Module 1: Unit 1 – Self Evaluation

Section 1 - Assessment of coaching skills

a) At the start of this programme we would like you to conduct an initial self-assessment of key coaching skills. You will be developing these skills throughout the programme and they link to the Knowledge Skills and Behaviours (KSB's) of the apprenticeship standard. They have been referenced in brackets e.g. (S9) along with a competency statement that will help you become familiar with these standards.

b) At the end of this document (in section 3) is a basic development plan for you to complete after your self-evaluation. Personal development is a key theme of this programme. You will use this initial development plan in the next module to build a full coaching Personal Development Plan (PDP) which will form part of your portfolio (B1 submission). Your PDP will develop into a working document that will change and evolve over time.

c) When completing this self-evaluation, we encourage you to write at least a short paragraph in each section which accurately reflects your level of competence at this point. This is your own self-evaluation which you will have the opportunity to revisit throughout the programme.

d) Once you have completed your self-evaluation, please seek feedback from a trusted colleague (peer, manager or direct report) and ask them to rate you against the same criteria (where appropriate). Use this opportunity to have a discussion with your colleagues to understand their ratings – capture your main learnings from this exercise in section 2. You might also want to reflect on this activity with your Coach Mentor in your next review.

Skill	Apprenticeship Standard Reference/s	Explain how well you feel that you perform in this area?	0=Low 10=High		
			Your Current Rating	Colleague rating	Your Desired Rating
Questioning	Questioning techniques to raise the self-awareness of those receiving coaching, including asking open questions, broaching challenging subject areas (e.g. emotional state, characteristics of wider systems) and questioning untrue, limiting assumptions **(S9)**	I think I do this sometimes, but I don't think I do it with particular skill or self-awareness and I think I would feel self-conscious asking personal or challenging questions. I would naturally tend to avoid this. I feel that I also ask leading questions and interject too early rather than listen well.	3	5	

Listening	The ability to demonstrate active listening, without distraction and free from bias or judgement. The ability to be fully present.	I do enjoy talking to people and hearing them talk about themselves, so I think I have a good starting point for this. However, there is room for improvement in the quality of my listening and listening without bias.	5	7	
Building rapport / Establishing relationship	Rapport/trust building and maintenance, including recognition of the personal values, emotional state(s) and response of those receiving coaching, validating their understanding of themselves and their circumstances, dealing with difficult coaching relationships and ensuring non-dependence on the coach **(S6)**	I tend to find it easy to talk to new people and build trust, and I naturally prefer to give people the benefit of the doubt and think they act with the best intentions, and again I think this is a good place to start. I need to build on this foundation to learn to improve how I build and maintain rapport with people, even in difficult circumstances. I think I might have a tendency to encourage dependency, so that is an area I need to improve on.	4	7	
Providing challenge	Stakeholder management, including a range of challenging and senior people, and focus on their agenda and outcomes throughout **(S5)**	This is a challenging area (even in its name!) and so I think I need development here. How to focus on someone else's agenda without introducing my own, or influencing the direction of thought.	3	4	
Goal setting	Working with those receiving coaching to set clear goals, including visualisation techniques, setting timescales, validating their achievability, recording outcome-focused, prioritised action plans and monitoring progress towards goals **(S2)**	I have done a little of this in my management role, but need a lot of development before I could say I can do this confidently.	4	5	
Providing feedback	Deliver feedback in a style that is useful, acceptable, non-judgmental and meaningful to those receiving coaching **(S7)**	Giving feedback can be challenging and I am looking forward to developing techniques and experience of doing this in a natural, confident and helpful way.	4	6	
Receiving feedback	The ability to receive, reflect on and use feedback to support your own development	It's always interesting to receive feedback and hear how someone else perceives you, but it's also a challenge when the feedback includes areas for improvement to accept the comments and use them constructively rather than feel disappointed.	6	7	

Use of Coaching models	Uses several established tools and techniques to develop their own coherent model of coaching to help those receiving coaching work towards outcomes. Uses models and approaches from the context of those receiving coaching **(S10)**	I have no experience of coaching models and no personal model of coaching.	1	1	
Self-management (controlling own emotions)	The awareness of own emotions, feelings and thoughts and how these can be regulated and used to support positive outcomes for yourself and others	I am reasonably self-aware and have enjoyed becoming more so as I have grown older, and my children have grown up. I really enjoy moments where I help people find a Eureka moment and plan for their future. There is always much room for improvement though and I look forward to developing this further during challenging conversations. I regularly practice yoga and, on occasion, meditation to help me learn to be mindful and take myself out of the centre of my relationships and conversations (to varying degrees of success).	5	8	
Self-awareness	Demonstrates awareness of own values, beliefs and behaviours; recognises how these affect their practice and uses this self-awareness to manage their effectiveness in meeting the objectives of those receiving coaching and, where relevant, the sponsor **(S15)**	I have an awareness of my own values and behaviours, but I will need to learn how these will influence my practice and my effectiveness.	4	5	
Awareness of others / Empathy	Demonstrates emotional intelligence, including demonstrating empathy and genuine support for those receiving coaching ("unconditional positive regard"), and adapting language and behaviour in response to the whole person of those receiving coaching **(S11)**	I think this is an area I am relatively strong in. One of my reports recently told me I was the best manager they had ever had due to my empathy and support. I find positive regard relatively easy as I try to look for the best in people. My challenge will be to find out if that can be unconditional and how well I can respond to the whole person receiving coaching.	6	9	

Section 2 - Insights

What insights have you had from conducting the above evaluation?

Has this activity generated any new insights for you? For example, do you feel that your skills are stronger in different environments or with different people? Are there any other reflections emerging for you, perhaps questions that are being raised in your mind? We would encourage you to be aware of new insights which emerge along the way. They don't have to be major things, perhaps they are just 'seeds' of reflection. Either way, they can be valuable insights which could then lead to ideas and intentions which support your development as a coach.

I think this has shown me how I feel more confident in some areas than others. I feel I have a comfortable starting point in my ability to build rapport and positive regard for people, and build empathy. I believe my biggest learning curve will be in learning techniques for coaching conversations, and getting used to discussing subjects or dealing with people that I might feel uncomfortable with, and how to do so whilst maintaining rapport and interest.

My colleague, Jack Skelhon, was my manager for 2.5 years and is now my peer. We've worked together for five years. I asked him to rate me because he has seen me work with a variety of people, both colleagues and external contractors, and I feel he knows me well. He is also a role model to me, as he is very comfortable asking challenging questions to help people know what they are capable of and to bring out their ideas and ensure their voice is heard.

Jack and I have given similar scores for each item, so perhaps I have a good self-awareness? He felt my strength was in empathy and that my stretch areas will be learning coaching content and learning to sit with discomfort. He recognised that I may struggle with a preference to be nice rather than probe further and take people into uncomfortable topics and questions.

Section 3 - Intentions and Development Objectives

This section provides the opportunity for you to clarify your insights and ideas from the previous sections, so that you can arrive at some clear development objectives. Try to pay particular attention to how success will be measured, what will it look like? How will you know you are progressing or have achieved what you set out to? The actions you decide to take forward should support you in moving from your current rating towards your desired rating.

My agreed development objectives are:	Target date for completion is:	Success will be measured by:	Possible barriers and how these will be overcome:
[Development Objective] Get to grips with the basics of the coaching agreement so that I feel comfortable communicating it naturally and accurately. (goal setting)			
[Development Objective] Practical coaching experience: first few sessions so I can observe and reflect on my strengths and weaknesses and create a more detailed development plan.			
[Development Objective] Find out who I like to work with and what I find most challenging, through practical experience and personal reflection. Identify the challenges and feed that into my longer-term PDP.			
[Development Objective] Build confidence by trying techniques outside of formal coaching sessions (with agreement from others) to practice growing comfortable and natural with the use of silence and staying curious for longer. Use			

My agreed development objectives are:	Target date for completion is:	Success will be measured by:	Possible barriers and how these will be overcome:
personal reflection and feedback from others to identify areas for improvement, and continue to practice.			
[Development Objective] Watch videos, listen to podcasts and read books from other coaches and find 2 role models for the type of coach I would like to be, to help me start to formulate my personal coaching approach.			