

The six coaching personas



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Key questions: The motivation maker

- “What makes you get out of bed in the morning?”
- “What excites you, inspires you, or makes you want to come to work?”
- “What’s the one thing you would really love to try if there were no limits or fears getting in the way?”

Key questions: The goal setter

- “Let’s set a goal by reflecting on what you want to achieve and where you see your development with this business going.”
- “Do you want stretch and grow your capability in xxx? This is where you seem to be passionate and most alive.”
- “How can we bring together your personal and professional growth and build a goal that satisfies us both?”

Key questions: The technical expert

- “When you do steps x, y and z, you achieve this result. So let me explain steps x, y and z in detail...”
- “The process is a difficult one. I will explain it to you and provide you with instructions but I also want you to shadow me and watch me do it a few times first.”
- “Let’s go over the process again so we’re on the same page. Can you summarise what I’ve said in your own words for me?”

 The motivation maker Style: Uplifting, inspiring Use when: Engaging a team member in a new vision or stretch goal Don’t use when: A team member needs to be held accountable and achieve consistency in performance	 The accountability driver Style: Direct, assertive Use when: Giving clear instructions to a team member for achieving results that can be measured Don’t use when: A team member is exceeding performance expectations and is intrinsically motivated
 The goal setter Style: Curious, futuristic Use when: Helping a motivated team member set meaningful goals that will provide personal and professional satisfaction Don’t use when: There are problems or challenges that require unblocking or behaviours to address	 The empathiser Style: Supportive, encouraging Use when: Listening and supporting a team member to unblock and work through problems, challenges or resistance Don’t use when: A team member is showing signs of apathy or stubbornness and needs firmness and direction
 The technical expert Style: Confident, instructional Use when: Teaching a skill to a team member that requires them to concentrate and understand a process Don’t use when: The details are not necessary and a more high-level approach to engage a team member is required	 The fact finder Style: Logical, evidence-based Use when: Moving a team member away from ‘catastrophising’ to see a practical way forward or the truth of a matter Don’t use when: A team member is rightly concerned about a difficult matter and requires patience and support

Key questions: The accountability driver

- “If we agree on this, and you take the steps we’ve talked about, we need to see this result by xxx”
- “Let’s set a target, agree on some actions and the measures we’ll use to review progress in our next session.”
- “Xxx did not produce the expected results – what can we learn and what do we need to change? Let’s make a plan and check-in weekly on results.”

Key questions: The empathiser

- “Tell me about xxx, so I understand everything that is going on...”
- “What are the challenges you’re experiencing? What can we do to support you, to free up space for you to re-focus?”
- “I can see how xxx might be affecting you. I will give that task to xxx, so that you have enough time to complete xxx, which should ease the situation.”

Key questions: The fact finder

- “So, the way I see it is that xxx has happened and we can’t change that. But what we can do is learn from this and readjust...”
- “Let me dig a bit deeper. Tell me what happened from your perspective ... I want to understand all sides before we go forward.”
- “Ok, so you have talked a lot about that one piece of negative feedback. Let’s reframe and see the bigger picture here – and rightly consider the other 9 pieces of positive feedback.”