

# ASSESSMENT & FEEDBACK

**DEVELOPING A COACHING CULTURE**

CREDIT RATING BODY: GLASGOW CALEDONIAN UNIVERSITY

10 CREDITS AT SCQF LEVEL 9

**SOCIAL ENTERPRISE ACADEMY**

LEARNER NAME:

**Coaching Practice Portfolio, Learning Outcome 1: Identify, evaluate, and demonstrate the application of, a range of key coaching skills**

Assessment Criteria (AC)	Referral indicators	Pass indicators	Pass / Refer
1.1 Identifies and evaluates a range of key coaching skills	<ul style="list-style-type: none"> <li>Does not identify or evaluate a range of coaching skills</li> <li>Identifies a range of coaching skills, but does not evaluate them</li> <li>Identifies less than three coaching skills</li> </ul>	<ul style="list-style-type: none"> <li>Identifies at least three skills recognised as key for coaching</li> <li>Effectively evaluates the identified coaching skills</li> </ul>	
1.2 Demonstrates the application of a range of key coaching skills, using examples of practice	<ul style="list-style-type: none"> <li>Coaching skills may be described, but not applied</li> <li>The range of coaching skills applied is limited to less than three</li> <li>Examples are not provided for each skill, or the examples do not demonstrate application</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates the application of at least three key coaching skills</li> <li>Provides appropriate examples of application of the key skills</li> </ul>	

**Feedback on Learning Outcome 1: Identify, evaluate, and demonstrate the application of, a range of key coaching skills**

**Coaching Practice Portfolio, Learning Outcome 2: Plan, conduct, and reflect on a series of coaching sessions**

Assessment Criteria (AC)	Referral indicators	Pass indicators	Pass / Refer
2.1 Undertakes appropriate planning in preparation for coaching	<ul style="list-style-type: none"> <li>There is insufficient evidence of planning for coaching</li> <li>Plans have not been completed for all coachees</li> </ul>	<ul style="list-style-type: none"> <li>Effectively utilises an appropriate template for a coaching plan</li> <li>A coaching plan is provided for each coachee</li> </ul>	

	<ul style="list-style-type: none"> <li>The coaching plan may be incomplete, insufficient or inappropriate for coaching</li> </ul>	<ul style="list-style-type: none"> <li>Provides sufficient evidence of preparation and planning, as appropriate for the coaching session/s</li> </ul>	
2.2 Provides records for 2-3 sessions of coaching	<ul style="list-style-type: none"> <li>Coaching records are not provided, or the records do not cover the required number of sessions or time</li> <li>Coaching records are incomplete or not completed in sufficient detail to give a clear overview of the session</li> </ul>	<ul style="list-style-type: none"> <li>Coaching records are provided for all coaching sessions</li> <li>Coaching records are fully completed and provide a clear overview of the sessions</li> </ul>	
2.3 Critically reflects on own coaching practice over a series of coaching sessions	<ul style="list-style-type: none"> <li>Coaching records do not include a critical reflection on own performance and development as a coach</li> <li>Reflections on own practice are limited and more descriptive than critical</li> </ul>	<ul style="list-style-type: none"> <li>Coaching records include evidence of continued reflection on own coaching practice</li> <li>Reflections on practice are appropriately critical and self-aware</li> </ul>	

**Feedback on Learning Outcome 2: Plan, conduct, and reflect on a series of coaching sessions**

**Coaching Implementation Plan, Learning Outcome 3: Evaluate how the culture and systems within an organisation impact on the adoption of coaching practices**

Assessment Criteria (AC)	Referral indicators	Pass indicators	Pass / Refer
3.1 Describes the culture and systems within an organisation	<ul style="list-style-type: none"> <li>The organisational culture of the organisation is not described, or the description does not make it clear, or focus on aspects relevant to embedding a coaching culture</li> <li>The relevant systems within the organisation are not described, or the systems described are not those that would be relevant to the implementation of a coaching culture</li> </ul>	<ul style="list-style-type: none"> <li>The culture and systems of the organisation are effectively described</li> <li>The focus of the description of the organisation is on cultural aspects and systems that are relevant to the embedding of a coaching culture</li> </ul>	

3.2 Evaluates how the described organisational culture and systems do or could impact on the adoption of coaching practices	<ul style="list-style-type: none"> <li>• Does not evaluate the culture and systems, or the evaluation does not consider their impact on coaching practices</li> </ul>	<ul style="list-style-type: none"> <li>• The evaluation of the culture and systems explores how they do or could impact on coaching practices</li> <li>• The evaluation identifies potential supporting factors as well as barriers to adopting a coaching culture within the organisation</li> </ul>	
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**Feedback on Learning Outcome 3:** Evaluate how the culture and systems within an organisation impact on the adoption of coaching practices

**Coaching Implementation Plan, Learning Outcome 4:** Propose a strategy for embedding a coaching culture within an organisation

Assessment Criteria (AC)	Referral indicators	Pass indicators	Pass / Refer
1.1 Presents a proposal for adopting coaching approaches within a specified organisation	<ul style="list-style-type: none"> <li>• Does not present a completed proposal and is unlikely to have followed the template provided</li> <li>• The proposal is incohesive and/or does not present a clear approach for adopting coaching</li> </ul>	<ul style="list-style-type: none"> <li>• The proposal is well developed and is likely to have followed the template provided</li> <li>• The proposal presents the recommended approach clearly and cohesively</li> </ul>	
1.2 Demonstrates a strategic approach to embedding a coaching culture	<ul style="list-style-type: none"> <li>• The proposal made is not strategic (e.g. long term and concerned with overall aims), it is short term and/or has narrow or specific focus.</li> </ul>	<ul style="list-style-type: none"> <li>• The proposal outlined is strategic and in alignment with the overall aims of the organisation</li> </ul>	
1.3 Provides justification for recommendations made	<ul style="list-style-type: none"> <li>• The implementation plan includes less than three recommendations</li> <li>• Recommendations made are not suitable for the organisation, or do not align with recognised good practice in coaching</li> <li>• No, or limited, justification is provided for the recommendations made</li> </ul>	<ul style="list-style-type: none"> <li>• The implementation plan includes three recommendations</li> <li>• Recommendations made are appropriate for the organisation and reflect recognised good practice in coaching</li> <li>• Clear justification is provided for the recommendations made</li> </ul>	

**Feedback on Learning Outcome 4:** Propose a strategy for embedding a coaching culture within an organisation

**Additional comments:**

**ASSESSOR STATEMENT**

**Outcome:**

**Assessor name:**

**Assessment date:**

**QUALITY ASSURANCE USE**

**Outcome:**

**IQA name:**

**Date of IQA check:**