

# Observed Coaching Practice

## Observed Coaching Practice – ICF PCC Level /EMCC EIA Practitioner Level

<b>Coach:</b>	<b>Observer:</b>	<b>Date:</b>
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Grey competencies and descriptors are generally not observable in a practice session. Please mark the box where coach demonstrates the behaviors:

Common Coaching Competency	ICF	EMCC
<p><b>1. ETHICS AND PROFESSIONAL DEVELOPMENT</b></p> <p>Adheres to ethical guidelines and to ongoing personal and professional development as a coach;</p> <p>Establishes appropriateness of coaching as an intervention and distinguishes it from other professions.</p>	<p><b>EMBODIES A COACHING MINDSET</b></p> <ul style="list-style-type: none"> <li>• Engages in ongoing learning and development as a coach.</li> <li>• Develops an ongoing reflective practice to enhance one's coaching.</li> </ul> <p><b>DEMONSTRATES ETHICAL PRACTICE</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrates personal integrity and honesty in interactions with clients, sponsors and relevant stakeholders.</li> <li><input type="checkbox"/> Is sensitive to clients' identity, environment, experiences, values and beliefs.</li> <li><input type="checkbox"/> Uses language appropriate and respectful to clients, sponsors and relevant stakeholders.</li> <li><input type="checkbox"/> Abides by the ICF Code of Ethics and upholds the Core Values.</li> <li><input type="checkbox"/> Maintains confidentiality with client information per stakeholder agreements and pertinent laws.</li> </ul>	<p><b>COMMITMENT TO SELF-DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>• Demonstrates commitment to personal development through deliberate action and reflection.</li> <li>• Participates in regular supervision in order to develop their practice.</li> <li>• Evaluates the effectiveness of supervision</li> </ul>

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	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintains the distinctions between coaching, consulting, psychotherapy and other support professions.</li> <li><input type="checkbox"/> Refers clients to other support professionals, as appropriate.</li> </ul>	
<p><b>2. ESTABLISHES AND MANAGES THE COACHING AGREEMENT</b></p> <p>Agrees and maintains with the client(s) the scope, ground rules (including confidentiality) and outcomes for the coaching (“the coaching agreement”).</p>	<p><b>ESTABLISHES AND MAINTAIN AGREEMENTS</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Explains what coaching is and is not and describes the process to the client and relevant stakeholders</li> <li><input type="checkbox"/> Reaches agreement about what is and is not appropriate in the relationship, what is and is not being offered, and the responsibilities of the client and relevant stakeholders.</li> <li><input type="checkbox"/> Reaches agreement about the guidelines and specific parameters of the coaching relationship such as logistics, fees, scheduling, duration, termination, confidentiality and inclusion of others.</li> <li><input type="checkbox"/> Partners with the client and relevant stakeholders to establish an overall coaching plan and goals.</li> <li><input type="checkbox"/> Partners with the client to determine client-coach compatibility.</li> <li><input type="checkbox"/> Partners with the client to identify or reconfirm what they want to accomplish in the session.</li> <li><input type="checkbox"/> Partners with the client to define what the client believes they need to address or resolve to achieve what they want to accomplish in the session.</li> <li><input type="checkbox"/> Partners with the client to define or reconfirm measures of success for what the client wants to accomplish in the coaching engagement or individual session.</li> </ul>	<p><b>MANAGES THE CONTRACT</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Abides by the EMCC professional code of ethics or an equivalent.</li> </ul> <p><b>MANAGES THE CONTRACT</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Explains the difference between mentoring/coaching and other professions and its benefits both for the client and in relation to the client’s context.</li> <li><input type="checkbox"/> Establishes and manages a clear contract for the mentoring/coaching with the client and, where relevant, with other stakeholders. <ul style="list-style-type: none"> <li>• Agrees a framework for scheduling when, where and how often the sessions will take place.</li> </ul> </li> <li><input type="checkbox"/> Describes own mentoring/ coaching process and style to client so that client is empowered to make an informed decision to go ahead with mentoring/ coaching.</li> <li><input type="checkbox"/> Recognizes boundaries of own competence and advises the need to refer on and possibly conclude contract.</li> </ul>

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	<ul style="list-style-type: none"> <li><input type="checkbox"/> Partners with the client to manage the time and focus of the session.</li> <li><input type="checkbox"/> Continues coaching in the direction of the client's desired outcome unless the client indicates otherwise.</li> </ul> <p>Partners with the client to end the coaching relationship in a way that honors the experience.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Recognizes when client is unable to engage in mentoring/coaching work and takes appropriate action.</li> <li><input type="checkbox"/> Works effectively with client preferences and, where relevant, policies and procedures of the sponsoring organization.</li> <li>• Manages the conclusion of the contract.</li> </ul>
<p><b>Notes:</b></p>		
<p><b>3. DEVELOPS THE COACHING RELATIONSHIP</b></p> <p>Establishes and builds rapport, trust and openness with the Client.</p>	<p><b>CULTIVATES TRUST AND SAFETY</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Seeks to understand the client within their context which may include their identity, environment, experiences, values and beliefs.</li> <li><input type="checkbox"/> Demonstrates respect for the client's identity, perceptions, style and language and adapts one's coaching to the client.</li> <li><input type="checkbox"/> Acknowledges and respects the client's unique talents, insights and work in the coaching process.</li> <li><input type="checkbox"/> Shows support, empathy and concern for the client.</li> </ul>	<p><b>BUILDING THE RELATIONSHIP</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrates empathy and genuine support for the client.</li> <li><input type="checkbox"/> Ensures requisite level of trust has been established for effective mentoring/coaching.</li> <li><input type="checkbox"/> Recognizes and works effectively with client's emotional state(s).</li> <li><input type="checkbox"/> Adapts language and behavior to accommodate client's style while maintaining sense of self.</li> </ul>

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	<input type="checkbox"/> Acknowledges and supports the client’s expression of feelings, perceptions, concerns, beliefs and suggestions. <input type="checkbox"/> Demonstrates openness and transparency as a way to display vulnerability and build trust with the client.	<input type="checkbox"/> Ensures client’s non dependence of the mentor/ coach.
<b>Notes:</b>		
<b>4. COACHING PRESENCE</b>  Pays full attention to the Client and is flexible to their agenda.	<b>EMBODIES A COACHING MINDSET</b>  <input type="checkbox"/> Acknowledges that clients are responsible for their own choices. <input type="checkbox"/> Remains aware of and open to the influence of context and culture on self and others. <input type="checkbox"/> Uses awareness of self and one's intuition to benefit clients. <input type="checkbox"/> Develops and maintains the ability to regulate one's emotions. <input type="checkbox"/> Mentally and emotionally prepares for sessions. <input type="checkbox"/> Seeks help from outside sources when necessary.	<b>UNDERSTANDING SELF</b>  <ul style="list-style-type: none"> <li>• Builds self-understanding based on an established model of human behavior and rigorous reflection on practice.</li> </ul> <input type="checkbox"/> Identifies when their psychological processes are interfering with client work and adapts behavior appropriately. <input type="checkbox"/> Responds with empathy to client’s emotions without becoming personally involved.

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	<p><b>MAINTAINS PRESENCE</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Remains focused, observant, empathetic and responsive to the client.</li> <li><input type="checkbox"/> Demonstrates curiosity during the coaching process</li> <li><input type="checkbox"/> Manages one's emotions to stay present with the client.</li> <li><input type="checkbox"/> Demonstrates confidence in working with strong client emotions during the coaching process.</li> <li><input type="checkbox"/> Is comfortable working in a space of not knowing</li> <li><input type="checkbox"/> Creates or allows space for silence, pause or reflection.</li> </ul>	
<p><b>Notes:</b></p>		
<p><b>5. EFFECTIVE COMMUNICATION SKILLS THAT ENABLE LEARNING</b></p> <p>Uses active listening, open questions and feedback skills to help the Client to gain</p>	<p><b>LISTENS ACTIVELY</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Considers the client’s context, identity, environment, experiences, values and beliefs to enhance understanding of what the client is communicating</li> </ul>	<p><b>ENABLING INSIGHT AND LEARNING</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Explains potential blocks to effective listening.</li> </ul>

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<p>insights, deepen their understanding and work towards agreed outcomes;</p> <p>Respects the Client’s agenda and works with their emotions and values without becoming personally involved or overpowered.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Reflects or summarizes what the client. communicated to ensure clarity and understanding</li> <li><input type="checkbox"/> Recognizes and inquires when there is more to what the client is communicating.</li> <li><input type="checkbox"/> Notices, acknowledges and explores the client's emotions, energy shifts, non-verbal cues or other behaviors.</li> <li><input type="checkbox"/> Integrates the client's words, tone of voice and body language to determine the full meaning of what is being communicated.</li> <li><input type="checkbox"/> Notices trends in the client's behaviors and emotions across sessions to discern themes and patterns.</li> </ul> <p><b>EVOKES AWARENESS</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Considers client experience when deciding what might be most useful.</li> <li><input type="checkbox"/> Challenges the client as a way to evoke awareness or insight.</li> <li><input type="checkbox"/> Asks questions about the client, such as their way of thinking, values, needs, wants and beliefs.</li> <li><input type="checkbox"/> Asks questions that help the client explore beyond current thinking.</li> <li><input type="checkbox"/> Invites the client to share more about their experience in the moment.</li> <li><input type="checkbox"/> Notices what is working to enhance client progress</li> <li><input type="checkbox"/> Adjusts the coaching approach in response to the client's needs.</li> <li><input type="checkbox"/> Helps the client identify factors that influence current and future patterns of behavior, thinking or emotion</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is alert to tone and modularity as well as to explicit content of communication.</li> <li><input type="checkbox"/> Identifies patterns of client thinking and actions.</li> <li><input type="checkbox"/> Enables client to make connections between feelings, behaviors and their performance.</li> <li><input type="checkbox"/> Uses a range of questioning techniques to raise awareness.</li> <li><input type="checkbox"/> Enables client to create new ideas.</li> <li><input type="checkbox"/> Uses feedback and challenge to help client gain different perspectives, while maintaining rapport and responsibility for action.</li> <li><input type="checkbox"/> Remains impartial when encouraging the client to consider alternatives.</li> <li><input type="checkbox"/> Uses reviews to deepen understanding and commitment to action.</li> </ul>

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	<ul style="list-style-type: none"> <li><input type="checkbox"/> Invites the client to generate ideas about how they can move forward and what they are willing or able to do.</li> <li><input type="checkbox"/> Supports the client in reframing perspectives.</li> <li><input type="checkbox"/> Shares observations, insights and feelings, without attachment, that have the potential to create new learning for the client.</li> </ul>	
<p><b>Notes:</b></p>		
<p><b>6. FACILITATES DESIGN OF OUTCOMES/ACTIONS AND ONGOING LEARNING</b></p> <p>Supports and stretches the Client in the design and achievement of outcomes/actions and in maintaining changes;</p> <p>Encourages and enables the Client to take responsibility for their own future learning.</p>	<p><b>FACILITATES CLIENT GROWTH</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Works with the client to integrate new awareness, insight or learning into their worldview and behaviors.</li> <li><input type="checkbox"/> Partners with the client to design goals, actions and accountability measures that integrate and expand new learning.</li> <li><input type="checkbox"/> Acknowledges and supports client autonomy in the design of goals, actions and methods of accountability.</li> </ul>	<p><b>OUTCOME AND ACTION ORIENTATION</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Assists clients to effectively plan their actions including appropriate: support, resourcing and contingencies.</li> <li><input type="checkbox"/> Helps client to develop and identify actions that best suit their personal preferences.</li> <li><input type="checkbox"/> Ensures client is taking responsibility for their own decisions, actions and learning approach.</li> </ul>

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	<ul style="list-style-type: none"> <li><input type="checkbox"/> Supports the client in identifying potential results or learning from identified action steps.</li> <li><input type="checkbox"/> Invites the client to consider how to move forward, including resources, support and potential barriers.</li> <li><input type="checkbox"/> Partners with the client to summarize learning and insight within or between sessions.</li> <li><input type="checkbox"/> Celebrates the client's progress and successes.</li> <li><input type="checkbox"/> Partners with the client to close the session.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Helps client identify potential barriers to applying actions.</li> <li><input type="checkbox"/> Describes and applies at least one method of building commitment to outcomes, goals and actions.</li> <li><input type="checkbox"/> Reviews with the client progress and achievement of outcomes and goals and revises as appropriate.</li> </ul> <p><b>USE OF MODELS AND TECHNIQUES</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Develops a coherent model of mentoring/coaching based on one or more established models.</li> <li><input type="checkbox"/> Uses several established tools and techniques to help the client work towards outcomes.</li> <li><input type="checkbox"/> Utilizes models and approaches from client's context.</li> </ul> <p><b>EVALUATING</b></p> <ul style="list-style-type: none"> <li>• Uses a formal feedback process from the client.</li> <li>• Establishes rigorous evaluation processes with clients and stakeholders (if relevant).</li> <li>• Evaluates outcomes with client and stakeholders (if relevant).</li> </ul>



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		<ul style="list-style-type: none"> <li>• Has own processes for evaluating effectiveness as a mentor/coach.</li> </ul>
<p><b>Notes:</b></p>		

What is one area of strength?

What is one area for development?