

Using the AMSP to support Performance Coaching - and gain a 138% return on investment!

NHS Coventry wanted to support senior managers through challenging times. The AMSP was chosen to support the Performance Coaching programme. The coaching programme developed significant benefits including recruitment and retention savings of £124,000 against an investment of £52,000; generating a ROI of 138%.

Background

Many managers were well qualified; many had prior experience of leadership and management; but greater impact was still needed. A 1:1 performance coaching programme was developed to offer individual support, develop participants own coaching skills and have a wider impact within the organisation.

The key aims were to help managers:

- Understand roles and responsibilities in leading others
- Reflect on their style and behaviour and it's impact
- Delegate effectively and empower others
- Use a range of management techniques and processes
- Deal with conflict confidently and promptly

Managers were struggling to balance their time between the task and their staff. The volume of work, continuous change and shift in direction was hampering their need to support their teams. As a result, the coaching aimed to provide more individual support, reduce stress, offer options for dealing with problems, and to improve management capability within the organisation.

Each participant attended a monthly 1:1 coaching session for a year. Initial coaching sessions involved using the AMSP to identify positives and areas to work on. Some of these included opposite.

Apter Motivational Style Profile (AMSP) review

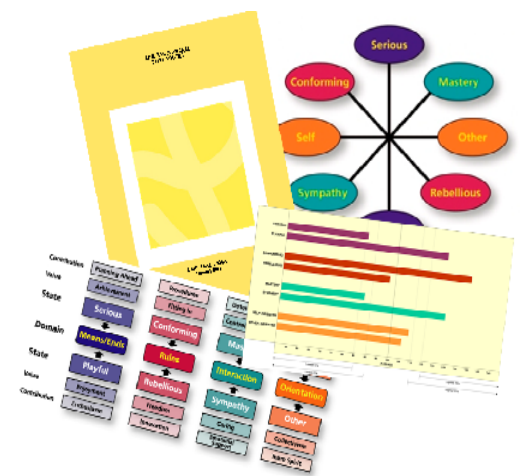
The AMSP analysed the time that the participants spent in the different motivational states and the results were reviewed during the first coaching session with development plans agreed.



GPSVision Ltd is a pioneering organisational development practice that helps clients to improve their bottom line performance.

Our mission is:

Working with our clients to increase their Return on Investment from people development activities



“Coaching has made me realise my own potential”

“I responded well to the non judgemental and listening approach”

“I am looking forward with more confidence and assertiveness”

Participant Objectives were to:

- Be assertive
- Manage time effectively
- Manage difficult staff
- Structure teams
- Manage the manager
- Survive workload
- Manage political behaviour
- Prepare for Performance Review
- Manage personal motivation

The AMSP encourages participants to look at which styles they adopt in particular situations and how this affects their outcomes, a collection of their goals and reflection on their personal achievements are shown opposite.

Return on Investment

Savings have been identified via recruitment and labour turnover savings. Additionally a number of participants cited the following impacts which have not been converted to cash. The client was delighted with these results and the fit with the original targets.

- *We have delivered a 5% cost improvement on the site (cash releasing) and contributed to the Trust making a surplus at year end.*
- *I am more focused now so I am spending more time on work that is of value to the organisation and patients.*
- *Improvements in my confidence as a manager have resulted in being more assertive around local budget issues that should lead to longer term efficiency savings.*

In Conclusion

The NHS is a very challenging place for managers to work. The mix of external and internal change, coupled with many geographical bases, different populations and a hugely diverse staff mix adds to the complexity.

The level of line management involvement was a slight concern, so in subsequent coaching cohorts a joint coaching session has been introduced with the line manager and participant present to explore how the line manager can support the individual during the programme. This has had some success although it has been difficult in some cases due to some operational pressures. Line managers do state however that this joint session has increased their understanding and thus engagement levels.

I recognised I was spending very little time in the self state and this was affecting my ability to manage my time well. I addressed this ... thereby helping me to achieve what was required in a structured and time efficient manner, without the associated stress of being disorganised.

I was overly serious and did not have very good work life balance and therefore didn't particularly enjoy work or home. I needed more boundaries around work and life and aimed to work more predictable hours and to leave work more often at the right time and to make time for activities at home. As a result I am feeling more in control at work and enjoying my free time much more.

I was too rebellious and inclined to express myself in an overly emotional way rather than in a controlled way and could come across as disruptive and challenging to others. I could hear myself in this mode in the first few sessions with my coach. I set out to communicate in a more constructive manner and hold back from expressing feelings. I have managed to successfully contest some issues with line manager and peers, which previously may have ended in a direct argument with a 'because I said so'.

GPSVision are leaders in psychometric coaching and return on investment

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