

AREA	CRITERIA (25 TOTAL)		WHAT IT EVALUATES	SCORE (0-5)
 1 - EMPLOYEE & MANAGER COMPETENCY EVALUATION Evaluates how coaching is experienced and the competency of managers as coaches.	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
 2- COACHING EXECUTION Evaluates how consistently coaching occurs and is well executed.	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
 3 - COACHING QUALITY Evaluates the quality of coaching conversations and their impact.	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
 4 - CAPABILITY DEVELOPMENT Evaluates how coaching drives capability and improves performance in the field.	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
 5 - LEADERSHIP INSIGHTS Evaluates the visibility, insights and decisions leaders make.	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		
 Data Sources: Assessments, capability definitions, coaching models, LMS/LXP data, surveys, simulations and other coaching system data.	 Purpose: Provide a comprehensive, data-driven view of field coaching effectiveness and capability.	 Outcome: Enable better decisions, stronger coaching, and improved performance.