

## **RESOURCE A**

### **COACHING MANAGER SELF-ASSESSMENT**

#### **Instructions**

- Read each line.
- Circle the score that best describes your perception of yourself and your approach.

A score of 1 = Mostly not true

A score of 2 = Sometimes true

A score of 3 = Often true

A score of 4 = Very often true

A score of 5 = Always true

#### **To score**

- Count up the number of circles in each column.
- Multiply the number of circles in each section of each column with the number directly below that column section.
- Total the section scores for each column and then add the column totals together to get your final score. You may score between 48 and 240.
- Read the Coach Readiness score review below the assessment. This will guide you as you read the remainder of this book.

## Coaching Self-Assessment

	Mostly Not True	Sometimes True	Often True	Very Often True	Always True
<b>Skills</b>					
I use language that is welcoming and inclusive.	1	2	3	4	5
I pay attention to the impact my body language has on others.	1	2	3	4	5
I am comfortable giving feedback.	1	2	3	4	5
I listen attentively, not allowing my own thoughts to get in the way.	1	2	3	4	5
I let others share their thinking before I give my advice.	1	2	3	4	5
I listen first, then speak.	1	2	3	4	5
I am able to suspend my opinions in most situations.	1	2	3	4	5
I stay objective when I work with others.	1	2	3	4	5
I ask probing open-ended questions to help people expose their best thinking.	1	2	3	4	5
I make sure people are heard and understood.	1	2	3	4	5
I acknowledge what people care about, not just what I care about.	1	2	3	4	5

### Coaching Self-Assessment (*Continued*)

	Mostly Not True	Sometimes True	Often True	Very Often True	Always True
I acknowledge things well done as much as opportunities to grow.	1	2	3	4	5
I am comfortable with being forthright when necessary.	1	2	3	4	5
I am comfortable with silence in a conversation.	1	2	3	4	5
I facilitate problem solving rather than take charge of the answers myself.	1	2	3	4	5
I allow others to discover new ways of solving problems.	1	2	3	4	5
<i>Add up the number of circles you marked in each column.</i>					
<i>Multiply the number of circles by the following:</i>	×1	×2	×3	×4	×5
<i>Subtotals</i>					

#### **Mind-Set**

I believe in people's potential.

My words are congruent with my actions.

I am patient with most people.

I stay in touch with my people regularly.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

**Coaching Self-Assessment (Continued)**

	<b>Mostly Not True</b>	<b>Sometimes True</b>	<b>Often True</b>	<b>Very Often True</b>	<b>Always True</b>
I make space for people to express themselves.	1	2	3	4	5
I show that I care, even when I am under stress myself.	1	2	3	4	5
I am trusted by most or all.	1	2	3	4	5
I realize and honor that people have different perspectives.	1	2	3	4	5
I put time aside for people-development conversations.	1	2	3	4	5
I am known as a good communicator.	1	2	3	4	5
I build connection with those I work with.	1	2	3	4	5
I manage my emotions, even under duress.	1	2	3	4	5
I forgive easily and get on with the moment.	1	2	3	4	5
I find it easy to stay detached from outcomes when helping people grow.	1	2	3	4	5
I know the values and belief systems of culturally diverse people on my team.	1	2	3	4	5

### Coaching Self-Assessment (*Continued*)

	Mostly Not True	Sometimes True	Often True	Very Often True	Always True
I show appropriate levels of empathy toward others.	1	2	3	4	5
<i>Add up the number of circles you marked in each column.</i>					
<i>Multiply the number of circles by the following:</i>					
<i>Subtotals</i>					
<b>Framework</b>					
I am a good facilitator in conversations.	1	2	3	4	5
I help people have a vision of the end result.					
I am good at setting goals and clarifying expectations.	1	2	3	4	5
I guide people to be clear about what they are saying.					
I keep conversations and meetings focused and on track.	1	2	3	4	5
I help others drill down to what's most important.					
I often ask myself, What does this person need?	1	2	3	4	5

**Coaching Self-Assessment (Continued)**

	<b>Mostly Not True</b>	<b>Sometimes True</b>	<b>Often True</b>	<b>Very Often True</b>	<b>Always True</b>
I help people leverage their talents and strengths.	1	2	3	4	5
I remind people about what they are good at.	1	2	3	4	5
I am good at brainstorming and finding new options.	1	2	3	4	5
I help people use information and knowledge they have gained.	1	2	3	4	5
I am able to talk with people about their motivations.	1	2	3	4	5
I help people expand their choices when they seem stuck.	1	2	3	4	5
I make sure there are clear agreements at the end of conversations.	1	2	3	4	5
I hold people accountable for their commitments.	1	2	3	4	5
<i>Add up the number of circles you marked in each column.</i>					
<i>Multiply the number of circles by the following:</i>	×1	×2	×3	×4	×5
<i>Subtotals</i>					

### Coaching Self-Assessment (*Continued*)

	Mostly Not True	Sometimes True	Often True	Very Often True	Always True
<b>Totals: Add up column section subtotals for each column.</b>	+	+	+	+	+
Final score: Add column totals together	=				

#### **My Coach Readiness Score**

*If you scored 220–240:* You may be familiar with what it takes to provide great coaching. You probably possess many of the key characteristics of an effective coach. You are experienced in developing others. You are able to provide a solid framework for valuable conversations. You use the coaching approach to help people learn and grow. You are a good communicator. You understand why and how people think, and you are open to different perspectives. You practice the skills of coaching as a foundation for managing others. Which additional strengths can you leverage to optimize your coaching approach?

*If you scored 160–219:* You may be fairly familiar with the coaching approach. You may possess quite a lot of the key characteristics of a skilled coach. You probably partner quite well when developing others. Continue to strengthen this partnership. You communicate well in most situations with most people. You may include a coaching approach when you work with others. You are aware that people come from different perspectives, and you are learning how to stay open to those perspectives. You use many of the skills of a good coach. What will help you optimize your coaching approach? Where do you need to focus your energy and attention?

*If you scored 100–159:* You may be learning about what it takes to provide good coaching. You possibly possess some characteristics of a coach. You are still learning about how to best manage and develop others. You know people may need help thinking through things. Continue to grow and expand your coaching skills

to help them do that. You may use the coaching approach on some occasions. Your communication is probably reliable and sound. You accept that people are unique. Continue to leverage people's differences. Which skills do you need to concentrate on first to strengthen yourself as a good coaching manager?

*If you scored 48–99:* The coaching approach to managing others may be new to you. You will need to strengthen your foundational coaching skills and approach. Keep expanding your understanding of what it takes to develop others. Stay open to people's unique strengths. Encourage people to share their thinking with you and others. Listen more, hold back your advice, and ask more questions when helping others. Stay open to different approaches to problems. Include others in problem solving as much as possible. Ask yourself how you can embrace what it means to be an effective coach. What part of the approach needs most attention?



## **Judith's Back-Pocket Questions**

**What's most important for us to talk about right now?**

**What do you really want?**

**What do you mean by that?**

**Where should we go with this?**

**What's the bottom line?**

**What options are you looking at?**

**Which option seems most viable?**

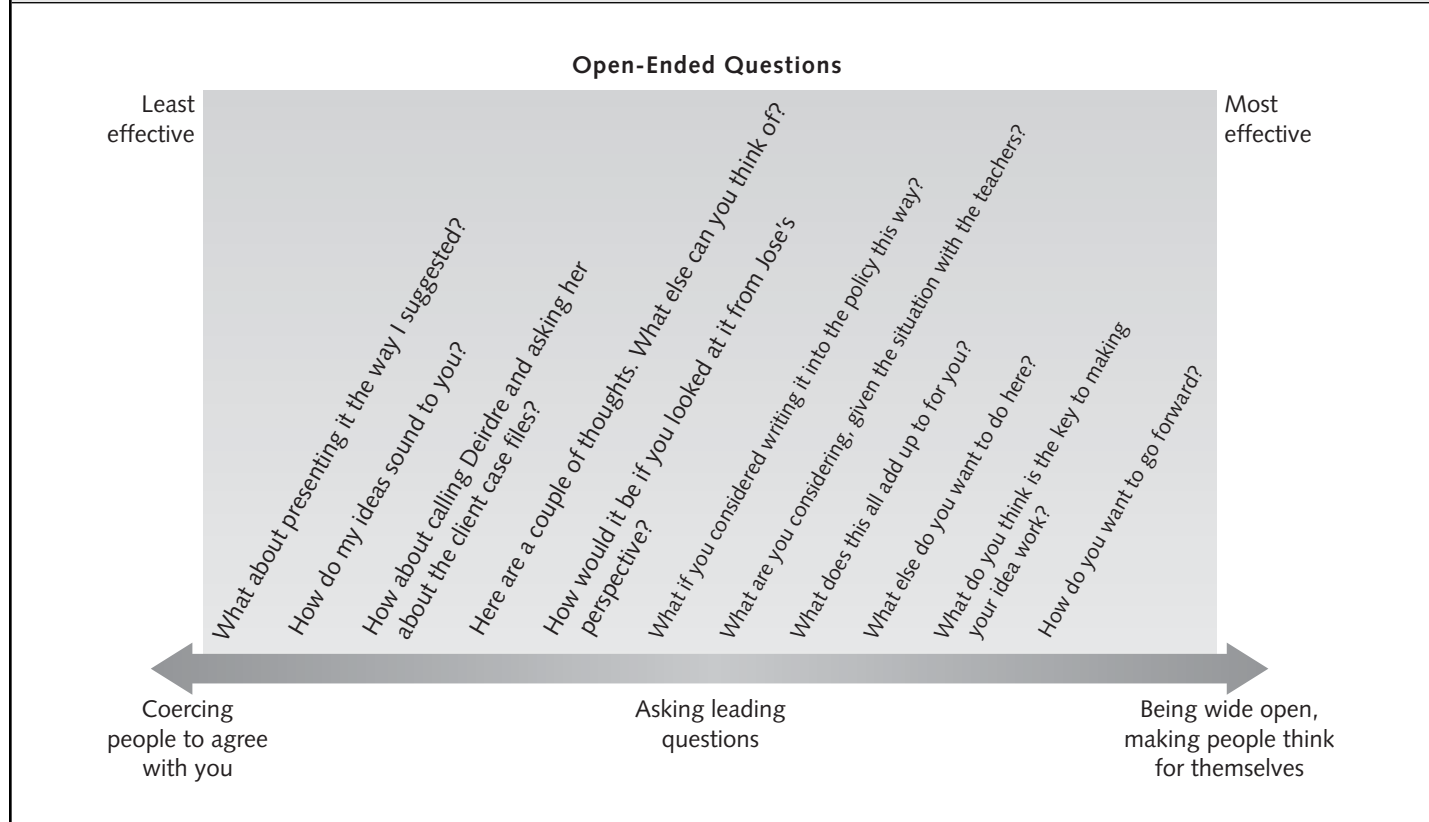
**What have you not yet tried that might work?**

**What else? What else? What else?**

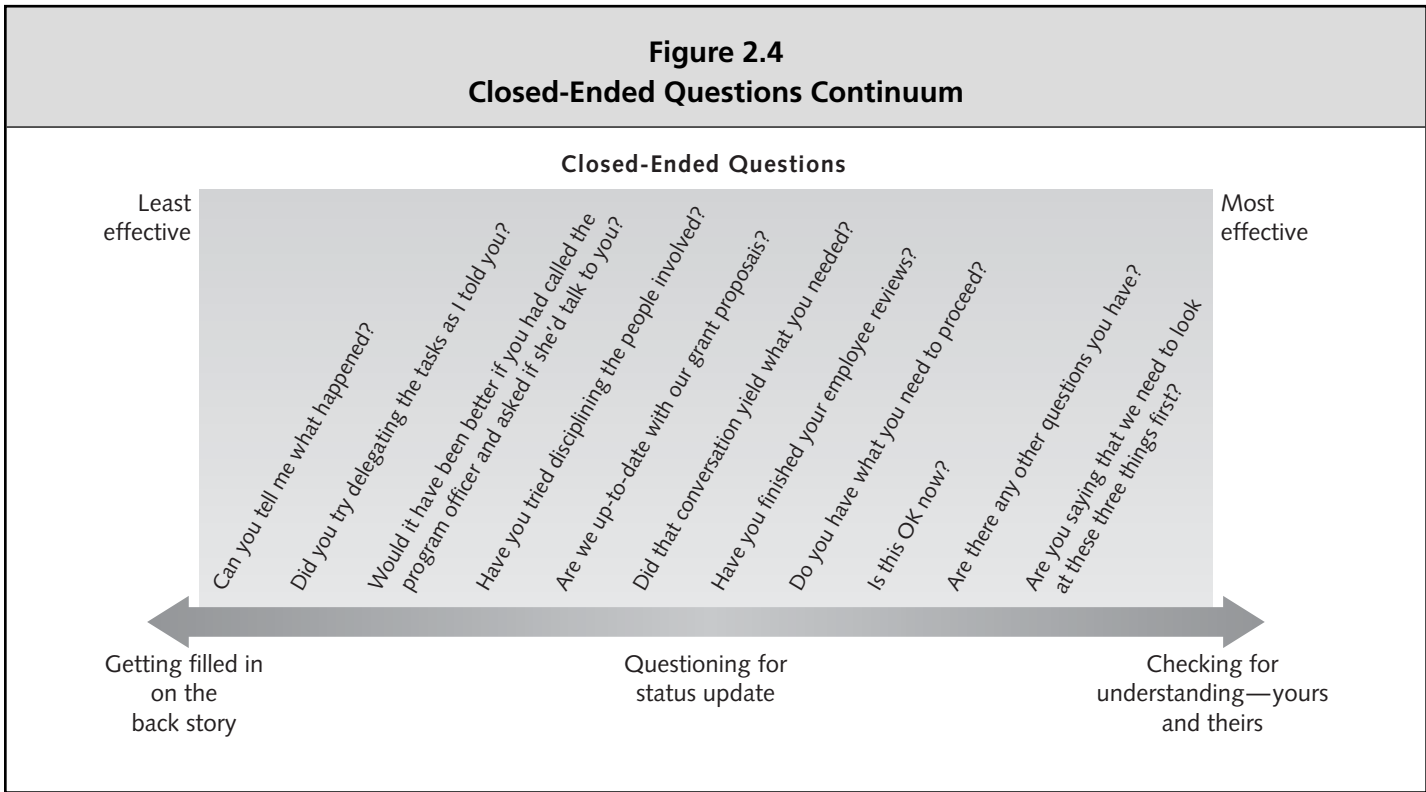
**What's next then?**

**What support will you need?**

**Figure 2.3**  
**Open-Ended Questions Continuum**



**Figure 2.4**  
**Closed-Ended Questions Continuum**



**Figure 2.5**  
**Why Questions Continuum**

