Empathizing Ability

Empathizing Ability looks at the extent to which you create a positive climate for coaching communication and demonstrate an understanding of the other person's viewpoint and feelings. It asks the question: "How well do you build a spirit of trust and sincerity so that people will feel that you identify with them and their feelings and issues?"

1. I make myself available and accessible so people can talk to me.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

2. I try not to make sarcastic or critical comments about individual performance.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

3. I am sensitive to people's feelings.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

4. I believe in having an "open door" policy in order to encourage feedback.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

5. I put myself in the other person's shoes.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

6. My actions match my words.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

7. I carefully observe what people say and do.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

8. If I commit to do something, I will follow through.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

9. I work hard to understand where people are coming from.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

10. People's feelings and emotions communicate more than their words.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

11. I am good at noticing when people need help or support.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

12. I can be trusted to keep a secret.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

Listening Skills

Listening Skills looks at your ability to hear as well as understand other people, and to quickly discover their full communication or overall message. It asks the question: "How attentively do you listen so as to understand other people and help them to successfully share what they are thinking and feeling?"

13. I give people all of my attention when they are talking to me.

○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

14. I create a positive climate so people will be candid with me.

○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

15. I let people share their views and opinions before I offer my own.

○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

16. I create a warm and relaxed atmosphere so people can talk openly.

○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

17. I avoid jumping into a conversation to take control.

○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

18. I like to act as a good sounding board for people's ideas or concerns.

○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

19. I listen in order to understand, rather than to reply.

○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

20. I watch a person's body language, as well as listen to the words.

○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

21. Every so often, I paraphrase what is said to me in a conversation.

○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

22. I am focused and patient when someone else is speaking to me.

○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

23. I try not to interrupt or finish other people's sentences.

○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

24. I try to listen to the overall message or key theme being expressed.

○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

Capacity to Confront and Challenge

Capacity to Confront and Challenge looks at the extent to which you help people face up to their personal issues and/or problems in order to deal with them successfully. It asks the question: "How successfully do you work with people to perform an honest appraisal of their shortfalls and encourage new thinking and strategies to overcome them?"

25. I encourage people to think "laterally" or unconventionally.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

26. I help people recognize that they lack knowledge or information that will help them.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

27. I guide people toward a deeper understanding of their own feelings and emotions.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

28. I find opportunities for people to apply new knowledge or skills.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

29. I challenge people to take on difficult or stretching tasks.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

30. I help people to identify the "root" causes of problems.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

31. I point out performance shortfalls directly, without undue hesitation.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

32. I encourage people to solicit feedback from their peers.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

33. I work with people to set targets that will not be easy to reach without hard work and effort.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

34. I help people to break down their problems into manageable parts.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

35. I encourage people to regard every personal criticism as an opportunity to improve.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

36. I encourage individuals to never tolerate mediocrity in themselves or others.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

Problem-Solving Ability

Problem-Solving Ability assesses your ability to find appropriate methods and means to analyze people's problems or concerns and then explore avenues that might lead to solutions. It asks the question: "How well do you provide people with a contextual framework that helps them think about their problems and possible solutions?"

37. I point out new or different ways to tackle problems.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

38. I help people understand the facts before looking for solutions.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

39. I encourage people to challenge "conventional" wisdom.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

40. I continually demonstrate how to use a range of problem-solving methods and tools.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

41. I quickly help individuals separate facts from assumptions.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

42. I make sure we are comparing apples with apples.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

43. I get people to challenge paradigms and sacred cows.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

44. I help people to identify several possible answers or options, rather than just one.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

45. I try to help people explore the consequences of different courses of action.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

46. I encourage people to look for the context of the issue or problem they face.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

47. I encourage people to always think deeply when looking for solutions.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

48. I ask probing and incisive questions in order to help individuals identify the causes of a problem.

○ Almost Never　○ Occasionally　○ Frequently　○ Very Frequently　○ Almost Always　○ N/A

Feedback Skills
Feedback Skills looks at the extent to which you offer useful and constructive performance feedback that is accepted and acted upon. It asks the question: "How well do you make use of a range of guidance counseling, coaching, and instructional methods and activities to help people perform at their best?"

49. I provide concrete and specific examples in order to help people understand.
○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

50. I actively demonstrate how things can be done in alternative ways.
○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

51. I am known for my straight-talk approach.
○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

52. I openly show my support and appreciation when people do things differently.
○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

53. I recognize and celebrate individual and team successes.
○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

54. I offer people new insights into old problems or issues.
○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

55. I use analogies and metaphors to explain what I mean.
○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

56. I try to give people a context in which to think about situations.
○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

57. I follow up with people to see how well they are progressing.
○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

58. I help people focus and build on their successes.
○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

59. I guide and encourage people to seek feedback from a wide variety of different sources.
○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

60. I try not to give destructive feedback or comments.
○ Almost Never   ○ Occasionally   ○ Frequently   ○ Very Frequently   ○ Almost Always   ○ N/A

Capacity to Empower
Capacity to Empower looks at the extent to which you give people the freedom or the "space" to determine how they will achieve personal goals or challenges. It asks the question: "To what extent do you create a climate of trust in which people feel that they can take risks and make mistakes in order to learn to do things in a better or different way?"

61. I encourage people to look for new learning opportunities.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

62. I do not specify exactly how something should be tackled or completed.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

63. I gently guide people, without imposing my views.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

64. I look for specific projects that can provide new challenges for people.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

65. I do not feel threatened when I give my delegated authority to others.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

66. I support people who make minor mistakes when trying something different.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

67. I avoid criticizing or imposing punishment when people try their best.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

68. I avoid jumping in too quickly, even when people make mistakes.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

69. I encourage people to take as much responsibility as they think they can handle.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

70. I offer broad direction on a task and let people design their own approach.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

71. I ask people to make suggestions and generate ideas of their own.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

72. I reward individuals when they push or stretch their own personal boundaries or limitations.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

Mentoring Skills
Mentoring Skills looks at the extent to which you provide coaching and assistance to people who will benefit from long-term guidance, and whether or not you have the skills and experience to assist them. It asks the question: "How well do you identify people who would benefit from mentoring, and then select the right way or the right people to establish such a strong and mutually-beneficial relationship?"

73. I help people to discover their important values and beliefs.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

74. I encourage people to set targets for improvement and help them reach those targets.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

75. I look for opportunities to match individuals to people who can help or support them.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

76. I find ways to guide people and share this in ways that they will understand.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

77. I find ways to help people improve their performance.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

78. I make myself freely available for counseling or coaching assistance when it is needed.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

79. I enjoy encouraging people to develop and grow.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

80. I take a long-term interest in the development or careers of many individuals.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

81. People who know me would say that I am a good mentoring "matchmaker."

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

82. I openly share my organizational experience with anyone who values it.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

83. I help individuals build mentoring relationships and network with others who can help them.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A

84. I mentally take note of situations in which a mentoring approach might be beneficial.

○ Almost Never ○ Occasionally ○ Frequently ○ Very Frequently ○ Almost Always ○ N/A