

- Overview:**
- Tool for Leadership Succession Planning & Staff Development
 - Evaluate Leaders Against Current Performance and Future Potential
 - Can Modify Dimensions Based on Organization's Preference (e.g., Engagement Instead of Performance)
 - Can Also Be Used To Evaluate Members of a Team (Replace "Leaders" with "Staff")
- Benefits:**
- Structured Way to Assess Against Two Dimensions
 - Tool for Senior Leader Dialogue & Multiple Perspectives
 - Opportunity for Shared Ownership of Talent Assessment Process
 - Foundation For Planning & Performance Management
 - Re-Evaluation Allows for Tracking Progress
- Maximizing 9-Box:**
- Determine Who Will Lead Organization Into Future
 - Identify Key People/Positions @ Risk
 - Identify Pool of Talent for Growth & Development → Talent Pipeline
 - Identify Under Performers to Move Up/Out
- Process:**
- Plot Leaders (With Title) Onto Grid
 - Intersection of *Current Performance* (Technical Competence & Behaviors) and *Potential* (Readiness for Growth – Ability, Commitment, Motivation)
 - Take a Broad View & Try to Discount Personal Bias
 - Assessment Should Be Based on Actual Examples of Behavior/Performance Consistently Shown Over Time
 - Obtain Input From Trusted Advisors, Senior Leaders, Peers
 - Look For Alternative Perspectives (Customer, Subordinate, Team Member, Peer, Supplier)
 - For Each Person, Assess
 - What is Their Growth Potential?
 - 1-Thing They Should Do/Stop Doing That Would Have Biggest Impact?
 - What Can You/Organization Do to Support This Person's Development?
 - Development Assignments, Training, Feedback, Coaching
 - How Will You Engage in Conversation With the Leader? Provide Regular Feedback?
 - For Under-Performers
 - What is the Impact of Allowing Under-Performance?
 - Is The Leader Coachable? Will or Skill Issue?
 - What Will You Do to Address Sustained Performance Improvement?

INTREPRETATION GUIDANCE:

FUTURE POTENTIAL <i>Ability, Commitment, Motivation for Future Growth</i>	HIGH POTENTIAL	<p>“C” - Strategy: Develop</p> <ul style="list-style-type: none"> - Potentially New in Position - Coaching / Development Plan If Mid-to Long-Tenured - If Continues, Pursue Performance Improvement Plan 	<p>“A” - Strategy: Stretch/Develop</p> <ul style="list-style-type: none"> - Valuable Team Member for Future - Room to Achieve Full Potential - Focus on Migrating to High Performance, Potential Broader Scope/Role 	<p>“A” - Strategy: Significant Stretch</p> <ul style="list-style-type: none"> - High Performing / High Potential Future Leader - Ready for New Challenges - Identify Opportunities to Provide Greater Scope Through New Assignments, Skill Development - Work on Development Plan - Focus on Retention
	MEDIUM POTENTIAL	<p>“C” - Strategy: Observe/Reassess</p> <ul style="list-style-type: none"> - Shows Some Potential, But Current Performance Not Meeting Expectations - Identify Reasons for Poor Performance & Discuss w/EE - If Continues, Pursue Performance Improvement Plan 	<p>“B” - Strategy: Develop</p> <ul style="list-style-type: none"> - Meeting Expectations But Potential for Increased Accountability - Focus on Development w/EE - Assess for Potential Growth 	<p>“A” - Strategy: Develop/Stretch</p> <ul style="list-style-type: none"> - Exceeding Performance Expectations & Good Candidate for Growth - Focus Development on Specific Opportunities to Improve Skills, Broaden Role, Move to Next Level Responsibility - Focus on Retention
	LOW POTENTIAL	<p>“C” - Strategy: Observe/Exit</p> <ul style="list-style-type: none"> - Not Meeting Expectations & Low Potential for Growth - Pursue Performance Improvement Plan to Coach Up / Out 	<p>“B” - Strategy: Observe/Evaluate</p> <ul style="list-style-type: none"> - Consistent Performer But Limited Room for Growth - Maximize Performance While Assessing for Future Potential / Alternative Role - May Need Succession Plan - Re-Assess is Performance Declines 	<p>“B” - Strategy: Maintain</p> <ul style="list-style-type: none"> - Strong Performer Unlikely to Move Up (i.e., Nearing Retirement) - Focus on Engagement & Motivation - May Be a Resource for Developing Others - Often Subject-Matter Experts / Sole Incumbents w/Retention Risk
		UNDER-PERFORMING (Doesn't Meet)	EFFECTIVE (Meets)	OUTSTANDING (Exceeds)
<p>CURRENT PERFORMANCE <i>Technical Competence & Behaviors</i></p>				

Group: _____

Date: _____

FUTURE POTENTIAL <i>Ability, Commitment, Motivation for Future Growth</i>	HIGH POTENTIAL			
	MEDIUM POTENTIAL			
	LOW POTENTIAL			
		UNDER-PERFORMING (Doesn't Meet)	EFFECTIVE (Meets)	OUTSTANDING (Exceeds)
CURRENT PERFORMANCE <i>Technical Competence & Behaviors</i>				

ASSESSMENT BACKUP:

Coaching Self Assessment

Directions:

Read each question carefully and circle the number the best describes your behavior. Circle #1 if you **never** demonstrate the behavior, circle #3 if you **sometimes** demonstrate the behavior, and #5 if you demonstrate it **all of the time**. Remember, answer what you actually do, not what you “think” you should do.

	Never	Rarely	Sometimes	Frequently	Always
1 I ask questions to draw-out someone to better understand their perspectives and desires.	1	2	3	4	5
2 I spend more time listening to get clarity about the “whole situation”.	1	2	3	4	5
3 I help people move forward with desired changes.	1	2	3	4	5
4 I encourage people to try new behaviors and approaches.	1	2	3	4	5
5 I encourage people to create follow-up action steps.	1	2	3	4	5
6 I assist people in seeing different perspectives.	1	2	3	4	5
7 I give honest feedback about individual behaviors.	1	2	3	4	5
8 I am more focused on the outcome rather than the problem.	1	2	3	4	5
9 I help people see the benefits of teaming with others.	1	2	3	4	5
10 I share observed behaviors in a timely fashion.	1	2	3	4	5
11 I ask for help with developmental concerns.	1	2	3	4	5
12 I am OK with not knowing the answers.	1	2	3	4	5

SELF-ASSESSMENT:

- Stepping back, what is your overall average score?
- What do you observe about the areas where a coaching approach is never/rarely used?
- Why might that be?
- What is one action you can take away from the self-assessment?



Planning Coaching Conversations

Coaching Planning Worksheet

1. Outcome

What is your desired outcome of the conversation?

What would you like to accomplish in this conversation?

2. Information

What is the individual's perspective of the situation?

What are the confirmed facts?

3. Strategies

What opportunities are open to the individual?

What new ways of looking at the situation can be explored?

4. Results

What actions will be taken?

What commitment is there?



Techniques for Coaching Conversations

Coaching Questions Card

ASK, DON'T TELL

- What outcomes are you hoping to achieve?
- What's worked well for you in the past?
- How would you like things to be?
- What is the most important thing you have learned from this situation?
- Who might be a resource that you could partner with to achieve your desired outcomes?
- What role will you play in achieving the outcome desired?
- How will things look different if you make this change?
- Can you describe the situation as you see it?
- What do you imagine could get in the way of your success?
- Based on the conversation we have just had, what do you see as your options?
- What would you like the outcome to look like?
- What support do you need from others to ensure the outcome is met?

REFRAME THE PICTURE

- If you were the other person, how would you want it handled?
- If ____ were here, how would he describe the situation?
- How about ____, how would she describe it?
- If you were planning a vacation, how would you chart your course?
- What implications does this plan have for other departments today?
- How would you handle this situation differently now than you would have two months ago?
- What would the situation look like a year from now?
- It is interesting you saw it that way. May I tell you what it looks like to me?
- If you were standing on a hilltop looking down on the field, what could you see that would help the players?
- One year from now, when people look back at this project, what will they say about its effects on the organization?
- What effects are likely to occur in the organization as a whole over time?

TRUTH TALK

- Is it OK to tell you something that I think might be very useful, but could make you uncomfortable?
- May I give you some feedback and trust you will take it in the way it is intended; as a way to help you move forward?
- I'd like to give you some information based on my observations. I'd like you not to react immediately, but to take some time to reflect on it before we discuss it. Would you be willing to do that?

IN-THE MOMENT FEEDBACK

- May I comment on what I'm observing at the moment and see if I've got it right?
- Can we pause for a minute? May I react to what you just said?
- Three different topics we discussed today evoked this same response from you. What do you see is the common theme?
- How do you think your reaction to that topic would affect your employees at work?
- I think I might be hearing a contradiction here. Can we talk about it? Can you describe the situation as you see it?
- It seems to me that your tone of voice was a little harsh just now, even though your words weren't. Can we talk about this?
- What effect do you think your response might have on others?
- How do people react to that same body language and tone of voice in business meetings?

EXPLORE POSSIBILITIES

- Setting aside the risks for the moment, is there an innovative solution that might work?
- What have you tried? What else could you try?
- How and when might you test out some of these new behaviors?
- Think of the person you admire most in the company. What would that person be likely to do in this situation?
- In what new ways could you respond to that situation?

TRUTH TALK

- What do you look for in a partner?
- What could be mutually gained by partnering with that person?
- How can you apply the way we interact as partners to other relationships you might want to develop?
- How might you ask someone to work with you on this project?
- How would you like to build a more effective working relationship?
- Who could benefit from your feedback or mentoring?
- What's working well in our partnership?
- If you initiated a partnership, what would you offer that person?
- What are you doing right now that might be improved upon or accelerated by adding new partnerships elsewhere in the organization?
- How might you team up with someone who could benefit from your expertise?