



THE COACHING PROJECT®
Leaders Coaching Leaders®

Leader Coach Competency Survey

Thank you for taking the Leader Coach Competency survey. What follows is an outline of the competencies assessed in the survey, an opportunity to rate yourself and an explanation of your scores.

Leader Coach competencies fall into two categories: Personal Effectiveness Competencies and Functional/Technical Competencies. This survey focuses on the Personal Effectiveness Competencies as shown below. These competencies are required in all kinds of leader coaching. The Functional/Technical Competencies, not included here, are the knowledge and experience areas that are particular to the type of leader coaching you are involved in or intending to pursue. For example, coaching sales representatives on the sales cycle, record keeping, and so on, the subject matter competencies.

Personal Effectiveness Competencies

Core	Emotional	Cognitive	Practical
<ul style="list-style-type: none"> • Honesty & Integrity • Purpose & Passion • Creativity & Vision • Approachability 	<ul style="list-style-type: none"> • Listening • Empathy • Patience • Humor • Composure • Assertiveness 	<ul style="list-style-type: none"> • Intellectual Capacity • Adaptability • Strategic Perspective • Business Insight 	<ul style="list-style-type: none"> • Process Planning • Priority Setting • Problem Solving • Political Smarts
The four central competencies for all coaches.	The “feeling” competencies associated with the individual’s desires, fears, hopes	The “thinking” competencies for making sense of an individual’s situations	The “doing” competencies needed to support implementation of an individual’s learning plans

Using the definitions below, add the ratings you give yourself using the scale of 1 to 5 on these leader coach competencies and then compare your results to our proficiency levels.

These are the ratings you can use:

- 1 **Poor** - this needs immediate and serious attention
- 2 **Unsatisfactory** – either untested or unskilled in this competency
- 3 **Satisfactory** – average level of skill
- 4 **Above Average** – better than most at this competency
- 5 **Masterful** – one of the very best at this competency

Description of coaching competency

Rating

Core Competencies:

Honesty & integrity – acts consistently within a set of core values, honest and direct, maintains confidences, genuine.

Purpose & passion – self-confident, inquisitive, inspiring, lives own life with passionate purpose.

Creativity & vision – able to generate new/different ideas, see patterns, connections and themes.

Approachability – easy to be with, sensitive to other's feelings, shares personal strengths and shortcomings, empowers others.

Emotional Competencies:

Listening – listens intently and without judgement to understand the world of the client.

Empathy – accurately reflects the experiences and feelings of clients so that they feel understood, and uses both verbal and nonverbal messages to explore client situations more fully.

Patience – takes time to understand before reacting, tolerates different styles and approaches.

Humor – maintains a positive sense of humour and uses it appropriately in client relationships.

Composure – faces difficult or stressful situations without defensiveness or frustration, works through resistance, demonstrates maturity and constancy.

Assertiveness – processes confrontation and conflict fairly and directly, probes to build client self-awareness and learning.

Cognitive Competencies:

Intellectual capacity – able to digest new information, ideas, concepts quickly and comfortably, applies critical thinking, relates to clients as an intellectual equal.

Adaptability – copes with ambiguous or changing circumstances, maintains balance when faced with contradictory situations, sees possibilities, despite uncertain or incomplete information, an agile learner.

Strategic Perspective – takes a broad view of issues and projects their future positive and negative aspects, creates workable future scenarios and strategies.

Business Insight – understands how businesses function, how they relate to their markets and stakeholders, how they are organized, how people perform in roles.

Practical Competencies:

Process Planning – develops joint goal-oriented planning steps and associated processes, sets agreed-upon timelines, deliverables and measures of success.

Priority Setting – concentrates on critical issues, uses time effectively, maintains focus in complexity.

Problem Solving – analyzes, tests and explores multiple dimensions of problems and possible solutions, provides useful information and resources for problem resolution.

Political Smarts – aware of and sensitive to the politics of corporate life and able to suggest appropriate courses of action within the political realities.

Total Score

Now Analyze Your Results

A score of less than 55: You have some of the skills required for Leader Coaching but you need development to raise your overall competency level. First, look at your scores on the Core Competencies. If you do not have a rating of 4 on each of the core competencies, start with these first. Without high levels of the core competencies, it is doubtful that you can be successful. Ask others to rate you on these skills and compare their results to your own. Get more information on what you do well and not so well. Create a detailed plan with objectives and timelines to improve in the areas needing attention. Then move to your lower rated skills on the Cognitive Competencies. These are some of the most difficult to develop so get started on any that require improvement. Finally, look at your scores on the Emotional and Practical Competencies and build action steps and deadlines into your plan. These are easier to develop but still require discipline, lots of practice and the more feedback the better.

A score between 55 and 75: You are well on your way to becoming a Leader Coach. Use the process outlined above to examine your lower rated scores and create a development plan for improvement. Remember, too, that your strengths can often compensate for weaknesses. For example, being a great listener can help overcome a weakness in problem solving. When you focus on active listening and help clarify thinking, clients will often solve the problem themselves.

A score over 75: You are a masterful Leader Coach! You have the set of competencies required to be effective in leader coaching roles. Do you have any scores that you would like to see higher? If so, build a development plan as outlined above. Can you check out your perceptions by asking colleagues to rate you on the competencies? Research says that we are the poorest evaluators of our own competency level so you may want to check with those who know you well to see if they agree with your own assessment. In any case, your development will be a refinement of your existing competencies to keep them relevant and fresh.

Thanks again for your participation!