



**Transform and Thrive**

# **Which behaviours are limiting your leaders' potential?**

**A HR guide to identifying unhelpful behaviours and what you can do to transform them.**

# Introduction

This HR guide outlines 12 examples of how different types of behaviour can affect the performance of an organisation.

Organisations are wonderful hives of activity made up of the most amazing individuals. Each of those individuals in turn have their own inimitable features and ways that they think, feel, and behave.

So how do people's thoughts, feelings and behaviours affect the performance of an organisation?



Which behaviour profiles can you spot from your leadership teams?

Behaviour can be modified with coaching. It's important to recognise that coaching addresses the behaviour of people and does not seek to change personalities.

Leadership coaching mitigates the risks of unhelpful behaviour, whilst optimising the behaviour strengths in your teams.

## Behaviour profiles



## Who can you spot in your organisation?

- The Perfectionist
- The Procrastinator
- The Worrier
- The Imposter
- The Quiet Introvert
- The Talented Jerk
- The Lone Wolf
- The Loyal Coaster
- The Superstar Climber
- The Busy Juggler
- The Ideas Generator
- The Maverick





## The perfectionist

The perfectionist will typically be operating at full throttle. They give themselves the harshest criticism and are at high risk of burnout.

### Signs to look out for:

Forgetting to take breaks, have lunch or even move away from their desk. They struggle to recognise the great body of work they have done in favour of looking at what else is left to do.

### Great at:

They are very conscientious and are great at galvanising teams and bringing energy to a project. Their attention to detail also means they are great at suggesting improvements.

### Behaviour challenge:

They can be very **demanding** colleagues; are often **micro-managers** and are at high risk of burnout.

### Coaching helps by:

Supporting positive **work-life blend**.

Transforming micromanagers to mentors.



## The procrastinator

The procrastinator can find it a struggle to focus and put off making decisions. They may not be fulfilling their potential.

### Signs to look out for:

Missed deadlines. Difficulty making decisions. Performance issues.

### Great at:

They are less likely to rush decisions and will give attention to detail and analyse all the facts available to them.

### Behaviour challenge:

They are a **deadline shifter** and constantly kick things into the long grass. The risk is their confidence becomes eroded as tasks and decisions are put off.

### Coaching helps by:

Building confidence and inner trust. Working on **prioritisation** and **goal setting**.

Transforming **deadline shifters** to **decision-makers**.



The worrier hurtles ahead to all the worst-case scenarios.

Their threat system is in overdrive and others might have to breathe deeply when they're around them.

Their worrying can be contagious.

### Signs to look out for:

The worrier will be anxious, panicky and catastrophise at every opportunity. Their well-being is adversely affected, and they may have frequent absence from work

### Great at:

Evaluating all possible outcomes. They're awesome at risk management or scenario planning.

### Behaviour challenge:

If left unchecked a **catastrophising mind** can become unwell and individuals suffer with **anxiety**. This is where **wellbeing coaching** and **coaching psychology** is essential to bring balance and improved

### Coaching helps by:

Helping the worrier **understand their emotional systems** and how to keep them balanced.

Transforming a **catastrophiser into a calming influence**.



## The Imposter

The imposter may find receiving feedback difficult and become defensive about suggestions to improve.

They seek a lot of validation.

They worry about their work performance, quality, output, and impact.

### Signs to look out for:

Constant need for positive feedback. They focus on negatives about their own work but are able to be more measured when evaluating others' work. They may behave defensively because of feelings of insecurity in their role.

### Great at:

Building up others. They show a huge amount of empathy to others.

### Behaviour challenge:

Their **anxiety** and **defensiveness** can stall their effectiveness. With a focus on **confidence building**, they can improve their wellbeing by reinforcing their strengths and giving them the internal validation that they seek.

### Coaching helps by:

Working on **self-compassion** and giving them the tools to perform with **confidence**.

**Transforming imposters into team builders.**



## The Quiet Introvert

The quiet introvert will often assume a passive stance.

They find it hard to speak up and challenge the status quo.

They have great ideas which can often be drowned out in the noise of others.

### Signs to look out for:

In one-to-one meetings the quiet introvert might thrive and show you their true selves but seem to shut down when in large groups. They will be reluctant to speak up or present their great ideas, even when encouraged to do so. They will prioritise others' thoughts and give them more airtime to direct attention away from themselves.

### Great at:

Engaging on a one-to-one basis and developing deep relationships. They can be very innovative and creative.

### Behaviour challenge:

Their **passive approach** holds them back and can lead to resentment of others who are putting forward their ideas and thoughts.

### Coaching helps by:

Developing their **assertiveness skills** so that they can value their contribution, put forward their ideas and **fulfil their potential**.

Transforming quiet introverts into assertive innovators.



The talented jerk knows how highly valued they are in an organisation. Often earning high salaries and a significant revenue generator. They can believe they're untouchable or indispensable.

### Signs to look out for:

This person has an air of **arrogance** and confidence. They are high performing, high status individuals and often very charming. Typically, they bring in lots of clients and/or revenue. They are great at client facing interactions but can be an internal nightmare.

### Great at:

They are high performers and often huge revenue generators in the business. They are highly intelligent and focused on their position or job title.

### Behaviour challenge:

They place more value on status and sales than individuals and their feelings. They can be impatient and dismissive of others, often **micromanaging**. They have **few behavioural boundaries**.

### Coaching helps by:

Giving tools to **self-regulate**, develop **social intelligence** and moderating challenging behaviours.

Transforming talented jerks into shining stars.



## The Lone Wolf

The lone wolf finds teamwork difficult and prefers to focus on the job they love. They're highly skilled technically and prefer to stay in that comfort zone. Collaboration stretches them, as they may struggle in team environments.

### Signs to look out for:

**Detachment.** They avoid working with groups and prefer 1:1 interactions. They are unlikely to be the life and soul of the party. They actively avoid teamwork and conflict may arise with others when they need to collaborate.

### Great at:

They likely excel in a specialist subject and are great at the discipline they work within.

### Behaviour challenge:

Lone wolves **struggle to understand other people's** world view and with support to develop their **emotional agility** they not only make their own lives easier, they're more comfortable in their working environment. If unsupported, they can become **isolated**.

### Coaching helps by:

Improving their **emotional agility** and understanding of others' world views.

Transforming **detached to connected**.



## The Loyal Coaster

Your long-standing loyal lynchpin has moved from high performance to lack of motivation.

Once a radiator, this person becomes a drain.

Not only that, but they've also become a drain on anyone else showing enthusiasm for their roles and the corporate culture, as they've become cynical.

### Signs to look out for:

The loyal coaster will use phrases like “We tried that and it didn't work”, “We've always done it this way”, “I don't know why you're bothering”. They find comfort in routine, don't seek to develop and might be disengaged with performance reviews.

### Great at:

They have years of intellectual capital and wise knowledge about the organisation. This could inform future decision making.

### Behaviour challenge:

Their **cynicism** stifles them and can **demotivate** others. They can be over-protective of their job role and **fearful of change**. They may feel like they've hit a career ceiling.

### Coaching helps by:

Bringing **motivation, meaning** and **purpose** back into focus. This improves their wellbeing and reinvigorates them.

Transforming cynics into champions.



The Superstar Climber

You'll recognise the Superstar Climbers.

In the early stages of their career, they are like an enthusiastic Labrador puppy.

Crafting their trade, enjoying the ride, and not always aware of how they affect people on the way up.

### Signs to look out for:

They can be oblivious to the impact of their behaviour on others. They might be 'doers' in an anxious effort to impress; and impress quickly. They might misinterpret instructions; make excuses for poor performance; or even blame someone else when things go wrong.

### Great at:

They are driven, will hit targets, work fast and perform well.

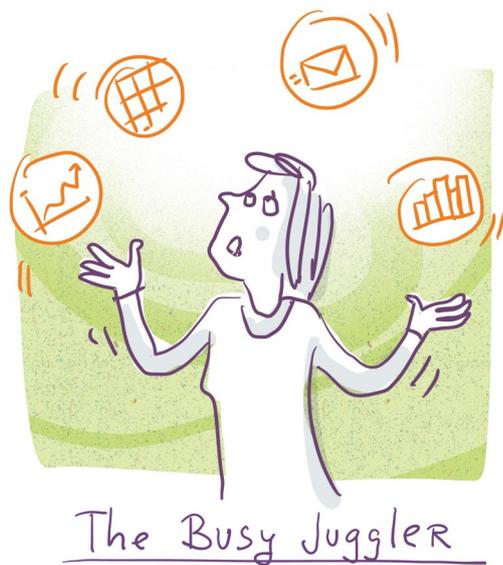
### Behaviour challenge:

They are talented individuals intently focused on their career progression. Their competitiveness may intimidate others. In their rush to compete they can **unintentionally disregard others' feelings**. They miss cues and opportunities to be a great listener.

### Coaching helps by:

Elevating listening skills and working on personal responsibility.

Transforming climbers into sherpas.



The busy juggler spends all day running around at frantic pace, never satisfied with output and results.

They are masters in 'multi-tasking' which isn't always a good thing.

### Signs to look out for:

Their physical movement and speech may reflect their pace. They can seem scatty and **unfocused** or forgetful because they have so much on. You might find their work seems rushed and **prone to mistakes**. They may often pick up others' work and take over because of impatience and are typically 'doers'.

### Great at:

Getting things done.

### Behaviour challenge:

They can be **anxious** characters which is **damaging to their wellbeing**, as they operate from a place of fear rather than optimism.

### Coaching helps by:

Creating opportunities and **time to think**.

Slowing down the pace. **Focusing** on what is important as opposed to urgent.

**Transforming jugglers into conductors.**



The Ideas Generator

The ideas generator is highly creative, however, they get bored easily and struggle to finish projects.

Others might see them as flighty and with a 'Butterfly Brain' due to the sheer volume of ideas they throw out to the team.

### Signs to look out for:

Curious, thoughtful, daydreamers that relate well to others because they are personable and empathetic. They may not work as well with structure and routine and are not great with deadlines.

### Great at:

Creative thought and innovation and bringing energy to projects.

### Behaviour challenge:

They love to start a project but need **help to keep to deadlines and finish tasks**, often because they are distracted by other exciting ideas.

### Coaching helps by:

**Working on their creative strengths.**

**Transforming scatterguns to snipers.**



## The Maverick

The maverick can be a loose cannon and loves a debate. They aren't afraid to challenge the status quo. They are often adamant and may not take on board the opinions of others. Mavericks don't stay in traditional lanes and are often outside of group think.

### Signs to look out for:

They will challenge authority and question. You might find them speaking out for others and becoming strong company advocates. They're passionate about corporate culture and values. Other people may describe them as difficult to manage because they don't tow the party line.

### Great at:

They are driven by equality, fairness and values and can champion causes or be advocates.

### Behaviour challenge:

They are very **challenging to manage**, will push back and struggle to tow a corporate line. This can stall their career if behaviour is not tempered.

### Coaching helps by:

Teaching the maverick **humility, acceptance, self-awareness** and **tolerance**. It can make life more manageable for both themselves and the people around them.

Transforming disrupters into advocates.

## The Person



Truth is, we all display various behaviours highlighted in this guide.

Human beings are uniquely positioned to change behaviour due to neuroplasticity. And it's the behaviour that needs addressing when it's unhelpful to the individual and those around them - not the person.

We are all whole, healthy human beings already.

The good news is, it's possible to minimise the risk of challenging behaviours and optimise the opportunities of behaviour strengths.

## Wellbeing Coaching makes the difference

When people engage with the deep work required to make sustainable change, alongside the exquisite compassionate attention from the right coach, great things happen.

Coaching supports your people to make meaningful, enduring changes that transform their lives, and your business.

**[Hear from Lucy about why she chose coaching as a career and what it can do for your organisation.](#)**



Guide developed by:

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**The Wellbeing Coach**

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[Hear from Lucy about her employee wellbeing background and how she supports senior managers and leaders.](#)

## How to choose a great coach for your business



[Watch the video](#)

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**Connect and book a call with Lucy today.**

Calendly: Book a time to chat



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