Characteristics of Effective Coaches

Below are the 20 characteristics employees have used to describe bosses who are effective coaches. Please rate yourself using the scoring key below:

Scoring Key:

1 = Seldom displayed   **2 = Sometimes displayed**   **3 = Almost Always displayed**

As a coach, I:	Seldom	Sometimes	Almost Always
1. Capitalize on employee's strengths	1	2	3
2. Give employees visibility	1	2	3
3. Provide freedom to do job	1	2	3
4. Set standards of excellence	1	2	3
5. Orient employees to university values and organizational strategies	1	2	3
6. Hold employee accountable	1	2	3
7. Protect employee from undue stress	1	2	3
8. Encourage employee when they are discouraged or about to undertake new or difficult assignments	1	2	3
9. Provide information about the company and the employee's role in the attainment of company goals	1	2	3
10. Make performance expectations and priorities clear	1	2	3
11. Take time to build trust	1	2	3
12. Provide appropriate training and support when needed	1	2	3
13. Solicit and listen to ideas	1	2	3
14. View employees as partners and critical to the success of the unit	1	2	3
15. Serve as a good role model	1	2	3
16. Won't let employees give up	1	2	3
17. Don't divulge confidences	1	2	3
18. Explain reasons for decisions and procedures and give advance notice of changes whenever possible	1	2	3
19. Provide employees with regular feedback about their job performance	1	2	3
20. Give employees credit when they deserve it	1	2	3

TOTALS

Total of each column _____   _____   _____

GRAND TOTAL
Total of all scores [   ]

Characteristics of Effective Coaches

Now choose the three characteristics you feel need the most improvement:

1. _____

2. _____

3. _____

Reference: Minor, M. (2000). Coaching and Counseling, Development of Others. Texas Crisp Publications Inc.

Performance Coaching Guidelines

Coaching is telling employees that they matter and giving them an opportunity to understand how they make a difference. We coach because we care.

1. Work with your employees regularly.
2. Be supportive.
3. Evaluate performance constantly.
4. Praise good performance – when you see it, say it.
5. Correct poor performance – make it private, make it positive.
6. Work together on solutions to reach employee, department, and organizational goals.