

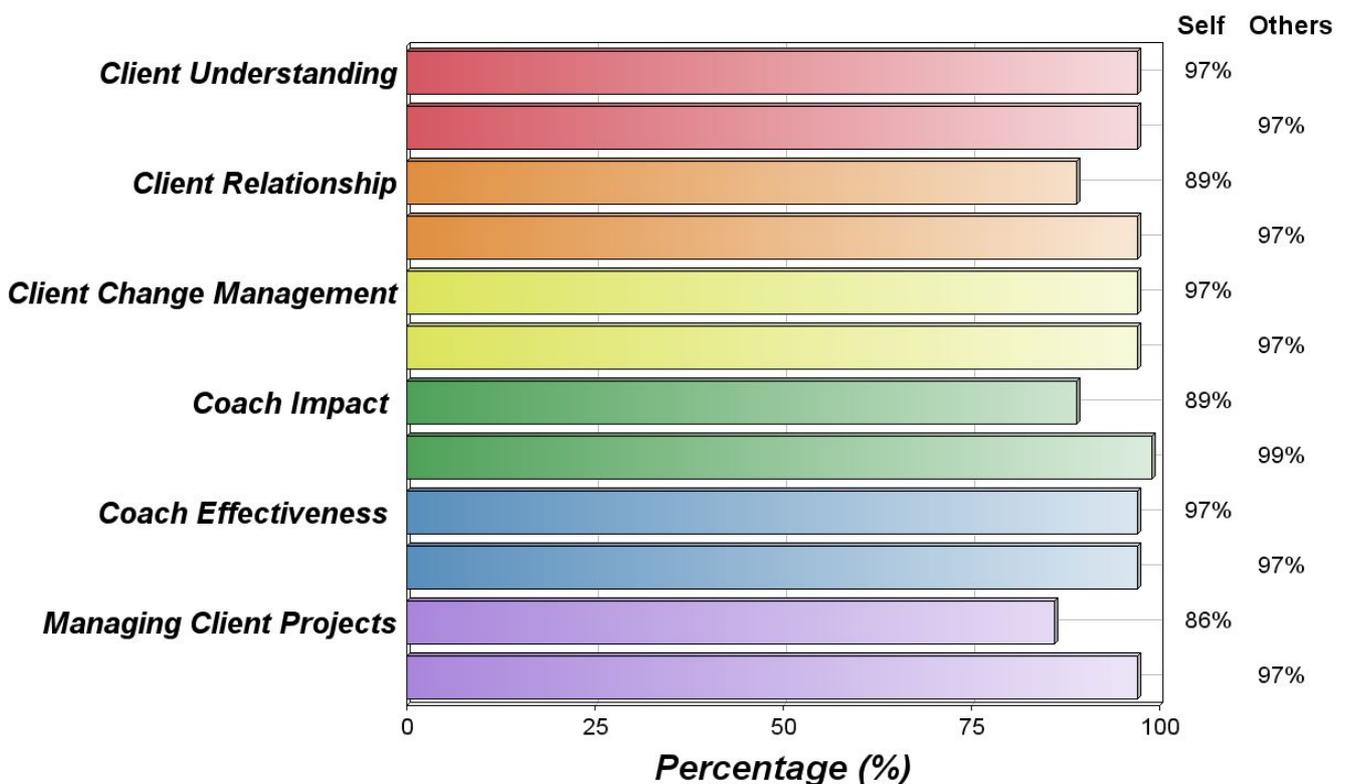
CORE SKILLS PROFILE

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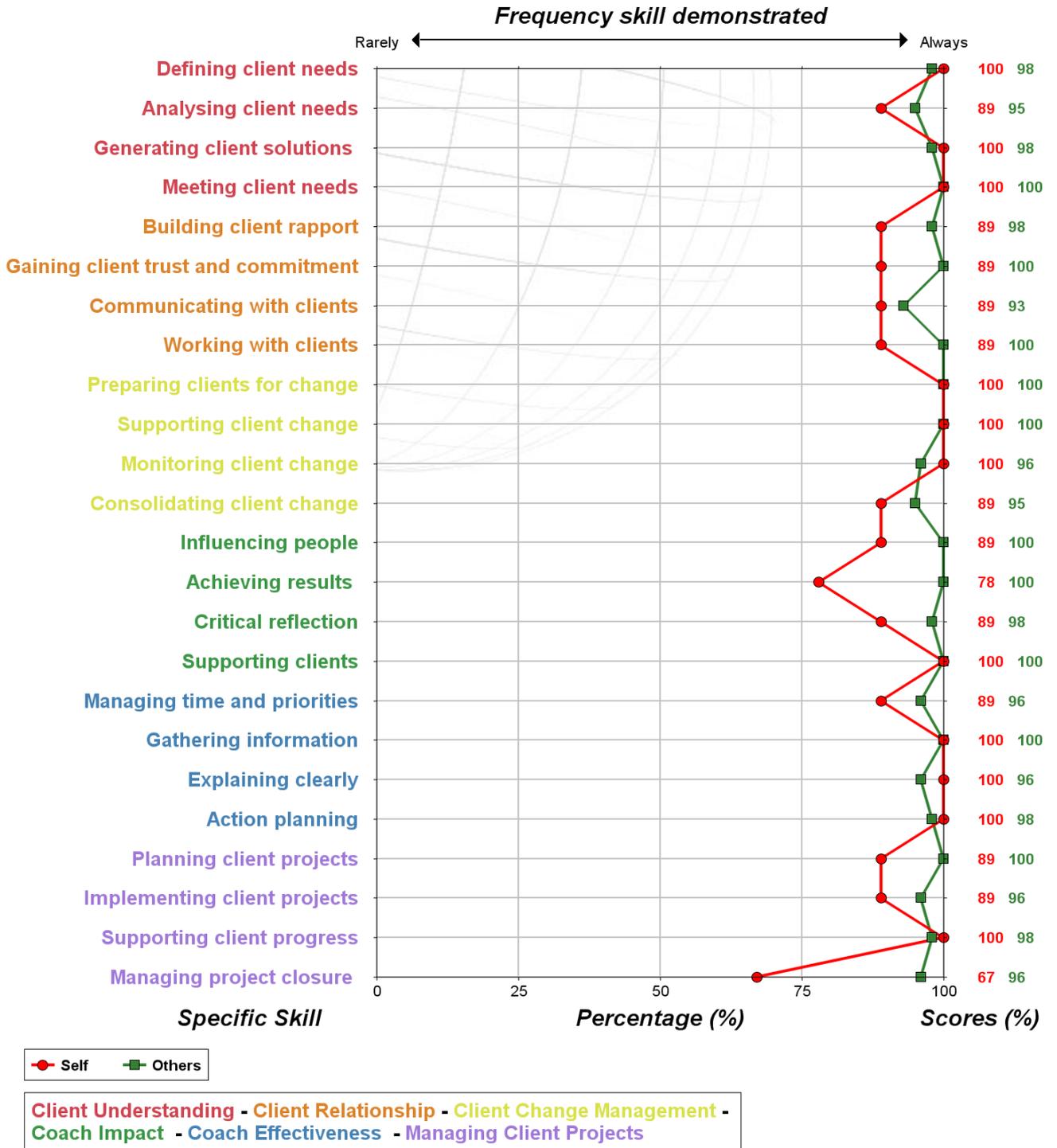
Perspectives 360 provides a framework for assessing the skills of business coaches. It is designed to provide you with feedback from the people who know your business coaching skills best: the people with and for whom you work. This report summarises the results of your assessment and is intended to help you identify your strengths as well as some areas for development.

The report comprises an analysis of your scores together with an explanation of your results and some suggestions to help you to improve your business coaching skills. The Specific Skills Profile compares your perception of your skills with that of the individuals who also assessed you: where you see any significant differences between the two profiles, you might like to reflect on why that might be the case and what action you could take to rectify this difference of perception. Below is a summary of how people perceive you in each of the Core Skills.

Core Skills Profile



SPECIFIC SKILLS PROFILE



CORE SKILLS ANALYSIS

Client Understanding

Business Coaches are required to help clients to develop and implement solutions to meet specific client needs, aims and objectives on commencement and throughout the lifetime of a client project. Business Coaches are required to develop creative solutions and to confirm with clients that the proposed and actual solutions will or have met their needs.

Client Understanding is broken down into Specific Skills. Each Specific Skill is described below and is followed by an explanation of how your performance is perceived in this skill area. To improve your performance, a development action based upon your current performance level, is provided for each of the Specific Skills.

Defining client needs: Understanding client needs, issues, aims and objectives so proposed solutions can be generated that meet their needs

Your assessment shows that you:

- ◆ Always take the time to explore the underlying issues and problems with clients before advising clients or making any recommendations
- ◆ Typically seek clarification of client's aims and objectives to confirm your understanding
- ◆ Always confirm your understanding of issues, problems and aims with clients

Development Action: Time spent exploring underlying causes and problems with clients is time well spent. Ask as many people as practically possible for their views and opinions and build in more time for researching client issues through the use of a range of diagnostic tools and techniques. Get into the habit of summarising the results of your research and investigation of underlying cause and problems and discussing them with clients – they will either confirm your findings or provide additional ideas, information or opinions. By devoting a little more time to exploring the underlying issues and problems with clients you will be able to ensure proposed solutions address the right priorities.

Analysing client needs: Obtaining information, opinions and facts in order to understand client issues and plans

Your assessment shows that you:

- ◆ Make a point of using a variety of diagnostic methods to analyse client needs
- ◆ Consistently collate information about client needs from a variety of sources
- ◆ Conduct a thorough investigation of facts, information and opinions as a matter of course

Development Action: Thinking about your last two clients, which methods did you use to collate information about their needs: structured interviews and meetings, surveys, observations, performance reports, 360° assessment benchmarking, data analysis, focus groups, diagnostic tests, process analysis? Why did you select each method and how effective were they - did they help you to define client issues and formulate potential solutions? Do you always rely on the same methods, are there more appropriate techniques and how can you improve on what you do?

Generating client solutions : Developing and explaining potential solutions that meet client needs

Your assessment shows that you:

- ◆ Are adept at proposing several potential solutions to meet client needs
- ◆ Present well thought out, practical and creative solutions
- ◆ Can always be relied upon to explain clearly and concisely the advantages of different solutions

Development Action: Identify two current clients and reflect on the solutions you proposed. How well did each solution address the client's needs? Did you come up with the optimum solution – if not, in what ways could it have been improved? What actions can you take to improve your performance? Do you need to investigate issues and needs more thoroughly, or use different diagnostic methods or ensure that you have a better understanding of client aims and objectives?

Meeting client needs: Confirming with clients that proposed and actual solutions will or have met their defined needs

Your assessment shows that you:

- ◆ Ensure that you check solutions are meeting client needs
- ◆ Always take responsibility for taking action to modify solutions that are not addressing client needs
- ◆ Confirm client needs have been fully addressed as standard practice

Development Action: Can you think of a time you had to modify a change plan or action plan when working with a client? How did you detect a change was needed? Did it come about because the client's needs changed or because the plan was not quite right? What actions could you implement to ensure solutions are always on track to meet client needs? By focusing on this you will be adding real value to your clients which they will appreciate.

CORE SKILLS ANALYSIS

Client Relationship

The relationship between Business Coaches and clients is critical. Effective client relationships are built by developing mutual trust and respect, the use of clear and open communication where client feelings and opinions are acknowledged and taken seriously and by demonstrating an understanding and acting on client needs values, needs and motivations.

Client Relationship is broken down into Specific Skills. Each Specific Skill is described below and is followed by an explanation of how your performance is perceived in this skill area. To improve your performance, a development action based upon your current performance level, is provided for each of the Specific Skills.

Building client rapport: Recognising and respecting the needs, values and opinions of clients

Your assessment shows that you:

- Recognise how important it is to respect the needs, values and opinions of clients
- Are always genuinely interested in the client as a person
- Make it a priority to develop a strong connection or bond with clients

Development Action: Assess your ability to EMPATHISE with clients by marking yourself out of five on each of the elements of EMPATHISE: Engaging 100 per cent with clients; Mirroring client language and behaviours; Being Patient and letting clients finish speaking without interruption; Acknowledging client ideas and opinions; Being Thoughtful and considerate of client needs; Being Interested in clients; Being Sensitive to client needs and perspectives; and using your Emotional Intelligence.

Gaining client trust and commitment: Respecting confidences, honouring commitments and persuading clients to take action

Your assessment shows that you:

- Are honest, straightforward and respect confidences at all times
- Consistently fulfil commitments and promises made to clients
- Always ensure that you generate client enthusiasm and confidence in proposed solutions

Development Action: Sometimes the 'truth' can be difficult for clients to hear and accept, but levelling with them and being able to substantiate your position, helps to build long-term foundations based on honesty and trust. Can you think of an occasion when you have had to level with a client (i.e. telling them like it is, no better and no worse)? How uncomfortable did you feel and how did the client respond? How did this impact on your relationship with the client? Do they still trust you and value your opinion – more or less?

Communicating with clients: Creating an open and honest, two-way flow of ideas, opinions and information

Your assessment shows that you:

- Share feeling and opinions with clients even if they are controversial, as a matter of course
- Make a point of listening carefully to the opinions and ideas of others without interrupting
- Can always be relied upon to ensure timely reports and reviews of activities and progress

Development Action: Great client relationships are based on openness and honesty including the sharing of feelings and opinions. Reflect on whether there were any times when events occurred that you had thoughts about 'at the back of your mind', but chose not to share. Why did you decide not to share them? Were they controversial or not what the client wanted to hear? Being totally honest, should you have shared them for the client's own good and the benefit of the change plan or project? Were your feelings and opinions subjective or could you have substantiated them with evidence? How could you have raised them with clients?

Working with clients: Agreeing effective working arrangements and processes with clients

Your assessment shows that you:

- Are adept at using language and approaches that clients understand
- Routinely discuss the best way of working together to achieve client aims and objectives
- Make it a habit to review the effectiveness of your working relationship with clients

Development Action: Being able to communicate clearly and concisely is the key to effective and productive client relationships and meetings. After your next client meeting or a report you have prepared, identify five improvements you could have made to improve your communication and presentation skills. Did you use any unnecessarily long and complicated words, jargon or consulting-speak?

CORE SKILLS ANALYSIS

Client Change Management

Clients need help to be ready for change as well as support throughout the implementation phase of the change plan. It is important that the progress of change plans is monitored so that corrective actions can be implemented. To ensure the benefits of change plans are sustained clients need to take ownership of change plans.

Client Change Management is broken down into Specific Skills. Each Specific Skill is described below and is followed by an explanation of how your performance is perceived in this skill area. To improve your performance, a development action based upon your current performance level, is provided for each of the Specific Skills.

Preparing clients for change: Evaluating the client's readiness for change and helping them to develop and implement effective change plans

Your assessment shows that you:

- Always clarify the business benefits of proposed change plans
- Devote ample time to supporting clients in identifying the need for and potential risks of change plans
- Can be relied upon to ensure that clients understand the scale and implications of proposed change plans

Development Action: Stop and think about how you clarify that clients fully understand and appreciate the benefits of proposed solutions and change plans. How do you encourage them to think through the implications of the changes and how they will benefit personally and their organisation generally? Have you ever identified new needs at this point? If so, did it help you to modify and improve your proposed change plans?

Supporting client change: Helping clients to achieve the aims and objectives of their change plan

Your assessment shows that you:

- Willingly help clients to define the aims, objectives and strategy for change plans
- Recognise how important it is to agree with clients what help and support they need to implement change plans
- Continually provide clients with practical advice and encouragement throughout the change plan

Development Action: What help and support do you provide that helps clients to create SMART objectives, clear milestones and risk management plans? Do you undertake too much of the work on their behalf – if so how can you involve them more? How can you help them to be more independent so that they can plan future changes without as much external support?

Monitoring client change: Checking that client change plans are on track and delivering the planned business benefits

Your assessment shows that you:

- Routinely agree key measures with clients for monitoring the progress of change plans
- Always take responsibility for taking corrective action when client change plans are not on track
- Review the impact and benefits of change plans with clients at agreed intervals as a matter of course

Development Action: When client change plans are not on track how do you know and what actions do you take? When this has happened did you rush in and 'sort things out' or did you explore what was not working as planned and discuss a way forward with clients? If you have identified client needs accurately and agreed a change plan with clients that incorporates a monitoring plan, there should be few surprises about progress. This means that any corrective actions only need to be minor and more often than not are about allowing more time for the change to take effect.

Consolidating client change: Helping clients to take ownership of change plans and sustaining the benefits

Your assessment shows that you:

- Do all that you can to encourage clients to reflect on the effectiveness of the change plan
- Make every effort to transfer ownership of change plans to clients and their management team
- Always make sure that you agree a plan to help clients to sustain new behaviours and practices as a result of change plans

Development Action: Helping clients to evaluate the effectiveness of change plans is important as it will help them to appreciate the benefits derived to-date and understand more about implementing change plans for the future. Ask clients how effective the change plan was in terms of both the outcomes and the implementation. Were there unintended benefits? Encourage them to reflect on the effectiveness of the planning, implementation and monitoring processes? How effective were the risk assessment and contingency plans?

CORE SKILLS ANALYSIS

Coach Impact

The success of a Business Coach is measured on their positive impact with clients and their organisations. Coaches need to be able to help clients to achieve results and to take ownership of solutions and change plans. The ability to be able to influence people and to help them to make well considered choice and to reflect on the outcomes of these choices all contribute to the Coach's ability to make a positive impact with clients.

Coach Impact is broken down into Specific Skills. Each Specific Skill is described below and is followed by an explanation of how your performance is perceived in this skill area. To improve your performance, a development action based upon your current performance level, is provided for each of the Specific Skills.

Influencing people: Impacting upon others to make better, well informed and considered choices

Your assessment shows that you:

- ◆ Consistently help people to make well informed considered decisions
- ◆ Always present clear and persuasive arguments
- ◆ Invariably positively influence people and opinions

Development Action: Which decision-making models do you use and find most effective when helping clients to make well informed and considered decisions - Grid Analysis, Paired Comparison Analysis, Decision Trees or something else? How well do you play 'devils advocate'? Can you think of one or more occasion when people made a different decision to the one you would have made? What were the outcomes – how effective did they prove to be? Did you have all of the information and data you needed to help them make the best choice?

Achieving results : Delivering objectives and outcomes to the required standard on-time and on-budget

Your assessment shows that you:

- ◆ Focus actions and activities on achieving specific objectives and outcomes as a matter of course
- ◆ Frequently deliver agreed results on time
- ◆ Do whatever you can to deliver outcomes and objectives as per agreed costs and quality standards

Development Action: Being focused on achieving results is a good thing. However, when was the last time you checked that you are working towards the right goals and objectives? Who did you check with? Could it be that you are so focused that you are missing out on other things, alternative strategies, negatively impacting on people's feelings and values, or affecting other people's goals and performance?

Critical reflection: Reviewing the effectiveness and impact of the services provided to clients

Your assessment shows that you:

- ◆ Make a habit of asking for feedback on the impact of activities undertaken on behalf of clients
- ◆ Review the effectiveness of the advice and guidance with clients on a regular basis
- ◆ Make it a priority to seek out new ways of helping and supporting clients

Development Action: The power and value of feedback should never be underestimated. What strategies do you use to ensure you receive regular feedback on the impact of activities you have undertaken for clients? How do you know your advice, guidance and input is making a difference? Think of three examples where feedback from a client has enabled you to modify your actions or approach – what benefits resulted from these modifications?

Supporting clients: Helping clients to develop ownership of their projects and change plans

Your assessment shows that you:

- ◆ Always make sure that you support clients to implement solutions rather than 'being the one in control'
- ◆ Are adept at knowing when to take the lead on activities and actions
- ◆ Always endeavour to respond flexibly to client needs as they change over time

Development Action: Can you recall a scenario where a client developed an over-reliance on you to identify needs, develop and implement solutions and to drive the change plan forward? How did you manage to transfer ownership back to them? The coach/client relationship can be difficult, especially where the client is very reliant upon your expertise and experience and this is where developing your coaching and mentoring skills comes into its own. Make a habit of agreeing a plan with clients to develop their level of independence.

CORE SKILLS ANALYSIS

Coach Effectiveness

Business Coaches need to be personally effective in order to support clients in achieving their aims and objectives. This involves having the ability to assess the relative importance of objectives and activities and being able to gather information in order that the best possible decisions are made. It is important to be able to present ideas, plans and problems and agree effective action plans for the achievement of objectives, with clients.

Coach Effectiveness is broken down into Specific Skills. Each Specific Skill is described below and is followed by an explanation of how your performance is perceived in this skill area. To improve your performance, a development action based upon your current performance level, is provided for each of the Specific Skills.

Managing time and priorities: Assessing the relative importance of objectives and activities within time constraints

Your assessment shows that you:

- Are always clear which activities and objectives must be given priority
- Never fail to schedule sufficient time to meet commitments
- Consistently allow sufficient time to meet high priority objectives

Development Action: When was the last time you ran out of time? What were the underlying causes – lack of planning, underestimating how long things would take, other possibly conflicting commitments impinging on the time you allowed? Rather than just focusing on the here and now, are you scheduling sufficient time for important, longer term commitment and activities and do you stick to them? By allowing longer term commitments to slip, you are creating tomorrow's short term time problems. Personal effectiveness in the long term requires a long term perspective.

Gathering information: Using relevant facts, opinions and information to help with decision-making

Your assessment shows that you:

- Devote ample time to asking people for ideas and their opinions
- Always establish the information and facts before making decisions
- Invariably make logical and well reasoned decisions supported by facts and information

Development Action: When was the last time you asked someone for their ideas and opinions? Did they come up with things you had not considered? How did they respond when you asked them? How did the information they provided help you to achieve your objectives or outcomes? Are there additional people you could add to your network of contacts - if so who are they and how will you approach them for their help and input?

Explaining clearly: Presenting ideas, plans and problems in ways that promote understanding

Your assessment shows that you:

- Are adept at presenting complex ideas and plans in a clear and concise manner
- Can always be relied upon to give instructions and information in a clear logical way
- Routinely ensure that people understand what you have said by checking their understanding

Development Action: Presenting complex ideas and plans requires careful preparation and planning. It is always a good idea to use visual aids to reinforce important points and to distribute any support notes and briefing papers in advance to prepare people for what you want to explain.

Action planning: Agreeing a clear set of actions to achieve one or more outcomes and objectives in a specific timescale

Your assessment shows that you:

- Ensure that you identify specific actions to meet agreed objectives and deadlines
- Always make a point of gaining commitment and agreement to action plans
- Spend sufficient time reviewing and up-dating action plans to ensure objectives and outcomes are achieved

Development Action: Choose a recent action plan that proved challenging to implement. What process did you use to develop and agree the action plan with everyone involved in its implementation? How frequently did you review and up-date it? What things did not happen as planned and what preventative actions could you have adopted?

CORE SKILLS ANALYSIS

Managing Client Projects

Managing client projects involves developing and agreeing a project plan with clients, monitoring and supporting its implementation, identifying changes to the project plan and assisting with project progress and review in order to achieve client objectives.

Managing Client Projects is broken down into Specific Skills. Each Specific Skill is described below and is followed by an explanation of how your performance is perceived in this skill area. To improve your performance, a development action based upon your current performance level, is provided for each of the Specific Skills.

Planning client projects: Determining the scope of the project and its outcomes and the required resources and critical time lines

Your assessment shows that you:

- Consistently consult clients when agreeing the scope and outcomes of projects
- Can be relied upon to develop clear and concise project plans with clients
- Ensure clients can confirm project team members understand their roles and responsibilities

Development Action: As you consistently consult clients when planning the scope and outcomes of project, how could you improve the way you involve and engage clients more fully in scoping projects? Consider a time when there has been a misunderstanding between your own view of the project's scope and that of your stakeholders. What could you do differently to ensure this does not happen again?

Implementing client projects: Supporting clients to ensure project outcomes are achieved on time and on budget

Your assessment shows that you:

- Consistently help clients to operate effective systems to manage project team members and resources
- Are adept at ensuring open and regular communication with clients
- Always ensure that you hold project communication and planning meetings with clients

Development Action: Having helped clients to set up and to operate a set of systems and procedures, take time to reflect on the effectiveness of them. Record any instances where you feel improvements could be made so that they are captured for the next project. How much of the work did you need to undertake and how much did the client take the lead on – was the balance of responsibility correct?

Supporting client progress: Monitoring project progress and adjusting the project plan as required to achieve project outcomes

Your assessment shows that you:

- Frequently discuss project progress with clients and key people
- Make suggestions to adjust project plans in light of progress and problems whenever required
- Can always be relied upon to review client progress in delivering project outcomes on-time and on-budget

Development Action: Are there any patterns or common themes to the types of improvements and changes that you have made with other clients that you could use to anticipate problems and the need for adjustments? Why not periodically review and up-date the project risk assessment to identify the probability and criticality of new or emerging risks to the project? You can then factor these contingencies into future plans and discuss with clients.

Managing project closure : Confirming satisfactory project completion and identifying the lessons that can be learned for the future

Your assessment shows that you:

- Actively recognise the contribution and achievements of project team members
- Always help client to learn lessons from projects to avoid repeating mistakes
- Recognise how important it is to hold final project de-brief meetings with clients and key people

Development Action: You understand the importance of giving praise and recognition, but how specific is your feedback? Ensure people always know and understand exactly what they have done well so they can repeat it. Give a precise example of the behaviour, input or contribution that they made – this way they will know what behaviours, inputs or contributions to repeat in the future and so will other people, thereby sustaining the value of their contribution.