



Is this Person the Right Business Coach for You?



Step 1: Rate the person you are considering as a business coach on each of the following scales.
 Step 2: Evaluate the fit.

Assessing a Potential Coach's Demonstrated Capability as a Business Coach ...

The best way to do so is to get 'references' from the coach to whom you can talk.

Asking questions such as "how well did this person do xxx" type questions is the only way to get insight into the potential coach's capabilities in some of these areas (e.g. empathy).

A potential coach's career history (i.e. resume), publications, public presentations, and other such sources are also useful to access when assessing a potential coach.



What is this?

A person's work experience relates to:

the kind of work the person has done,

the type of organizations the person has worked for,

the size of the organizations the person has worked for,

the levels at which the person has worked in these organizations.

1. The potential coach has worked at the same level or in the same roles (e.g. CEO, VP, Director, Manager, working professional ...) as the person who is going to be coached.

NR	ND	1	2	3	4	5	6	7	8	9	10
Not Relevant	No Data	Not at all								Completely	

2. The potential coach has worked in the same kind of organizations (e.g. large, small to medium, well-established, start up, rapidly growing, manufacturing, service, ... etc.) as the person who is going to be coached

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What is this?

The ability to put the **development of others first**, before personal achievement or recognition,

combined with:

Emotional Self-Awareness:
 having personal insight into what you are feeling in a business situation

Accurate Self-Assessment:
 having an accurate sense of your capabilities - what you can and cannot do when working

3. The potential coach has demonstrated that developing others comes first, even before the coach's own career advancement, or getting recognition from others for personal accomplishments.

NR	ND	1	2	3	4	5	6	7	8	9	10
Not Relevant	No Data	Not at all								Completely	

4. The potential coach is emotionally self-aware, knowing what he or she is feeling, and makes clear choices about how to express these emotions in business situations.

NR	ND	1	2	3	4	5	6	7	8	9	10
Not Relevant	No Data	Not at all								Completely	

5. The potential coach has an accurate awareness of what she or he can do, i.e. the level of knowledge or skill he or she has, and of the capability to apply that knowledge or skill to get results in business situations.

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What is this?

The ability to put oneself in the 'shoes' of the other person

that is,

accurately imagine what the other person is feeling =
Emotional Empathy

and

accurately understand the intellectual problem the other person is dealing with or is facing = **Cognitive Empathy**

6. The potential coach has the ability to describe the other person's feelings in a way that the person being coached acknowledges as "right on".

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Not Relevant	No Data	Not at all								Completely	

7. The potential coach has the ability to describe the business problem or situation in a way that the person being coached states is an accurate picture of the problem or situation.

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What is this?

The potential coach has shown that she or he has translated past business experience into a number of business problem solving approaches, techniques and processes that the person being coached can apply to take action on issues being faced.

The result of that action by the person being coached is improved or increased business results .

8. The potential coach has the ability to provide the person being coached with problem solving models that this person can use to increase business results in the short term and the long run (when the coaching has come to an end).

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9. The potential coach has the ability to describe the business problem or situation in a way that the person being coached states is an accurate picture of the problem or situation.

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10. The potential coach has the ability to discuss business situations with the person being coached in a way that re-frames them so that they become addressable in ways that allow that person to take action on them to increase business results.

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What is this?

One-on-one interpersonal or soft skills (e.g. verbal communication, listening accurately, confronting productively, timing feedback, raising delicate or difficult issues ...) that go far beyond the norm or average in the work place.

Developed over time and through training and mentoring in advanced people skills.

11. The potential coach has deep one-on-one interpersonal skills, including the ability to listen deeply - going below the surface of what is being said, and the ability to speak adaptively - talking in a way that is responsive to the other person's needs in the coaching relationship.

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Not Relevant	No Data	Not at all								Completely	

12. The potential coach's sense of timing in interpersonal dialogue is superb. She or he knows just when to bring or address issues with the person being coached, so that this person is ready to hear what is being said.

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Not Relevant	No Data	Not at all								Completely	

13. The potential coach can confront productively, in ways that allow the person being coached to accept 'negative' messages about performance and interpersonal behavior, and move beyond these messages to performance improvements.

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Not Relevant	No Data	Not at all								Completely	



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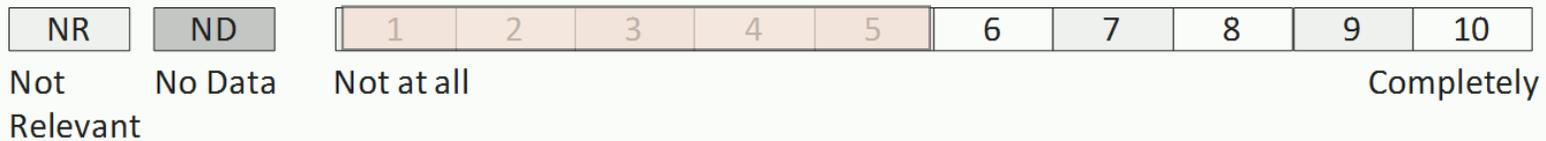
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Evaluating the Fit

A coaching relationship is effective when it results in improved performance on-the-job on the part of the person being coached. This person will be delivering increased results as a result of the business coaching. **This is the only relevant measure for success of the coaching relationship.**

Business coaches need to bring most or all of these skills assessed on the rating scales in the previous pages to the coaching relationship to make this happen.

As a result, ratings on any one of the scales which fall in the orange range below should lead to serious questions about whether or not this potential business coach is the right one.



Personal Connection

A coaching relationship is one in which two people will work together in a complex way over a period of time. The coach must bring the advanced interpersonal skills that lead to rapport and connection between the two individuals.

This does not always happen. Personal connection is a relevant thing to consider once a coaching relationship has been in place for a period of time (usually after 2 or so sessions). A coach with a high level of Personal Emotional Maturity will be concerned about this. If the relationship is not shaping up to be a productive one because of this lack of 'personal connection', such a coach will address the issue openly. If the quality of the personal connection stays in the red range, serious consideration needs to be given to finding a business coach who can connect with the person being coached or to terminating the coaching relationship.

