

| AREA                                                                                                                                                                                                                                                 | CRITERIA (25 TOTAL) |                                                            | WHAT IT EVALUATES                                                                                                                          | SCORE (0-5) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| <div></div> <div>1 - EMPLOYEE &amp; MANAGER COMPETENCY EVALUATION</div> <div>Evaluates how coaching is experienced and the competency of managers as coaches.</div> | 1.1                 | Competency Framework & Definitions                         | Are competencies clearly defined and communicated?                                                                                         | 0 - 5       |
|                                                                                                                                                                                                                                                      | 1.2                 | Self & Manager Assessment Alignment                        | Where self-assessment and/or manager evaluation exist, are they backed by clear evidence or justification, and aligned with one another?   | 0 - 5       |
|                                                                                                                                                                                                                                                      | 1.3                 | Identification of Capability Gaps & Development Focus      | Are gaps clearly identified and prioritized?                                                                                               | 0 - 5       |
|                                                                                                                                                                                                                                                      | 1.4                 | Consistency of Behavior Change Between Sessions            | Is the specific behavior addressed in the last session being demonstrated consistently in this session?                                    | 0 - 5       |
|                                                                                                                                                                                                                                                      | 1.5                 | Manager Training & Readiness                               | What percentage of managers have been actively trained in the coaching model and process within the last 12 months?                        | 0 - 5       |
| <div></div> <div>2- COACHING EXECUTION</div> <div>Evaluates how consistently coaching occurs and is well executed.</div>                                            | 2.1                 | Use of Data & Insights in Coaching Preparation             | Is data (e.g., prior gaps, FCR history, performance metrics) used to plan and target the next coaching session?                            | 0 - 5       |
|                                                                                                                                                                                                                                                      | 2.2                 | Coaching Coverage & Frequency                              | Is a coaching frequency standard defined and communicated, and is actual coaching meeting that target?                                     | 0 - 5       |
|                                                                                                                                                                                                                                                      | 2.3                 | FCR Completion & Coverage                                  | Are coaching reports completed or updated for every coaching interaction - live or virtual, with or without HCP presence?                  | 0 - 5       |
|                                                                                                                                                                                                                                                      | 2.4                 | Timeliness of Coaching Documentation                       | How quickly after the session is the coaching report made visible to the team member?                                                      | 0 - 5       |
|                                                                                                                                                                                                                                                      | 2.5                 | Coaching Continuity (Follow-Up)                            | Does the manager explicitly reference and build on prior coaching sessions?                                                                | 0 - 5       |
|                                                                                                                                                                                                                                                      | 2.6                 | Ease & Efficiency of Coaching Documentation (AI-supported) | Has AI increased both the adoption and speed of coaching report creation?                                                                  | 0 - 5       |
| <div></div> <div>3 - COACHING QUALITY</div> <div>Evaluates the quality of coaching conversations and their impact.</div>                                          | 3.1                 | Quality of Observations                                    | Are observations specific, accurate, and evidence-based?                                                                                   | 0 - 5       |
|                                                                                                                                                                                                                                                      | 3.2                 | Quality of Actions                                         | Are agreed actions specific, measurable, achievable, relevant, and time-bound (SMART)?                                                     | 0 - 5       |
|                                                                                                                                                                                                                                                      | 3.3                 | Quality of Feedback                                        | Is feedback delivered using a structured coaching model, clearly linking observed opportunities to their impact?                           | 0 - 5       |
|                                                                                                                                                                                                                                                      | 3.4                 | Alignment to Capability Framework                          | Where skills have been defined, does the feedback align to those skill definitions?                                                        | 0 - 5       |
|                                                                                                                                                                                                                                                      | 3.5                 | Coaching Quality & Standards (AI-supported)                | Is AI being used to support coaching, and if so, is it helping elevate coaching quality?                                                   | 0 - 5       |
|                                                                                                                                                                                                                                                      | 3.6                 | Observed Impact of Coaching                                | Across a series of recent sessions, is there a visible trend of improvement that can be attributed to the coaching provided?               | 0 - 5       |
| <div></div> <div>4 - CAPABILITY DEVELOPMENT</div> <div>Evaluates how coaching drives capability and improves performance in the field.</div>                      | 4.1                 | Completion of Actions                                      | Are team members actually completing the agreed development actions?                                                                       | 0 - 5       |
|                                                                                                                                                                                                                                                      | 4.2                 | Relevance of Courses & Resources                           | At the point of coaching, are managers able to easily and effectively access and assign courses and resources relevant to identified gaps? | 0 - 5       |
|                                                                                                                                                                                                                                                      | 4.3                 | Use of AI & Simulation in Development                      | Is AI (including simulation tools) being used in development activities, and if so, is it helping close capability gaps?                   | 0 - 5       |
|                                                                                                                                                                                                                                                      | 4.4                 | Improvement in HCP Interaction Effectiveness               | Is there measurable improvement in real-world HCP interactions?                                                                            | 0 - 5       |
| <div></div> <div>5 - LEADERSHIP INSIGHTS</div> <div>Evaluates the visibility, insights and decisions leaders make.</div>                                          | 5.1                 | Visibility of Coaching Activity                            | Do leaders have clear, real-time visibility of both the quantity and quality of coaching activity?                                         | 0 - 5       |
|                                                                                                                                                                                                                                                      | 5.2                 | Regional & Team Benchmarking                               | Can coaching performance be compared across regions, business units, or teams?                                                             | 0 - 5       |
|                                                                                                                                                                                                                                                      | 5.3                 | Trend Analysis & Gap Resolution                            | Are positive trends and skill gaps identified early, and are gaps rectified?                                                               | 0 - 5       |
|                                                                                                                                                                                                                                                      | 5.4                 | Data-Driven Leadership & Decision Making (AI-supported)    | Is AI being used to surface insights, and if so, is it helping leaders make faster or better decisions?                                    | 0 - 5       |

| SCORING GUIDE                                                |                                             |                                                                 |                                                                               |                                                                    |                                                                                   |
|--------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| 0                                                            | 1                                           | 2                                                               | 3                                                                             | 4                                                                  | 5                                                                                 |
| NOT PRESENT                                                  | POOR                                        | BELOW EXPECTATIONS                                              | DEVELOPING                                                                    | STRONG                                                             | EXCELLENT                                                                         |
| No evidence of this behavior, activity or capability exists. | Rarely demonstrated, unclear or ineffective | Occurs occasionally but lacks consistency, structure or impact. | Demonstrated with moderate consistency. Some Impact, but not fully effective. | Consistently demonstrated and effective in supporting development. | Fully embedded, highly effective and consistently driving measurable improvement. |

| ABOUT THIS HEALTH CHECK                                                            |                                                                                                                                                  |                                                                                          |
|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
|  | <b>Data Sources:</b><br>Assessments, capability definitions, coaching models, LMS/LXP data, surveys, simulations and other coaching system data. |       |
|                                                                                    | <b>Purpose:</b><br>Provide a comprehensive, data-driven view of field coaching effectiveness and capability.                                     |     |
|                                                                                    |                                                                                                                                                  | <b>Outcome:</b><br>Enable better decisions, stronger coaching, and improved performance. |