

SUMMARY OF COACHING EFFECTIVENESS SURVEY ON PH FACTOR

JUNE 2010

Response rate: 85% (40/47 Coaching Clients)

1. Expectations of coaching service

- Chance to discuss 'hard stuff' about position
- Someone to listen / 'sounding board'
- Provide guidance / support
- Professional supervision for work related issues
- Get perspective on issues related to role
- Guidance on how to solve issues
- Provide tools and strategies to assist manage staff / manage in role (management issues)
- Support with leadership issues
- Assistance to learn and apply management skills
- Develop and monitor management plan
- Help manage workload / time management
- Check on progress of work
- Validation of ideas
- Reflection
- Explore options
- Identify areas for improvement
- Build skills and confidence
- Expert assistance and guidance to prepare for more senior role
- Build better working relationships to improve productivity
- A requirement of role
- Unsure or did not have expectations / did not know what coaching was about / unsure of value

Key things

Listening	Tools and strategies	Leadership	Work relationships
Guidance	More confidence	Solving issues	Reflection
Support	Developing skills	Workload	Management of staff
Ideas	Expert help	Practical tips	

Statistics

Confidence now at higher level because of engagement with Coach	100%
Personal effectiveness now at higher level because of engagement with Coach	100%
Performing at higher level because of engagement with Coach	100%
Coaching met/ exceeded expectations	90%

2. Factors leading to Performance Improvement

- Increased confidence
- Increased focus
- Modified thinking processes
- 'Time Prioritising Matrix' tool useful
- Reflection on role / behaviour / events / pressures
- Assistance to streamline organisation of work
- Time management / identifying priorities
- Stress management
- Identify factors that contribute to or impede performance – how to enhance or address these
- Validation of ideas / methods
- Managing programme better and more efficiently – both staff and students
- Able to deal with challenging relationships, and set boundaries
- Advice on how to deal with issues / problem sharing
- Non-biased discussions
- Talking, working things through
- Strategies
- Tools
- Understanding human behaviour and personalities
- Provide insights into management thinking
- Useful team management 'tips'
- Address issues in balanced way
- Positive feedback
- Links to other staff within the organisation

Key things

Tools	Strategies	Listening	Reflection
Validation	Confidence	Focus	Time management
Priorities	Discussion	Insights	Feedback
Multiple perspectives	Bigger picture	Upskilling	Advice

Statistics

Extent of performance shift / improvement	Small – Significant Range (Moderate-Significant	95% 77%)
Extent of confidence shift / improvement	Small – Significant Range (Moderate-Significant	97.5 75%)

3. Specific Interventions or Tools

- Flow of coaching sessions
- Frameworks or models that analyse, frame or progress a situation
- Basic organisation systems
- Task prioritisation
- Time management
- Goal setting
- Relating past, present, future activities
- Affirm staff member's confidence in their management style
- Validation of ideas
- Discussion, bouncing ideas
- Positive reinforcement
- 360 survey feedback and follow-up
- Discussions on specific issues
- 'Time Prioritisation Matrix'
- 'Key Components of High Performance Manager'
- 'Excellence vs. Perfection'
- Management strategies
- Management models
- Reflection
- Understanding personalities
- Delegation skills
- Performance management techniques and KPIs
- Ideas for team building activities
- Team communication
- Help to overcome reluctance in management role
- Help to see problems as challenges
- Pointers to work through and resolve specific issues
- Offers management perspective
- A listening ear
- Support and encouragement
- Identification of barriers
- Scenario planning
- Guidance on organisation's thinking

Key things

Coaching sessions	Frameworks / models	Organisation / systems	Specific tools
360 survey	Prioritisation	Time management	Discussion
Listening	Planning	Management techniques	Strategies
Delegation	Validation / affirmation	Problem solving	Reflection

4. More of these specific Interventions or Tools

- Basic financial management
- Coach's time
- New ideas / sharing ideas
- Self understanding, followed by reflection
- Advanced leadership concepts, less 'quick bites'
- Examples of experiences and reflections of others
- Sharing of practice – perhaps through Development Meetings
- Specific tools to deal with problematic staff
- Transformational skills
- Happy with the sessions / tools / interventions / discussions as at present

5. Coach's Key Strengths

- Flexible, focussed
- Strong management perspective
- 'No nonsense' attitude
- Identifies actions for clients to undertake
- Ability to 'chat'
- A good listener
- Non judgemental
- Broad experience in management / HR / leadership
- Highly skilled communicator
- Empathy
- Clarity of thought
- Professional approach
- Supportive
- Has good range of reading material / exercises / tools available
- Provides effective management strategies
- Confident
- Creative thinker
- Enthusiasm
- Welcoming
- Sense of humour / cheerful
- Calm
- Happy / positive attitude
- Empowering
- Brings an outside perspective / neutral
- Ability to 'reframe' issues
- Inspirational, affirming
- Seeks innovative solutions
- Gentle guidance

- Provides structured direction
- Very well balanced
- Institutional knowledge
- Knowledge of organisation's strategic direction
- Understanding of theory / systems
- Understands people and human dynamics
- Solution focussed
- Very able
- Passionate about work
- Insight
- Patience
- Ability to quickly and clearly analyse situations
- Follows through with discussions / provides meeting summaries

6. Suggestions to Improve Service

- More group discussions
- Sharing tools and techniques through the Intranet
- Advanced literature on Leadership
- Direct clients to specific skills and tools
- Keep taking care when sharing examples
- Encourage and support reflective practice
- Emphasise client's value to the organisation
- Goal identification; give client work on this between sessions
- Structure time to reflect on session, within the session
- Nothing / good as is / much more than expected/ sessions working well

7. Overall Comments

- Am gaining a lot from supervision
- This facility creates safety in the workplace
- Makes staff more confident and able in roles
- Valuable asset to the organisation / fantastic resource for the organisation
- Feel lucky to be part of forward thinking organisation that provides this service
- Appreciate the ability to access this service / grateful for this service
- Appreciate stimulating discussions
- Come away from sessions with new learning or insight
- Enthusiastic and genuine interest in my successes
- A great experience
- Privileged to work with the coach
- Appreciate having coach, has made difference to how client views skills and work
- Respect and value the coaching
- Appreciate being able to discuss issues
- Admire coach's positive attitude
- Leads to better performance from staff
- Coach makes a difference to the organisation
- Coach is valuable person who strengthens organisation's management
- Coach understands similarity of issues across the organisation
- Meetings valuable to provide different perspective and motivation to move forward
- Value of having an 'outside' person to share ideas and give positive encouragement
- Models a great approach
- Time with coach very valuable
- Am in better place than 12 months ago, partly due to coaching
- Enjoy the time to talk and explore ideas
- Process takes time but is worthwhile
- Process immensely helpful / very professional
- Self esteem and attitude to work has improved due to coaching
- Client realises have to do their part to achieve success
- Appreciate the support
- Big thanks/ very very helpful