

## **“The Heart of Coaching” A Coaching Culture Assessment (CCA)**

We have developed a dynamic cultural assessment instrument to support organizations embarked on creating a High Performance Coaching Culture. This assessment captures the degree to which a coaching culture is present in the organization. This is one of the primary inputs used to design and implement the organizational culture change initiative.

It can be broken into various segments, divisions, or teams. It is most effective when used to establish a benchmark against which changes are measured after 6 to 12 months of learning activities have begun and the transformation is underway.



Each competency in the instrument is one of 5 core organizational competencies – as viewed through the lens of coaching. Each competency is further defined by 7 primary skills or behaviors that directly support each competency, making this a 35 question assessment. As these core competencies and 35 skills are developed and mastered, organizations on this developmental journey are able to effectively utilize the coaching toolkit that is learned through the Transformational Coaching and Accountability Workshops. The payoff is that leaders and teams are able to guide and shape conversations that more reliably end in sustainable, inspired performance.

## **Sample questions from 3 of 5 competencies and 2 of 7 questions:**

***Leadership:*** Leaders set the tone, pace, and expectations for a culture as they inescapably role model what is expected, desired, and/or tolerated in the company. People assume permission to do what they perceive is modeled by their next level of leadership.

- 1.1 Leaders work as a partner in solving problems
- 1.2 Leaders confront performance issues when they need to be addressed

***Customer Focus:*** Customers are the life-line of the organization. Business practices are established to pro-actively seek, verify, understand, and positively respond to challenges identified in customer feedback, and follow-up with the constituents to ensure satisfaction.

- 2.1 We are focused on meeting customer's expectations.
- 2.2 We request feedback from our customers.

***Systems Integration:*** Communications, Performance Management, and all Human Resource Systems that impact people (recruiting, training, performance evaluations, promotions, compensation, personal development plans, etc.) are aligned with coaching principles. Everyone believes they are a “coach practitioner” engaged in continuous learning about what it means to be a coach. Coaching conversations make it easier for people to talk about what is important in their jobs and in serving the strategy & mission of the organization.

- 5.1 Coaching is used as an employee development strategy.
- 5.2 We reward employees who practice effective coaching skills.

## **Overview of the CCA Administration:**

The CCA is hosted on a Crane Consulting webhosting service provider. When the assessment process is contracted for, we communicate to establish the timing parameters of the survey, and receive the organization's primary contact through which the assessment is coordinated.

We launch the assessment with standard informational emails, and provide updates and reminders to the participants as to cutoff dates, etc. Upon completion, the CCA Feedback Report is emailed to the client contact (plus any other party for whom a confidential report has been arranged) and the consultant would engage to support the client as the contract specifies. This report is directly integrated into the work with the senior leadership team as they lead this organizational transformation.