**UNIT THREE:** **Reflecting on Coaching Skills within an Organisational Context**

Learning Outcome 1: Be able to review the effectiveness of their coaching practice

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| **AC 1.2: Identify own strengths and areas for improvement of their own knowledge, skills and behaviour, including communication and interpersonal skills**SWOT analysis, models and processes of reflective practice and self-assessment.Key coaching knowledge, skills, behaviours and ethics in practice.Provide a statement or record that clearly identifies their areas of strength and areas for improvement within their coaching practice, including their knowledge, skills and behaviour, including communication and interpersonal skills |
| **Personal SWOT analysis**

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| **STRENGTHS** Active listeningBuilding trustHolding coachees to account and shifting the balance so that they hold themselves to accountCreating a sense of energy and motivation in clients for working towards their goalsCelebrating successesFeeling empathy | **WEAKNESSES**Questions – I think I struggle to produce consistent levels of challengeFeedback – I’ve had mixed reviews on giving feedback. Coachee B gave my 7 out of 10 for this, though coachee C gave me 9 out of 10. I think I could improve by giving more feedbackImposter syndrome - I know in myself I have felt less comfortable and more exposed than I expected toNerves and discomfort in a pure coaching role sometimes affect my use of language and self-presentationShowing empathy |
| **OPPORTUNITIES**I am developing peer mentoring groups with some ex-colleagues. These could be sites for experimentation with coaching skills. My new role may involve explicit coaching, or opportunities to put on a ‘coaching hat’ as a trainer, manager, or mentor.I could offer to do coaching in other contexts, such as voluntary coaching. I have membership of ILM and can attend coaching related webinars.I’ve bought some coaching books that I can use to brush up on areas for development. | **THREATS**I am changing job and may have less time for reflection.I am less sure of what opportunities for coaching there will be in my new role.I do not have a pure coaching role, so need to consider how to make best use of coaching skills in other ways and continue to develop my coaching. |

**Knowledge**I have a solid knowledge of a limited range of models such as GROW and its variations, approaches to giving feedback (AID model), and the ABCD model of trust. I also have good knowledge of the principles of ethical practice, such as the Association for Coaching and the Coach Federation’s respective codes of ethics, regulations such as GDPR, and how to agree coaching contracts.I have awareness of other models, examples including the ABCDE model of disputing unhelpful beliefs and the THINK model of sharing feedback. I think my range of coaching theories is still quite limited and could be expanded beyond the foundations I’ve developed in the ILM Level 3 qualification.**Skills**I am proficient at taking someone through the coaching process from agreeing an approach and contract, setting goals, generating options, evaluating progress, evaluating coaching efficacy, and iterating my approach. I think that good listening is one of my key communication skills.I can ask good challenging questions, but I don’t deliver consistently on this. I’ve had some similar feedback from someone I manage at work re. the varied level of ‘challenge’ they get from me, so this is an area to keep focusing on. I’ve noticed a similar pattern with giving feedback – I can do this well, but it is not consistent, or perhaps regular enough.Holding people to account is something my coachees have said I do well – creating a sense of urgency to complete their actions and move towards goals.**Behaviours**I think I bring a friendly and open-minded approach to coaching and am good at showing empathy for coachees – my supervisor commented on my patience and empathy specifically. I’ve been told I am very open to receiving feedback and I value other people’s perspectives. Where I could improve relates to self-belief and nerves. I think under confidence, combined with under preparation for some of my earlier sessions, affects my choice of language and the clarity of what I say and hinders the professional manner I want to create.I’ve had slightly mixed perspectives on my ability to build rapport and be non-judgemental, with 7s and 8s from coachee B; and 10/10 from coachee C for building rapport, being friendly, showing empathy, showing respect, being supportive, maintaining confidentiality, and accepting feedback. She gave this feedback:‘*Becky established rapport very quickly and I felt able to open up to her. She was well prepared for the session and gave me great feedback during it. Her questions helped me develop my goals and make them more specific, and she holds me to account with them.’* |