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Case Study: Performance Management

Overview: In-a Coaching facilitated performance development reviews – PDRs for the Gazeley management team. Working alongside the company's key performance indicator system, PDRs replaced a lengthy appraisal system and the 360 degree feedback process. The company the managers and the team members felt that it was worthwhile, as it achieved a deeper level of understanding and commitment, whilst remaining inspirational and motivating in the long term. The completion time of written documentation was reduced with a simple review process.

Issues

1. A theoretical review process that involved lengthy numerous forms
2. Lacked depth, only addressed surface issues
3. Performed annually and filed without review.
4. Problem focused
5. The missing link was "what did the employee experience?" As the 360 degree feedback focused on colleagues' experience and the appraisal was focused on the manager's perception
6. As a consequence behavioural change and development was not maximised

Results

1. Solution orientated
2. Feedback given in a meaningful which was understood and accepted by the individual
3. Focus on stretching and challenging behaviour targets
4. Individual ownership of issues & empowerment
5. Motivated and energised employees as the process was open and constructive, building on positive attributes
6. With a clear direction and a greater awareness, team members had amazing transformations in attitude and success

How were the results achieved?

1. Completion of a simple form to prompt the discussion
2. Facilitation meeting between manager; team member and In-a Coaching coach
3. Feedback was given based of appreciation and perception
4. Self awareness relating to how "our own behaviour affects others". Resulted in a closer connection for both manager and team member
5. Focus on the experience of the team member at a deeper level
6. Perception and awareness of the effects of behaviour
7. The team member gives examples to understand what works and what doesn't work.
8. Awareness of blockages to success
9. Commitment set and agreed by the team member
10. Follow-up and support in the form of workshops and one-to one executive coaching

"I have had the pleasure of working with In-a Coaching for 2 years. They have an incredible talent at making business and personal transformation happen. Many companies talk about transformation, but few are gifted to actually bring about the real shift in behaviour and performance that drives success."

Wendy Hart, HR Manager

