Rubric Grading Scale for Coaching: ENTER MANAGER NAME HERE

	LEVEL 2 - Basic	LEVEL 3 - Competent	LEVEL 4 - Developed	LEVEL 5 - Highly Skilled	SCORE
MEETING AGENDA The manager's planning of the meeting with clearly defined goals and meeting outcomes.	Little or no structured agenda. Nothing planned for the meeting but a loose outline of what to discuss.	Defined agenda of meeting goals and outcomes. Manager needs agenda to conduct a successful meeting.	Well defined agenda with the employee's learning and work styles defined. Meeting outcomes and goals clearly stated. Manager uses agenda as a reference.	Without an agenda, can conduct the meeting and use the information conveyed by the employee to re-direct goals and outcomes and articulate them.	
LISTENING The manager's ability to identify areas the employee needs assistance and confirm the employee's message.	Manager talks more than 40% of the time. Manager at times, confirms what the employee is conveying with little or no confirmation from the employee.	Manager talks less than 30% of the time and confirms what the employee is saying and confirms undestanding with employee.	Manager talks 20% of the time, affirming and reaffirming the employee's message. Manager does not need assistance and/or minimal guidance.	Manager is adept at confirming messaging from employee with no outside assistance. Manager identifies where the employee needs assistance and adjusts the meeting accordingly.	
COMMUNICATION The manager's ability to clearly articulate their thoughts and ideas to their employee	Manager has an agenda but has not given it to their employee prior to the meeting. Employee not completely clear on meeting goals and outcomes.	Manager has created a meeting agenda and given it to the employee and states what the meeting is meant to accomplish.	Manager creates agenda and senda to employee prior to meeting. Employee is clear on the the goals and outcomes the meeting should accomplish.	Manager plans meetings with employees with clearly defined objectives and outcomes. Manager schedules follow up meeting and employees comprehends meeting outcomes and goals to discuss in next meeting.	
COACHING SKILLS The manager's ability to apply the skills learned.	Manager demonstrates minimal attention to employee's learning and communication preference. Manager is more directive on how to solve problems.	Manager demonstrates some understanding of employee learning and communication styles. Manager is sometimes directive but mostly works with the employee to solve problems.	Manager demonstrates an understanding of the employee's learning and communication styles and employees these with coaching techniques. They mostly work with the employee on how to solve problems.	Manager demonstrates a clear understanding of employee's communication and learnig styles. Manager can easily conduct the meeting employing the coaching techniques learned without guidance. Manager not only assists employee in solving problems but the employee demonstrates the outcomes of solving those problems.	
				Total Score	**0**

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