



A Self-Assessment of your Coaching Attributes

The aim of this Self Assessment is to offer an easy way to ascertain what personal attributes you bring to a coaching relationship. There are no right or wrong answers and it is not about judging you as a person. This Self Assessment tool will give you insight into your innate strengths and of your potential 'blind spots'.

It focuses on measuring 3 crucial elements of an effective relationship for learning. These elements are referred to as: Sociability, Dominance, Openness – but more about these after you have completed and scored the tool!

In selecting your preferred ending for the following sentence stems, please:

- Keep in mind your work environment.
- Read each item and circle the letter of the ending that best completes the sentence (do not think about this too long – your first response is most likely the one most true for you).
- Do not leave items blank.
- There will be items where neither choice is totally accurate for you – select the one that seems better.

After completing the questions, go to the scoring sheet on page 4.

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1. People probably see me as: a. a soft touch b. hard nosed
2. Workdays I like the most are: a. unpredictable b. planned
3. When it comes to celebrations, most organisations need: a. fewer b. more
4. When I have to make decisions involving people, my approach is based on: a. mercy b. justice
5. My approach to planning my personal activities is: a. easy going b. orderly
6. People generally see me as a person who is: a. formal b. personable
7. When it comes to social situations, I tend to: a. hold back b. jump in
8. I like to spend my leisure time in ways that are fairly: a. spontaneous b. routine
9. I believe leaders should be more concerned about employee: a. rights b. feelings
10. When I encounter people in need of help, I'm more likely to: a. avoid b. pitch in
11. When I am in a group, I typically: a. follow b. lead
12. Most people see me as: a. private b. open
13. My friends know that I am: a. gentle b. firm
14. If I were in a group of strangers, people would most likely remember me as a: a. listener b. leader
15. When it comes to expressing my feelings, most people probably see me as: a. guarded b. comfortable
16. When people I depend on make mistakes, I am typically: a. patient b. impatient
17. When I eat out, I generally order food that: a. sounds unique b. I know I like
18. In general, I prefer: a. the theatre b. a party
19. In a conflict, when anger is involved, my emotional fuse is usually a. long b. short
20. In an emergency situation, I would likely be: a. calm b. anxious
21. I prefer to express myself in others in ways that are: a. indirect b. direct

22. In most situations, I am likely to be ruled by: a. emotion b. logic
23. When in new and unfamiliar situations, I am usually: a. carefree b. careful
24. In a festive social situation, I am usually: a. passive b. active
25. When I am blamed for something I did not cause, my initial reaction is to: a. listen b. defend
26. If I am in a situation in which I lose or am left disappointed, I get: a. sad b. mad
27. If someone came to me in tears, I would probably feel: a. awkward b. at home
28. Most people see me as: a. an optimist b. a pessimist
29. People usually see me as: a. uncritical b. critical
30. If people were given a forced choice, they would say I was: a. too quiet b. too loud
31. At the end of a long party, I usually find myself: a. exhausted b. energised
32. When I work on projects, I am best at getting them: a. started b. completed
33. I believe people should approach their work with: a. dedication b. inspiration
34. My social blunders typically leave me: a. embarrassed b. amused
35. When my organisation announces a major change, I get: a. excited b. concerned
36. People are likely to see me as: a. firm b. warm
37. After a tough day, I like to unwind: a. alone b. with others
38. Change is most often your: a. friend b. adversary
39. My work and social life: a. are separate b. often overlap

The Scoring Sheet

SOCIABILITY

Tally your As and Bs for the 13 items relating to Sociability.

		As	Bs
1, 4, 7, 10, 13, 16, 19, 22, 25, 28, 31, 34, 37	Totals	_____	_____

DOMINANCE

Tally your As and Bs for the 13 items relating to Dominance.

		As	Bs
2, 5, 8, 11, 14, 17, 20, 23, 26, 29, 32, 35, 38	Totals	_____	_____

OPENNESS

Tally your As and Bs for the 13 items relating to Openness.

		As	Bs
3, 6, 9, 12, 15, 18, 21, 24, 27, 30, 33, 36, 39	Totals	_____	_____

Adapted from FIRO-B

Source: "Managers as Mentors: Building Partnerships for Learning" by Chip R. Bell

INTERPRETATION

SOCIABILITY

This relates to your preference for being with or apart from others.

People with high column A scores in Sociability tend to be reserved loners. Those with high column B scores tend to be outgoing affiliates.

People with similar numbers of As and Bs are neither highly sociable nor highly reserved. They can be moderately both, depending on the situation.

Relevance to Coaching/Learning Relationships

People who have high Sociability scores will find the rapport-building and dialogue-leading dimensions of coaching easier. They will have to work hard to avoid dominating discussions.

Low Sociability scores are found among people whose reserve may make them abit unapproachable. They will need to work harder at helping the other person to open up and communicate in a discussion.

DOMINANCE

Dominance relates to your preference in relation to 'being in charge'.

People with high column A scores are comfortable having someone else doing the leading, and often prefer it.

People with high column B scores tend to like being in control and often assert that need. It can also indicate a high need for independence.

People with balanced scores across both columns are neither highly dominant nor highly dependent. They can have a moderate preference to lead or follow, depending on the situation.

Relevance to Coaching/Learning Relationships

Dominance is a key issue in coaching and a relationship where learning occurs 'in partnership' i.e. power is shared.

High Dominance scores may indicate people who are reluctant to either give up control or to share control of the relationship. They will have to work harder to listen rather than talk.

People with low Dominance scores, on the other hand, may need to work hard to assume leadership of the relationship. They may take such a low-key, 'laissez-faire' approach that the other person feels without guidance.

OPENNESS

Openness refers to how easily you trust others.

High column A scores are generally found among people who are cautious, guarded, and reluctant to show feelings.

High column B scores are typical of people with many close relationships, who are demonstrative and share their thoughts and feelings easily.

People with similar A and B scores are moderately open or moderately cautious, depending on the situation.

Relevance to Coaching/Learning Relationships

High Openness scorers will find it easy to reveal themselves in a coaching relationship. In fact, their challenge is to be open enough to encourage the other person to do likewise, but not to overwhelm or intimidate the other person, thereby potentially inhibiting their openness.

Low Openness scorers, however, will need to work at overcoming their natural caution in order to take early emotional and interpersonal risks with the other person, otherwise their instinctive guardedness may make the other person reluctant to 'open up' and talk about issues. Indeed, they may feel if they 'don't know the answer', there will be dire consequences!

Take some time to reflect on and note down your strengths and potential 'blind spots':

MY STRENGTHS:

-
-
-
-

THE AREAS FOR ME TO BE AWARE OF/DEVELOP FURTHER:

-
-
-
-