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## Facts Coaching 360 Feedback Report

Date Created : Wednesday 20th March 2013

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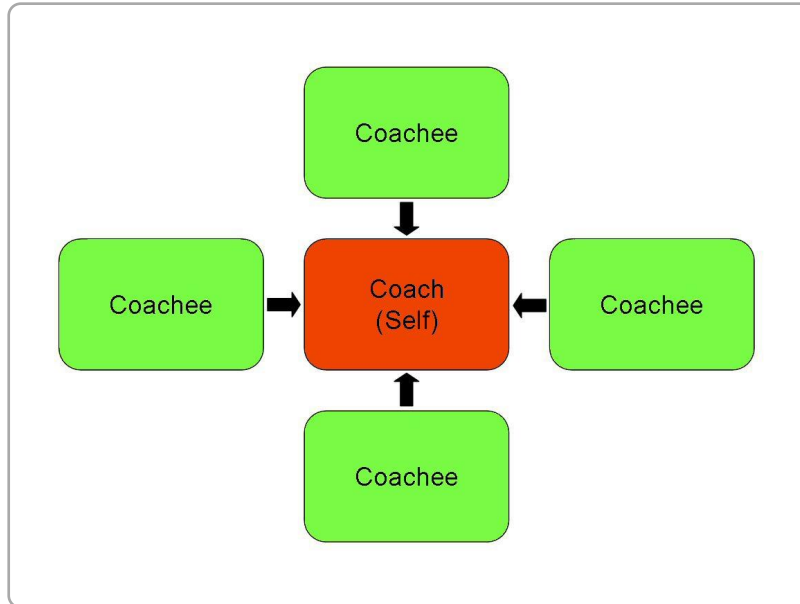
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### Introduction

#### 360 Feedback



#### Scoring Scale

- Leave blank if: Not Applicable / Not Able to score
- 1 - Not at All
- 2 - Rarely
- 3 - Sometimes, but not often
- 4 - Quite often
- 5 - Often
- 6 - Very often

The following pages contain feedback on your coaching style following the completion by you and your coachee(s) of the Challenging Coaching questionnaire. The questionnaire is based on the FACTS Coaching model that is detailed in our book "Challenging Coaching: going beyond traditional coaching to face the FACTS".

This report looks at all of the dimensions of the FACTS Coaching model and provides you with a detailed understanding of the perception of your coachees and how this compares to your own view of your coaching approach. As this report is based on perceptions there is no "right" or "wrong" - it is how others see you and how you see yourself.

This awareness is of great value in your development to enhance your coaching and increase your challenging coaching skills.

Awareness is valuable, but action based on awareness leads to change. The main purpose of this report is to allow you to create a plan of action.

To receive maximum benefit we would recommend that you discuss this report with a coach or with your coaching supervisor.



### FACTS Coaching - an introduction

"Challenging Coaching - Going beyond traditional coaching to face the FACTS" presents an advanced model of coaching based on Feedback, Accountability, Courageous Goals, Tension and Systems thinking. FACTS Coaching moves beyond traditional coaching skills, but we know that traditional coaching provides a valuable foundation.

Building rapport, showing empathy, active listening and powerful questions are important foundation skills for effective coaching. However, we recognise that our coaching clients and sponsoring organisations want more than the person-centred supportive approach to coaching.

There is a need to balance support with challenge. Support refers to interventions that affirm the value of the individual (building trust, respect, rapport) or those that reduce uncertainty and anxiety (encouragement, focusing on strengths, empathy). Challenge refers to interventions that compel the coachee to confront current reality (accountability, feedback, limiting beliefs) and to meet the changing expectations of all stakeholders (goal setting, visioning, alignment of values).

FACTS Coaching provides an approach to optimally balance support and challenge so that individuals sustainably develop within the context of a commercial organisation.



### The FACTS Coaching model

**Feedback**—How does a coach provide challenging feedback that informs and inspires? How can we ensure that praise and recognition for a job well done are balanced with honest feedback on mistakes, learning, and failures? How can team collusion and compromise be avoided by skilful yet direct interventions?

**Accountability**—How does a coach hold people accountable for commitments without blame or shame? How can accountability be extended from personal commitments to alignment with the values, strategy, and ethos of the wider organisation? How can coaches anticipate the rising tide of accountability in the world at large and role model this behaviour in their daily work?

**Courageous goals**—How does a coach move beyond rational, incremental goal-setting models such as SMART to goal-setting models that engage the right-brain attributes of courage, excitement, inspiration, and transformation? What models and concepts help structure these conversations and provide a practical road map? What blocks this approach in the world of business?

**Tension**—When is tension constructive? How can coaches practice creating and holding tension without risking burnout in key performers? How can the tension in a conversation be calibrated and dynamically adjusted to ensure peak performance? When does tension go too far and damage the underlying relationships?

**Systems thinking**—How can a coach stay sensitive to “big picture” issues such as ethics, diversity, and the environment without losing focus on bottom-line results?

What can be learned from the world of systems thinking that enables the coach to be a positive agent of change for the wider organisation? What is the role of intuition in guiding interventions that reach beyond the immediate coachee and touch on deeper organisational change?



# 360 Feedback

## John Blakey



### FACTS (Continued)

In addition to the five cornerstones of FACTS Coaching, the questionnaire and report includes two core principles which are vital to challenging coaching; 'build the contract, honour the contract' and 'speak your truth, face the facts':

Build the contract, honour the contract - how does coach elevate the contract with the coachee and sponsoring organisation to a higher level? How do we ensure that a contracting process is built that is rigorous and robust and is honoured like a solemn promise?

Speak your truth, face the facts - how does the coach provide direct communication that is clear and unedited? Recognising and accepting that everyone's truth is based on perception and is different; is prepared to speak their truth honestly, and takes risks to challenge others even if this may be against the unspoken norm.



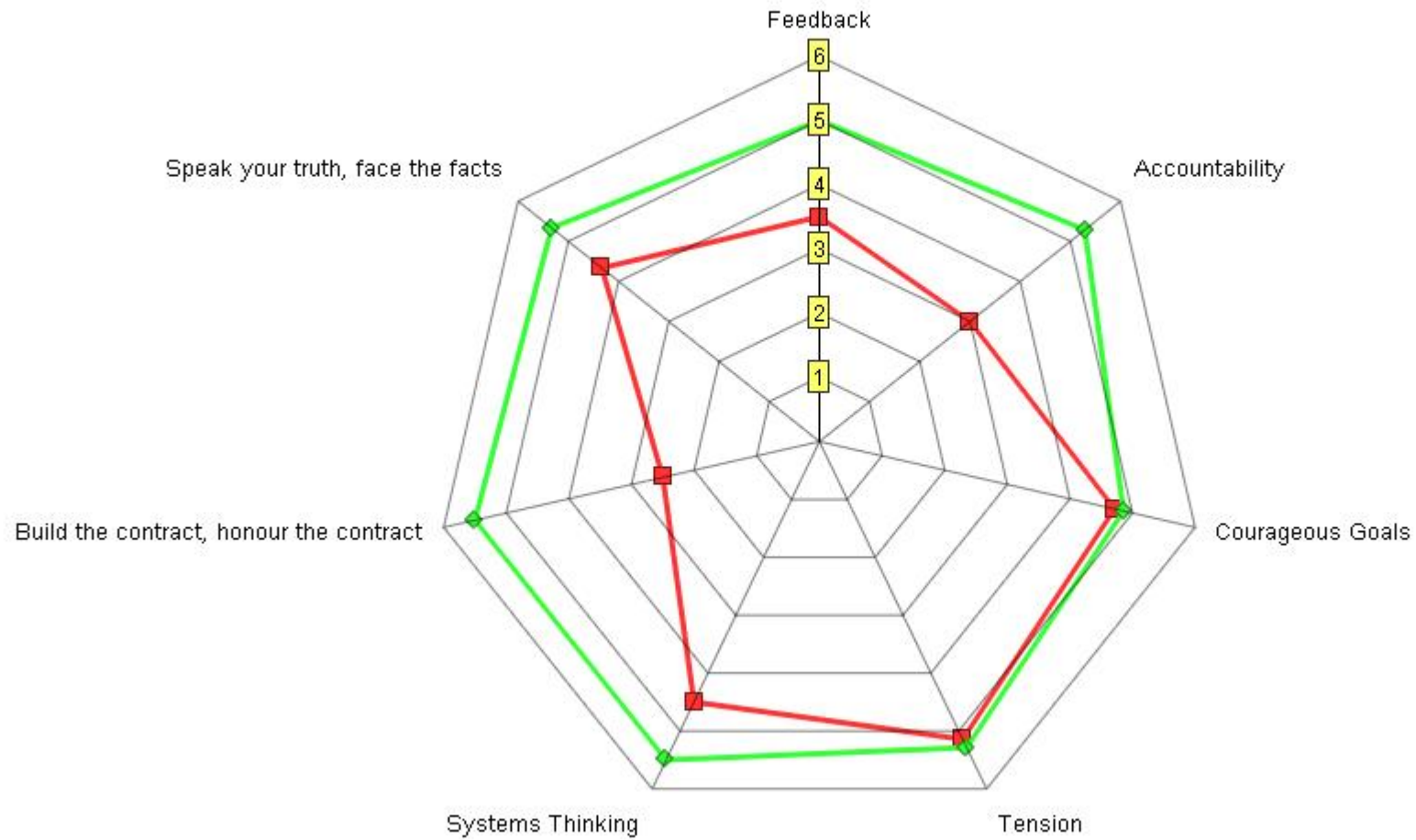
# 360 Feedback

## John Blakey



### Overall Scores

Average scores for each group of questions - shown by all relationships







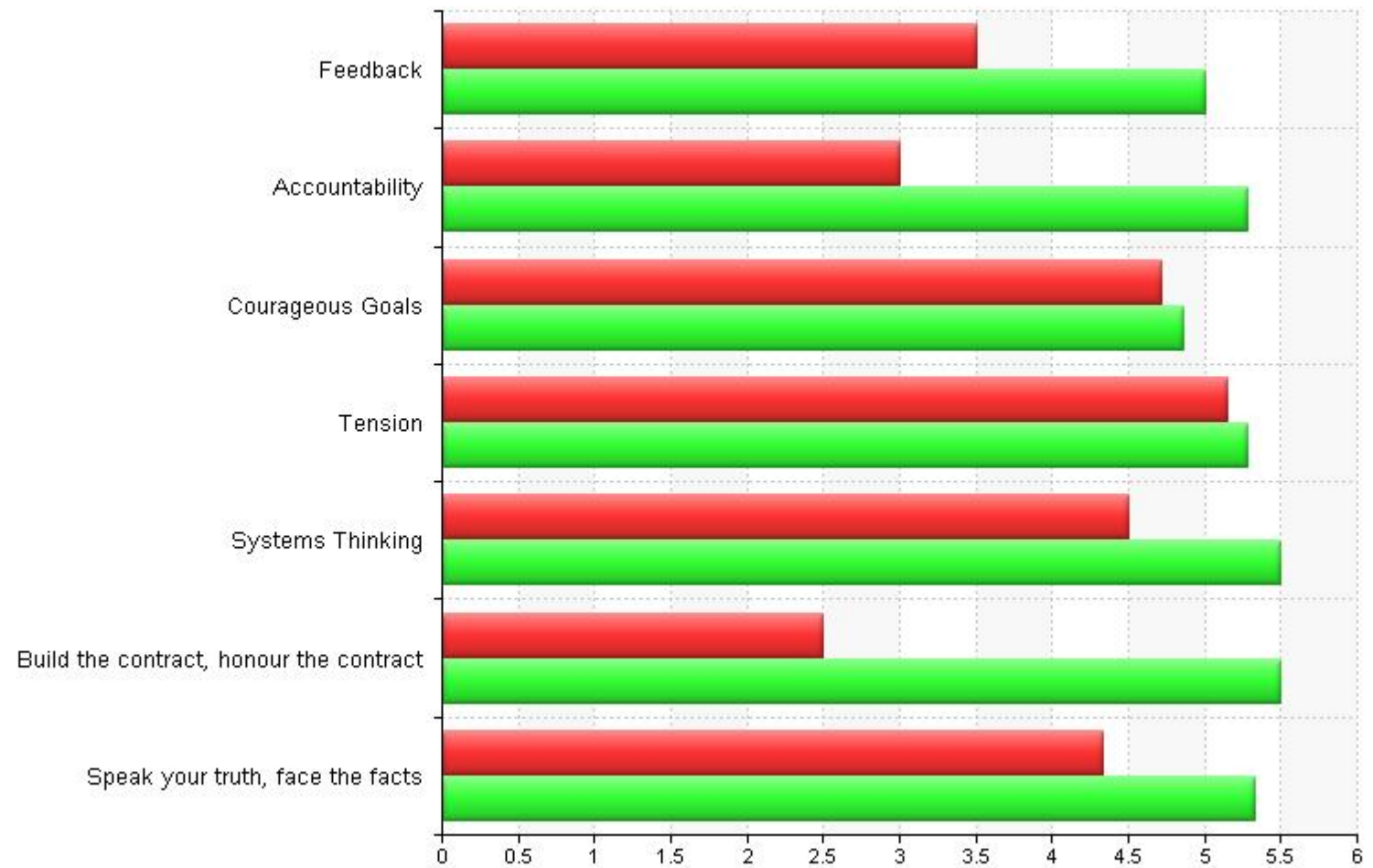
# 360 Feedback

## John Blakey



### Overall Scores

Average scores for each group of questions - shown by all relationships





# 360 Feedback

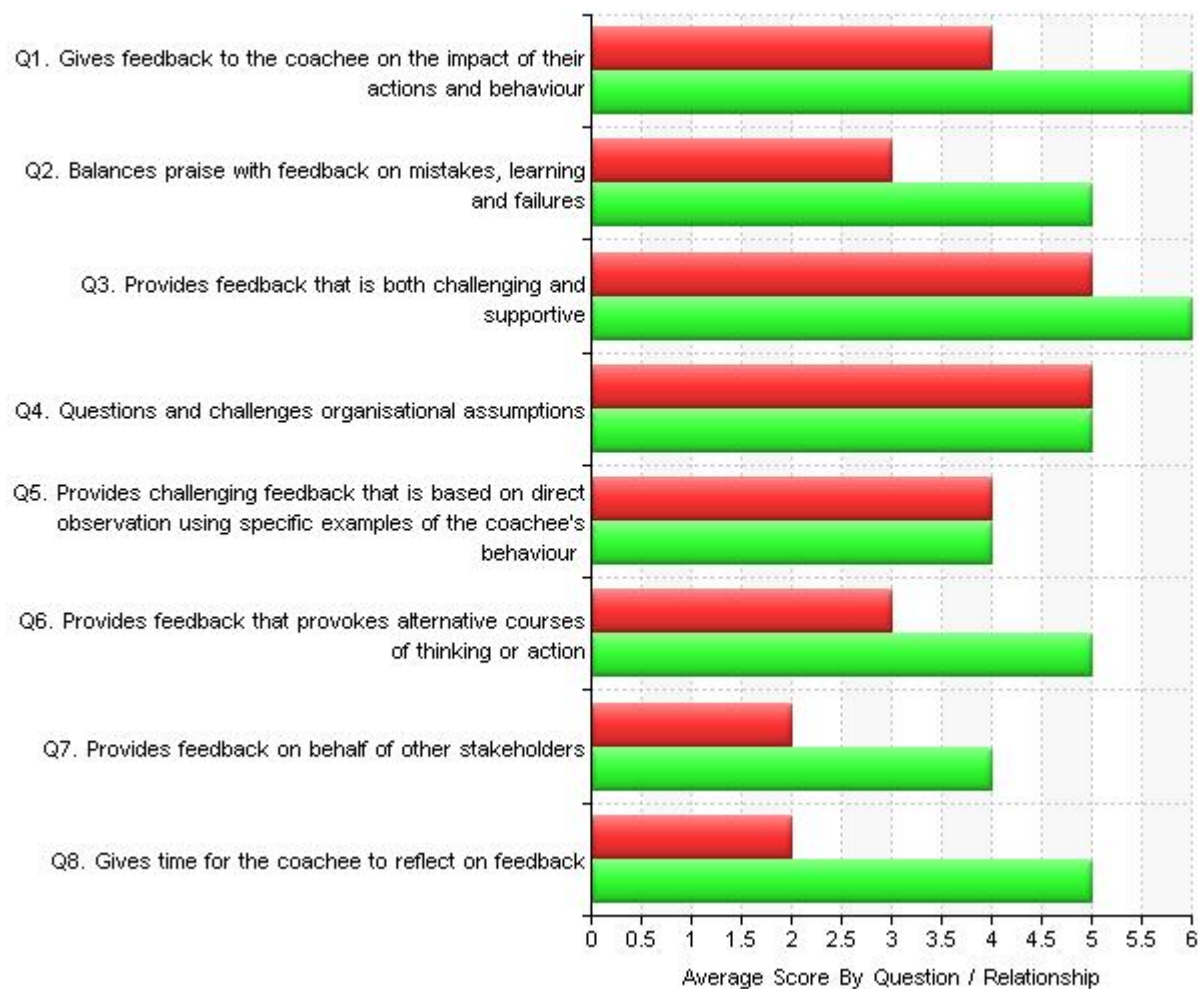
## John Blakey



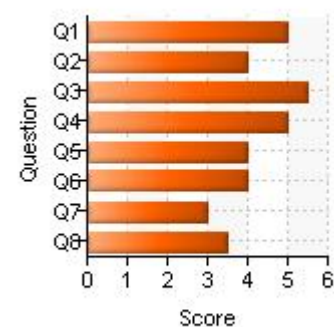
### Feedback

#### Group Analysis

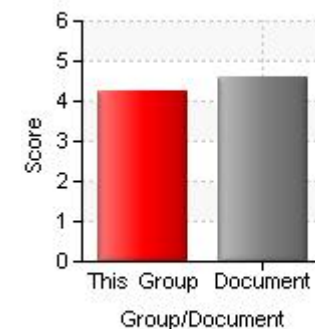
Self Coachee



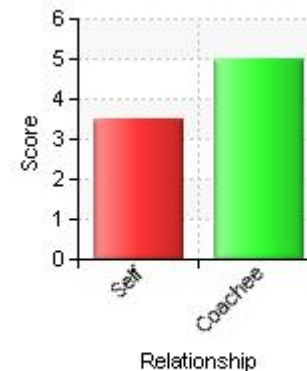
Average Score by Question



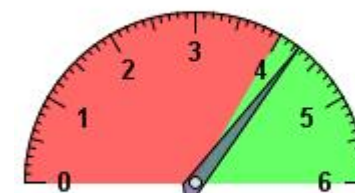
Group Score / Document Score



Average score by relationship



Group Score 4.25





# 360 Feedback

## John Blakey



### Feedback

C1. 'Please make additional comments on feedback here'

Self

I can see an opportunity for me to gain more stakeholder feedback to share with my coachees

Coachee

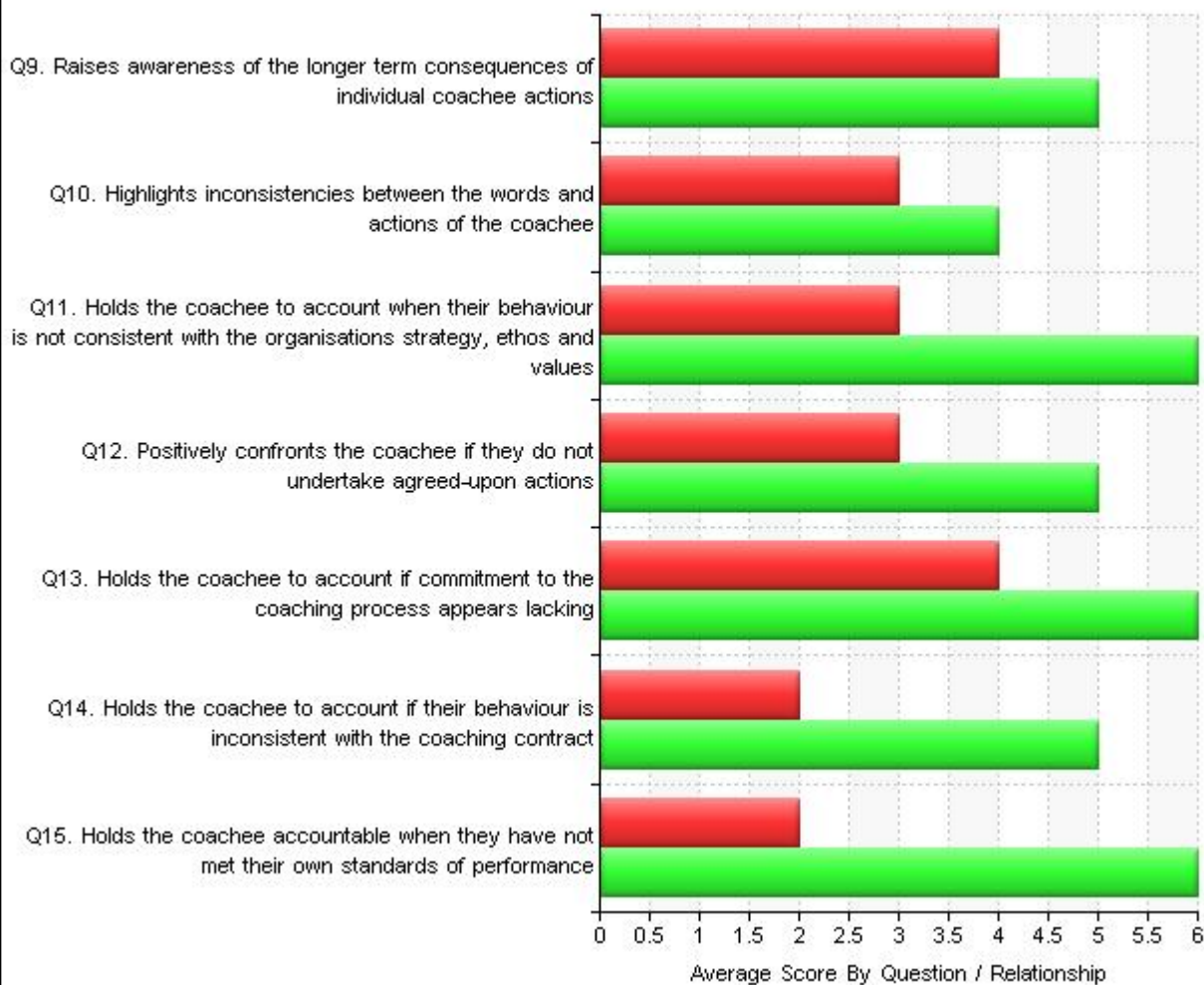
John is good at providing the right feedback at the right time. He balances personal feedback with what wider aspects he becomes aware of, so that the feedback is broad based.



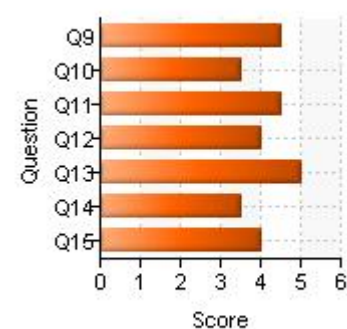
### Accountability

#### Group Analysis

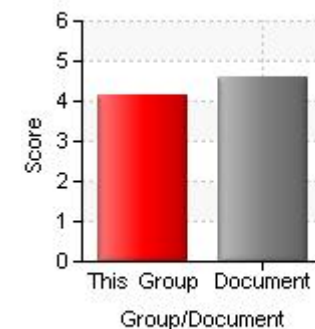
■ Self ■ Coachee



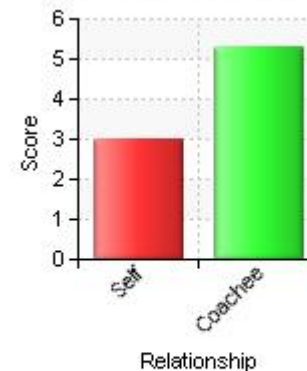
Average Score by Question



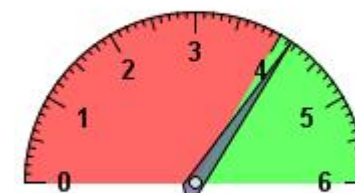
Group Score / Document Score



Average score by relationship



Group Score 4.14





# 360 Feedback

## John Blakey



### Accountability

C2. 'Please make additional comments on accountability here'

#### Self

I very rarely comment upon the coachee's own standards of performance

#### Coachee

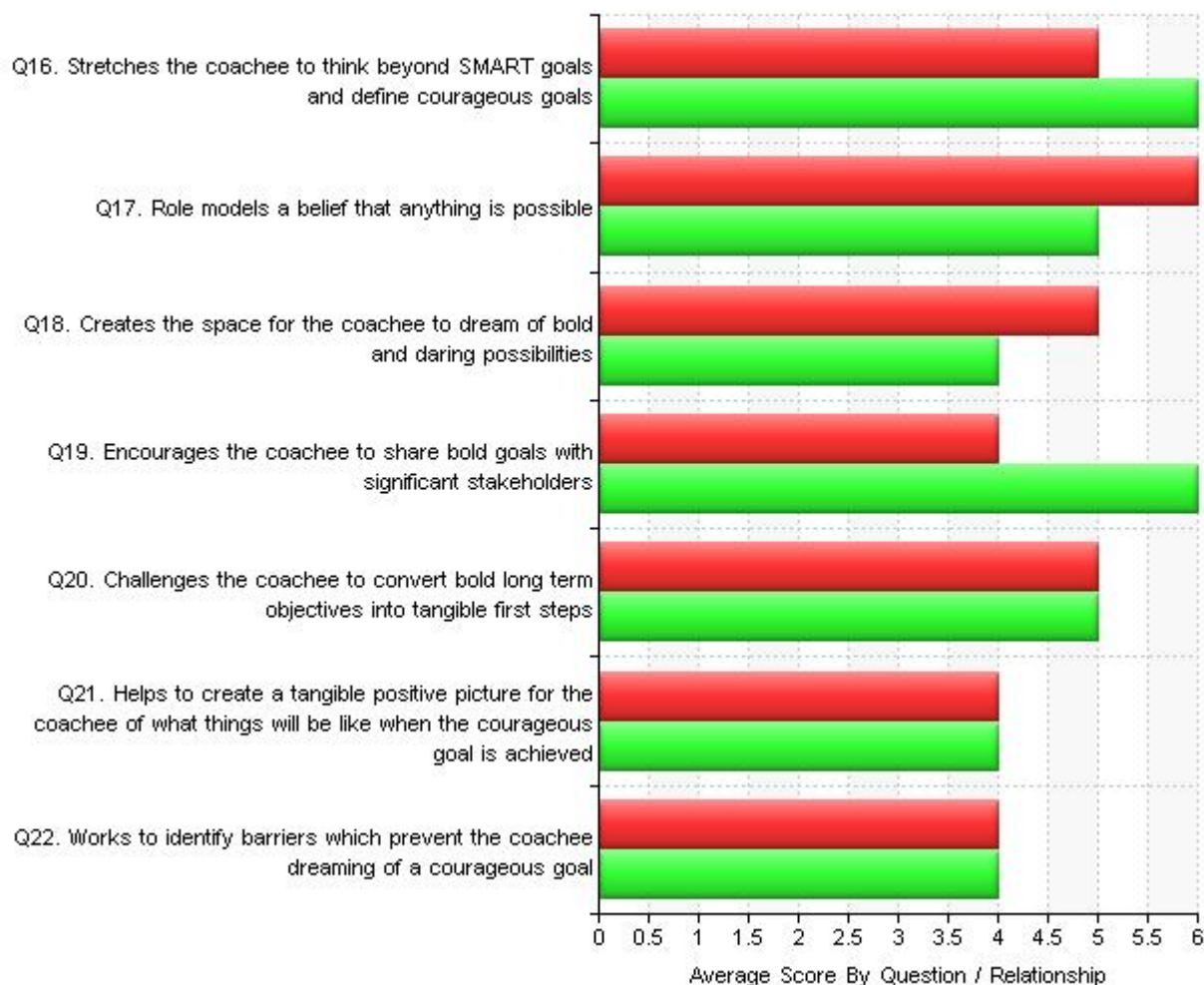
John is very good at holding me to account and encouraging me to walk the talk, even when I initially resist!



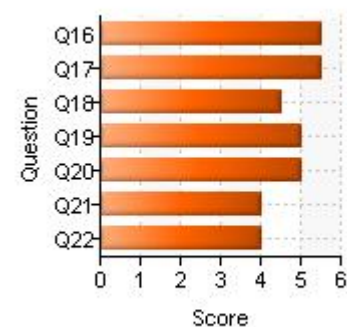
### Courageous Goals

#### Group Analysis

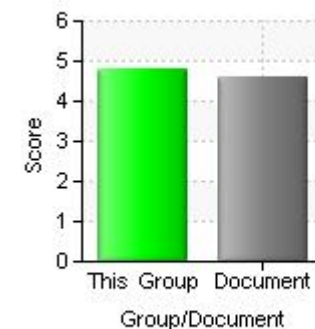
Self Coachee



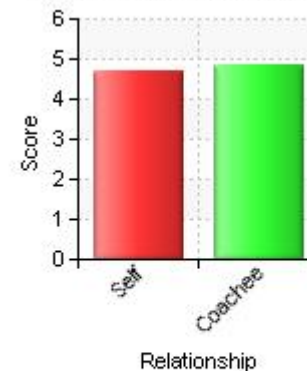
Average Score by Question



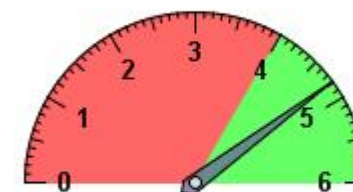
Group Score / Document Score



Average score by relationship



Group Score 4.79





# 360 Feedback John Blakey



## Courageous Goals

C3. 'Please make additional comments on courageous goals here'

Self

I think this is a strength of of my coaching

Coachee

John has encouraged me to set and share my courageous goals. I would value more support on the tangible positive picture of the end result.





# 360 Feedback

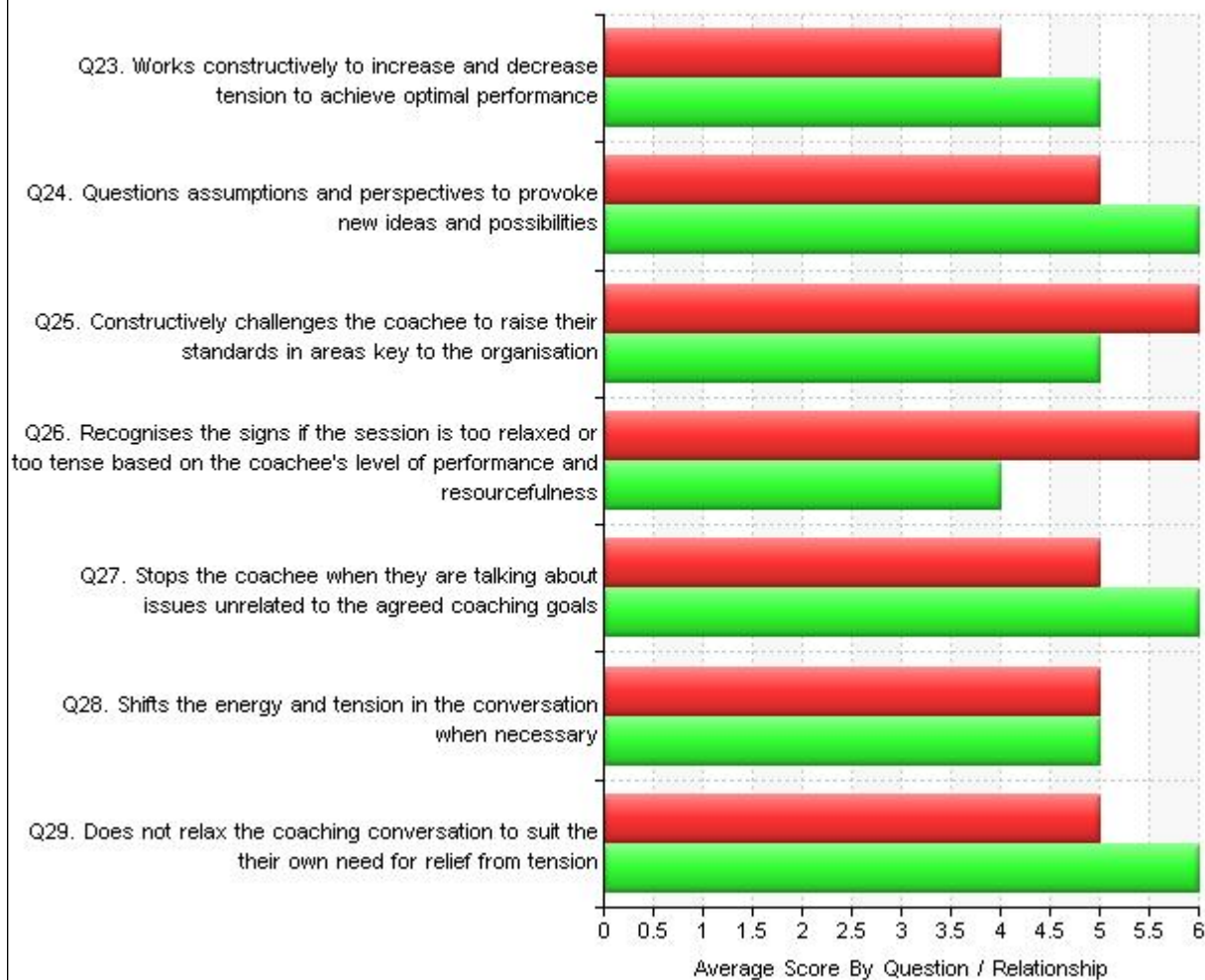
## John Blakey



### Tension

#### Group Analysis

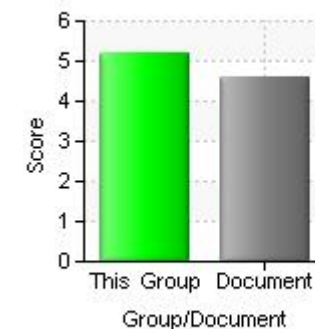
■ Self ■ Coachee



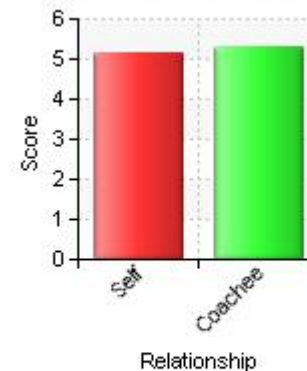
Average Score by Question



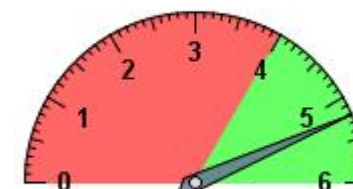
Group Score / Document Score



Average score by relationship



Group Score 5.21







# 360 Feedback

## John Blakey



### Tension

C4. 'Please make additional comments on tension here'

#### Self

My coachees tend to be at a senior level so I focus upon this skill to keep their engagement and motivation in the coaching work

#### Coachee

John balances support and challenge and gauges tension well.



# 360 Feedback

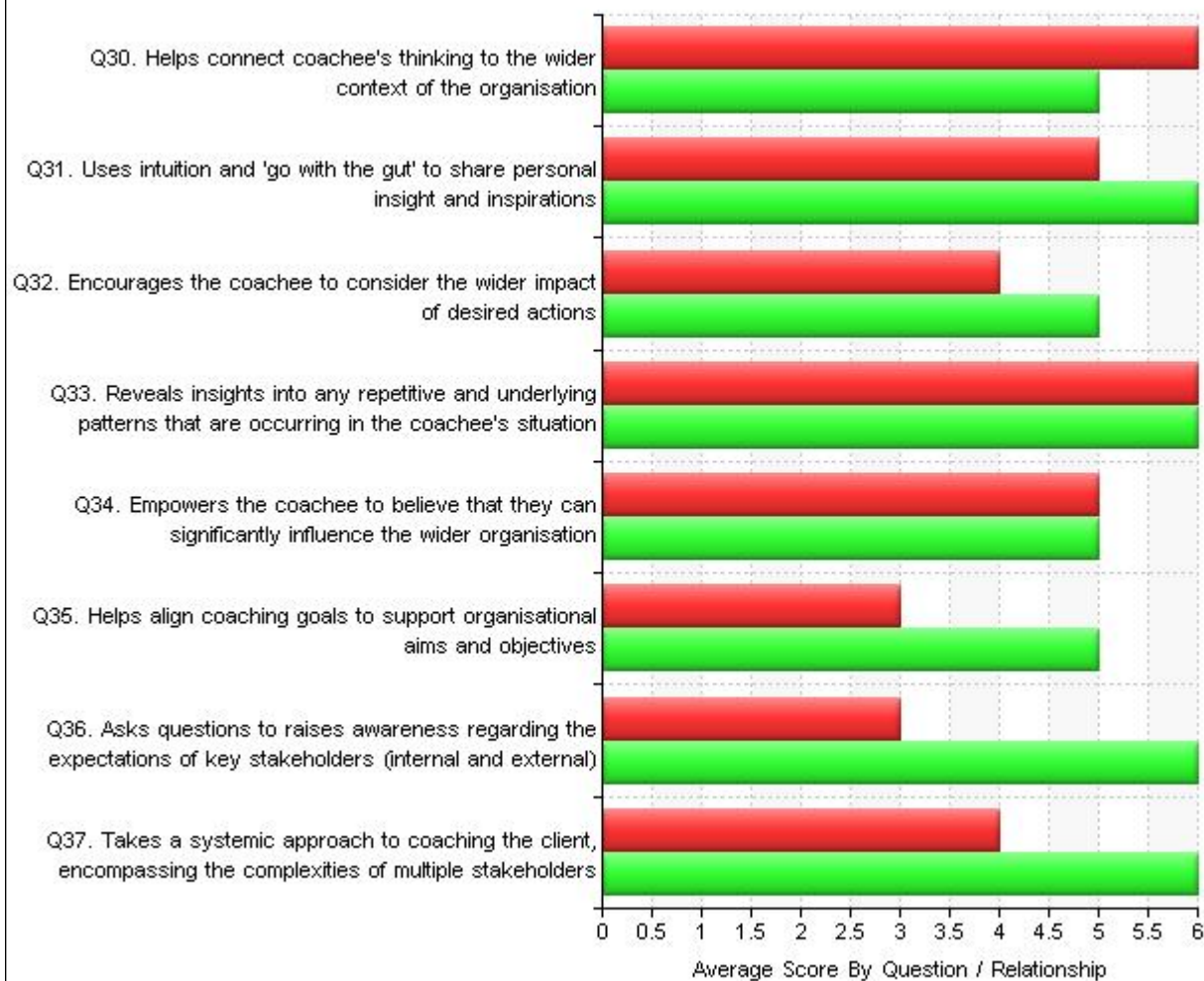
## John Blakey



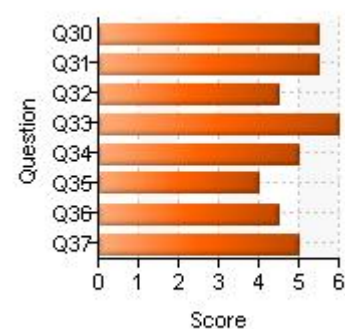
### Systems Thinking

#### Group Analysis

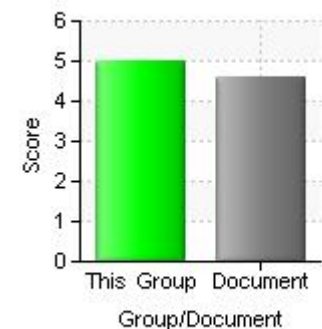
■ Self ■ Coachee



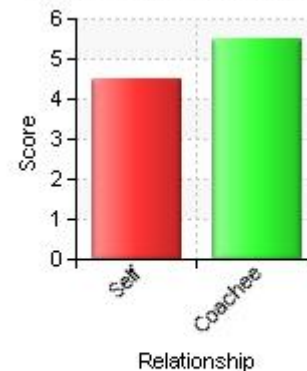
Average Score by Question



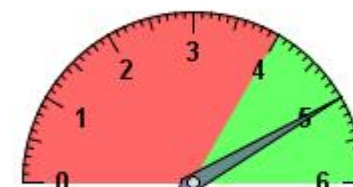
Group Score / Document Score



Average score by relationship



Group Score 5.00





# 360 Feedback John Blakey



## Systems Thinking

C5. 'Please make additional comments on systems thinking here'

Self

I can see that I may need to research the topic of systems thinking in greater detail

Coachee

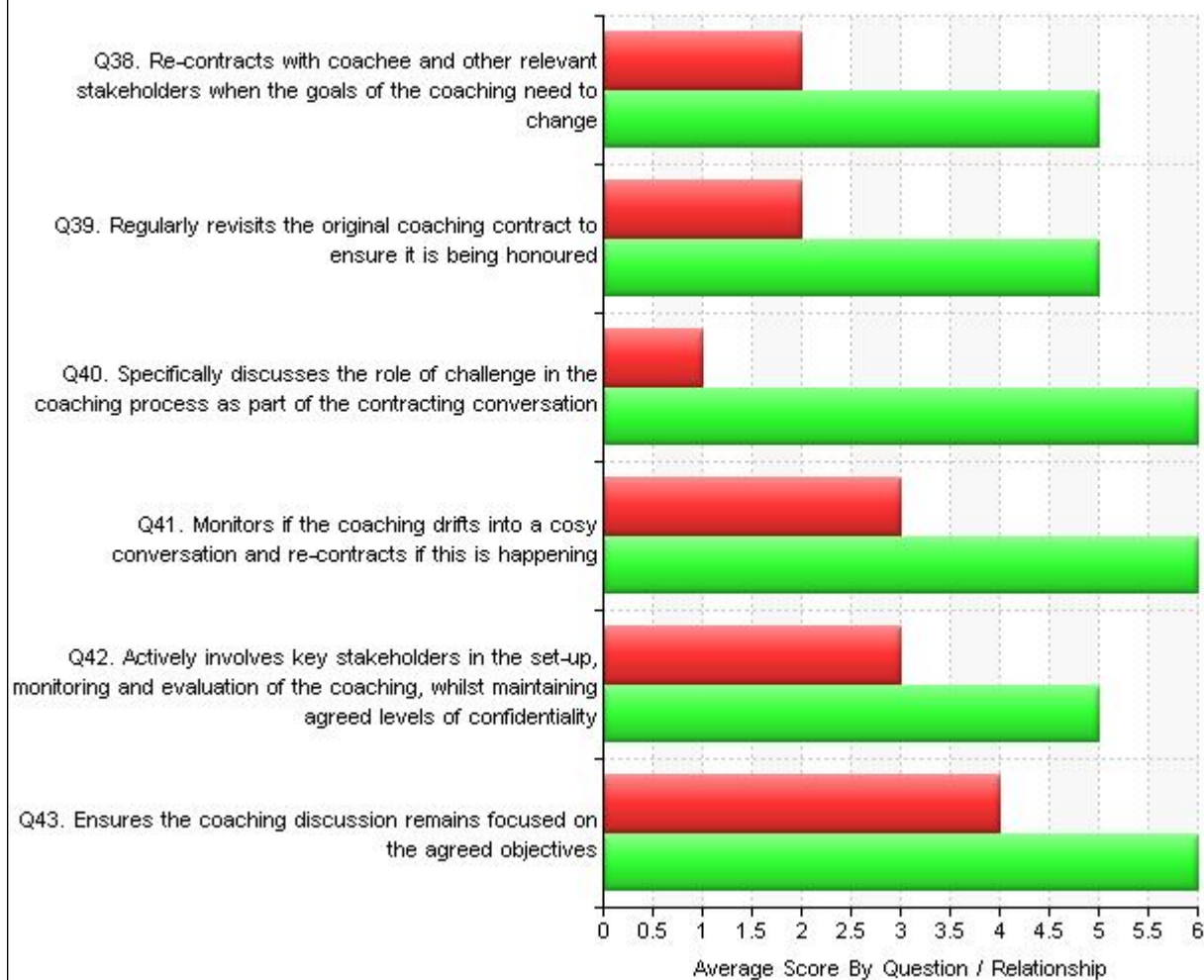
John uses his intuition very well. 'Going with the gut' is a skill to continue using, and maybe taking more risks with this.



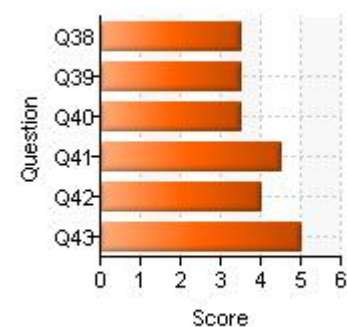
### Build the contract, honour the contract

#### Group Analysis

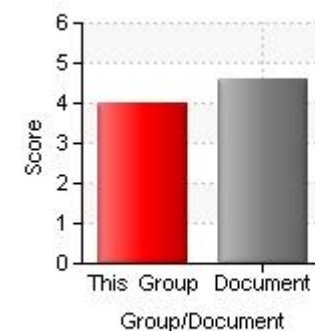
■ Self ■ Coachee



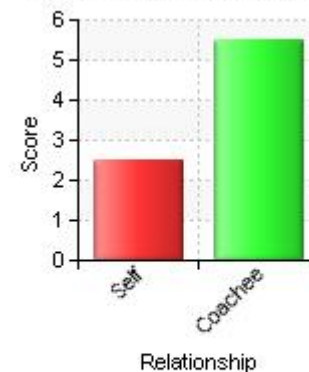
Average Score by Question



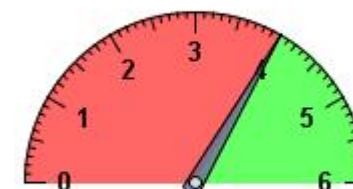
Group Score / Document Score



Average score by relationship



Group Score 4.00





# 360 Feedback John Blakey



## Build the contract, honour the contract

C6. 'Please make additional comments on 'build the contract, honour the contract' here'

Self

Room for improvement!

Coachee

John has a good sense when building a relationship and the coaching contract. This is clearly articulated and agreed and is at the centre of coaching process.



# 360 Feedback

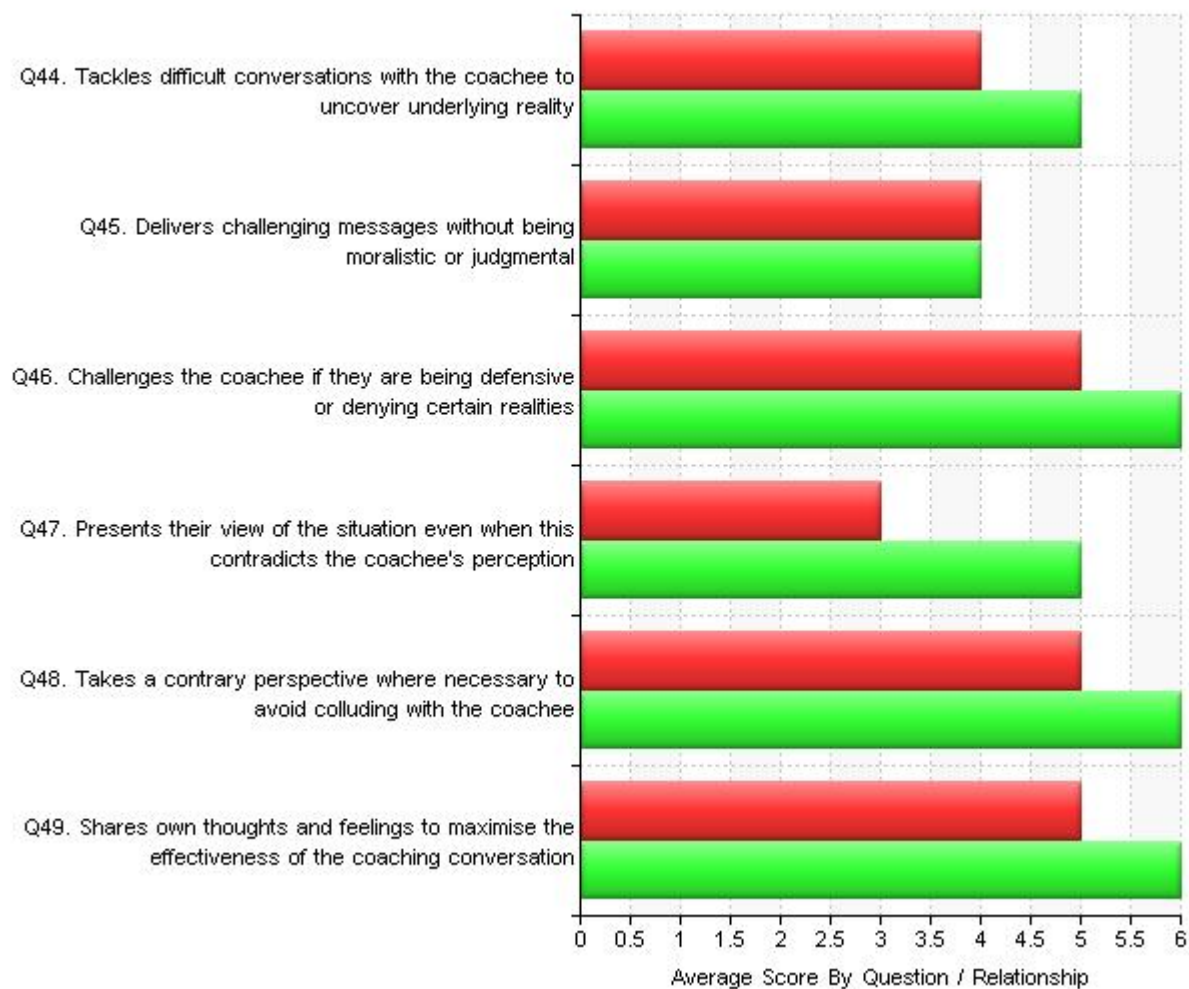
## John Blakey



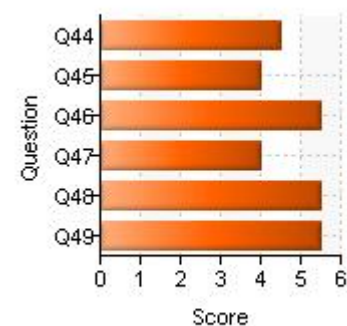
Speak your truth, face the facts

### Group Analysis

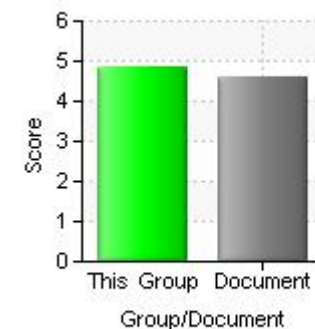
■ Self ■ Coachee



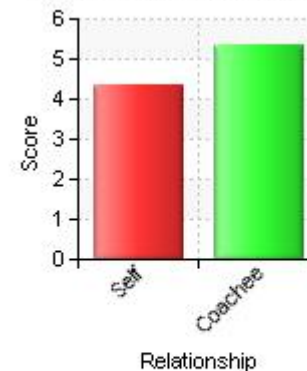
Average Score by Question



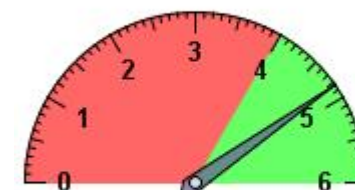
Group Score / Document Score



Average score by relationship



Group Score 4.83





# 360 Feedback

## John Blakey



### Speak your truth, face the facts

C7. 'Please make additional comments on 'speak your truth' here'

Self

I have learnt to do this better over the years

Coachee

John is able to share his thoughts and speak his truth. This insight is very valuable. I wonder what thoughts remain unspoken?

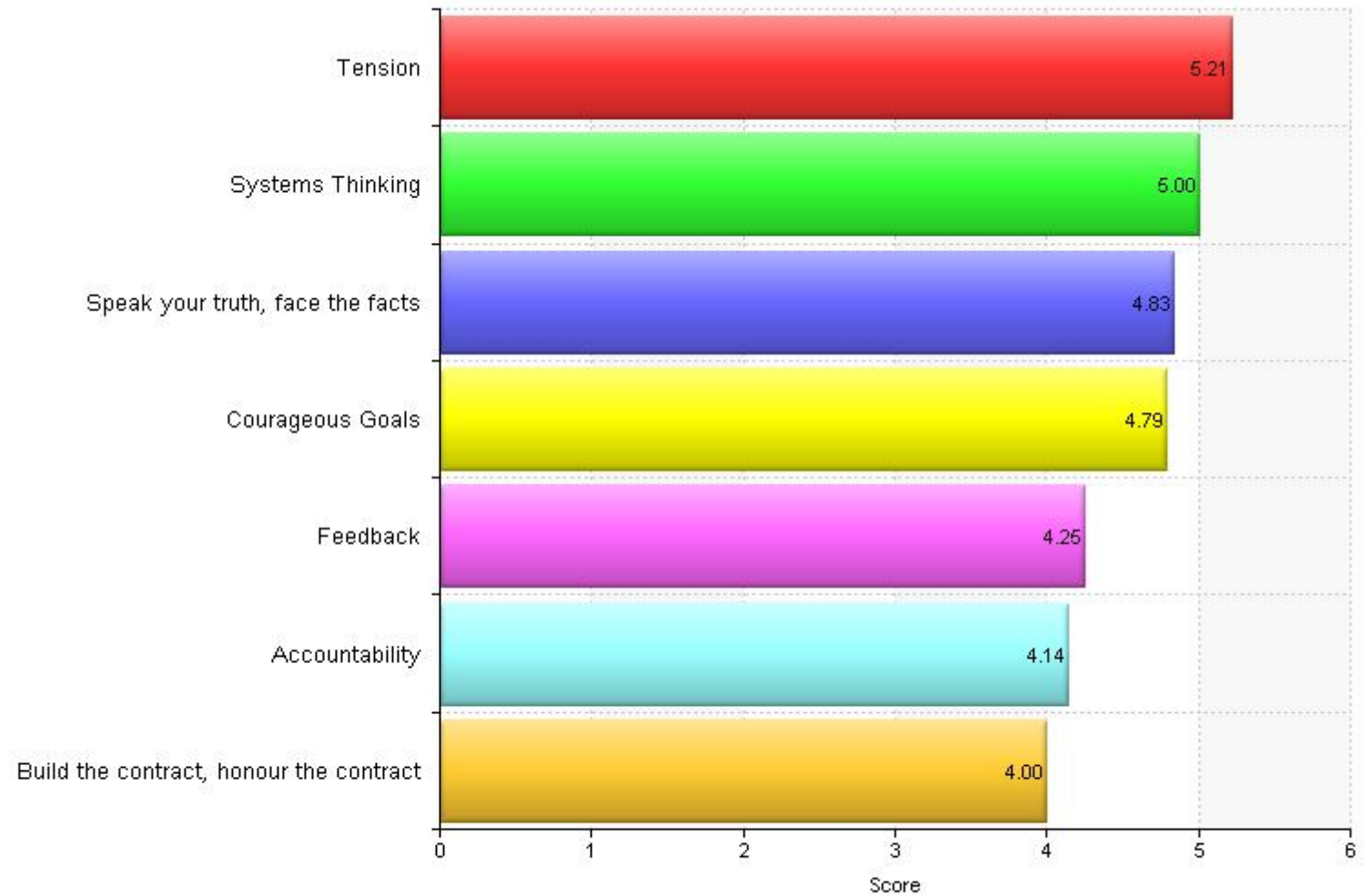


# 360 Feedback

## John Blakey



Average scores for each group of questions.







# 360 Feedback

## John Blakey

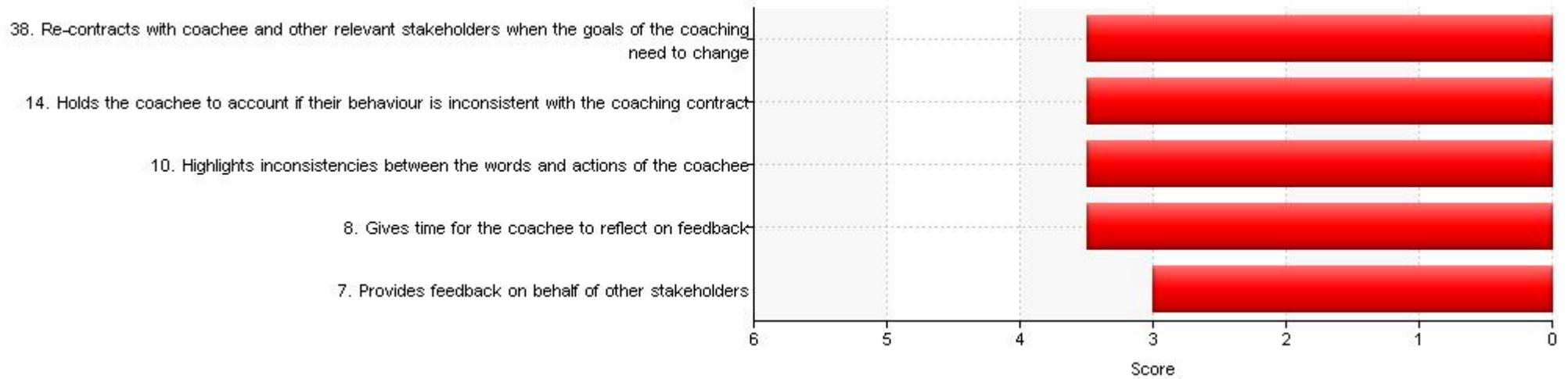


### Strengths and Development Areas

#### Your Areas of Strength



#### Your Areas of Development



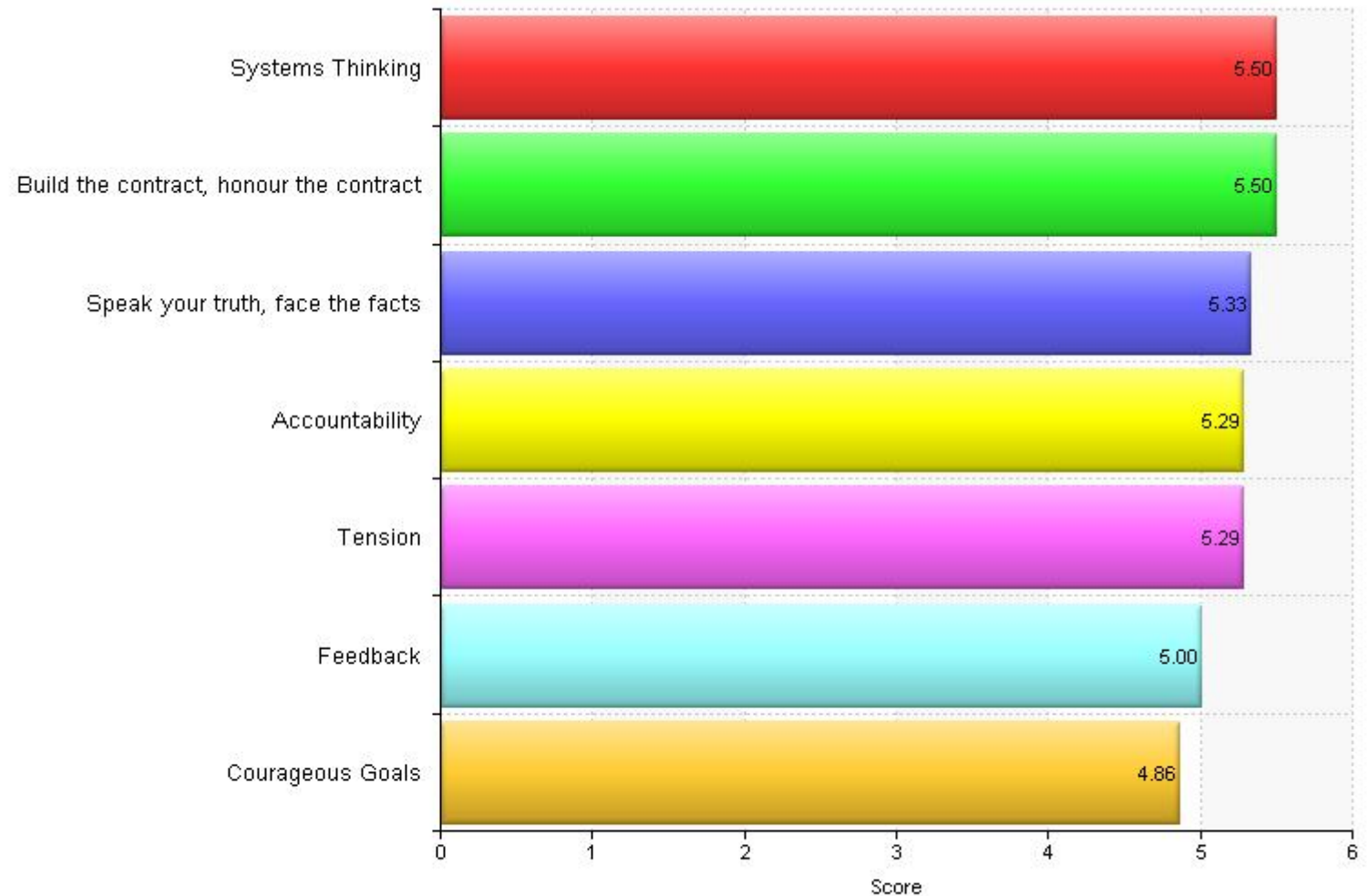


# 360 Feedback

## John Blakey



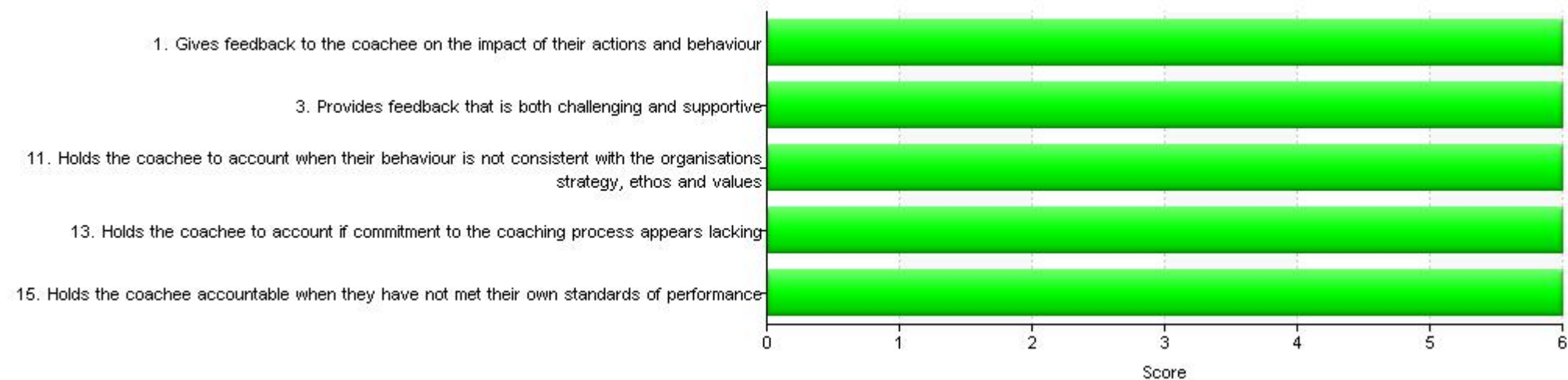
Average scores for each group of questions excluding self



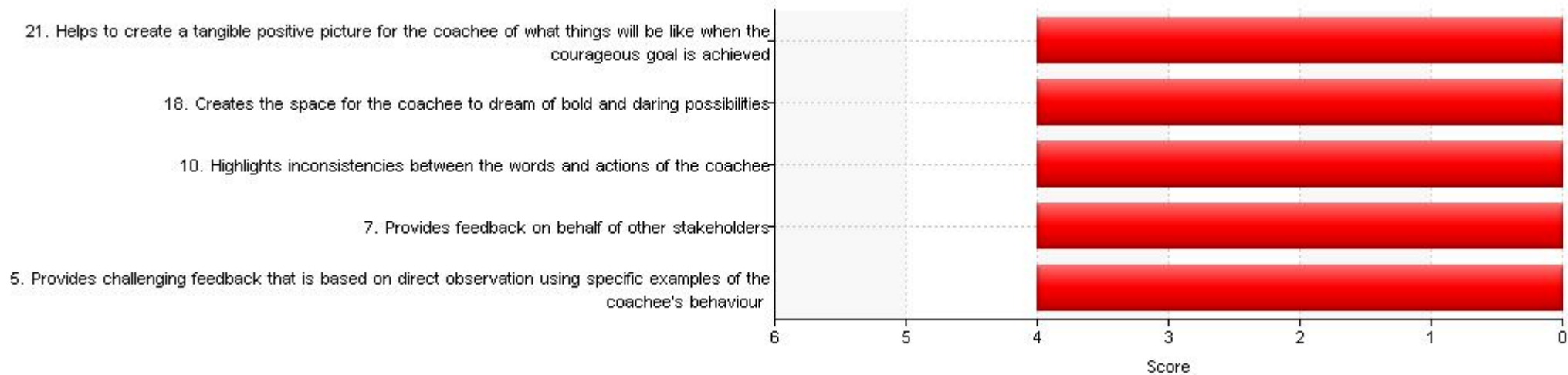


### Strengths and Development Areas excluding self

#### Your Areas of Strength



#### Your Areas of Development





# 360 Feedback

## John Blakey



### Action plan

What conclusions do you draw regarding:

Your relationships with your coachee(s)?

Your blind-spots (aspects of your coaching you have not been aware of before now)?

Your hidden strengths (positive feedback which came as a surprise)?



# 360 Feedback

## John Blakey



### Action Plan

What you are particularly good at?

What you are not so good at?

Aspects of your coaching you want to work on to enhance your challenging coaching skills?



# 360 Feedback John Blakey



## Action Plan

Based on this report what courageous goal will you set for yourself in relation to your coaching that is motivational, exciting and scary?

With whom will you share this courageous goal?

What is the first step you will take to achieve this goal?