

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