

# **XYZ Company**

# **The Coaching Mirror**

## **360 Feedback Report**

**Name : A. N. Other**

**5 June 2009**

**Note Includes: Self, Supervisor, 3 Peers  
and 3 Subordinates**

# The Coaching Mirror

The Coaching Mirror is an instrument designed to provide feedback on your behaviour in practice as a coach. It focuses on the range of dimensions that impact a manager's success in being an effective coach. Thus it provides you with some valuable feedback that will help you to identify areas of strength and areas for further investigation or development in order to build your coaching competence and impact.

The Coaching Mirror dimensions are:

## Coaching Skills

This provides feedback to you on how effectively you demonstrate the skills of a coach including:

- Having a holistic view and seeing how the parts fit within the whole in order to be able to see and advise on the relationships between issues and how they interact
- Having an appropriate perspective and being able to understand the context of the issue being discussed with a coachee
- Being able to ask the right questions to trigger thinking, reflection and identification of avenues for solutions
- Showing good listening by paraphrasing and feeding back to coachee in a way that demonstrates you have heard and understood
- Asking probing questions that cause the other person to think deeply and reflect for themselves on possible answers and solutions

## Showing Empathy

This provides feedback to you on how well you show being receptive to the problems and issues of the coachee including:

- Demonstrating that you are concerned about the coachee
- Showing that you understand their world
- Building rapport enabling an easy two way communication
- Being non judgemental and open to the coachee's issues without bias or prejudice

## Building Trust

This provides feedback to you on how effectively you build a relationship of trust with the coachee in which sensitive issues can be discussed freely. It includes:

- Being confidential and maintaining the secrecy of the content of coaching conversations with the coachee
- Being discrete in the use of information or feedback from coaching conversations
- Building a relationship such that the coachee is at ease speaking openly

- Being perceived as a trustworthy person
- Creating an atmosphere which enables the coachee to feel relaxed and comfortable discussing difficult issues

## Showing Expertise

This provides feedback of how much you are seen to have the knowledge and expertise to be able to coach to appropriate solutions. It includes:

- The degree to which you are considered to have a rich experience for the coachee to draw on
- The degree to which you are seen to have a good knowledge of the company and how it works
- The degree to which you are seen to have a good knowledge of the particular professional area of your work
- The degree to which you are seen to have a good business knowledge
- The degree to which you are seen to have knowledge that the coachee values

## Making Space

This provides feedback on how well you make space for coaching discussions. While we may have strong skills in relating with other people and coaching it is of no value if the conversations never happen or are rushed. It includes:

- That you are seen to make time available for the coachee
- That you prioritise important conversations and don't apply a time pressure but enable them to run to conclusion
- That you demonstrate that you give a high priority to development needs of others

## Guiding to Solutions

This provides feedback of how effective you are in applying your knowledge and skill to guide the coachee to workable solutions. It includes:

- That you help the coachee to see what they need to do
- That you use an appropriate balance of guiding and telling
- That you help the coachee grow and develop
- That you help the coachee to solve important problems for them

Note this does not set itself out to be a scientific instrument. It is a tool for gathering the perceptions of others. What you will read in terms of feedback in the coming pages is a compilation of your own and the perceptions of people around you. That will provide some data but remember it is only data. It will point to particular strengths or areas for development. You should validate any conclusions you draw by discussing them with your boss and specific colleagues to ensure that

you are reaching the correct conclusions. In addition the program staff on this program will also be happy to discuss your feedback report and your conclusions with you.

## How to Read this Report

The coaching dimensions introduced above are designed to give you feedback on the degree to which you demonstrate good coaching behaviour in practice. These are the behaviours that leaders and managers will require to demonstrate in order to be effective in a coaching role.

You have recently completed a questionnaire and asked a number of your colleagues to complete this questionnaire. This process is called a 360 degree feedback process as you were asked to forward the questionnaire to your boss, a number of peers and a number of subordinates as well. The questionnaire was designed to provide you with feedback on how you and others see your behaviour in practice against Coaching Practice.

This feedback is a gift from your colleagues that often is not normally available. You should treat it as a precious gift to help you grow and develop. In order to preserve confidentiality the peer and subordinate feedback is grouped and you are presented with the average rating for that group.

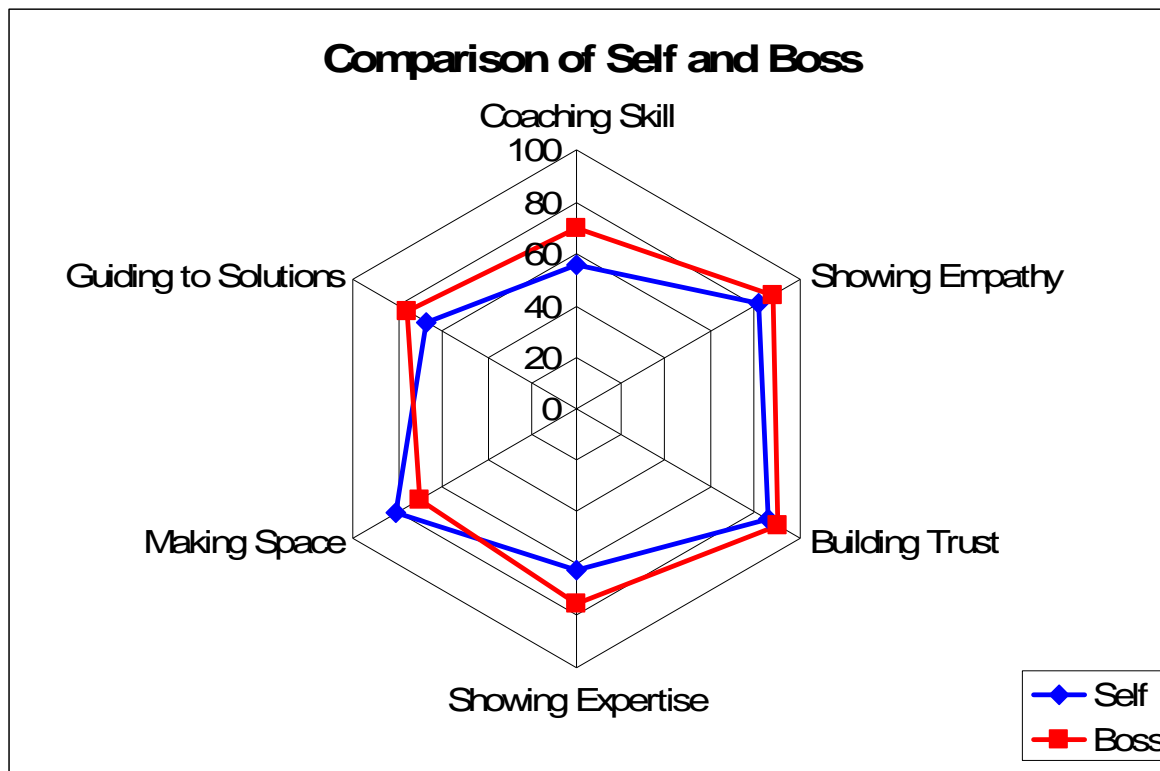
Review the overall feedback first and identify what it is saying to you. How does your boss see your behaviour versus your own assessment? How do your colleagues/peers and your subordinates see your behaviour versus your own perceptions? What are the areas of strength you are seeing in the overview and what are the potential areas for further development?

Once you have identified the main points of feedback from the overview you can then explore the detailed feedback by Dimension. The best way to do this is to look at each one and identify points of interest. Where does your boss or one of the other groups rate you significantly different than your own perception? Is this surprising?

If you are surprised by some of the feedback do you have enough information to draw conclusions? You may find it valuable to have a follow up discussion in confidence with your boss, one or more colleagues or one or more subordinates to check out what might be the perception that lies behind a particular rating. This will provide you with more qualitative feedback to support this quantitative feedback you have received in this report.

Note as you are going through the report the key points and develop a list for yourself of strengths and areas for development. Reflect on what you will do to develop your behaviour on areas where others see you performing less strongly than you see yourself. What might you do about this? And remember ask for help and information.

## Overview Feedback – Self/Boss



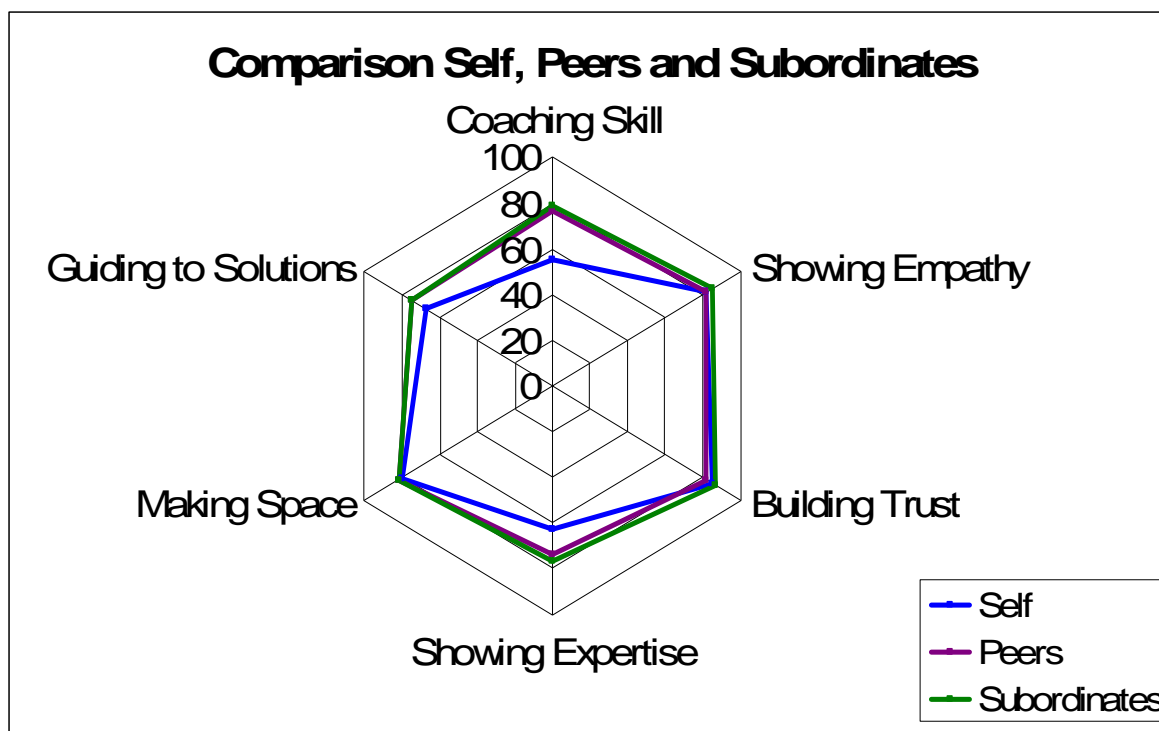
This figure plots your own perception and that of your boss on each of the dimensions.

Ratings above 80 can be seen as a real strength. If you have a combined view of all respondents that perceive that you are above 80 then this is a competence or skill set that you demonstrate in your behaviour. You should seek to consolidate these behaviours.

Ratings from 60 to 80 are average. If you have a combined view of all respondents that perceive you as between 60 and 80 then you are displaying the behaviour frequently but there is room for showing it more consistently.

Ratings below 60 indicate an area where you are infrequently displaying the desired behaviours. A combined view that presents a profile of a dimension below 60 indicates that you are currently perceived to demonstrate that value or behaviour infrequently. You should reflect on this and identify what is required for you to demonstrate this behaviour more frequently.

## Overview Feedback – Self/Peers/Subordinates



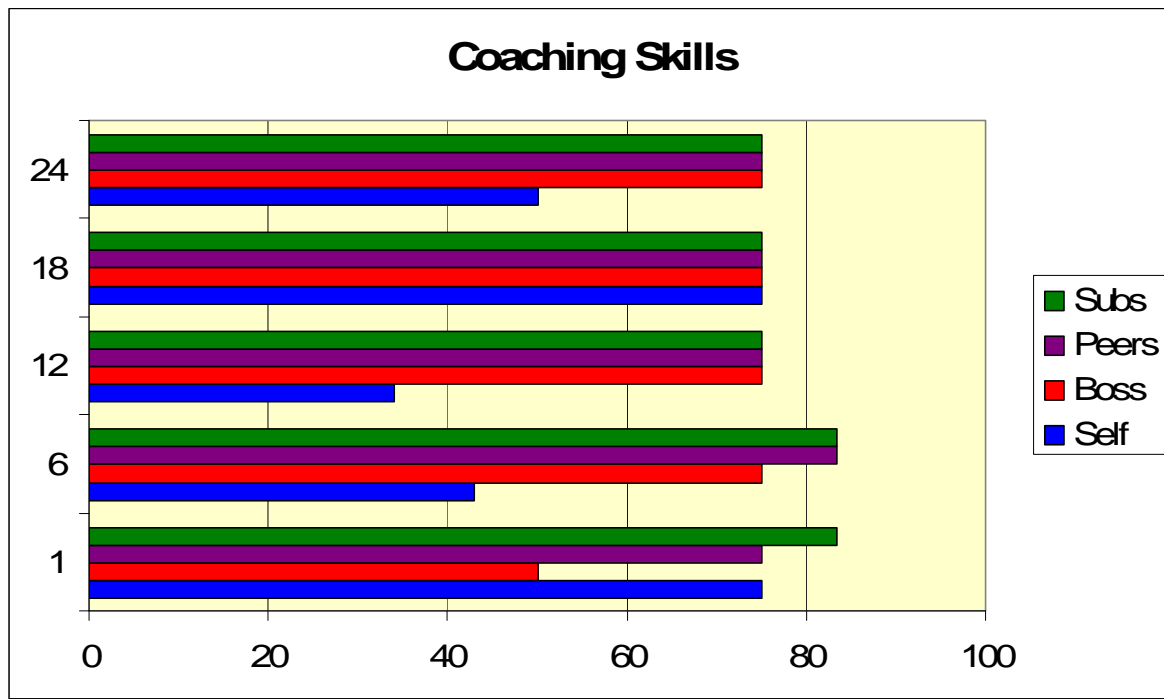
This figure plots your own perception compared to the perceptions of your peers/colleagues and subordinates.

Ratings above 80 can be seen as demonstrating the behaviours frequently. If you have a combined view of all respondents that perceive that you are above 80 this says that you regularly or often demonstrate the desired behaviour (s).

Ratings from 60 to 80 are average. If you have a combined view of all respondents that perceive you as between 60 and 80 then you display these behaviours regularly but you are not consistently displaying the behaviours.

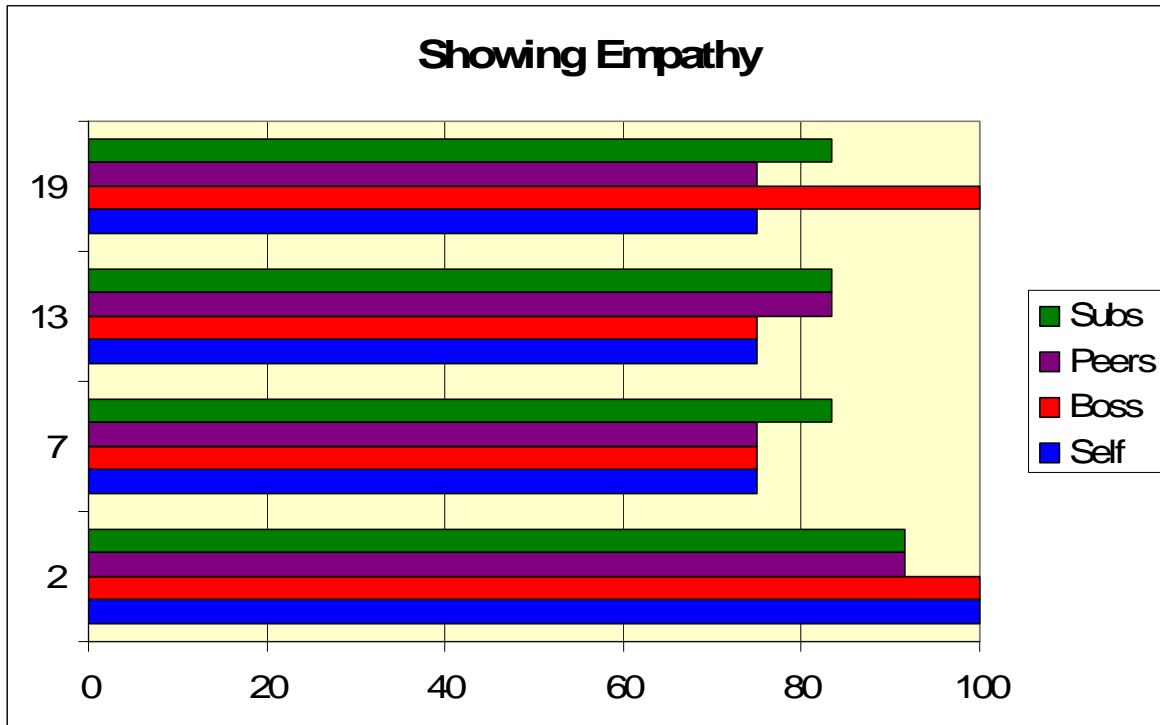
Ratings below 60 indicate an area for action. A combined view that presents a profile of demonstrating the values below 60 indicates that you are infrequently behaving consistent with good coaching practice and need to review your behaviour.

## Coaching Skills



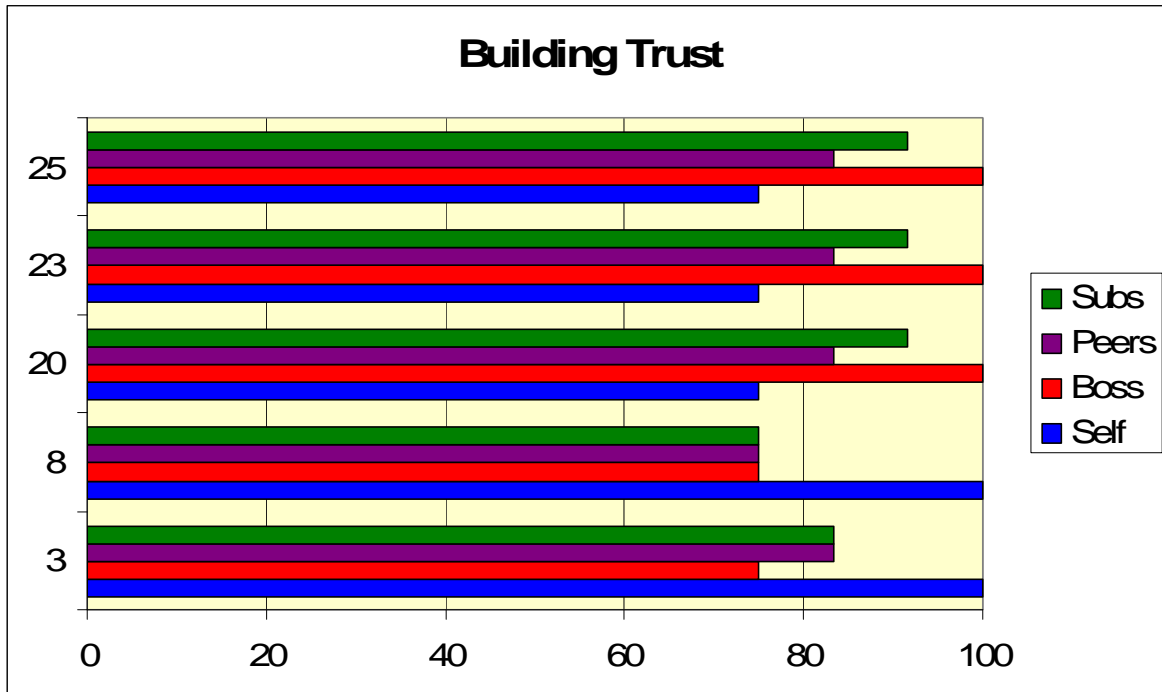
1. The person is able to see the whole picture and how specific things interact to affect the whole.
6. The person is able to see things in their proper perspective having a good grasp of the context within which things are happening in relation to work
12. The person asks the right questions to trigger my thinking about my own development
18. The person regularly restates what I am saying in different words in a way that shows me that he or she understands what I am saying
24. The persons asks probing questions in a supportive way to help me understand myself and my behaviour

# Showing Empathy



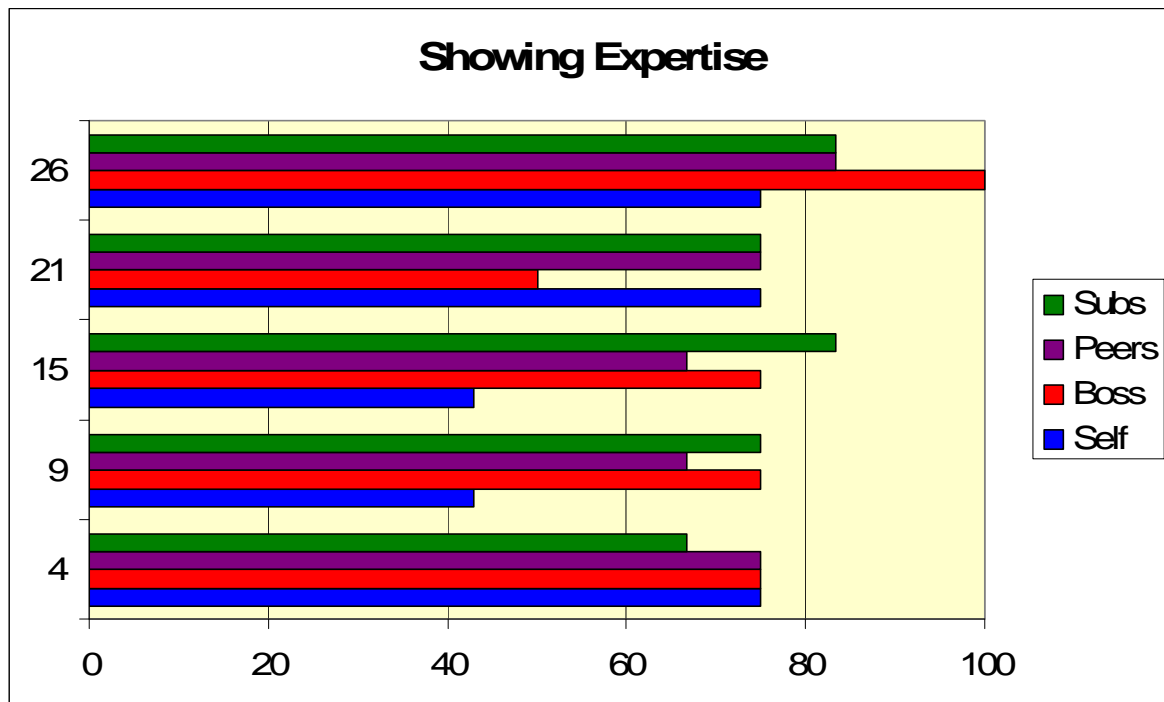
- 2. The person shows that he or she is concerned about people who report to him or her
- 7. The person shows that he or she understands my world
- 13. The person builds rapport with me so that I feel comfortable talking with her or him
- 19. The person does not judge me or my behaviour and form opinions about me but is open to seeing me in different ways

# Building Trust



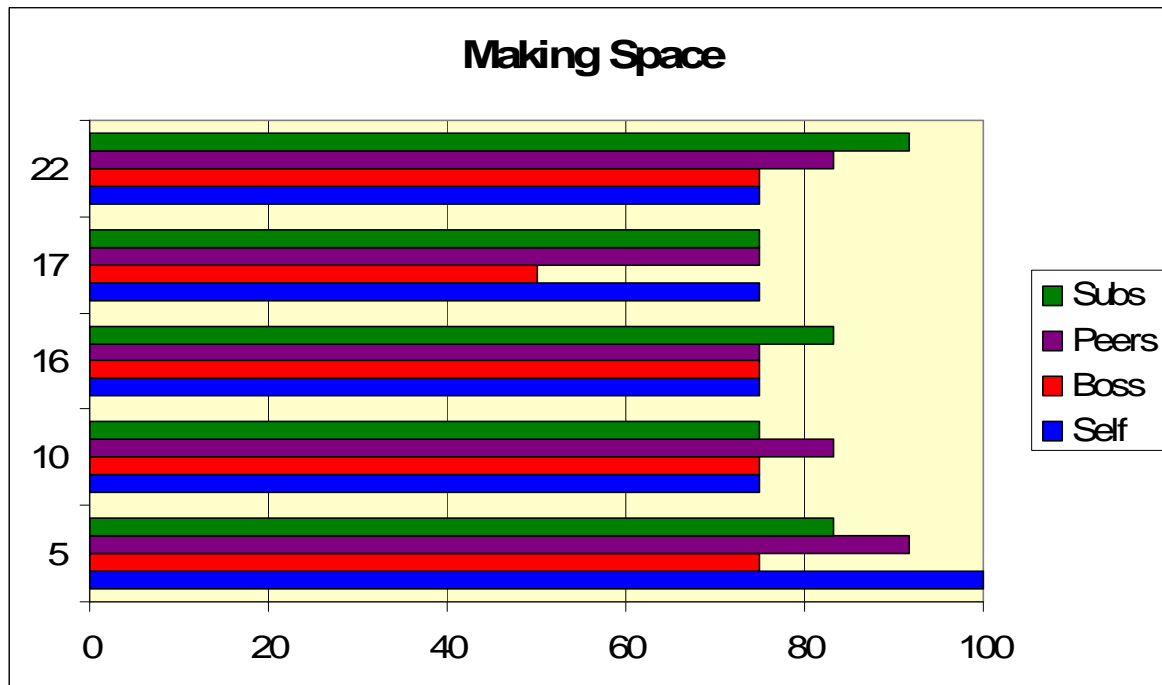
- 3. I am confident that the personal conversations between me and this person about me, my performance and my behaviour are confidential to us
- 8. The person is discrete and does not share private information about other people openly
- 20. I trust this person
- 23. I feel at ease with this person and am comfortable speaking openly about things personal to me
- 25. The person creates an atmosphere in which I feel relaxed and comfortable when discussing personal issues

## Showing Expertise



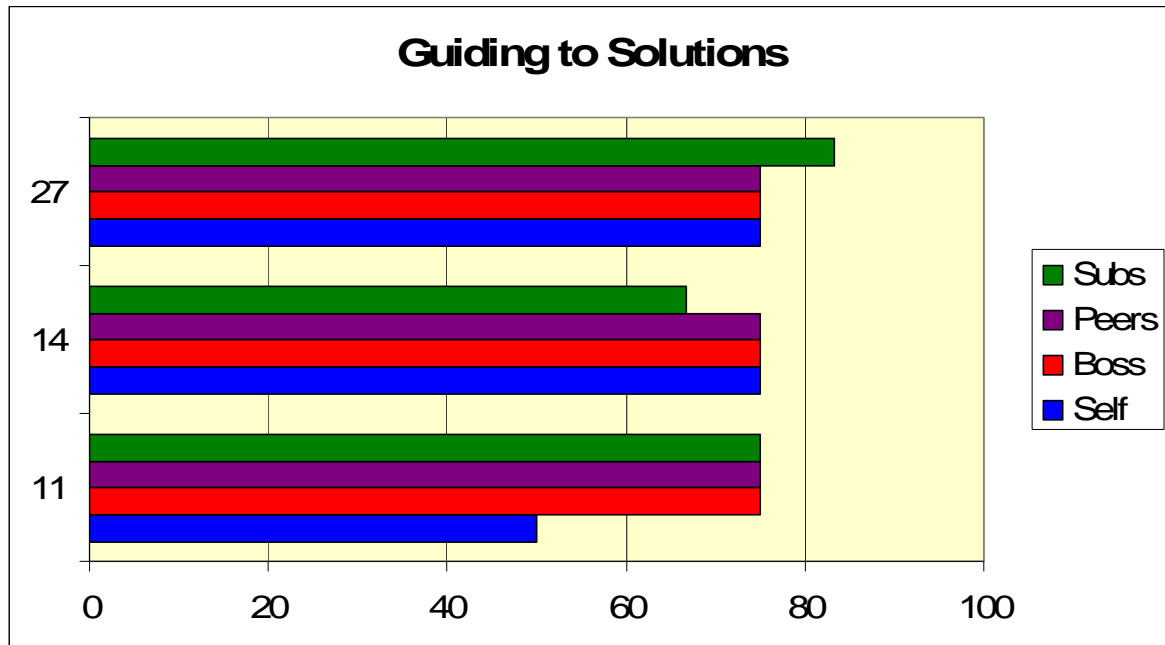
- 4. The person has a very rich experience that I find valuable
- 9. The person knows our company very well
- 15. The person has a very good understanding of our professional area
- 21. The person has good business knowledge
- 26. The person has knowledge that I value

## Making Space



5. The person makes time available to talk to me when I ask even when they are busy
10. The person treats important conversations about me or my development as special and allows time for them to be completed fully
16. The person gives a high priority to development needs and developing others
17. The person uses a good balance of guiding and telling when coaching
22. The person makes time available for me

## Guiding to Solutions



- 11. The person helps me to see what I need to do in order to develop or perform better
- 14. The person helps me grow and develop
- 27. The person helps me solve important problems