

STYLE	CHALLENGES COVID specific	TIPS FOR TEAM MEMBERS to manage change according to their strengths	TIPS FOR LEADERS to manage team according to strengths	PROACTIVE SOLUTIONS to enhance engagement and maximize on team strengths
D	Vulnerability from feeling out of control; lack of future uncertainty	Focus on what is known for sure; invest effort into what can be controlled and initiate tasks to accordingly; innovate and share possibilities for enhancements and improvements	Reach out to them for help in managing projects that allow them to give direction and make things more efficient; offer direction that satisfies change; allow them to provide input into the process of moving forward	Complete tasks that result in immediate gratification i.e. decluttering, cleaning, and organizing; lead (new) projects such as touchless patient screening process; give direction on post-COVID protocols
I	Government and societal expectations limiting freedom; social distancing restraints; limited ability to experience body language; FOMO (fear of missing out/being left out) due to isolation	Engage people via social media or ZOOM; organize team meetings and social events; maintain current (and initiate new) connections with people personally and professionally; create and present new ideas and innovations	Bring value to the reasons for restrictions and guidelines; call on them to maintain relationships by reaching out/networking with patients and dental colleagues; entertain their out-of-the-box ideas and praise them for their efforts and enthusiasm; highlight the positives of the “new norm”	Manage social media for the practice; create patient videos for the website; organize a ZOOM meeting or social; create positive ‘welcome back’ messaging for patient return; organize signage (or an event) to celebrate re-open
S	Sudden and continuous change with no preparation; current and future unpredictability; resentment from keeping things bottled up to avoid conflict	Create a routine and stick to it; journal day to day; focus on the now; maintain the status quo until changes are confirmed	Let them know that you want them back (job security); prepare them for what already has and will be changed; let them know that new protocols will be understood and training will be complete prior to return	Reach out to reassure patients about a safe return to the office; answer questions/concerns; respond to patient surveys; engage the practice in community involvement
C	Lack of consistent facts and changing information to allow for making accurate decisions; assumptions, speculation and inconsistent messages	Gather information from reliable sources; share known and learned information	Rely on them for facts; remind them to unplug to avoid overwhelm; provide them with data and information once confirmed	Keep current on updates as they happen; source/research potential purchases; create cleaning logs and tracking systems; develop plan and process for new protocols; organize necessary training