

ROLE

Staying authentic – while shifting roles

We all play roles: child, parent, colleague, friend. Each role highlights different sides of our personality – without being fake. The sociological concept of roles describes both our behavior in each context and the expectations others have of us. When both align, the role works. Roles help structure interactions, reduce confusion, and offer clarity—especially in the workplace. Yet many see roles as inauthentic. In fact, choosing consciously what to show is a key to authenticity.

Role work in coaching

Modern organizations favor flat hierarchies and flexible responsibilities. But this can lead to unclear roles and emotional fatigue. Many coaching topics stem from role confusion—whether leaders lack a clear leadership identity or team members struggle with shifting expectations. Role work means identifying your own function, setting boundaries, and actively communicating your self-understanding. It creates clarity, boosts confidence, and enables authentic presence.