

Competencies for Effective Coaching

A coaching relationship is based on understanding the needs of the client, and providing support to gain the skills necessary for success. The following skills and competencies are important for a meaningful coaching relationship with the client. These competencies build upon the foundational **General Core Competencies for Relationship Based Professional Development**. The following categories and competencies are aligned with the MNSMART (2005) survey: "Results of the Relationship-Based Practitioner Survey".

Coaching Definition

- A relationship in work or education settings in which a person with known expertise and skill in a specific area offers assistance to a person(s) in identifying and achieving skill development.
- Coaching goals are designed to increase individual skill acquisition, and the integration of new skill into the professional/personal environment.
- Coaching relationships rely on client input, and utilize specific skills designed to empower the client including goal development and mutual accountability.
- Coaching usually continues until significant progress toward the goal, or desired results, have been achieved.

Content Area I: Coaching Relationship	
Competency	
A	Approaches the coach-client relationship with mutual respect and positive relationship-building skills
B	Uses direct questioning and active listening skills to help determine the needs of client and convey understanding of feelings
C	Listens without passing judgment or displaying agreement or disagreement
D	Provides encouragement and support to client in developing new skills
E	Displays confidence in client's ability to develop new skills

MN SMART's Relationship Based Professional Development
Strategy Specific Competencies

Content Area II: Effective Coaching Practices	
Competency	
A	Demonstrates ability to develop a partnership with client through applying teamwork and teambuilding activities
B	Uses appropriate tools to provide reliable and useful information to client
C	Uses a variety of strategies to encourage and motivate client to identify needs and develop goals and an action plan to improve skill level
D	Demonstrates skill in identifying factors in client's environment that may affect intended outcomes
E	Provides strength-based feedback on identified needs in a sensitive and responsive manner
F	Uses knowledge and skills to model/teach skill as identified to meet need of client
G	Encourages client to practice and integrate new skill into daily work
H	Assists client to compare new information, skill and experiences with past practices
I	Assists client with developing an intentional plan for practicing new skills
J	Celebrates with the client in the successful acquisition of new professional skills
K	Supports the development of a learning community to solidify new skill acquisition
L	Demonstrates effective management of time, documentation/record-keeping skills and report writing
M	Shares knowledge of professional development opportunities, resources, and referral services available to client

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Content Area III: Professional Responsibilities in Coaching

Competency

A	Demonstrates understanding of and value in the coach-client relationship
B	Demonstrates ability in clarifying the purpose and outcomes for the coach-client relationship
C	Demonstrates competence in applying effective coaching practices
D	Displays a commitment to quality through continued personal growth
E	Maintains confidentiality at all times, especially when discussing issues, topic choice, and results of individual learning
F	Maintains a positive attitude that focuses on the needs of client

Content Area IV: Managing Challenges

Competency

A	Demonstrates ability to establish realistic and consistent expectations for the coaching relationship
B	Demonstrates flexibility in providing a variety of strategies and techniques in skill development to address different learning styles and preferences
C	Includes client in applying problem solving strategies when necessary
D	Uses a variety of positive conflict management strategies to identify and minimize the impact of conflict on the coaching relationship