



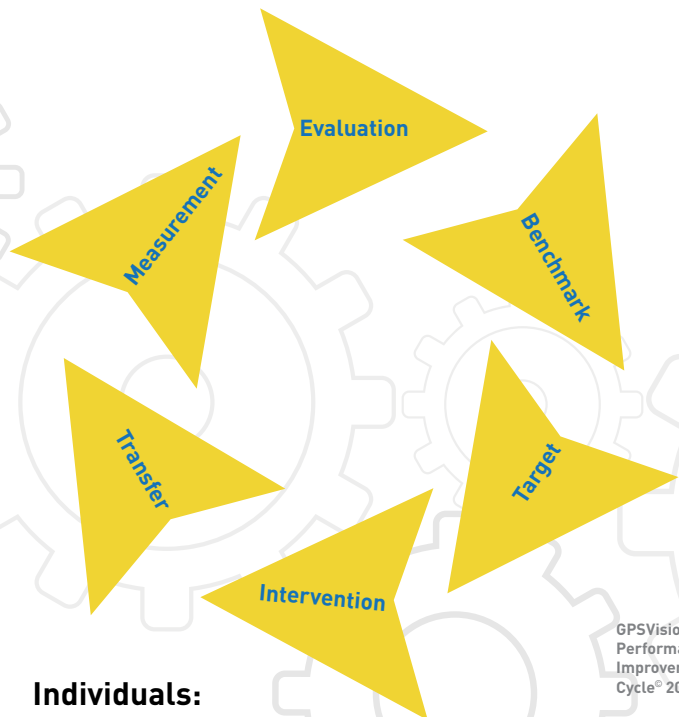
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Coaching for success in the NHS

Objectives

Organisation:

Generate a Return on Investment to exceed programme investment



GPSVision
Performance
Improvement
Cycle® 2003

Introduction

The NHS Coventry and Warwickshire Leadership group set out to provide Coaching support for a group of Professional and Clinical staff to help them with an ever increasing workload and a constantly changing business climate. The programme included nine one to one Coaching sessions, two group sessions, a three way session with the Line Manager, Coach and Coachee and two psychometric assessments. The investment of £42k has currently generated business savings of £70k providing a positive return on investment amongst many other intangible benefits.

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

Patrick Taggart
Director GPSVision Ltd

Individuals:

To ensure that Coachees:

- Understand their roles and responsibilities in managing others
- Reflect on their style and Behaviour and how it affects their staff
- Understand the principles of effective Delegation and Empowerment
- Apply a range of techniques and processes to manage more effectively
- Deal with conflict confidently and promptly

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Revolutionising Organisational Development

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

Process

- 24 managers were enrolled and received coaching support in 10 coaching sessions and two group sessions.
- The third coaching session included the Line manager to develop awareness of the process and encourage support for the Coachee
- Coachees completed a 360 degree competence assessment and were reviewed against 32 competences
- Coachees completed an APTER motivational styles psychometric assessment and set goals based on the results
- The interventions scanned the full range of the coaching continuum – from counselling to coaching to mentoring.
- Mentoring guidance on management issues was provided where appropriate. The results of this were particularly successful and highly valued.
- A number of “How to” management topics emerged again and again during the programme. These included managing my manager, managing the politics, managing change, and managing conflict. These were addressed at the group sessions
- The penultimate coaching session was allocated to reflecting on goals set and progress made.
- The final session focused on the Coachees next steps and managing without coaching support.

Results

Reaction level evaluation:

Attendance levels were excellent with 93% saying the Coaching was very helpful and 7% saying fairly helpful.

Learning and behavioural change evaluation:

Coachees advised they were more motivated and had skills to achieve their career goals and manage the challenge of their ever-changing role.

All 32 competence scores increased with significant improvements being noted against the following areas:

- Gives clear feedback on peoples performance
- Challenges people to continuously improve their performance
- Seeks feedback on how to improve performance
- Open to feedback without becoming defensive

Benefits from the APTER psychometric were:

- Increasing my mastery state has led to clarity about what I could achieve and what I wanted to achieve.
- Decreasing my conforming state has helped me to step out of my comfort zone.
- Decreasing my serious state has helped me to get a better work life balance

Impact evaluation

Coachees and Line managers provided evidence of impact on the Coachees, their teams, company or customers and a sample of improvements include:

- Sharing of meetings between Clinical Leads, rather than both attending has led to better productivity.
- Reduced spend on bank and agency staff in community hospitals
- I am more reflective and more confident in my ability which has led to me developing strategies to deal with some difficult situations

Five managers were promoted within the organisation and one manager was promoted to another NHS Trust.

Cost savings were £69998 which when shown against the cost of the programme provides a positive ROI of 63%.