

# COACHEE READINESS QUESTIONNAIRE

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## 1) Objective

The objective of this document is to identify areas for coachee readiness

## 2) Organisational Criteria

The criteria for acceptance are:

When is coaching not viable?

- When performance deficiencies have been allowed to continue unaddressed. “Coaching is much more effective when the individual’s supervisor is engaged.”
- When the boss acknowledges that the wrong person has been hired.
- When the time frame for changed behaviour is unrealistic.
- If the performance deficiency is not due to a learned behaviour.
- If the executive lacks the background credentials or technical expertise required in the current position.
- When the executive has failed to invest in relationship management; has burned all interpersonal bridges; is intellectually arrogant; externalizes blame, or has already accepted failure as inevitable.
- If the executive does not want to be coached.

**Coaching Reality:** Coaching is a development tool, not a magic wand or an instant makeover.

### ***When is coaching viable?***

- the level of motivation to learn and change;
- the capacity to be open and responsive;
- interpersonal connectedness;
- emotional management skills;
- a degree of psychological mindedness (the ability to see connections between present problems and the past);
- the capacity for introspection;
- responsiveness to observations of others;
- the ability to tolerate depression or anxiety; and
- flexibility.
- Interpersonal skills (empathic capacity, an appreciation for people’s differences, an understanding that not everyone has the same outlook. Interpersonal connectedness
- Ability to deal well with frustration is also an asset,

- Belief that they have a certain amount of control over their lives and believe that they can change their lives.
- Motivation is another key factor.
- Is the client really open to change? Is the client prepared to make changes to his or her life and schedule?
- Able to deal with challenging feedback

### **3) Me and coaching - making a decision**

#### ***What type of coaching do you get?***

- Performance Coaching - enhancing skills and behaviours
- Results Coaching - evolutionary change to beliefs, values and identity and
- Personal leadership Coaching - revolutionary change in purpose, direction and meaning.

#### ***Coaching not indicated for serious psychological problems***

Examples of this group includes the following:

- serious sociopathic tendencies;
- people who engage in ethical trespassing;
- people who have psychotic or borderline reactions,
- severe depression or mood swings;
- people who suffer from pervasive feelings of emptiness, meaninglessness, and boredom;
- people who engage in acting-out, self-harming behaviours including alcohol and drug abuse;
- people who have a low level of frustration tolerance;
- people who depend excessively on primitive defences (such as denial and projection);
- people who have difficulty with reality testing;
- people who suffer from identity diffusion and confusion and have a strong need to merge with others.

### **4) What benefits will coaching have for me as an individual?**

- Handling life's pressures and stresses
- Creating a more balanced and meaningful life
- Sharpening and honing skills for mastering in relating, staying fit, being one's best.
- Self mastery.
- Behavioural development.
- Improve personal and interpersonal communication.
- Start, change and end relationships.

## 5) Questions to ask in choosing a coach

- What are the methodology, approach and theoretical basis on which the coaching process is based?
- Is the coaching process structured and specified goal orientated?
- Is the coaching process based on self-actualising psychology - based on principles of working with already well-functioning successful people who want to realise more of their potential?
- Is the coaching process based on a partnership relationship of trust, openness, safety, non-judgement, vulnerability, openness from both partners?
- What is the academic and experiential background of the coach?
- Does the coach belong to a professional body regulating standards of coaching?
- Is there a personal connection between me and the coach?
- Does the coach walk the talk of coaching values and principles in his/her own life?
- Has a formal coaching contract specifying our respective roles and responsibilities been signed?

## 6) When do I need coaching

- What is the need for coaching in professional and personal lives?
- Coaching handles the transitioning we go through in careers
- Coaching helps people and organisations gain clarity and intentionality in making business and life decisions
- Coaching teases out behavioural patterns and uses process for creating behavioural change
- Coaching connects people and organisations with internal resources for unleashing and maximizing potential
- Coaching invites an individual and an organisation to go meta to their thinking, speaking, behaving and feeling; increasing their EQ and SQ of self
- Coaching gives people awareness of their highest intentions and bring self motivation to their daily attentions
- Coaching gets new people up to speed quickly and more efficiently
- Coaching enables one to reinvent him or herself in terms of how a person performs as a leader
- Coaching can address the erosion of trust, loyalty and commitment in a company. Coaching recaptures the lost potential of our most valuable resource – our people.
- Coaching enables us to handle the intellectual assets in a business
- Coaching shifts management and leadership from “controlling the what” to “creating the how”
- Coaching enables one to attain new levels of executive effectiveness

## 7) Manager and/or potential coachee

### *Identify one of the following criteria:*

- Emotional competence as an individual's leadership development opportunity
- The individual is a director or high potential GM with NO performance problems, that is, not de-railing.
- The development need involves emotional competence.
- The individual has had direct feedback from the manager and he/ she values the importance of emotional competence dimension for effective leadership.
- The individual understands coaching is an investment in his/her development and he or she is truly motivated to participate in coaching.

### *Conducive Personality*

Expansive executives are characterised by:

- 1) a willingness to push themselves and others hard to achieve results;
- 2) an exceptional drive for mastery;
- 3) a strong orientation toward task at the expense of feelings;
- 4) confidence in their own ability;
- 5) hunger for the rewards associated with high achievement; and
- 6) defensiveness with regard to criticism and failure.