li>- Use instant messaging apps like Slack, Teams etc</li> <li>- Try to be specific when asking questions</li> <li>- Remember – they may need time to think and then respond – using chat, polls or instant messaging can help allow for this</li> <li>- Follow up meetings with notes, action items</li> <li>- Make a rule about using webcams during Zoom calls – if you don't require it, they probably won't put it on!</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Reach out! Frequently! Call them! Ask how they are doing</b></li> <li>- Schedule video calls (i.e. Zoom) – they want to see others and be seen. <b>Face-to-face matters to them.</b></li> <li>- <b>Do virtual get togethers</b> - happy hour, hang outs, even group workouts, anything that get them connected and sharing openly.</li> <li>- Shout outs! During team calls, give praise for accomplishments and set aside some personal share time</li> <li>- Use instant messaging – Slack, Teams etc – to allow multiple channels</li> <li>- Ask them for input – tell them you need to hear from them</li> <li>- Be their sounding board - Let them talk it out and talk through the options, they speak to think.</li> </ul>
<b>C Patience</b>	<ul style="list-style-type: none"> <li>- Set deadlines and create a sense of urgency, they respond positively to pressure and thrive on it!</li> <li>- Suggest finding a workspace that allows for limited distractions</li> <li>- <b>Know they might get bored and antsy! Keep meetings short – fewer topics to keep focus! Don't let them drag on!</b></li> <li>- Provide planned interruptions. Shake it up!</li> <li>- Allow them to choose what to do and when to do it – don't dictate schedule</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Change and lack of familiarity is tough for them – empathize!</b></li> <li>- Create predictability where possible</li> <li>- Schedule a daily/weekly video meeting schedule</li> <li>- Share what you know, listen and be patient about concerns</li> <li>- Communicate changes as early and often as possible</li> <li>- Limit your interruptions, try to consolidate your hand-offs</li> <li>- Schedule sufficient time for meetings, you need to listen and be patient, allow for full discussion</li> </ul>
<b>D Formality</b>	<ul style="list-style-type: none"> <li>- <b>Set expectations for remote working: clearly communicate the critical goals and deadlines: the non-negotiables</b></li> <li>- Make sure they have a plan for managing their work, offer to help</li> <li>- Keep emails short and to-the-point or they won't read them</li> <li>- Provide clear direction, be specific</li> <li>- Let them choose how to do it, don't give too many specifics, details</li> <li>- Short focused meetings</li> <li>- Appreciate their flexibility</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Set expectations for remote work (schedules, communication)</b></li> <li>- Provide clear direction, be specific and provide an opportunity for questions!</li> <li>- Walk through the plan with them, develop it together and map it out</li> <li>- The more information you provide, the sooner, the better</li> <li>- Have an agenda for mtgs – they want to know what is going to be discussed, they want to prepare and check stuff off</li> <li>- Limit ambiguity – don't give too many options or talk about... "it depends"</li> </ul>