



Excerpted from *The Mindful Coach*  
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## Exercise 11.1: A Brief Coaching Self-Assessment

This brief self-assessment measures your comfort level with the twenty-three behaviors represented by the Voices and Aspects of the Septet Model. It will provide you with basic information about your coaching style in relation to the seven Voices.

Complete the assessment in Exhibit 11.1, filling in each unshaded box, in the matrix with a number from 1 to 5, according to this scale:

- 5 I am entirely comfortable and skillful in using this behavior
- 4 I use this frequently and well
- 3 I do this sometimes
- 2 I occasionally do this but am somewhat awkward and new at it
- 1 I rarely do this or don't really understand what it means

Then total each of the seven columns down to the row at the bottom of the matrix. Divide by the number shown to get an average for that group of behaviors.

The scores at the bottom of Exhibit 11.1 indicate your apparent comfort level with each of the seven Voices in the Septet. The seven boxes in the totals row correspond to the seven Voices. The individual items, of course, are the twenty-three Aspects. These numbers will give you some information about your general tendencies as a coach including which roles or coaching behaviors you may be overly identified with or may underuse. These numbers are only numbers, of course; they do not provide a complete picture, nor does any specific score, whether high or low, necessarily mean that you overuse or underuse a specific behavior. (Determining this requires the perspective of clients.) Still, they point to lines of inquiry that may help you grow as a professional.



# Exhibit 11.1

## *The Operational Voices*

Maintains self-awareness							
Directs the client's attention toward his or her capabilities and potential							
Asks the client to generate courses of action							
Establishes clear agreements about actions							
Provides new distinctions, information, and knowledge							
Encourages the client to take some action of the client's choosing							
Models learning and growth							
Advocates shared commitment to competency-based coaching outcomes							
Offers options for action							
Provides direct and honest feedback							
Establishes and honors an explicit structure for the coaching relationship							
Explains the coaching process, theory, and models being used							
Explores and resolves client doubts and hesitations							
Embraces the client with compassion and respect							
Asks questions that shift the client's understanding of the situation							
Challenges and stimulates the client's thinking process							
Chooses which of the operational Voices to use at a given time							
Offers choice points and makes joint decisions about the coaching process							
Recommends specific courses of action							
Encourages self-observation and reflection							
Follows up with the client about agreed-on actions							



Exhibit 11.1  
*The Operational Voices*

Listens with focus and presence							
Asks the client to articulate desired outcomes							
<i>Total of scores from boxes in this column</i>							
<i>Divide by</i>	5	3	3	3	3	3	3
<i>Average score for this Voice</i>							
<i>Category initial</i>	M	P	I	R	T	G	C