

Assessment tool for Leadership Competency: Managing Performance and Coaching for Results

COMPETENCY	MANAGING PERFORMANCE AND COACHING FOR RESULTS			
DEFINITION	The ability to create an enabling environment which will nurture and sustain a performance based, coaching culture. Effectiveness in this competency area also includes a strong focus on developing people for current and future needs, managing talent, promoting the value of continuous learning and improvement.			
LEVEL	BASIC	INTERMEDIATE	ADVANCED	SUPERIOR
CORE DESCRIPTION	Monitors work and/or team climate and applies the appropriate action using available tools, including basic knowledge of coaching, to ensure that work or performance matches or exceeds the required standards	Creates tools and/or applies new methods in correcting and improving below standard or non-compliant performance of individuals or groups, using knowledge and skills in coaching to enable them to self-initiate solutions for their growth and development.	Monitors the strategic imperatives of the organisation and orchestrates teams, work and organisational culture around this, through advanced skills in coaching to achieve performance standard.	Leads the organisation by example and through coaching towards a performance-based culture and the achievement of public service performance standards.
SAMPLE/ INDICATIVE BEHAVIORS	<input type="checkbox"/> Clarifies expectations with individuals or among group members about what will be done and how, and prepares the agreed work plan or commitment with the individual or group	<input type="checkbox"/> Enhances tools and/or improves Work monitoring and controlling methods and processes to get more accurate and relevant data that will help improve performance.	<input type="checkbox"/> Provides clear directions about performance expectations within offices by establishing clear linkages between Strategic Objectives and imperatives with the PLGU strategic directions	<input type="checkbox"/> Assesses and delivers the long-term people, material, technology and information requirements of the organization in order to sustain, improve and elevate its level of performance.
	<input type="checkbox"/> Effectively uses available tools to check and monitor the progress of the staff or team members on Strategic Objectives and their work, to identify opportunities to improve performance.	<input type="checkbox"/> Creates new tools or methods for monitoring the status of individuals, teams or projects, introducing new ways of tracking, reporting and analysis to help direct performance.	<input type="checkbox"/> Assesses the capability and readiness of the office and its individual members in supporting or fulfilling its goal relative to the strategic direction of the PGDdN	<input type="checkbox"/> Demonstrates an awareness of the cause-and-effect or interrelationship of people or groups in the delivery of an objective or strategy and is able to effectively intervene in their respective processes, methods and resources to improve performance.

	<input type="checkbox"/> Identifies steps individuals or team needs to make in order to improve performance, supporting them when they seek help and providing the resources needed for effective delivery of results.	<input type="checkbox"/> Brokers and/or plans for people, material or technology resources needed to support the improvement of individual, team or project performance.	<input type="checkbox"/> Implements or seeks recommendations on how to augment skill, structural or system gaps of the office in view of its contribution to the organization's strategic direction.	
NURTURES A COACHING CULTURE	<input type="checkbox"/> Explains the coaching process, particularly, the concept of "coaching is coachee-driven" when conducting coaching sessions to employees" as well as expectations with individuals or among team members; and prepares the agreed workplan or commitment with the individual or group	<input type="checkbox"/> Develops new/enhances existing tools to get more accurate and relevant data that will help improve individual or team performance, and reach achievable and specific	<input type="checkbox"/> Guides a coachee to propose and choose performance improvement solutions given the organisational goals, priorities, outcomes and the coachee's work context.	<input type="checkbox"/> Creates the organisational conditions including policies and guidelines necessary to encourage and support leadership and management teams to adopt and consistently practice to achieve public service performance standards.
APPLIES APPROPRIATE COACHING TECHNIQUES CONFIDENTLY AND FLEXIBLY	<input type="checkbox"/> Asks powerful questions that begin with what, when, who, howmuch and how many to make a coachee understand the root caused of long-standing issues or a situation that falls short of his/her superior's expectation and to help the coachee identify goals, reality, optiond and actions	<input type="checkbox"/> Uses appropriate coaching tools and techniques to help the individual or team meet developmental and performance goals, recognising issues and challenges as they present themselves in a coaching or performance improvement conversation	<input type="checkbox"/> Tailors-fits the coaching and performance management process/practice to the unique needs of the coachee, mentee or employee	<input type="checkbox"/> Enables the leadership and management teams (and self) to effectively and consistently apply the principles, processes and key practices of coaching (e.. Listening with respect and empathy, asking rich and high-gain questions, encouraging mutual respect and support, etc.)

BUILDS A RESPECTFUL, EGALITARIAN CLIMATE DURING PERFORMANCE MANAGEMENT AND COACHING CONVERSATIONS	<input type="checkbox"/> Communicates standards and expectations for mutual support and respect, and open and honest relationship	<input type="checkbox"/> Guides the coachees to arrive at a course of action of their own choosing to reach his/her performance goals for the division.	<input type="checkbox"/> Practices non-judgemental and facilitative actions (e.g. emphatic listening, asking risk and high-gain questions)	<input type="checkbox"/> Models open and honest coach-coachee relationship to leadership and management team
COMMITTS TO CONTINOUS LEARNING AND IMPROVEMENT	<input type="checkbox"/> Acknowledges mistakes and learns from them through self-reflection	<input type="checkbox"/> Accepts accountability for mistakes and takes corrective action	<input type="checkbox"/> Undertakes developmental activities to enhance one's competencies as a coach and performance development partner	<input type="checkbox"/> Demonstrates commitment to enhancing personal, overall effectiveness as a coach, mentor and performance development partner by undertaking self-directed learning and seeks out peers and colleagues for consultation and further skills enhancement