



Choose one option which represents your typical approach when confronted with situations like these.

Be honest, this is for your awareness only.

**1. You have a certain vision which you want to realise with your team/organisation. Your tendency is to:**

A – Introduce your vision to the members of the team and explain what needs to be done to make it happen.

B – Introduce your vision to the team and invite them to share their view and their ideas on how to make it happen.

C – Invite the members of your team to participate in creating a common vision and plan of how to have it realised.

**2. A colleague of yours is really challenged delivering their project on time. They feel desperate and come to you and ask you to help them taking over some bits of work. You have your hands pretty full already. Your tendency is to:**

A – Explain your colleague your situation and by asking powerful questions help them to find resources to handle the project within the required timeline.

B – Believe that it's important to help each other at difficult times. You agree to help, even though it means you will add some stress and challenges to yourself.

C – Evaluate the time and resources available to you. Realise that you can't help your colleague and politely refuse to help.



**3. A junior member of the team comes to you and asks for advice. Your tendency is to:**

A – Feel good about being approached by a junior and happy to share with them your expertise on the topic.

B – Know that simply telling them what they should do would not help them to learn and yet as you are very busy you choose to do so, not feeling very proud of yourself.

C – Know how important it is for the junior to learn and you don't want them to approach you every single time, you choose to ask them questions to provoke their thinking and finding the way forward, plus to learn from the situation for future occurrences.

**4. On a team meeting there is a discussion of a project where the team feels stuck. Your tendency is to:**

A – Listen to the opinions of others but not contributing much with own ideas.

B – Have an idea on how to move forward and push it through.

C – Invite the team to brainstorm all the ideas and evaluate them based on the agreed criteria.



**5. You work on a project with another team member. Her view on a certain aspect of your work is different from yours. She insists that things are done her way. Your tendency is to:**

- A – Give her a possibility to express her opinion, listen carefully. After listening to her, appreciate her perspective and invite her to listen to yours. After that, work on finding a best way to progress.
- B – Insist on your perspective because you know it is right.
- C – Listen to her perspective and try to persuade her to do things your way.

**6. Your colleague came to you to shared their recent success. Your tendency is to:**

- A – Congratulate them as this would be the right thing to do but feel resentful thinking “Why it was not me?”
- B – Congratulate them with a smile, being sincerely happy for them.
- C – Listen to them, focus the strengths that helped them to achieve these results. Congratulate them sincerely and acknowledge their strengths and talents.



**7. A colleague of yours is sharing their frustration regarding another colleague with whom you both work together.**

**Your tendency is to:**

**A** – Listen to your colleague, ask questions to clarify the situation, show empathy and encourage your colleague to take responsibility for the things which are under their direct control.

**B** – Show sympathy to your colleague, admitting how hard it is for you to work with that person and begin to think of a solution.

**C** – Share ideas about how to work with this other colleague. You worked with that person before, therefore you know how to deal with them.

**8. Your colleague comes to you to discuss her ideas regarding some improvements in the department. Your tendency is to:**

**A** – Immediately jump in adding your ideas as these improvements in the department is something you want to be done too.

**B** – You appreciate her initiative and enthusiasm and ask her what would be the most helpful for her now. Listen to her, if this is what she needs or ask more thought-provoking questions to help her to come up with more ideas, if required.

**C** – You listen to your colleague. Some of her ideas are good and you say so. Some of them you disagree about, and you explain your critiques.



9. Your team-mate who you have been working together for a long time, comes to you in tears. She feels devastated by a conflict with her partner at home. Your tendency is to:

A – Give her a hug (a real or virtual), reassure her that everything will be alright, sympathise with her situation as you know how hard such conflicts could be.

B – Tell her about your own experience with conflicts like this and suggest what she should do to manage the situation at home.

C – Create a safe space for her to speak, listen without interruption, show her that you are here for her and its okay to cry when it hurts.

### Check your answers and give points:

Questions	Answer	Points	Answer	Points	Answer	Points
Question 1	A	1	B	2	C	3
Question 2	A	3	B	1	C	2
Question 3	A	1	B	2	C	3
Question 4	A	2	B	1	C	3
Question 5	A	3	B	1	C	2
Question 6	A	1	B	2	C	3
Question 7	A	3	B	2	C	1
Question 8	A	1	B	3	C	2
Question 9	A	2	B	1	C	3
Points						

TOTAL POINTS



**9-14 points - Director:** You may tend to direct to what is right or wrong from your perspective and have hard time to listen to other people. This may negatively affect the creation of trust and environment of learning and development. Conflicts and misunderstandings are common. You prefer to advise or suggest what to do, which often results in lack of commitment from the other person. **TIP to grow:** *Learn more about the coaching approach to let others carry the weight with you - rather than having all the responsibility on your shoulders.*

**15 – 20 points - Contributor:** You feel for people and realise the need for and importance of listening. You have a good basis for the development of the coaching skills and are able to acknowledge people's resourcefulness. **TIP to grow:** *Practice asking more of open, thought-provoking questions, consider learning how to use GROW model (Goal; Reality; Options; Way forward), creating a possibility for people to think for themselves.*

**21 – 27 points - Partner:** You have a solid coaching stand, able to listen non-judgmentally, ask powerful questions, creating an environment of trust and personal responsibility. Congratulations! Keep on inspiring and empowering others in their growth and development! **TIP to grow:** *Consider gathering feedback from other experienced coaches to uncover any blind spots and enhance your coaching skills further.*