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# CMI Level 5 Coaching Award

## Introduction

Following a review and recommendations by Investors in People, a housing association embarked on a structured coaching programme to “create a culture of continuous learning”. 70 senior managers were identified and worked through a coaching skills programme over a twelve month period. The organisation has significantly shifted its management culture from ‘tell’ to ‘sell’ and embraced the change. Their investment of 34k has delivered savings in excess of £86k, delivering a return on investment of 155%.

“ Our unique support process embeds learning into organisations and provides data on the return on investment ”

Patrick Taggart  
Director GPSVision Ltd

## Objectives

### Organisation:

Create a culture of continuous learning, introduce a coaching culture across the organisation, link individual objectives to corporate objectives, encourage managers to take time to plan and reflect on their work, develop evaluation processes and share results.



### Individuals:

Describe the coaching process including some of the commonly used coaching models, link the process of coaching to the company Performance Management systems, use questioning and active listening skills to elicit desired results, give and receive feedback in a positive and developmental way.

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# GPSVISION

Revolutionising Organisational Development

# Working with clients to improve their return on investment from people development activities

## Process

- The Programme was launched with an induction session and followed by two full day workshops and four half-day effective learning workshops to embed the learning
- The benchmarking stage involved a 360 degree questionnaire at the beginning and end of the programme. This provided information on 27 competence areas and was used to identify strengths, development needs and assess post programme improvements
- A variety of models and techniques have been used throughout the programme, targeted at personal and organisational development. The outputs of the programme were gathered at regular intervals against the following outputs:
  - Participant reaction to the programme
  - Evidence of learning
  - Evidence of behavioural change
  - Organisational impact
  - The monetary return on investment
- Line managers were trained to ensure the participants could maximise their learning in their roles. Training focused on the following two areas:

**Enablers of learning:** Helping participants to understand the programme, scope to apply the new ideas and new approaches, opportunities to revisit the tools and techniques and skills

**Inhibitors of learning:** Manage colleagues who may resist the programme and provide support to avoid the risk of slipping back to established practices

## Results

- **Participant reaction to the programme:** The participants responded positively and stated that they were pleased with the mix between the traditional workshop style and the reflective learning sessions
- **Evidence of learning:** This was assessed by award completions. Thirty one managers have enrolled and passed the CMI level 5 coaching award and others are finalising their submissions
- **Evidence of behavioural change:** The 360 degree results showed improvements in twenty six of the twenty seven areas. Significant improvements included:

Uses appropriate techniques when questioning, gains commitment and acceptance to performance goals, encourages staff to accept responsibility for their own development, is reflective and analytical
- **Organisational Impact:** Managers provided feedback on how they have used the programme to make an impact on their teams, customers or the organisation

### One example is:

“ My goal was to introduce my team to the problem solving models and develop their problem solving capabilities. So far the results have been positive. Morale in the team has improved and there is generally a better attitude towards achieving targets ”

- **Return on investment:** A range of positive financial outcomes were generated including
  - One manager has since been promoted
  - A new client information system saved I.T eight days work per annum
  - Three managers have reduced staff turnover in their departments by 2%
- These issues saved the company £86767 resulting in a ROI of 155% against a £34000 investment