

## **Leadership Tips to Lead the Thoroughbreds, Fence-Sitters, Carp**

### When Leading the Thoroughbred

1. Always lay out the big picture...let them ask questions...then get out of the way.
2. Follow-up 1-2 times a day unless they ask for more touches.
3. Seek their ideas, insights, and solutions when the opportunity presents itself.
4. Don't assume they want to be a leader...but give them more space to lead themselves, or others that you know trust them.
5. Congratulate their work efforts and results...more private than public. (Everyone knows they're great)

### When Leading the Fence-Sitter

1. Take more time to line out what the job assignment is and their role in executing.
2. Be sure to share your expectations for work results and share the production goal, time restraints, etc.
3. Always remind the FC to consider what they need BEFORE they start to work.
4. Practice "4 Quarter Leadership" with FC by follow-up/check-in four times a day.
5. Prepare to repeat yourself 5-7 times; always ask the FC to summarize to you what they think they understand from our instructions.

### When Leading the Carp

1. When speaking to the Carp, maintain steady eye contact.
2. Take deep breaths before you must confront the Carp; don't display nervous behavior.
3. Instruct the Carp on needed work tasks and provide boundaries for how you want their work to be completed.
4. Should the Carp push back...listen without interruption...then deliver what you see as the final instruction. (Don't be hardheaded however, sometimes the Carp can have a great idea.)
5. Maintain your professional presence...stay calm, maintain eye contact, and document your efforts and the Carp's responses.

## **How to Manage Your Leader if they are the:**

### Thoroughbred

1. Inquire as to what level of updating that your Leader desires: Manhours, Quantities, Equipment Costs, Customer Updates, etc.
2. Provide regular updates on your activities and intentions for decisions. (“HI-LO” Update)
3. Consider sharing your ideas for solutions, overcoming challenges, etc.
4. Be disciplined; develop a detailed weekly schedule since most Thoroughbred Leaders tend to be hands-off of their direct reports.
5. When there are “issues,” take ownership and keep your Leader updated.

### Fence-Sitter

1. Provide your “next week look ahead” schedule to your Leader prior to each new week.
2. Inquire from your Leader what amount of updating they would like...and how they would like it presented.
3. Circle back around to follow-up with your Leader as they will often delay because they are waiting for you to come to them.
4. Don’t let their lack of emotion about your great idea or results disappoint you; FC lack the “EI” to be proactively positive and verbal.
5. When involved with a project, provide the step-by-step education, update, and logging so that the FC Leader has something “hard” to read/review.

### Carp

1. Inquire what results the Carp Leader is expecting from your task, project, etc.
2. Do not take the Carp’s playing the “Devil’s Advocate”; it’s a natural response of the typical Carp and most often, they do not mean it personally.
3. Play to that part of the Carp that is brilliant, i.e. their genius with numbers, money, estimating, materials, process compliance, legal issues, etc.
4. If you have used an idea or process recommendation from your Carp Leader, give them credit when it works (displays respect).
5. When the Carp “goes off” on you, or others, remain calm and follow-up later with the Leader to share how “disappointed” you were in their comments and the impact on others’ motivation, creativity, etc.