

Questionnaire Instructions

This questionnaire has been designed to help raise the awareness for coaches regarding how they use challenging coaching in their work. The questionnaire is based on the FACTS Coaching™ model that is detailed in the book "Challenging Coaching: Going beyond traditional coaching to face the FACTS". FACTS Coaching™ presents an advanced model of coaching based on Feedback, Accountability, Courageous Goals, Tension and Systems thinking. This questionnaire looks at all of the dimensions of the FACTS Coaching™ model along with the core principles of 'build the contract honour the contract' and 'speak your truth face the facts'.

The questionnaire lists a number of different behaviours that a coach might use when working with a coachee. Respond to the questions by indicating how often you act in each of these ways.

The behaviours described in this questionnaire are not good or bad in themselves. So there are no "right" or "wrong" answers. You will get the most value from this exercise by being completely honest and by not spending too long considering your replies; your immediate spontaneous answer is likely to be the most appropriate.

If you find it difficult to give just one answer to a question, we suggest that you try to give an average or typical answer. You can then raise this issue for discussion at a later feedback review.

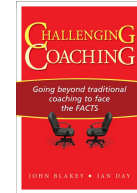
To answer each question ask yourself:

"When working as a coach with my coachees, I tend to do the following..."

Score your answer as follows:

0 = not at all, 1 = rarely, 2 = sometimes, but not often, 3 = quite often, 4 = often, 5 = very often

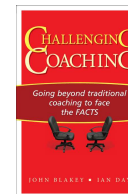
Challenging Coaching Questionnaire



<i>Feedback</i>	<i>Score</i>
Give feedback to the coachee on the impact of their actions and behaviour	
Balance praise with feedback on mistakes, learning and failures	
Provide feedback that is both challenging and supportive	
Question and challenge organisational assumptions	
Provide challenging feedback that is based on direct observation using specific examples of the coachee's behaviour	
Provide feedback that provokes alternative courses of thinking or action	
Provide feedback on behalf of other stakeholders	
Give time for the coachee to reflect on feedback	
<i>Total score</i>	
Please make additional comments on feedback here:	

0 = not at all
 1 = rarely
 2 = sometimes, but not often
 3 = quite often
 4 = often
 5 = very often

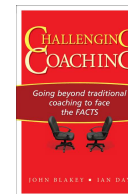
Challenging Coaching Questionnaire



<i>Accountability</i>	<i>Score</i>
Raise awareness of the longer term consequences of individual coachee actions	
Highlight inconsistencies between the words and actions of the coachee.	
Hold the coachee to account when their behaviour is not consistent with the organisations strategy, ethos and values	
Positively confront the coachee if they do not undertake agreed-upon actions.	
Hold the coachee to account if commitment to the coaching process appears lacking	
Hold the coachee to account if their behaviour is inconsistent with the coaching contract	
Hold the coachee accountable when they have not met their own standards of performance	
<i>Total score</i>	
Please make additional comments on accountability here:	

- 0 = not at all
- 1 = rarely
- 2 = sometimes, but not often
- 3 = quite often
- 4 = often
- 5 = very often

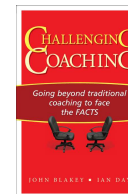
Challenging Coaching Questionnaire



<i>Courageous Goals</i>	<i>Score</i>
Stretch the coachee to think beyond SMART goals and define courageous goals	
Role model a belief that anything is possible	
Create the space for the coachee to dream of bold and daring possibilities	
Encourage the coachee to share bold goals with significant stakeholders	
Challenge the coachee to convert bold long term objectives into tangible first steps	
Help to create a tangible positive picture for the coachee of what things will be like when the courageous goal is achieved	
Work to identify barriers which prevent the coachee dreaming of a courageous goal	
<i>Total score</i>	
Please make additional comments on courageous goals here:	

- 0 = not at all
- 1 = rarely
- 2 = sometimes, but not often
- 3 = quite often
- 4 = often
- 5 = very often

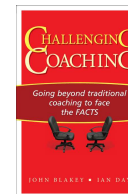
Challenging Coaching Questionnaire



<i>Tension</i>	<i>Score</i>
Work constructively to increase and decrease tension to achieve optimal performance	
Question assumptions and perspectives to provoke new ideas and possibilities	
Constructively challenge the coachee to raise their standards in areas key to the organisation	
Recognise the signs if the session is too relaxed or too tense based on the coachee's level of performance and resourcefulness	
Stop the coachee when they are talking about issues unrelated to the agreed coaching goals	
Shift the energy and tension in the conversation when necessary	
Do not relax the coaching conversation to suit the their own need for relief from tension	
<i>Total score</i>	
Please make additional comments on tension here:	

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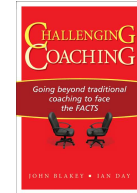
Challenging Coaching Questionnaire



<i>Systems Thinking</i>	<i>Score</i>
Help connect coachee's thinking to the wider context of the organisation	
Use intuition and 'go with the gut' to share personal insight and inspirations	
Encourage the coachee to consider the wider impact of desired actions	
Reveal insights into any repetitive and underlying patterns that are occurring in the coachee's situation	
Empower the coachee to believe that they can significantly influence the wider organisation	
Help align coaching goals to support organisational aims and objectives	
Ask questions to raises awareness regarding the expectations of key stakeholders (internal and external)	
Take a systemic approach to coaching the client, encompassing the complexities of multiple stakeholders	
<i>Total score</i>	
Please make additional comments on systems thinking here:	

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Challenging Coaching Questionnaire

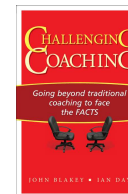


5 = very often

<i>Build the contract, honour the contract</i>	<i>Score</i>
Re-contract with coachee and other relevant stakeholders when the goals of the coaching need to change	
Regularly revisit the original coaching contract to ensure it is being honoured	
Specifically discuss the role of challenge in the coaching process as part of the contracting conversation	
Monitor if the coaching drifts into a cosy conversation and re-contracts if this is happening	
Actively involve key stakeholders in the set-up, monitoring and evaluation of the coaching, whilst maintaining agreed levels of confidentiality	
Ensure the coaching discussion remains focused on the agreed objectives	
<i>Total score</i>	
Please make additional comments on 'build the contract, honour the contract' here:	

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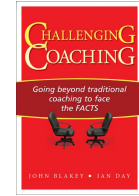
Challenging Coaching Questionnaire



<i>Speak your truth, face the facts</i>	<i>Score</i>
Tackle difficult conversations with the coachee to uncover underlying reality	
Deliver challenging messages without being moralistic or judgmental	
Challenge the coachee if they are being defensive or denying certain realities	
Present your view of the situation even when this contradicts the coachee's perception	
Take a contrary perspective where necessary to avoid colluding with the coachee	
Share own thoughts and feelings to maximise the effectiveness of the coaching conversation	
<i>Total score</i>	
Please make additional comments on 'speak your truth' here:	

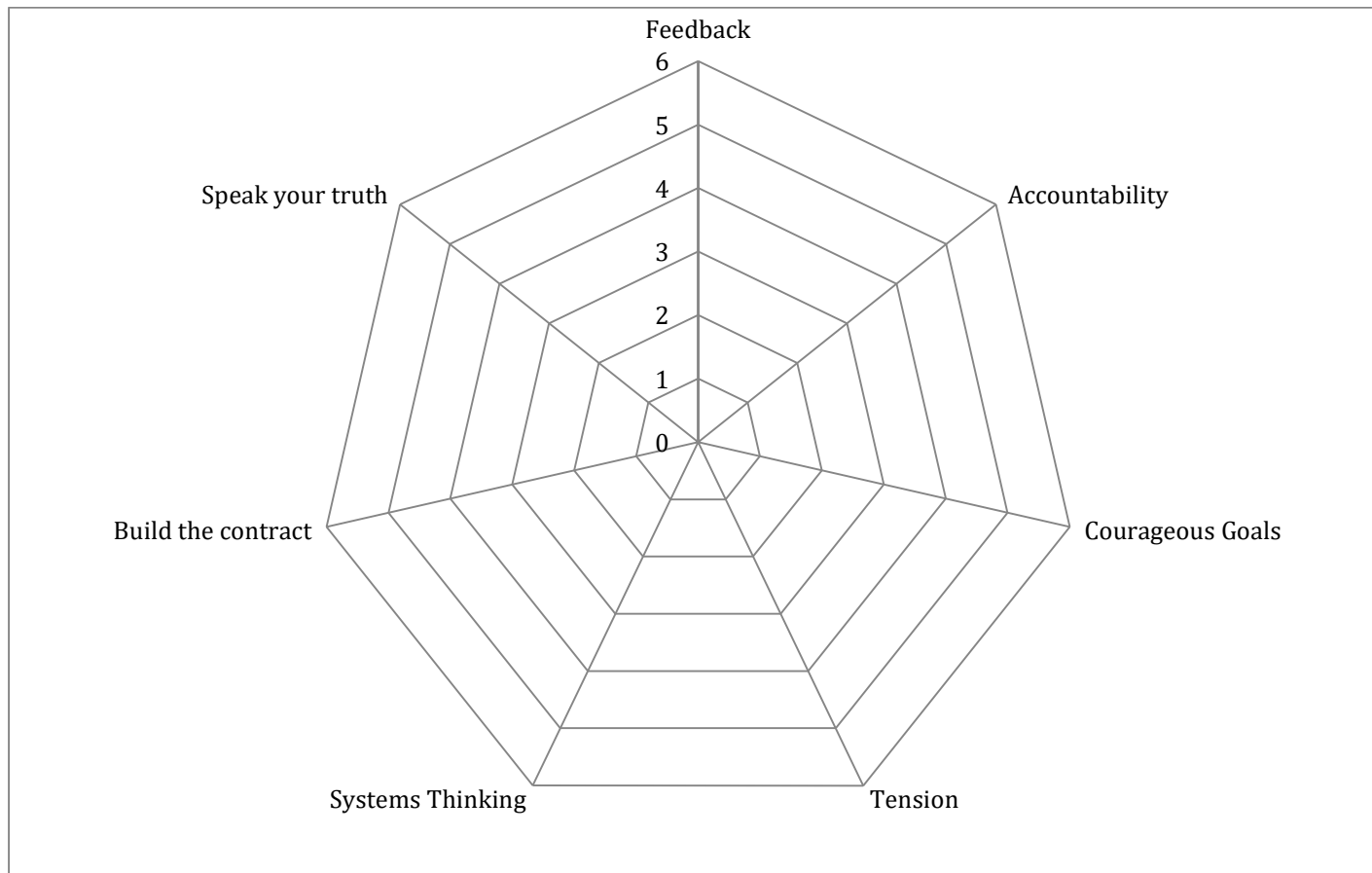
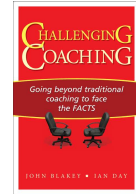
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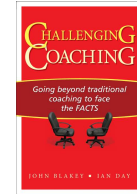


Plot your **average** scores here. Add up the scores for each factor and divide by the number of questions to get your average score

Challenging Coaching Questionnaire



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Action plan

What conclusions do you draw regarding:

- Your relationships with your coachee(s)?
- What you are particularly good at?
- What you are not so good at?
- Aspects of your coaching you want to work on to enhance your challenging coaching skills?
- Based on this report what courageous goal will you set for yourself in relation to your coaching that is motivational, exciting and scary?
- With whom will you share this courageous goal?
- What is the first step you will take to achieve this goal?