



Coaching Skills Assessment Tool

The purpose of this assessment instrument is to enable you to assess your skills (or receive feedback from others) in the following coaching competency areas:

- Clarify aspirations and goals
- Support others in taking action
- Demonstrate emotional intelligence
- Use powerful inquiry
- Provide effective feedback
- Listen effectively
- Manage the coaching process

To use this tool:

1. Assess the degree of proficiency for each skill in each category:

Needs Improvement:

- Use of the skill is infrequent.
- Confidence in the skill is low.
- Additional skill development needed.

Proficient:

- In many situations, ability and confidence in the skill is solid.
- Some situations are challenging.
- Skill development would be helpful.

Expert:

- In most situations mastery of the skill is demonstrated.
- Excellent role model of this skill.

2. Total the scores for each column. For example, three "1's" = 3, and four "3's" = 12.
3. Calculate the sum total of all scores to determine the "Sum Total".
4. Divide the "Sum Total" by the number of skill items to determine the "Average Score".
5. To identify the skills where additional development is most needed:
 - A. Look at each individual item and highlight all of the items with a "1" score.
 - B. Highlight each competency category with an Average Score below "2".
6. Develop a strategy that will support my ongoing development as a Coach.

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Clarify Aspirations or Goals	Needs Improvement	Proficient	Expert
1. Guides clients to articulate compelling vision of desired outcomes.	1	2	3
2. Supports client in identifying meaningful purpose and values that guide action.	1	2	3
3. Distinguishes between desired vision and current reality, fostering sense of "creative tension."	1	2	3
4. Helps clients to identify clear goals (SMART goals, for example).	1	2	3
5. Encourages clients to explore thinking, perspectives, and options.	1	2	3
6. Brainstorms with clients to generate creative thinking.	1	2	3
7. Reframes others' perspectives so that alternative perspectives become apparent.	1	2	3
Sum Total of All Scores: Average Score for "Aspiration and Goal Setting" = (Sum Total/7)	=	+	+

Support Others in Taking Action	Needs Improvement	Proficient	Expert
1. Encourages others to identify clear action steps and support mechanisms that foster action.	1	2	3
2. Hold others accountable for progress.	1	2	3
3. Make requests that challenge others to take actions that "stretch" capability.	1	2	3
4. Provide genuine encouragement that provides an emotional boost to others when confidence is low in a given moment.	1	2	3
5. Acknowledge the genuine talent and capability of others.	1	2	3
Sum Total of All Scores: Average Score for "Support Others in Taking Action" = (Sum Total/5)	=	+	+

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Demonstrate Emotional Intelligence	Needs Improvement	Proficient	Expert
1. Trust and follow instinct and intuition in interactions.	1	2	3
2. Establish empathic rapport in relationships with others.	1	2	3
3. Exhibit self-awareness.	1	2	3
4. Perceive emotional state of others.	1	2	3
5. Demonstrate awareness of emotional impact on others of actions and words.	1	2	3
6. Self-disclose emotional state or uncertainty honestly in appropriate moments.	1	2	3
Sum Total of All Scores: Average Score for "Demonstrate Emotional Intelligence" = (Sum Total/6)	=	+	+

Use Powerful Inquiry	Needs Improvement	Proficient	Expert
1. Ask simple, open-ended questions that prompt awareness and learning.	1	2	3
2. Refrain from offering advice or problem solving in non-directive coaching.	1	2	3
3. Use questions that prompt others to think in new ways or from different perspectives.	1	2	3
4. Use questions to prompt awareness of assumptions, beliefs, and perspectives.	1	2	3
Sum Total of All Scores: Average Score for "Use Powerful Inquiry" =(Sum Total/4)	=	+	+

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Provide Effective Feedback	Needs Improvement	Proficient	Expert
1. Give feedback that reinforces what others do well.	1	2	3
2. Give feedback that corrects poor performance.	1	2	3
3. Offer insight into the interpretation of data from assessment instruments.	1	2	3
4. Choose the right time for giving feedback, and secures permission before giving feedback.	1	2	3
5. Listen carefully to responses to feedback.	1	2	3
6. Offer perspective in moments when it adds value.	1	2	3
7. Deliver negative or uncomfortable feedback directly, calmly, and supportively.	1	2	3
Sum Total of All Scores: Average Score for "Provides Effective Feedback" = (Sum Total/7)	=	+	+

Listen Effectively	Needs Improvement	Proficient	Expert
1. Focus full attention on others.	1	2	3
2. Attune to non-verbal communication (gestures, inflections, posture, eye contact, expression) as well as verbal communication.	1	2	3
3. Listen for both emotional and factual content.	1	2	3
4. Convey attention both verbally and non-verbal to others.	1	2	3
5. Ask questions to clarify and confirm understanding.	1	2	3
6. Convey through paraphrasing and emotional response that messages have been fully heard.	1	2	3
Sum Total of All Scores: Average Score for "Listen Effectively" = (Sum Total/6)	=	+	+

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Manage the Coaching Process	Needs Improvement	Proficient	Expert
1. Follow general processes of start-up, assessment, coaching, and closure.	1	2	3
2. Administer assessment tools effectively (interviews, surveys, 360 feedback, etc.).	1	2	3
3. Use planning tools to support the coaching process.	1	2	3
4. Use assessment data with others.	1	2	3
5. Suspend judgment of others and their ideas.	1	2	3
6. Manage outside distractions that interfere with listening.	1	2	3
7. Maintain confidentiality and other ethical standards of coaching.	1	2	3
Sum Total of All Scores:			
Average Score for "Manage the Coaching Process" = (Sum Total/7)	=	+	+

Strategy for Skill Development: List the competency areas and specific skills where additional development is most needed.	
Competency Area and/or Skill 1. 2. 3.	
Actions 1. 2. 3.	
Outcomes 1. 2. 3.	