



Assessing Managers' Coaching Skills

The direct manager has a crucial responsibility to coach the performance of subordinates on a daily basis. Without this element of leadership, it may be impossible for a developing employee to follow through and ingrain newly learned skills. However, not all managers are confident in this role. In this case, the solution is assessment, training and reinforcement in coaching skills. The survey "Developing and Coaching Others," which is based on the Vital Learning leadership development course of the same name (in development), is available in the 20/20 Insight Survey Library. It focuses on the following essential coaching behaviors:

How strongly do you agree with this statement about your manager?

1. Helps me set realistic goals to improve aspects of my performance.
2. Helps me create plans to get the most out of assessment, training and ongoing reinforcement.
3. Holds me accountable for improving my performance and achieving developmental goals.
4. Tells me what's expected of me.
5. Sets a positive example for the skills and work habits I'm trying to improve.
6. Gives me tasks that require me to apply new skills in the workplace.
7. Observes my performance on a regular basis.
8. Helps me think about and learn from my attempts to apply new skills.
9. When appropriate, shares tips and insights from experience.
10. Encourages me when I'm faced with difficulties.
11. Gives me frequent one-on-one feedback about how well I'm doing my job.
12. Discusses the results of formal feedback assessment to help me identify strengths and weaknesses.
13. Takes action to change things that make it hard for me to perform at my best.
14. Gives me time to participate in developmental programs.
15. Helps me obtain relevant books, articles, tapes and other instructional media

HOW TO SET UP THIS SURVEY IN 20/20 INSIGHT GOLD

Administer the assessment prior to the course to allow the manager to analyze the feedback and focus on priority areas for improvement. Then administer the assessment again several months after the course to measure improvement in the manager's performance as a coach.

Subject. Use the name of the manager who will be attending the course in coaching skills.

Respondent relationship types. The respondents for this survey will be the direct reports of the manager.

Surveys. Use the 15-item survey category called “Developing and Coaching Others” in the file named Module-Focused Behaviors.mdb, located in the folder called “Vital Learning Leadership Skills.” Review and revise to make the wording appropriate to your organization.

Open-ended questions. To get comments that may not have been elicited by the scaled items, consider including an open-ended question such as: “What more could your manager do to support your efforts to improve your performance?”

Scales. Use the "Agreement" scale with this question stem: “How strongly do you agree with this statement about your manager?”