

# COACHING CULTURE MATURITY MATRIX

TRADITIONAL  
MANAGEMENT

COACHING  
COMPETENCY

COACHING  
CULTURE



	TRADITIONAL MANAGEMENT	COACHING COMPETENCY	COACHING CULTURE
VISION + GOALS	<ul style="list-style-type: none"> <li>Vague understanding of organizational + team goals</li> <li>Lack of people-oriented goals</li> <li>Difficult to link individual goals to org impact</li> <li>Feeling of "I'm told what goals are"</li> </ul>	<ul style="list-style-type: none"> <li>Clearly articulated company vision and business goals including people-forward goals</li> <li>Individuals may be uncertain of how they personally relate to or contribute to org goals</li> <li>Feeling of "I understand why these are our goals"</li> </ul>	<ul style="list-style-type: none"> <li>Clearly articulated company vision and business goals including people-forward goals</li> <li>Goals cascade down to teams and individuals with clear understanding of how employees' performance contributes to org</li> <li>Feeling of "I'm part of these goals"</li> </ul>
VALUES	<ul style="list-style-type: none"> <li>No defined values or</li> <li>Values communicated only in onboarding/handbooks/on the wall</li> </ul>	<ul style="list-style-type: none"> <li>Defined cultural values and behaviors including values around employee empowerment</li> <li>Regularly reinforced by leadership at all hands/performance reviews</li> </ul>	<ul style="list-style-type: none"> <li>Defined cultural values and behaviors including values around employee empowerment</li> <li>Continually reinforced by leadership</li> <li>Embraced, recited and displayed by employees of all levels</li> </ul>
OPS / DECISION MAKING / COACHING CONVOS	<ul style="list-style-type: none"> <li>Lack of transparency around decisions/direction or</li> <li>One-sided conversations about decisions and directions, top-down</li> <li>Unclear linkage between decisions and values</li> <li>Manager-employee conversations focused on tasks and status</li> </ul>	<ul style="list-style-type: none"> <li>Mostly top-down decisions and direction; employee input sometimes solicited</li> <li>Decisions usually linked to values</li> <li>Manager-employee conversations expand to goals and behaviors</li> </ul>	<ul style="list-style-type: none"> <li>Employees regularly engaged in two-sided conversations about goals and direction; processes in place to incorporate employee feedback and ideas in company strategy</li> <li>Values directly drive decision-making</li> <li>Manager-employee conversations span tasks, goals, behaviors, emotions, motivators, vision</li> </ul>
PERFORMANCE MGMT / FEEDBACK / RECOGNITION	<ul style="list-style-type: none"> <li>Feedback reserved for annual or bi-annual reviews</li> <li>Recognition achieved through promotions/bonuses only</li> <li>Managers don't know how to give feedback</li> <li>Managers don't know how to recognize performance</li> </ul>	<ul style="list-style-type: none"> <li>Performance discussed quarterly/monthly</li> <li>Managers uncomfortable giving feedback</li> <li>Performance recognized through additional rewards and recognition in between promotion cycles</li> </ul>	<ul style="list-style-type: none"> <li>On-the-spot performance discussions</li> <li>Managers embrace feedback as the way we improve</li> <li>Performance recognized through informal measures and tailored to individuals</li> </ul>

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<b>CAREER PATHING / CAREER PLANNING</b>	<ul style="list-style-type: none"> <li>• May be confusion around potential career paths and expectations at each level</li> <li>• Employees feel there is one singular path to success</li> <li>• Little to no discussion with employees around their path</li> </ul>	<ul style="list-style-type: none"> <li>• Career paths and expectations clearly defined</li> <li>• Multiple paths to success</li> <li>• Periodic conversations with employees regarding their goals and how to navigate paths</li> </ul>	<ul style="list-style-type: none"> <li>• Career paths and expectations clearly defined</li> <li>• Endless number of path available and encouraged based on employee interests and skills</li> <li>• Frequent conversations with employees regarding their goals and how to take ownership of career path</li> </ul>
<b>LEARNING + DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>• Onboarding limited to admin, business and technical</li> <li>• Little to no coaching offered</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-phase onboarding including culture, business, technical</li> <li>• Coaching available by request</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive onboarding including culture, business, technical, individual</li> <li>• Coaching expected at milestones and available by request</li> <li>• Coaching skills embraced by all managers</li> </ul>
<b>RECRUITING</b>	<ul style="list-style-type: none"> <li>• Little to no focus on leadership/coaching skills</li> <li>• Little to no focus on values/behavior alignment</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership/coaching skills considered</li> <li>• Values/behavior alignment an important factor</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership/coaching skills considered on par with technical capabilities</li> <li>• Will turn down top talent if misalignment in values/behavior</li> </ul>
<b>MARKETING + COMMS</b>	<ul style="list-style-type: none"> <li>• Employees unsure how to access leadership development resources</li> <li>• Coaching + development communicated as extracurricular</li> </ul>	<ul style="list-style-type: none"> <li>• Some employees aware of leadership development resources</li> <li>• Coaching + development communicated as important</li> </ul>	<ul style="list-style-type: none"> <li>• Employees well aware of leadership development resources and regularly engage</li> <li>• Coaching + development communicated as imperative</li> </ul>
<b>COACHING CAPABILITIES</b>	<ul style="list-style-type: none"> <li>• Many employees lack of self-awareness and EQ</li> <li>• Unsure of difference between manager / mentor / coach</li> <li>• Difficult to find coaching techniques and practices; up to the individual to learn and display them</li> </ul>	<ul style="list-style-type: none"> <li>• Some employees lack self-awareness and EQ; addressed case by case</li> <li>• Know the difference between manager / mentor / coach but remain mostly in one category</li> <li>• Rely on experts for coaching techniques and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Few employees lack self-awareness and EQ; systematic efforts to strengthen and address blind-spots</li> <li>• Appropriately switch between manager / mentor / coach based on situation and need</li> <li>• Coaching techniques and practices integrated into the way business is done</li> </ul>