



Jane Smith - John Smith

Your Supportive Coaching Strategy with Drivers

In your coaching interactions with Drivers remember to leave behind

- Your preference for small talk and casual conversation before addressing the meeting purpose
- Your tendency to express your feelings and inject emotions into your decisions
- Your less organized approach with materials, your presentation plan, and the meeting agenda
- Your indirect, casual manner, which helps you reduce your stress in difficult situations

Understand that Drivers...

- Don't care much if they are liked or not
- Can be impatient with those who are less concerned with speed and efficiency
- Hold strong opinions and tend to reject others' opposing opinions
- Can be outspoken and may appear like "know it alls"
- React to difficult situations logically and with little emotion
- Don't hear what they don't expect to hear
- Challenge ideas and facts that are contrary to what they believe
- Make statements and rarely ask questions... "That's the way it is..."
- Slough off advice and offers to help or assist
- Can be critical and challenging but tend not to hold grudges

Setting Goals with Drivers

- Give the Driver more autonomy and scope to set performance and developmental goals
- Elicit and discuss the Driver's goals before you interject your own
- Seek explicit agreement and commitment to all performance expectations
- Reach specific agreements on how progress will be measured



Don'ts with Drivers...

- Don't ramble, digress, or waste time
- Don't focus on building a personal relationship
- Don't open the door on a problem without having all the facts
- Don't leave fuzzy or ambiguous issues that threaten your credibility
- Don't ask rhetorical questions or make emotional appeals
- Don't make assumptions or draw inferences
- Don't get argumentative or side-tracked on minor issues
- Don't try to influence with "personal" stories
- Don't direct, tell, pass judgment, or give ultimatums

Do's with Drivers...

- Be clear, concise in what you say, and stay focused on the issue
- Come fully prepared for resistance and disagreement
- Plan your interaction and present your facts logically
- Ask specific questions – "what" rather than "why"
- Offer several options for the Driver to make own decision
- Back up all claims with specific observations or facts
- Disagree with the facts only, not the person
- Motivate by linking change to the Driver's objectives and results
- Support, reinforce and summarize – use indirect reinforcement
- Challenge the Driver to come up with ideas or solutions
- Encourage the Driver to innovate and experiment
- Action step a decision or a specific commitment for change or improvement



Driver Q&A – Coaching

1. How does this person respond to coaching?

A higher ego personality, like this Driver, perceives your coaching initiative more as a challenge than a threat. Life being a contest, Drivers struggles to accept that you may know more about their personal behavior and actions or have better work methods. So it is critical to have all your facts and concrete observations at hand when counseling for behavioral change. The Driver will understand facts and logic so long as they don't feel that you have a hidden agenda. Drivers also understand the association between what they do and what they are trying to achieve, so always associate recommended changes or improvements with their goals – that's their incentive to change.

Drivers like change and can thrive on it, but they may push back when they feel compelled to conform to your change, particularly if they feel that their own approach is actually better. Recognize that Drivers like to be in control, and that you need to allow them as much scope as possible to come up with new approaches or solutions on their own. Facilitation works much better than telling.

2. What motivates this person?

Drivers are motivated by the opportunity to achieve personal results and personal goals. They seek autonomy, a wide scope in which to operate, the freedom to make decisions, and they want to get their own way whenever possible. Their self-esteem is linked to their personal accomplishment, and being generally dissatisfied with things as they are, they seek and initiate change, and want a lot of variety in their lives and work experience. Drivers are intrinsically motivated by their work activities and personal opportunities.

3. What talents should be most evident with this person's style?

Drivers focus on results and goals and get things done. Their talents include decision-making where risk and uncertainty are factors, expediting action, meeting deadlines, managing variety and multi-tasking, organizing, control and follow through, solving problems, overcoming obstacles, initiating change, and working individually.



4. What does this employee expect from management?

Drivers seek autonomy, freedom to establish their own work goals and work methods, discretion over their time, personal authority to make decisions that affect their performance, and minimal interference. They resist micro-managing and efforts to reign them in, and dislike being judged. Drivers view management as a resource to facilitate their performance in a competitive world, and when they no longer see it that way, they will depart either physically or mentally.

5. How does this person manage time and activity?

Drivers seek to draw the maximum output from their time. They multi-task, set tight deadlines, organize people and work to priorities, initiate change, re-order plans that are not working, inject urgency into everything they do, and often try to stuff too much into their schedules. With their intensity, they run the risk of excluding important personal interests from their lives in their pursuit of their goals.

6. How does this person react to goals and objectives?

Drivers like to work with goals and objectives, and they expect to have considerable discretion when it comes to setting them. At the start of a performance cycle, you can throw the ball to the Driver and ask the person to initiate a list of goals that the two of you can then review and finalize. Because ownership is motivation, it is not a good idea to hand Drivers a set of goals and expect commitment. You can stretch Drivers with challenging goals so long as they feel they have the resources to accomplish them and so long as they perceive the rewards to be appropriate.