

“As inspirational as it is practical. An important guidebook for a leader at any stage of their career. An extraordinary book!”

-Dr. Marshall Goldsmith

The Power of Positive Coaching

*The Mindset and Habits that Inspire
Winning Results and Relationships*

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Positive Coaching Leadership Assessment Report

Confidentially prepared for: Harry Hopkins

Report date: Thursday, April 04, 2019

Number of respondents: 3

Introduction

Congratulations! Completing the Positive Coaching leadership assessment is an essential step in elevating your coaching game. This report provides valuable feedback so you can develop a game plan for improvement. Maintain a mindset of improvement when viewing the results.

This report contains six sections:

Section I – *Overview* tells you how to get the most from this report and provides an overview of the *Positive Coaching* model.

Section II – *Scoring Format* explains how the ratings are scored and what to look for in the results.

Section III – *Results*. In this section, you will find:

- Overall averages for each of the five positive coaching habits and averages for each question.
- Ratings for your top strengths and areas for improvement.
- Gaps between your perception and perceptions of your raters.
- Written comments.

Section IV – *Interpretation* provides reflection questions to help you convert your assessment results into actionable insights.

Section V – *Personal Commitment* provides a simple template and tips to write a specific commitment you can keep.

Section VI – *Reinforcement Resources* suggests ways for you to improve every day and expand your impact.

Section I – Overview

To get the most from this assessment, print or save your assessment so you can take notes, answer the reflection questions, and complete your commitment.

Accept the results for what they are – personal perceptions. Do not seek out or challenge your employees. To the contrary, personally thank them for their valuable feedback. You may also want to let them know what you've learned and what actions you are taking toward improvement.

Before reviewing your report, read this brief overview of the Positive Coaching Mindset and Habits.

This 180-degree assessment only addresses the five positive coaching habits; only you can assess and work on your coaching mindset. Read or re-read that section of *The Power of Positive Coaching* to ensure you are improving your coaching mindset as much as your coaching habits. In case you have not yet read the book, a brief overview (below) will help ground you in the Positive Coaching model.

Positive Coaching Mindset and Habits

Inspiring winning results and relationships is a two-dimensional challenge that involves a positive coaching mindset and positive coaching habits. Having either one is not sufficient to equip leaders to effectively coach and optimally inspire their teams. Most coaching books and workshops focus on skills and habits, which are essential. You can perform all the right skills, but without the right mindset, those skills and habits will not yield the desired response and results from your team.

On the other hand, the right mindset is crucial, but without corresponding coaching habits, you will never see that mindset translated into coaching behaviors. A positive coaching mindset and positive coaching habits go hand in hand, and they have more than a proportional relationship. Your coaching mindset has a multiplier effect on your coaching habits. This relationship between mindset and habits can be expressed in a simple equation:

$$\begin{array}{c} \text{Positive Coaching Mindset} \\ \times \\ \text{Positive Coaching Habits} \\ = \\ \text{Winning Results and Relationships} \end{array}$$

Business coaching is an inside job. It starts with your knowledge and clarity of who you are, then it emanates outward to your coaching skills and habits. In the first part of this book, we will discuss the four levels of knowledge that build a positive coaching mindset. Your mindset will either limit or expand the possibilities and results you will achieve by applying the coaching habits. That's why we will address your mindset first.

Next, we will outline the five positive coaching habits and skillsets, with supporting tools for each one. If you are equipped with a positive coaching mindset and positive coaching habits, you can inspire winning results and relationships.

Investing in your team produces a positive return on investment, just like the interest you earn on a financial investment. And like a financial investment, your investment in others compounds over time. Start investing in your team today.

Positive Coaching Mindset

1. Know Your Thoughts

- Maintain a positive thought life by controlling input from media, others, and you.
- Choose to look for positive performance and traits; that's what your mind's eye will see.
- Seek unfiltered truth from your team about your coaching to prevent blind spots.
- Create "mental space" for self-reflection and planning.

2. Know Your Purpose

- Focus on how many people you serve versus how many people serve you.
- Connect with your team by finding common ground.
- Facilitate connections among team members to boost engagement and productivity.
- Invest in others to build future leaders and better lives for them.

3. Know Your Values

- Pour a strong foundation of values on which to build a winning team.
- Incorporate common values for inspiring coaches: integrity, humility, and caring.
- Convert your values into observable behaviors to bring them to life.
- Your values are reflected in your daily decisions, so view your calendar and your budget as reflections of your values.

4. Know Your Emotions

- Keep a private journal to help you know and manage your emotions.
- Demonstrate empathy to more effectively navigate challenging coaching discussions.
- Respond (versus react) to situations by checking your emotions first so you can make the best decisions for your team.
- Master your emotions with the 5 × 5 Rule: If it won't matter in five years, don't spend more than five minutes being upset by it.

Positive Coaching Habits

Positive Coaching Habit

EXPLAIN

Expectations

Result

Alignment

Tools

- Answer the Fundamental Four questions (goals, plans, roles, and rewards)
- Align on the 3W's – What, Who, and When.
- Explain the fourth W – Why – using the Circle of Consequences.
- Learn along the way – debrief after interactions, meetings, presentations, and milestones.
- Define your objective before you ask.
- After you ask, be silent.
- Ask about time lines to meet deadlines.
- Manage how you ask, not just what you ask.
- Seek under-the-hood knowledge from your team.
- Think small – quantity over quality of ideas.
- Solicit ideas to improve the eight areas of waste.
- Move down the learning pyramid to coach up your team.
- Measure what matters most.
- Create compelling scoreboards.
- Balance leading and lagging measures.
- Measure results and behavior.
- Know the person behind the employee.
- Appreciate progress.
- Be sincere and specific.
- Use three words to encourage.

ASK

Questions

Engagement

INVOLVE

Team

Ownership

MEASURE

Results

Accountability

APPRECIATE

People

Commitment

Section II — Scoring Format

This leadership assessment presents a picture of how you and your team each perceive your leadership engagement.

The scoring system is on a scale from 0 to 20. The numbering scale (below) corresponds to the answer possibilities:

- 0 = Strongly Disagree
- 5 = Disagree
- 10 = Neither Agree Nor Disagree
- 15 = Agree
- 20 = Strongly Agree

Low ratings (5 and below) indicate challenge areas, and high ratings (15 and above) indicate strengths.

Ratings of yourself are compared to the average rating of all others whom you invited to participate. For example, if five people other than yourself responded, then the "Others' Ratings" would be the sum of the five ratings divided by five.

Focus on themes. Look beyond the individual questions and results that clarify and confirm:

- Strengths on which to build and leverage;
- Improvement opportunities; and,
- Significant difference between your ratings and others' ratings.

Section III — Results

Positive Coaching Index Averages

This section shows aggregated (average) ratings for questions from all respondents that relate to each of the five positive coaching habits. Your ratings are shown separately from all others. The following indices will help you assess your positive coaching habits:

Habits	Others' Ratings	Your Ratings
Explain	40.0	30.0
Ask	45.0	50.0
Involve	33.3	30.0
Measure	43.3	50.0
Appreciate	50.0	30.0
<i>Positive Coaching Index</i>	42.3	38.0

Question Averages

This section shows the ratings for each question and an average score for each focal area. Your ratings are shown separate from all others.

Explain

I proactively communicate our goals, plans, roles and rewards to my team.

After meetings and conversations, I ensure all parties agree on what needs to be done, when it needs to be done and by whom.

I explain why I am asking an employee to perform a task or project.

I help ensure my team is always learning by debriefing with them after interactions, meetings, presentations, project milestones, etc.

Average Score for Explain

Others' Ratings

8.3

10.0

10.0

11.7

40.0

Your Ratings

0.0

5.0

10.0

15.0

30.0

Ask

I specifically think of the purpose of my question before I ask it.

After I ask a question, I always keep silent to allow the other party to reply.

I consciously manage the manner in which I ask questions to ensure the appropriate tone.

I give my team the opportunity to review their calendars and priorities before they commit to a deadline.

Average Score for Ask

Others' Ratings

13.3

11.7

10.0

10.0

45.0

Your Ratings

20.0

15.0

10.0

5.0

50.0

Involve

I try to understand my team's work processes and challenges.

I consistently ask for my team's input on how to improve work processes and reduce waste.

When I coach team members, I confirm they can demonstrate the desired behavior.

I encourage my team to generate lots of ideas even if they are not all great ideas.

Average Score for Involve

Others' Ratings

5.0

6.7

8.3

13.3

33.3

Your Ratings

0.0

5.0

10.0

15.0

30.0

Measure

Each team member knows exactly how our team metrics connect to his/her job.

Others' Ratings

8.3

Your Ratings

20.0

I measure the few things that make the biggest difference for my team.	10.0	15.0
I measure financial, customer, process and people aspects of my team's performance.	11.7	10.0
I systematically measure my team's results and their behavior to achieve results.	13.3	5.0
Average Score for Measure	43.3	50.0

Appreciate

	Others' Ratings	Your Ratings
I look for positive performance to recognize.	15.0	0.0
When I appreciate a team member's performance I am specific about what he/she did well.	13.3	5.0
I am very intentional about learning something new about each employee.	11.7	10.0
In our daily interactions, I encourage my team	10.0	15.0
Average Score for Appreciate	50.0	30.0

Strengths and Opportunities

This section ranks the 5 highest- and 5 lowest-rated questions, as your respondents perceive them. Your rating is also shown for these questions. The questions are listed in descending order (highest to lowest) based on others' ratings.

Top Five Strengths

	Others' Ratings	Your Ratings
I look for positive performance to recognize.	15.0	0.0
I systematically measure my team's results and their behavior to achieve results.	13.3	5.0
I specifically think of the purpose of my question before I ask it.	13.3	20.0
When I appreciate a team member's performance I am specific about what he/she did well.	13.3	5.0
I encourage my team to generate lots of ideas even if they are not all great ideas.	13.3	15.0

Top Five Opportunities

	Others' Ratings	Your Ratings
I proactively communicate our goals, plans, roles and rewards to my team.	8.3	0.0
Each team member knows exactly how our team metrics connect to his/her job.	8.3	20.0
When I coach team members, I confirm they can demonstrate the desired behavior.	8.3	10.0
I consistently ask for my team's input on how to improve work processes and reduce waste.	6.7	5.0
I try to understand my team's work processes and challenges.	5.0	0.0

Gaps

This section shows any gaps in your results. Gaps are simply the difference between your rating and the ratings of others.

Look at the **Gaps** column in the table below.

Negative numbers indicate ratings of others that are lower than your rating.

Positive numbers indicate ratings of others that are higher than your rating.

Habits	Others' Ratings (x)	Your Ratings (y)	Gaps (x-y)
Explain	40.0	30.0	10.0
Ask	45.0	50.0	-5.0
Involve	33.3	30.0	3.3
Measure	43.3	50.0	-6.7
Appreciate	50.0	30.0	20.0
Positive Coaching Index	42.3	38.0	4.3

Biggest Gaps: Blind Spots and Hidden Talents

These are the questions with the greatest differences between your ratings and the ratings of others.

A gap can occur two ways:

1. Your rating of yourself is higher than how others rate you. If the difference is significant, this is considered a *blind spot* – you see yourself stronger than others see you on a particular question.
2. Your rating of yourself is lower than how others rate you. If the difference is significant, this is considered a *hidden skill* – others see you stronger than you see yourself on a particular question.

Hidden Skills

I look for positive performance to recognize.

Others' Ratings (x)

15.0

Your Ratings (y)

0.0

Gaps (x-y)

15.0

I proactively communicate our goals, plans, roles and rewards to my team.

8.3

0.0

8.3

When I appreciate a team member's performance I am specific about what he/she did well.

13.3

5.0

8.3

I systematically measure my team's results and their behavior to achieve results.

13.3

5.0

8.3

I give my team the opportunity to review their calendars and priorities before they commit to a deadline.

10.0

5.0

5.0

Blind Spots

I help ensure my team is always learning by debriefing with them after interactions, meetings, presentations, project milestones, etc.

Others' Ratings (x)

11.7

Your Ratings (y)

15.0

Gaps (x-y)

-3.3

I measure the few things that make the biggest difference for my team.

10.0

15.0

-5.0

In our daily interactions, I encourage my team

10.0

15.0

-5.0

I specifically think of the purpose of my question before I ask it.

13.3

20.0

-6.7

Each team member knows exactly how our team metrics connect to his/her job.

8.3

20.0

-11.7

Written Comments

This section lists each written comment made by others who completed their assessment of you.

To preserve anonymity, comments appear in random order.

My strengths are

My areas for improvement are

Section IV — Interpretation

At this stage, you now have a lot of data. Some of it may be surprising.

Focus on themes rather than the ratings on any individual question or a specific write-in comment. Look for common threads or underlying issues.

Review your results to identify your:

- Strengths to build on and leverage;
- Improvement opportunities; and
- Significant gaps between how you view your leadership engagement and how others see it.

The following reflection questions are provided to help convert your results into actionable insights.

Strengths

1. Based on your assessment results, what are your top two strengths (highest scores)?

2. In what situations do you believe you are most naturally an engaging leader?

3. How can you use your strengths to help you become an even more engaging leader?

Improvement Opportunities

1. Based on your assessment results, what are your top two improvement opportunities (lower scores)?

2. In what situations do you find it most challenging to engaging your team?

Gaps

1. Based on your assessment results, what (if any) are the two gaps – blind spots or hidden skills?

- *Hidden skills* are areas where others see you stronger than you see yourself.

- *Blind spots* are areas where you see yourself as being stronger than others see you.

2. Did any of these results surprise you?

3. Why do you think these gaps exist?

4. What can you do to start closing the gap?

Section V — Personal Commitment

Now that you have reflected on your strengths, opportunities, and gaps, make a personal commitment to engage your team.

3 Steps to Elevate Your Leadership

1. Study your feedback report

- Look at relative scores across needs and questions.
- Identify blind spots.
- See if written comments provide insight/clarity.
- Avoid weighing written comments more than the quantitative results.

2. Identify only one area to improve.

- If there are several areas to improve, simply select the one you are most motivated by.
- Seek clarifying input from your team. Just take it in. Do not react or rationalize.
- Start with one action that has the greatest impact on your team.
- Focus on your lowest ratings first.

3. Make a commitment, then act on it.

- Keep your commitment small, specific, and measurable (see next page).
- Act immediately on your new commitment.
- Ask for help from your leader and team to meet your commitment.
- Provide specific, periodic updates when you meet with your leader to keep yourself accountable.
- It takes 28 days of repeated action and reinforcement to nurture a new, positive habit.

My Personal Commitment

Positive Coaching Habit I will focus on...

EXAMPLE:

Involve Team

My SPECIFIC Action...

I dedicate the first five minutes of my weekly staff meeting to asking for suggestions so my team will be more involved in improving our customer service.

Barriers and how I will overcome them...

I tend to jump to conclusions because I have done my employees' jobs in the past. I generally know what will work best.

To overcome this barrier, I will just listen to their ideas in the meeting without giving an immediate response.

By default, I will support their ideas, unless I know it will harm the company or our customers. This will enlist their ownership of the ideas and implementation.

How I will know I have been successful...

I will receive unsolicited suggestions with solutions for improvement (initiative).

I see improvements in our quarterly customer service rating (performance).

MY Commitment:

In the words of Zig Ziglar, an inspiring coach to millions, "**You don't have to be great to start, but you have to start to be great.**"

So, get started today!

Create a six-month reminder in your calendar to retake this assessment to measure your progress.

Section VI – Reinforcement Resources

Free Tips and Tools

Free leadership tips and tools:

- 9 self-assessments with real-time feedback reports.
- 15 mini-movies to motivate you and your team.
- 6 quick tips on video clips. Linked to YouTube channel with 100+ other videos.
- 5 Top 10 Lists to help you learn from others' experience.
- Blog archive containing 400+ posts/videos to equip and inspire you (searchable by keyword).

Visit www.theLgroup.com or text "leadership" to 444-999.

Executive Coaching

The *Executive Navigation*SM coaching process is results-focused and supported by field-tested tools to help you elevate your leadership. Clients significantly and measurably improve personal productivity and team performance.

Keynote Presentation

Invite the authors to present a high-energy, practical look at how to ignite Passionate Performance in your organization.

High-impact Workshop

Equip your organization's leaders with tools to engage the hearts and minds of their teams. Delivered by one of the authors or a certified facilitator, this high-impact, interactive workshop delivers simple tools that participants can put to work right away.

Trainer's Kit

Train your leaders on *The Power of Positive Coaching*. This just-add-water training kit includes: detailed facilitator notes and engaging participant exercises, 60+ professionally designed slides that address all the key points from the book, and a 50+ page participant guide.



Consulting: Our top-notch consultants deliver cut-through-the-clutter insights that drive results for your team.



Executive Coaching: Our advisors help executives boost team and personal performance.



Speaking: Engage your team with passionate delivery and equip them with practical tools.



Resources: Rapid-read books, multimedia training tools and leadership assessments.



Training: Rely on our certified facilitators (English- or Spanish-speaking) or use our just-add-water training kits for internal delivery.

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