

Management Strategies

OLIVER SMITH: > I.D.™ 3746

Strategies to manage Oliver and support him to be productive and engaged:

- > One of his greatest talents is to get **personally involved** to achieve 'the impossible'. He will **inspire people** to take action and ownership **by his own example**. He will **demonstrate** what is possible, and **simplify the steps to getting there** so that others feel able to achieve the same. He has a natural ability to **encourage** and **grow** others, and **lead** them through uncharted territory, **regardless of their track record and past experiences**.
- > Oliver will **quickly jump from one crisis to the next**, responding to **cries for help**, and getting **personally involved** wherever he feels that his skills will be most **useful** and will make the **biggest impact** (↑Authenticate and ↑Improvise). In order not to be continually distracted from his priorities, at times he will need to **find other ways to help and be involved** e.g. coaching and influencing rather than direct *hands-on* involvement.
- > Take notice of his most **immediate reaction** (↓Verify); it will be the one that is the most **accurate** and **meaningful**. He may find it difficult to articulate *why* he is thinking *what* he is thinking, but do not discount his reaction just because of this. Avoid a 'why, what, when interrogation'; ask him to *tell you more...* and **give him something to react to** e.g. *Could your concern be because of x or?* This way, you may help uncover some of the 'reasoning' behind his **sense of knowing**, and learn to trust the insight that it brings.
- > Make sure that he has a **crystal clear picture** of the desired **outcome** (↑Authenticate). Recognize that, for him, **things need to make sense straight away** so that he can make an immediate decision and move forward (↓Verify). It is essential that he **starts a project immediately** and sees **tangible results quickly**. He will not want to spend time upfront analyzing options and risks, or going into details. Where he *needs* to focus on a complex problem, he will think best *on the run*, talking things through at the last minute.
- > Oliver is not driven to deal with the detail (↓Verify), but if you make it a **challenge** and remind him of the **first impression it will create**, it will help his application.

- Always **encourage** him. Criticism will rarely land as constructive; but keep things **positive** and talk about what he can do *next time*, and he is likely to take notice (↓Verify).
- He is a **straight shooter** (↑Authenticate) and although he won't automatically volunteer all his thinking, if asked a question directly, he is **driven to tell you the truth**. He needs others to be **up-front** and **candid**; he is **not driven to read *between-the-lines***. He takes things quite **literally** and needs others to take him at **face-value**.
- Oliver **learns best by doing** (↑Authenticate) rather than by listening or thinking, and needs to quickly apply his learning in order to retain it.
- He sees his **physical and mental effort** as a **direct interpretation of *who he is*** and expects to be judged on the merits of his results (↑Authenticate). He is **not a natural delegator** (↑Authenticate), and will be especially challenged to share the load if he thinks **quality** will be compromised; **remind him of *bigger picture* goals** such as the need to motivate others through their involvement, and to build others' skills and capacity.
- Always go to him with **possibilities**, not problems (↑Improvise). Recognize that he needs to feel a strong sense of **autonomy** and **freedom**; don't tell him how things *should be done*, just give him the **parameters** and let him **work things out for himself** (↓Complete).
- He will thrive on **new, exciting** and **big challenges**, especially things that others think impossible and that have never been done before (↓Complete and ↑Improvise). He needs to experience **positive energy** and **people**, and **exciting** and **challenging situations** (↑Improvise), and the more **passionate** and **energized** he is, the better he will perform.
- Oliver is vulnerable to **losing focus on the *bigger picture*** when he gets caught up with interruptions and other distractions (↓Complete), especially where they offer **new** and **exciting possibilities**. While this will often lead to him **creating opportunities *out of nothing***, at times, you will need to refocus him on his priorities.
- He will get bored easily and so thrive when he has a **variety of short-term challenges** that he can **start and finish *in one go*** (↓Complete). With longer-term projects encourage him to create **frequent interim milestones** and **tangible wins along the way**.
- Make sure that he has plenty of opportunity to **interact** and **brainstorm**, and give him **challenging** and **tight deadlines** (↑Improvise); he works well **under pressure** and with a **positive sense of urgency**.
- Oliver needs to be in, or creating, an **encouraging** environment where he can be **personally involved** in a **variety of challenging, short-term projects**, and where he can **help** and **inspire** others to **create tangible outcomes that make a real difference**.