

APPLICATION: Coaching development programs for managers and coaches

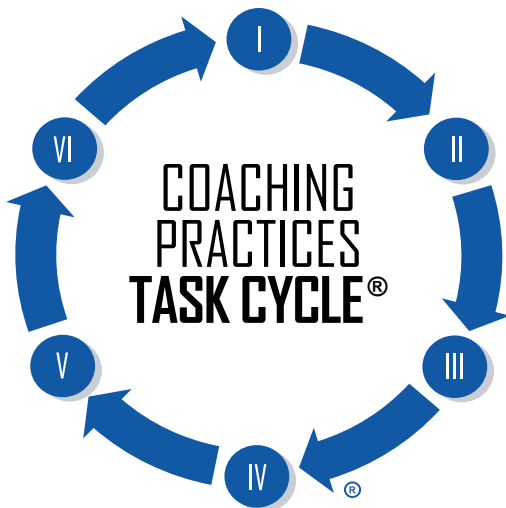
AUDIENCE: Managers and supervisors

RESPONDENTS: Self, Manager, Peers, Direct Reports

QUESTIONS: 77 questions, 3 open-ended

Coaching Practices (SCP) measures the coaching skills of a manager. A strong coach instructs employees in basic operational skills and follows through to ensure that they are learning and performing well. Success in this position requires a thorough understanding of the organization and its people, and a commitment to coaching and mentoring. Managers in this role help others succeed in their careers by monitoring performance and providing constructive feedback. The SCP provides feedback on the competencies necessary to enhance the performance and growth of others through effective coaching.

THE SCP TASK CYCLE®



The Task Cycle is a validated organizing tool that can help leaders know where to focus their development. It is presented as a logical sequence of events, with each phase contributing to achieving the final goal. A leader's performance across the Task Cycle phases is predictive of how others perceive their impact on the organization.

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I. ESTABLISHING THE PURPOSE

Exhibiting a commitment to mentoring others and helping them set personal goals.

II. LAYING THE FOUNDATION

Understanding others' job-related responsibilities within the organization.

III. SUSTAINING THE EFFORT

Coaching to high standards and encouraging teamwork.

IV. FEEDBACK

Providing employees with feedback regarding their performance and professional growth, while maintaining realistic expectations.

V. MONITORING AND ADJUSTING

Monitoring and tracking progress.

VI. ACKNOWLEDGING PROGRESS

Acknowledging the performance improvements of others.

OUTCOMES

Approachability, Trust, and Overall Effectiveness are leveraged through the mastery of Task Cycle phases.