

COACHING INVENTORY

"EMPLOYMENT RELATIONS TODAY"

Scale: 1 = Almost Always
 2 = Usually
 3 = Sometimes
 4 = Rarely

To what extent do you:

- ___ 1. Let people know on a regular, informal basis how they are doing?
- ___ 2. Make an effort to provide immediate feedback for performance (both positive and negative)?
- ___ 3. Take time to observe specific employee behaviors?
- ___ 4. Know the career goals of employees?
- ___ 5. Take time for casual conversation with employees?
- ___ 6. Know enough about employee personal lives to understand the impact on work performance?
- ___ 7. Feel comfortable disciplining an employee for continued unacceptable performance?
- ___ 8. Feel comfortable confronting an employee about behaviors you think are inappropriate or counterproductive?
- ___ 9. Know what each employee is most proud of?
- ___ 10. Build individual relationships with employees?
- ___ 11. Illuminate employees' strengths and weaknesses so that they see them for themselves?
- ___ 12. Listen to employees about feelings, concerns, ideas?
- ___ 13. Assist employees with ways to build on strengths and improve areas of weakness?
- ___ 14. Encourage employees to use strengths to compensate for weaknesses?
- ___ 15. Feel comfortable acting as an impartial listener to an employee with a personal problem?
- ___ 16. Think that employees believe you act in their best interests?
- ___ 17. Adapt your coaching style to meet the specific level and need of an

employee?

____ 18. Build strong teams with employees who have complementary strengths?

____ 19. Set realistic targets and goals for individual employees and teams?

____ 20. Encourage employees to take personal and team responsibility for stewardship i.e. for getting the entire job done?

____ TOTAL

Turn over for results.

If your score is 20 to 30:

You exhibit coaching behavior. You do a good job of letting people know where they stand, encouraging employees to excel, and building the kinds of relationships that enable you to successfully lead teams.

If your score is 31 to 55:

You exhibit moderate coaching behavior. At times you provide employees with the kind of guidance they want and need, but you are hesitant to confront and delve deeply into tougher issues and concerns of employees. Make more of an effort to get to know employees.

If your score is 56 to 80:

You may be too involved with "getting the job done". You may have to "stop doing so much" and start "being there" more for employees. Leadership involves knowing the people who report to you on more than a superficial level. Until you do this, you will only manage and gain compliance, instead of leading and gaining commitment.