

## Coaching Observation Form

*Intentional change involves envisioning the ideal self (who you wish to be and what you want to do in your work and life); exploring the real self (the gaps you need to fill and the strengths that will help you do so); developing a learning agenda (a road map for turning aspirations into reality); and then experimenting and practicing (with new behaviors and roles).* From HBR Coaching for Change by Boyatzis, Smith and Van Ossen.

Effective coaches ask helpful questions, listen intently, explore a person's vision, and help them find learning opportunities and develop a learning agenda. Becoming adept in using the following coaching skills will lead to success in this process.

### Ask helpful questions

- ☐ Open ended
- ☐ How or what questions
- ☐ Exploratory
- ☐ Shows curiosity

### Active listening

- ☐ Listens more than talks
- ☐ Gives verbal and nonverbal indications of listening
- ☐ Waits for speaker to finish before responding
- ☐ Shows focused attention

### Reflection

- ☐ Paraphrases or restates what the coachee says
- ☐ Uses summarizing
- ☐ Reflects what coach *thinks* they are saying – may be more evocative and shift thinking
- ☐ Uses more reflection statements than questions (avoid feeling of interrogation)

### Building Confidence

- ☐ Solicits self-assessed strengths
- ☐ Connects successful use of strengths in the past to application to current challenges

### Creating Accountability

- ☐ Guides coachee to develop and state a SMART goal(s)
- ☐ Elicits degree of confidence in meeting the goal
- ☐ If confidence in goal is low, encourages modifying or developing a new goal

### Comments

These worked well. Keep doing them!

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Skills to try or practice

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