



Coaching Readiness Checklist — Coach's Assessment*

A primary factor that influences how effective coaching will be for a particular individual is his or her readiness to be coached... it is not a learning strategy that will be effective for everyone. Prior to beginning a coaching engagement and during the earliest phase of coaching, the coach assesses the client's "readiness" for coaching. The following table lists coaching readiness factors and indicators at low, medium and high levels.

Readiness Factor	Low	Medium	High
<i>Client's perception of need or urgency for change, backed up by data.</i>	<ul style="list-style-type: none">• Sees no need for change.• Arrogant self-assurance.• "Explains away" data.	<ul style="list-style-type: none">• Will go along or comply with coaching.• Maintains status quo.• Pays "lip service" to change.	<ul style="list-style-type: none">• High achievement motivation.• Seeks out coaching as a tool.
<i>Client's perception of value and trust in the coach and coaching process.</i>	<ul style="list-style-type: none">• Conveys antagonism toward coaching process.• Expresses doubt in coach's ability.	<ul style="list-style-type: none">• May view coaching as a fad.• Willing to make a token effort in coaching process.	<ul style="list-style-type: none">• Self-directed learner — eager to use coach as tool for learning.• Conveys respect and trust for coach.
<i>Emotional and psychological stability.</i>	<ul style="list-style-type: none">• Identified psychological problem, such as depression or anxiety disorder.	<ul style="list-style-type: none">• Stable with tendency toward emotional swings.• May lose perspective.	<ul style="list-style-type: none">• Self-aware, modest.• Aware of own and others emotions.• Maintains perspective.
<i>Perceived risk and reward of engaging in coaching.</i>	<ul style="list-style-type: none">• Sees no risk to remaining the same, and no reward in coaching.	<ul style="list-style-type: none">• Open to possible risks and rewards.	<ul style="list-style-type: none">• Realizes that there is a high risk to resisting change, and perceives high reward.
<i>Degree of openness to feedback and reflecting on personal needs for change.</i>	<ul style="list-style-type: none">• Resists, deflects, or denies feedback or evidence.	<ul style="list-style-type: none">• Accepts feedback. May be initially reluctant, but sees value as process unfolds.	<ul style="list-style-type: none">• Seeks feedback and has earnest desire to learn.

* Modified from *Adaptive Coaching* by Terry R. Bacon and Karen I. Spear. Davies-Black Publishing, Palo Alto, California. 2003.

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If the results indicate that the client's coaching readiness is low or medium as determined by the coach and/or client it is unlikely that the coaching process will yield the desired results.

It will be useful for the coach and client to discuss what needs to change in order to raise the client's coaching readiness to ensure that this is the most appropriate development strategy and that the coaching process will be most effective. Consider the client's readiness for coaching may be adversely effected by having been referred. This and raising their readiness may be the first topic presented for coaching.

Consider the following:

- What reservations or concerns does the client have about the coaching process?
- What are the reasons the client believes s/he was referred?
- If referred, does the client believe they have a choice in being coached?
☐ Yes ☐ No
- If no, how can you support the client in choosing the coaching just for them?