

Hawkins' Five Levels

A self-assessment for your organisation

This sheet is for your own use ahead of Session 1 of the Internal Coaching Discussion Forum. It draws on Peter Hawkins' model of organisational culture, which holds that culture operates at five levels — from the visible (what is written down) to the deepest (what ultimately drives people).

Rate your organisation against each statement using the scale below. Add up your scores for each level, then bring the result to the session. The discussion will explore the patterns we see across the group.

Rating scale: 1 = Not at all true · 2 = Slightly true · 3 = Somewhat true · 4 = Largely true · 5 = Strongly true

Level 1 | Artefacts

The visible elements. What is written down, planned, and resourced.

Coaching appears in our written strategy, policy, or competency framework.	1	2	3	4	5
Coaching has visible budget, governance, or senior sponsorship.	1	2	3	4	5
Coaching is referenced in our recruitment materials, values statements, or public communications.	1	2	3	4	5

Subtotal for Artefacts: _____ / 15

Level 2 | Behaviours

What people actually do. Whether coaching skills appear in everyday practice.

Managers regularly use coaching skills in one-to-one conversations with their teams.	1	2	3	4	5
Coaching language (what would you like to focus on, what are your options) shows up in everyday meetings.	1	2	3	4	5
People across multiple levels of the organisation have received some form of coaching skills training.	1	2	3	4	5

Subtotal for Behaviours: _____ / 15

Level 3 | Mindsets

What people believe. The underlying convictions about how to get the best from others.

Leaders genuinely believe people produce better results when engaged rather than told.	1	2	3	4	5
Asking good questions is valued at least as much as giving good answers.	1	2	3	4	5
There is a shared belief that nobody has all the answers, and that thinking together produces better outcomes.	1	2	3	4	5

Subtotal for Mindsets: _____ / 15

Level 4 | Emotional ground

The prevailing mood. Energy, engagement, openness to learning.

The prevailing mood in the organisation is one of energy and personal engagement.

1	2	3	4	5
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Mistakes are treated as learning opportunities rather than failures to be punished.

1	2	3	4	5
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Challenge and support coexist comfortably in everyday working relationships.

1	2	3	4	5
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Subtotal for Emotional ground:

____ / 15

Level 5 | Motivational roots

What ultimately drives people. The deepest layer of culture.

There is a genuine commitment to lifelong learning across the organisation.

1	2	3	4	5
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People believe deeply in each other's potential, not only in current capability.

1	2	3	4	5
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Collective inquiry is seen as producing better results than individual thinking alone.

1	2	3	4	5
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Subtotal for Motivational roots:

____ / 15

Your overall picture

Transfer your subtotals into the table below. The pattern will be more revealing than the individual numbers.

Level	Subtotal	Of possible	Where this sits
Level 1: Artefacts	_____	15	
Level 2: Behaviours	_____	15	
Level 3: Mindsets	_____	15	
Level 4: Emotional ground	_____	15	
Level 5: Motivational roots	_____	15	

Three questions to bring to the session

Set aside three or four minutes to answer these in your own words. They will open the discussion on the day.

1. Which level scored highest in your organisation? What has been done to make that level strong, and could that approach be applied to the lower-scoring levels?

2. Which level scored lowest? What would have to change for it to move up by even a few points?

3. Where is the biggest gap between the visible levels (1 and 2) and the deeper ones (3, 4, and 5)? What does that gap tell you about where coaching investment has been going, and where it has not?

You do not need to share your numbers in the session unless you choose to. The aim is for the diagnostic to be yours, and for the discussion to surface the patterns we hold in common.