

The Six Coaching Personas



Team members have unique personalities and needs, so they respond differently to coaching approaches. **The Six Coaching Personas** give leaders a range of approaches they can use to ensure they provide the right advice, at the right time, to the right person.

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.

Leaders can step into any of these six personas to get better results from their coaching. They can also shift between personas during a coaching session to approach different topics (e.g., being an empathiser to connect and hear someone's challenges, then being a motivation maker to inspire a new way of thinking).

HOW TO STEP INTO A PERSONA

It's all about asking the right questions to guide your coaching conversation.

- Motivation makers** ask questions like: "What excites you, inspires you, or makes you want to come to work?"
- Goal setters** ask questions like: "Do you want to stretch and grow your capability in xxx? This is where you seem to be passionate and most alive."
- Technical experts** ask questions like: "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?"
- Accountability drivers** ask questions like: "If we agree on this, and you take the steps we've talked about, we need to see this result by xxx."
- Empathisers** ask questions like: "What are the challenges you're experiencing? What can we do to support you, to free up space for you to re-focus?"
- Fact finders** ask questions like: "Let me dig a bit deeper. What happened from your perspective? I want to understand all sides before we go forward."

APPLYING PERSONAS IN REAL LIFE



Think of someone in your team who you're coaching.

Which coaching persona do you think would be useful to step into during your next conversation with them? Why?

For example: Motivation Maker. I feel that xxx gets the work done, but I'm not sure they're enjoying their tasks.

What outcomes could come from coaching with the chosen persona?

For example: I could engage them in how they're a part of our exciting vision. By showing the bigger picture, they'll be able to see the impact their role has and will hopefully be inspired by it.