

# Team Inventory Form - Coaching Questions

Having difficulty with filling out a Team Inventory Form?  
Here are some questions to consider to help you!

## TECHNICAL SKILLS:

List the employee's technical skills (education, industries worked in, technical work completed, positions, functions, projects, leadership levels).

- What was listed on their resume/references and within their interview?
- What stories have they shared about working for other employers (industries, projects, functions, positions)? Have they mentioned anything within your 1:1s?
- What associations or certifications do they have?
- What information do you need to get to fill in this section, and how will you do it?

## BEHAVIOURAL SKILLS:

List the employee's observed behaviours with you, peers, & direct reports. Think about how they solve problems, work with others, get work done, & deal with adversity.

- What behaviours do you see when they solve problems - work with others - get work done - deal with difficulty? (work through each section)
- What type of problem solving skills do they have (analytical, conceptual, intuitive, learning)?
- What are 3 to 5 adjectives that describe their personality with you, their peers, and customers?
- How do they act when times are tough (e.g. complex tasks, quick deadlines, difficult customers)?
- What information do you need to get to fill in this section, and how will you do it?

## DEVELOPMENT GOALS:

What are the employee's development goals? From your discussions with them, what technical skills, behaviours, or other areas do they want to build/reach? Remember that development goals can be mostly lateral (not just higher positional growth).

- How do they want to develop within their role (certifications, learning, skills, projects, experience)?
- How do they want to develop beyond their role (positions, leadership)?
- How often and when do you discuss development goals (1:1s or regular cadence/only quarterly & yearly)?
- How can you prompt good discussion around development goals more often?
- What information do you need to get to fill in this section, and how will you do it?

## MOTIVATORS & INTERESTS:

What motivates this employee? What type of work, projects, or situations do you see a higher energy & engagement? What is important to them & needs to be present at work?

- When have you seen this employee demonstrate a high level of energy, excitement, or focus on a task, project, or situation? What task, project, or situation caused that?
- What types of tasks/projects/situations do they avoid (potential growth areas)?
- What is important for the employee to be present at work that are not financial motivators (e.g. opportunities to learn, work/life balance, comraderie, stability, interesting work)?
- What information do you need to get to fill in this section, and how will you do it?

## RECOGNITION:

How does this employee like to be recognized (words of recognition, actions/gifts, new projects/responsibilities)? Is it through a 1:1 approach or a wider approach?

- When you have recognized the employee in the following situations, what way resonated with them?
  - Situations: 1:1 way through conversation, in front of others, a thank you note with specifics, financial rewards, positional/project increases, autonomy to lead, ability to master something, feeling aligned to the purpose of the work.
- What information do you need to get to fill in this section, and how will you do it?

## ADDITIONAL QUESTIONS:

- Do you have established 1:1s so that you can gather this information and have continual developmental discussions with your employees? How will you set up that cadence and what questions will you ask to ensure the time is beneficial for both you and your direct report?
- How can you use this information to help you free up time to work on strategic high-impact tasks and delegate other tasks to your direct report to help them develop?
- How can you use this information to create empowered teams that can ask questions and act confidently?
- How can you remind yourself to use delegation to support employee development?