

## 20 Question Assessment on Manager Coaching Capability

*Note: This assessment can be administered automatically through the SageX platform. For more information contact [heide.abelli@sagexinc.com](mailto:heide.abelli@sagexinc.com)*

### **Instructions to Manager's Direct Reports for Completing Assessment Using a Likert Scale (1–5):**

- 1. Read Each Statement Carefully:** Review each statement in the assessment and consider how it applies to your experience or perspective.
- 2. Use the Scale to Indicate Your Level of Agreement or Frequency:** Select the number that best represents your response based on the following scale:
  - **1** = Strongly Disagree or Never
  - **2** = Disagree or Rarely
  - **3** = Neutral or Sometimes
  - **4** = Agree or Often
  - **5** = Strongly Agree or Always
- 3. Be Honest and Thoughtful:** Provide responses that accurately reflect your true feelings and experiences with your manager. Your honesty will ensure the assessment results are meaningful.
- 4. Complete All Items:** Answer every statement to ensure a comprehensive evaluation. If a statement doesn't seem to apply to you, choose the response that feels most appropriate.
- 5. Take Your Time:** Take the time you need to carefully consider each statement before selecting your response.
- 6. Submit Your Assessment:** Once you've answered all the questions, follow the instructions provided to submit your responses.

### ***Assessment Questions***

1. My manager is receptive and comfortable when I share my feelings with them
2. My manager willingly shares their experiences when the situation calls for it
3. When addressing new challenges, my manager prefers to hear my opinion first
4. When working together, my manager clearly communicates their expectations to me.
5. My manager prefers collaborating with others to accomplish tasks
6. As part of a team, my manager strives to build group consensus
7. When making decisions, my manager prefers to collaborate with others to reach an outcome
8. When solving problems, my manager values and incorporates input from the group
9. In conversations with me, my manager focuses on understanding and addressing my individual needs.
10. During business meetings, my manager ensures there is also time for building relationships
11. When balancing individual needs and work tasks, my manager prioritizes supporting people's needs
12. My manager takes into account my personal needs and responsibilities outside of work
13. My manager views differences of opinion as constructive
14. My manager supports me in taking thoughtful risks when making decisions
15. When my manager seeks solutions to problems they try novel approaches
16. My manager encourages open dialogue and values differing viewpoints as opportunities for growth.
17. My manager views learning and development as one of their major responsibilities
18. In order to improve my performance my manager serves as a role model
19. My manager actively provides me with opportunities to take on more responsibility
20. To improve work performance my manager constantly provides feedback

***Instructions for Calculating Average Scores Across Direct Reports (Including Coaching Category Scores):***

1. **Organize Data:** Create a spreadsheet (e.g., in Excel or Google Sheets) to input the data. Use rows for each assessment and columns for each statement in the assessment.

Example:

- Rows: Individual direct reports
  - Columns: Assessment statements (e.g., Q1, Q2, Q3...)
2. **Input Scores:** Enter the Likert scale responses (1–5) provided by each direct report for every statement into the spreadsheet.
  3. **Calculate the Average for Each Statement:**
  4. **Calculate Category Scores:**
    - Group the questions into the following categories and calculate the average score for each category:
      - **Communicating Openly (Questions 1–4):**
      - **Fostering a Team Approach (Questions 5–8):**
      - **Valuing the Employee (Questions 9–12):**
      - **Encouraging Expansive Thinking (Questions 13–16):**
      - **Facilitating Development (Questions 17–20):**
  5. **Calculate Overall Average Score (Optional):**
    - To determine the overall average score for the manager, calculate the average of all statement averages or the category averages.
  6. **Interpret Results:**
    - Use the averages for individual statements and categories to identify strengths and areas for manager coaching improvement.
    - Higher scores indicate stronger performance in that area, while lower scores may suggest opportunities for development.