

Strategies for Coaching and Developing

Sample Candidate **The Holst Group**

Note: These Do's and Don'ts are based on an assessment of his temperament only. Other factors such as level of intelligence, emotional maturity, attitudes and others may influence the relevance of some of these points.

Do

- challenge him to excel and set stimulating goals
- build accountability into his role
- ask for and listen to his opinions on how a project/task should be done
- if there is room for advancement, make sure he's aware of the potential
- entrust him with authority
- urge him to delegate some of the more intricate details
- ensure tangible rewards/recognition for achievements
- foster an environment where he can use his initiative and work independently
- welcome his opinions and anticipate his willingness to take a stand
- provide opportunities for him to make decisions
- acknowledge his contributions when you act on one of his suggestions
- coach him to adopt a team perspective
- resolve differences of opinions together
- communicate with him from a logical perspective and keep to the facts
- provide opportunities for him to work on his own
- openly discuss the people ramifications
- be professional in your dealings with him
- involve him as a sounding board to test the validity of an argument or case you're developing
- foster a fast changing atmosphere
- involve him in setting deadlines
- provide the opportunity for him to work on a wide variety of projects

Don't

- control his activities too closely – he enjoys freedom
- demand that he report every little detail to you – he prefers to be measured on overall results
- encroach on his authority – he is protective of his autonomy
- take credit for his ideas/work – recognition is important to him
- be too structured in how you want things done – he may have some good alternatives
- insist on your own way all the time – his different approach may be better occasionally
- let him get away with anything he shouldn't – his independence may get the better of him at times

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- hesitate to stand up to him when necessary – he can need reminding that there are good reasons why his way is not always the best
- expect him to become an instant friend – he prefers to take his time to get to know someone
- compliment him unless there is a good reason – he is not comfortable with superficialities
- get upset if he is a little less than diplomatic at times – he sometimes lets his intensity obscure the possible impact
- assign him too many routine, repetitive tasks – he gets bored quickly
- become defensive if he constantly wants to change things – he naturally looks for different solutions