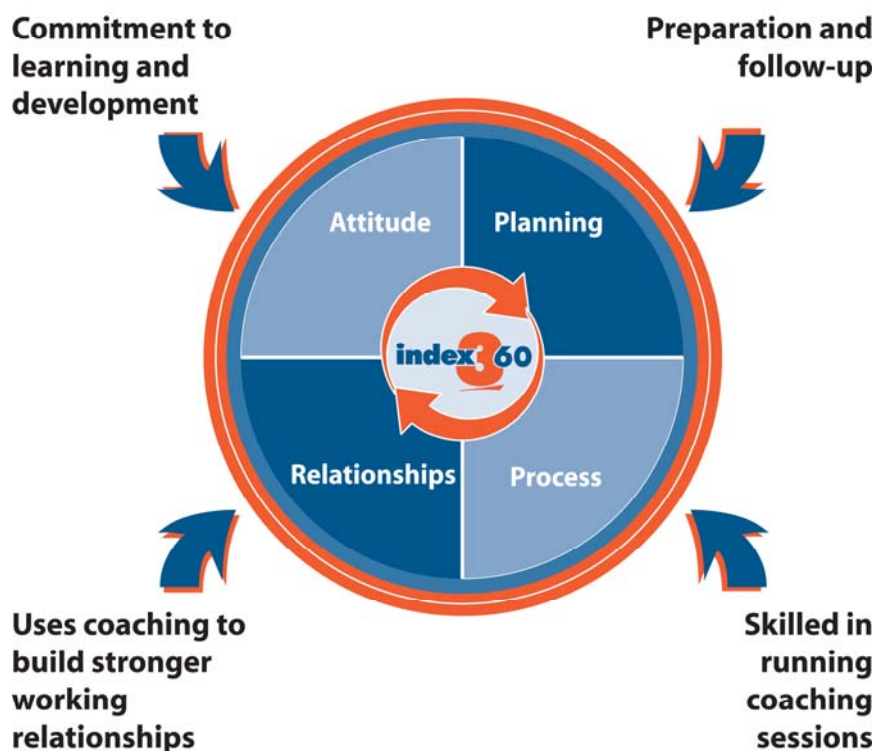


coachingindex360© provides busy managers with practical help in the workplace that will improve their coaching and overall people management. It will help managers focus their effort by providing support that does not demand an unrealistic amount of time, and that delivers help where it is actually needed.

coachingindex360© generates an overview of an individual's coaching skills based on the responses of colleagues, who can include an individual's manager, peers and direct reports/coachees, as well as their own responses. It provides information on how colleagues view the individual, as well as how they perceive themselves.



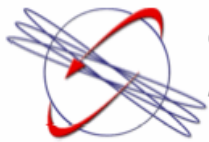
coachingindex360© was developed in 2000 and piloted with a large multi-national company. It has been used by a wide range of organisations including: J & J (UK, Italy and Belgium), Zurich Insurance, Coors Brewers, Britvic Soft Drinks, PricewaterhouseCoopers, Local Government Association, NHS, Smith and Nephew Healthcare and Birmingham Midshires.

## When to use it

- To ensure that your managers' attention is focused on coaching and managing people.
- To measure managers' coaching performance.
- To provide a focus and structure to coaching relationships.
- To provide managers with honest and reliable feedback on their coaching skills.
- To motivate managers by providing a Self Development Action Plan and a means of measuring progress.
- To help organisations encourage, develop and promote a coaching culture.
- As part of a Training Needs Analysis to help design training interventions based on 'real' needs

*"I have used coachingindex360© four times now. The first time I was surprised, there was a big gap between my view and my team, second time around it had narrowed. I discussed the results with my team together and we cleared up any misunderstandings. The next time there were fewer misunderstandings. You have to do something with it. You need to involve the team as their development is based on yours. It's a win-win situation. The coachingindex360© process has been a significant factor in making me a better manager, and my results prove it!"*  
Regional Business Manager, J & J UK.

# Example of the Questionnaire



## coachingindex360 - The Questionnaire

AN Other



01. Enthusiastically spends significant time coaching

Disagree 1 2 3 4 5 6 7 Agree Not Observed



02. Makes time to prepare for each coaching session

Disagree 1 2 3 4 5 6 7 Agree Not Observed



03. Agrees roles and learning 'contract' with the coachee

Disagree 1 2 3 4 5 6 7 Agree Not Observed



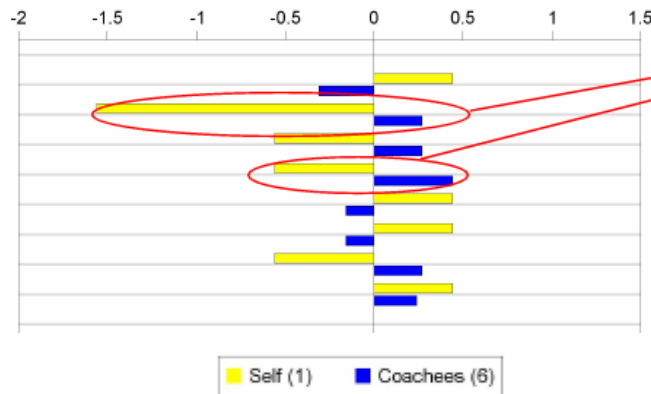
04. Adapts influencing style to each coachee

Disagree 1 2 3 4 5 6 7 Agree Not Observed

The 32 'statements' in the Questionnaire are simple and direct, focusing on the key coaching skills

# Example of report

Benchmark: Average Response (5.56)



## SECTIONS III & IV

### PROCESS

- ✓ 2 (04) Adapts influencing style to each coachee
- \* ✦ (05) Asks high quality questions, which help the coachee to 'self-discover' and think more widely
- \* (06) Provides balanced, constructive feedback
- \* ✦ (10) Encourages discussion of options; does not just take the first suggestion
- ✓ 1↔ (16) Identifies areas for development through listening, questioning and observing
- ✓ 1 (22) Challenges effectively without being judgemental
- \* (24) Is able to provide constructive criticism
- ✓ 1 (26) Is innovative in suggesting options appropriate to stage of development of coachee

There are some significant differences in views here between the 'self' and 'coachees'

Key: ✓ Strength \* Development Need ↔ Low Consensus ✦ Not Observed ↕ Gap in Perception

## SECTIONS III & IV

### PROCESS

- (04) Adapts influencing style to each coachee
- (05) Asks high quality questions, which help the coachee to 'self-discover' and think more widely
- (06) Provides balanced, constructive feedback
- (10) Encourages discussion of options; does not just take the first suggestion
- (16) Identifies areas for development through listening, questioning and observing
- (22) Challenges effectively without being judgemental
- (24) Is able to provide constructive criticism
- (26) Is innovative in suggesting options appropriate to stage of development of coachee

All responses (7) Self (1) Coachees (6) % Answered

	All responses (7)	Self (1)	Coachees (6)	% Answered
(04)	5.65	5.38	5.70	91%
(05)	5.40	6.00	5.25	71%
(06)	5.57	4.00	5.83	100%
(10)	5.71	5.00	5.83	100%
(16)	5.86	5.00	6.00	100%
(22)	5.50	6.00	5.40	86%
(24)	5.50	6.00	5.40	86%
(26)	5.71	5.00	5.83	100%
(26)	5.83	6.00	5.80	86%

A significant number of 'coachees' have not seen this skill demonstrated

## SECTIONS III & IV

### PROCESS

- (04) Adapts influencing style to each coachee
- (05) Asks high quality questions, which help the coachee to 'self-discover' and think more widely
- (06) Provides balanced, constructive feedback
- (10) Encourages discussion of options; does not just take the first suggestion
- (16) Identifies areas for development through listening, questioning and observing
- (22) Challenges effectively without being judgemental
- (24) Is able to provide constructive criticism
- (26) Is innovative in suggesting options appropriate to stage of development of coachee

Dec-2002 (11) Feb-2004 (7) % Change (Dec-2002 - Feb-2004)

	Dec-2002 (11)	Feb-2004 (7)	% Change
(04)	4.06	5.65	39.16%
(05)	2.86	5.40	88.81%
(06)	3.60	5.57	54.72%
(10)	4.00	5.71	42.75%
(16)	4.09	5.86	43.28%
(22)	4.00	5.50	37.50%
(24)	4.20	5.50	30.95%
(26)	5.20	5.71	9.81%
(26)	4.22	5.83	38.15%

Excellent improvements across all areas especially 'Adapts influencing style to each coachee'