

PERFORMANCE COACHING INVENTORY (PCI)



Creating and Sustaining high levels of Performance

Coaching will be the most sought-after skill-set in the next ten years - not just for managers, but for technical specialists, team leaders, project managers and others.

Most people have a simplistic view that coaching is about skills or knowledge transfer. Our research at the international sports coaching level as well as among executive coaches is that coaching is more than that.

Performance Coaching is a mutual systematic process that creates and sustains new, high levels of performance.

Thus, coaching becomes a vehicle for cascading organisational change, creating and changing environments and cultures, mentoring, career development as well as improving on-job performance.

Your coaches would:

- Create and sustain a climate of outstanding performance.
- Passing specialist skills and knowledge to others.
- Create a platform to encourage creativity and innovation.
- Generate a valuable contribution from those who have plateaued.
- Shape behaviour appropriate for organisation culture.
- Develop and mentor (fast tracking) others.
- Change staff's old habits.

What PCI has done for others

Organisations can no longer take a cavalier attitude to gearing up their key staff to coach. Performance Management, Knowledge Management, Effective Change may depend upon it being done well.

And our research shows that coaching is more than just on-job instructional skills.

- One major international accounting firm has revolutionised the management style of partners by focusing on their coaching capabilities with PCI.
- A major bank has improved the performance of their corporate banking division by making Team Leaders coaches through applying PCI.
- Project managers in the R & D department of an FMCG company improved project performance (quality, timeliness, cost effectiveness) through PCI based coaching workshops.
- A professional football club improved their match performance and league placing as a result of strengthening their coaching team with PCI.

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Research

We assembled a project team of top international sports coaches and executive coaches. They specified best practice and also identified typical and common “bad habits” of coaches. We then researched ways of measuring these best practice elements and the bad habits.

- The values base from which the coach works.
- The nature of the climate that exists between the coach and coachee.
- How effectively rapport is built between coach and coachee.
- The effectiveness of the coaching strategies used.
- The frequency and (in)appropriateness of coaching tactics used.
- The extent and impact of the coaching skills employed by the coach.

How it works

Data can be collected electronically or by using paper inventories. The coach responds to questions about their own coaching capabilities. Their “coachees” provide the feedback from others.

Each coach receives feedback to compare how well they think they do these things compared to how their coachees experience them and then benchmarked against thousands of other coaches in the corporate environment.

Effective coaching behaviours are scored under “Productive” headings.

The “bad habits” are scored under the heading of “counter-productive items” within each element of the report.

Feedback can be used in coaching workshops, for one-on-one feedback and for coaching the coaches. This feedback provides invaluable information to enable the coaches to develop themselves. From composite data, the organisation can see the relative strengths and weaknesses of their coaches, provide support, coaching or development as needed individually and collectively as well as comparing their coaches with those in other organisations. Each PCI report also includes a Recommendations report which highlights key issues to be addressed to help the coach improve their performance as a coach.

Solutions

The Recommendations Report explains what the individual needs to do to become a more effective coach and specifically how to do so.

PCI provides a targeted focus for training coaches, for one-on-one development for improving the performance of the performance improvers. e.g. HR staff, internal consultants, facilitators, but most important, technical specialists and managers.

Create and sustain new high levels of performance in your organisation - now.

How good are the coaches in your organisation? Find out with Performance Coaching (PCI).



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