



PDi360° Coaching Certification©  
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## **Core Competencies**

**Facilitating Excellent Performance**

**Performance Dimensions International LLC**  
**[www.pdisurvey.com](http://www.pdisurvey.com)**



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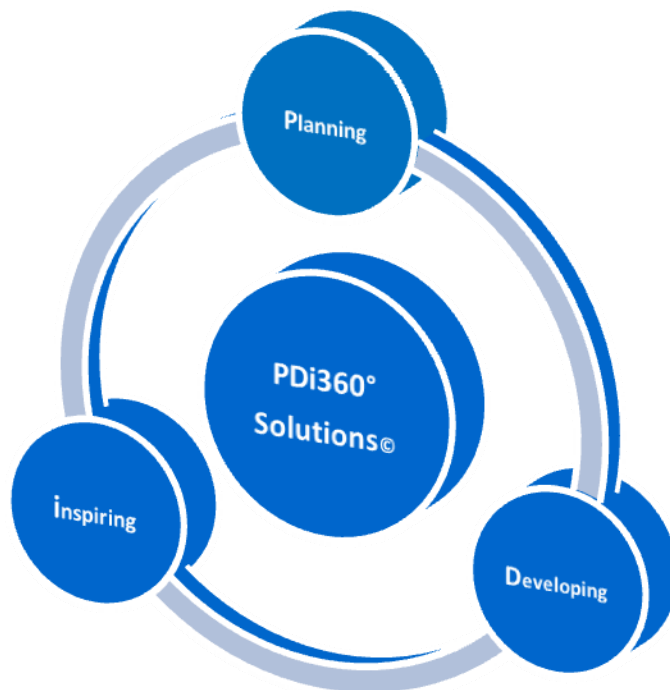
## PDi360° Coaching Certification©

*Facilitating Excellent Performance*

### **I**ntroduction

The **PDi360° Coaching Certification©** core competencies were developed to support both the in-depth understanding of and actual implementation of the skills necessary for optimal coaching performance and productive results. These competencies are the essential components in the **PDi360° Coaching Certification©** training process. They are the foundation for all PDi coaching services. Each coaching competency has a working definition and related behaviors. The core competencies support all three phases in the **PDi360° Solutions©** process:

### **PDi360° Solutions©** Doing What Matters





# I. Planning

Assessing suitability and designing the roadmap for participant and company success.

## 1. Introduction to PDi360° Process

- Provides a PDi360° Process Overview
- Immediate Supervisor's Role & Responsibilities
- Participant's Role & Responsibilities
- Role & Responsibilities

## 2. Assessment & Suitability

- Supervisor's Goals & Objectives
- Participant's Goals & Objectives
- PDi360° Suitability Evaluation (Yes/No)

## 3. Rater Selection & Training

- Participant, Supervisor and Coach Select 360° Raters
- Raters Participate in the **PDi360°Raters Training©**

## 4. Survey Web Based Administration

- Password Assignments & Email Invitations
- Take PDi360° Survey



# II. Developing

Debriefing results and identifying strengths and opportunities for improvement with the participant.

## 1. PDi360°Insights® Training Participation

- Initial 360 Results Debrief, Presentations & Training
- PDi360° Guidebook© Implemented
- Coaching Follow Up

## 2. Best Practices & Action Planning

- Participant DebrieFs Supervisor & Seeks Support & Input
- Coach and Participant Finalize Action Plans
- Coaching Follow Up

## 3. Updates Established & Scheduled

- PDi360° On Line Format is Utilized
- Coach, Participant and Supervisor Review all Updates
- Coaching Follow Up





### **III. Inspiring (Ongoing Coaching)**

Supporting each participant through a combination of training and coaching to track progress and facilitate optimal improvements.

#### **1. Specific Behaviors Started & Maintained**

- PDI360° Guidebook© & Online Support
- Who, What, When, Where Why & How Approach
- Coaching Follow Up

#### **2. Specific Behaviors Stopped**

- PDI360° Guidebook© & Online Support
- Who, What, When, Where Why & How Approach
- Coaching Follow Up

#### **3. Tracking Performance Progress**

- Consistency & Continuity
- Behavioral Based
- Coaching Follow Up

#### **4. Updates Documented & Reviewed**

- PDI360° On Line Format is Utilized
- Ongoing Supervisor Input & Support
- Coaching Follow Up





## The PDI 3CsModel®



### Clarity of Purpose

It all starts with your personal and professional insights that develops your goals and drives your strategy.

### Communicate Positively

Everything you do and don't do communicates who you are and what you want.

### Collaborate Passionately

Your heart and mind must support all of your work with others.



# CORE COMPETENCIES

## CORE COMPETENCIES

### **1. Meeting PDI Ethical Guidelines & Professional Standards**

*Understands and applies PDI coaching ethics and standards in all business coaching situations.*

- Understands and follows all PDI coaching ethical guidelines.
- Clearly communicates the distinctions between coaching and other support professions and refers client to the appropriate resources.
- Exemplifies and models the behaviors and professional standards being advocated,
- Adheres to confidentiality agreements.

### **2. Establishing the Coaching Agreement**

*Understands what is required in the specific coaching interaction and develops specific agreements with the client about the coaching process, relationship and role clarification for all participants.*

- Understands and effectively discusses with the client the guidelines and specific parameters of the coaching relationship (e.g., logistics, fees, scheduling, inclusion of others if appropriate).
- Reaches agreement about what is appropriate in the relationship and what is not, what is and is not being offered, and clarifies the client's, coach's and immediate supervisor's responsibilities.
- Determines whether there is an effective match between his/her coaching method and the needs of the client.

### **3. Creating the Coaching Relationship**

*Establishes trust and rapport with the client by creating a supportive relationship that facilitates positive performance improvements.*

- Shows genuine concern for the client's welfare and future.
- Continuously demonstrates personal integrity, honesty and sincerity.
- Establishes clear agreements and keeps promises.
- Demonstrates respect for client's perceptions, learning style and personal characteristics.
- Provides ongoing support for and champions productive new behaviors.
- Consistently asks insightful and thought provoking questions to enhance the client's self discovery.
- Creates a safe and positive professional relationship that encourages full disclosure.



#### **4. Coaching Presence**

*Stays attentive and focused with the client, employing a coaching style that is open, flexible and effective.*

- Is focused and flexible during the coaching process.
- Utilizes a diversity of coaching methods to facilitate effective behavioral changes.
- Confidently shifts perspectives and experiments with new possibilities.
- Demonstrates confidence in working with the client's strong emotions.

#### **5. Active Listening**

*Focuses on what the client is and is not saying to understand the meaning of what is said in the context of the client's needs, business requirements and to support client self-expression.*

- Attends to and balances the client's, immediate supervisor's and organization's goals and objectives
- Explores the client's concerns, goals, values and beliefs about what is and is not possible
- Distinguishes between the words, the tone of voice, and the body language.
- Summarizes and reiterates what the client has said to ensure clarity and understanding.
- Encourages, explores and reinforces the client's expression of feelings, perceptions, concerns, beliefs, suggestions, etc.
- Integrates and builds on client's ideas and suggestions.
- Allows the client to express, vent or "clear" the underlying emotions associated with a business situation without judgment or attachment in order to effectively move on to productive next steps.

#### **6. Insightful Inquiry**

*Ask supportive and insightful questions that reveal the information needed for maximum benefit to the coaching relationship and the client's performance improvement efforts.*

- Questions that reflect active listening and an understanding of the client's perspective.
- Questions that evoke discovery, insight, commitment or action (e.g., those that challenge the client's assumptions).
- Questions that foster greater understanding, clarity, and new options.
- Questions that emphasize the What, How, When, Where, and Why.
- Questions that encourage an understanding of positive and negative consequences.
- Questions that move the client towards what they aspire to be.



## **7. Productive and Crucial Communications**

*Communicates effectively during coaching sessions by using language that has the greatest positive impact on the client.*

- Is clear, articulate and direct in sharing and providing constructive feedback.
- Reframes and articulates to help the client understand from another perspective the impact of their behaviors, wants or uncertainties.
- Clearly explains all coaching techniques or exercises.
- Uses language appropriate and respectful to the client (e.g., non-sexist, non-racist, non-technical, non-jargon).
- Uses metaphor, analogy and personal experiences to help to illustrate business coaching points.

## **8. Creating Awareness**

*Integrates and accurately evaluates multiple sources of information, and provides insightful interpretations that help the client to gain awareness and thereby achieve agreed-upon results.*

- Identifies with the client his/her underlying concerns, typical and fixed ways of perceiving himself/herself and the world, differences between the facts and the interpretation, disparities between thoughts, feelings and action.
- Helps clients to discover for themselves the new thoughts, beliefs, perceptions, emotions, moods, etc. that strengthen their ability to take action and achieve what is important to them.
- Communicates broader perspectives to clients and inspires commitment to shift their viewpoints and find new possibilities for action.
- Expresses insights to clients in ways that are useful and meaningful for the client.
- Identifies strengths and areas for improvement.

## **9. Behavioral Focus**

*Creates client opportunities for ongoing learning during coaching and in work/life situations that inspire new actions/behaviors that will most effectively lead to agreed-upon client goals.*

- Brainstorms and assists the client to define actions/behaviors that will enable the client to demonstrate and practice new skills.
- Helps the client to focus on and systematically explore specific concerns and opportunities that are central to agreed-upon goals.
- Engages the client to explore alternative ideas and solutions, to evaluate options, and to make better decisions.
- Promotes active experimentation and self-discovery, where the client applies what has been discussed and learned during coaching sessions in his/her work or life setting.
- Celebrates client successes and capabilities for future growth.



- Challenges client's assumptions and perspectives to provoke new ideas and find new possibilities for action.
- Helps the client "Do It Now" during the coaching session, providing immediate support.

### **10. Action Planning and Best Practices**

*Develops and maintains an effective coaching plan with the client by consolidating information and development goals with the client that address concerns and major areas for learning and development. (i.e. PDi Online Action Planning)*

- Creates an individual action plan with "SMART" goals that are specific, measurable, action oriented, realistic and time focused.
- Makes action plan adjustments as warranted by the business coaching process and by changes in the situation.
- Helps the client identify and access different resources for learning (e.g., books, trainings and other resources).
- Identifies and targets early successes which are important to the client.
- Supports the client in taking responsibility for action and inaction.
- Clearly requests of the client actions that will move the client toward their stated goals.
- Demonstrates effective follow up by asking the client about those actions that the client committed to during the previous session(s).
- Acknowledges the client for what they have done, not done, learned or become aware of since the previous coaching session(s).
- Effectively prepares, organizes, summarizes and reviews with client information obtained during sessions.
- Focuses on the coaching plan but is also open to adjusting behaviors and actions based on the coaching process and shifts in direction during sessions.
- Develops the client's ability to make decisions, address key concerns, and develop himself/herself (to get feedback, to determine priorities and set the pace of learning, to reflect on and learn from experiences).
- Positively confronts the client with the fact that he/she did not take agreed-upon actions.

### **Contact Information**

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