



INSTRUCTIONS:

During the interview, we will refer to the following list of coaching styles or behaviors that may have occurred during your coaching relationship. For each statement, you will be asked to rate whether or not each style or behavior applied to your <Client> coaching experience using the following scale:

- 5 = Extremely characteristic of my coach
- 4 = Very characteristic of my coach
- 3 = Somewhat characteristic of my coach
- 2 = Slightly characteristic of my coach
- 1 = Not characteristic of my coach
- ? = Unable to Rate

Characteristic	Rating	Comments
Gives feedback accompanied with strong supporting evidence and behavioral examples		
Asks probing questions to determine your underlying needs and motivations		
Helps you integrate data from various sources (e.g., psychological or 360 assessments, peer feedback, past performance ratings, etc.)		
Provides you with real-time feedback (e.g., feedback on what you are doing in the moment in the coaching session)		
Helps you investigate/identify themes, patterns, or inconsistencies among assessment data and feedback		
Helps you identify underlying factors that influence your performance (e.g., relates your personality/style to performance issues)		
Helps you understand broader contextual issues that affect your performance		
Exposes you to different perspectives / ways of thinking about things		
Challenges your way of thinking about or doing things (e.g. questions assumptions you make, etc.)		
Pushes you to set difficult, stretch goals		
Helps you understand the negative consequences of some of your behaviors/ways of doing things (e.g., derailers)		
Delivers “truth” constructively (i.e., is candid and straightforward when presenting feedback, but does so in a manner that maintains your self-esteem)		
Expresses confidence in your ability to succeed		
Helps you learn from your failures and mistakes		
Lets you know that you will likely encounter some setbacks (e.g., discomfort, drop in performance, failure) when trying to learn new skills and build resiliency		
Helps you set specific goals/objectives for your development		
Establishes clear actions and expectations for meeting your goals/objectives		
Follows-up with you regarding your progress towards your goals		
Compliments and/or gives positive feedback regarding progress toward your goals		
Encourages you to regularly talk about your development with other people (besides you, their coach), e.g., peers, direct reports.		

Source: Poteet, M. L., & Kudisch, J. D. (2007, April). The voice of the coachee: What makes for an effective coaching relationship? In J. E. A. Russell (Chair), *Enhancing the effectiveness of executive coaching through research with clients*. Paper presented at the 22nd annual conference of the Society for Industrial and Organizational Psychology, New York, New York.



Characteristic	Rating	Comments
Lets you "off the hook" when you didn't complete the work you agreed/planned to do with regard to your development		
Links your feedback to potential coaching outcomes (e.g., ties feedback to a payoff, aligns feedback with your interests and goals, articulates the benefits of behavior change)		
Serves as a sounding board for you to develop and understand yourself		
Suggests specific, realistic strategies for achieving career goals and/or work objectives		
Helps you determine external and/or internal obstacles to your progress		
Encourages you to try new ways of behaving on your job		
Challenges you to step outside of your comfort zone in safe, low-risk situations		
Encourages you to limit your development plan to focus on 2-3 areas; conveys that "less is more" and to only try to tackle 2-3 objectives at once		
Encourages you to take small steps and meet discrete goals when trying to change behavior		
Helps you leverage a broad range of development methods/experiences (e.g., books, journal articles, videos, on-the-job development activities, training courses, role models, etc.)		
Encourages you to identify and leverage learning partners/confidantes as a means for getting real-time feedback on attempts to change behavior		
Helps you to leverage strengths to compensate for weaknesses; compensate for a weakness by adopting strategies to work around it		
Uses role playing during coaching sessions		
Uses brainstorming during sessions to foster creative solutions		
Demonstrates empathy/concern towards your needs, feelings, or frustrations		
Conveys feelings of respect for you as an individual		
Encourages you to talk openly about things that may be concerning you (e.g., anxiety; personal issues)		
Spontaneously reaches out to you during the coaching relationship (e.g., sends unexpected emails to gauge progress, etc.); remains accessible		
Shows concern about your professional and/or personal development or growth		
Demonstrates concern for my professional success		
Commits to keeping what we discuss in the strictest confidence		
Explicitly outlined the parameters of our coaching relationship, including goals, expectations, and objectives		
Keeps to an agenda during coaching sessions		
Keeps you focused on the task at hand during our coaching sessions (e.g., avoids tangential discussions)		