

Evaluate your performance as a coach by responding to the following statements, and mark the option that is closest to your experience. Be as honest as you can: if your answer is “never” mark option 1; if it is “always” mark option 4, and so on. Add your scores together, and refer to the Analysis to see how you scored. Use your answers to identify areas that need most improvement.

Options: 1 – Never, 2 – Occasionally, 3 – Frequently, 4 – Always

1. I assume that my staff is capable of doing their jobs well.
 1 2 3 4
2. When I coach, my focus is on past and potential achievements.
 1 2 3 4
3. I prefer to listen to the opinions of others, rather than do all the thinking.
 1 2 3 4
4. I am ready to receive constructive feedback from my team members.
 1 2 3 4
5. I am aware of my own limitations when communicating.
 1 2 3 4
6. The first impression coachees have of me is openness and curiosity.
 1 2 3 4
7. I seek to involve staff in making important decisions on a project.
 1 2 3 4
8. I treat staff as partners rather than subordinates.
 1 2 3 4
9. My coaching sessions are free of interruptions and distractions.
 1 2 3 4
10. I am flexible in switching between discussing goals and exploring problems.
 1 2 3 4

11. I believe that people will exercise responsibility when empowered to do so.
 1 2 3 4
12. I make links between my staff's motivational needs and their goals.
 1 2 3 4
13. I seek to establish what is at the heart of my employee's concerns.
 1 2 3 4
14. I am alert to nonverbal clues when interpreting communication.
 1 2 3 4
15. I presuppose that everybody has underutilized strengths and talents.
 1 2 3 4
16. I summarize and reflect on what is said in order to check mutual understanding.
 1 2 3 4
17. I assume that positive changes can be simple to achieve.
 1 2 3 4
18. I prefer to ask open ended questions rather than closed ones.
 1 2 3 4
19. I believe good communication is based on seeing different views.
 1 2 3 4
20. I am not afraid to coach my superiors and colleagues as well as my staff.
 1 2 3 4
21. When coaching, I assume that my staff can find their own solutions.
 1 2 3 4
22. I believe that some of the best coaching results come from creative insight.
 1 2 3 4

23. When I give feedback on weak performance, I am constructive and specific.
- 1 2 3 4
24. I close coaching sessions by getting a specific commitment to a task.
- 1 2 3 4
25. I control coaching sessions by linking what has been said to the goal.
- 1 2 3 4
26. I follow up coaching by asking for briefings on progress.
- 1 2 3 4
27. I introduce reporting safeguards, but let staff take responsibility for decisions.
- 1 2 3 4
28. I assume that coaching will succeed when staff is able to take responsibility.
- 1 2 3 4
29. I deal with fears by exploring the needs that lie behind them.
- 1 2 3 4
30. I consider it important to be a role model for the coaching approach.
- 1 2 3 4
31. If asked for advice, I offer it in the form of suggestions, not directions.
- 1 2 3 4
32. I keep telephone and e-coaching as direct and brief as possible.
- 1 2 3 4

Analysis

Now you have completed the self-assessment, add up your total score and check your performance by referring to the corresponding evaluation below. Identify your weakest areas, and refer to the relevant sections in this book to develop and hone your coaching skills.

32 – 63

There are many skills that you need to practice in order to be successful coach. Work on your personal attitudes to coaching values, as well as specific skills.

64 – 95

You have reasonable coaching skills, but certain areas require improvement. Focus on improvement in the areas of your test where you scored low marks.

96 – 128

You are a successful coach, but do not become complacent. Keep striving to/get the best from your team, and to develop coaching values in others.

Source: Coaching Successfully
John Eaton & Roy Johnson