

# Not everything that counts can be counted; internal coaching - so what counts?

September 2019

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**PERFORMANCE COACHING**

Engage with Confidence, Openness and Impact.

# Some CONTEXT

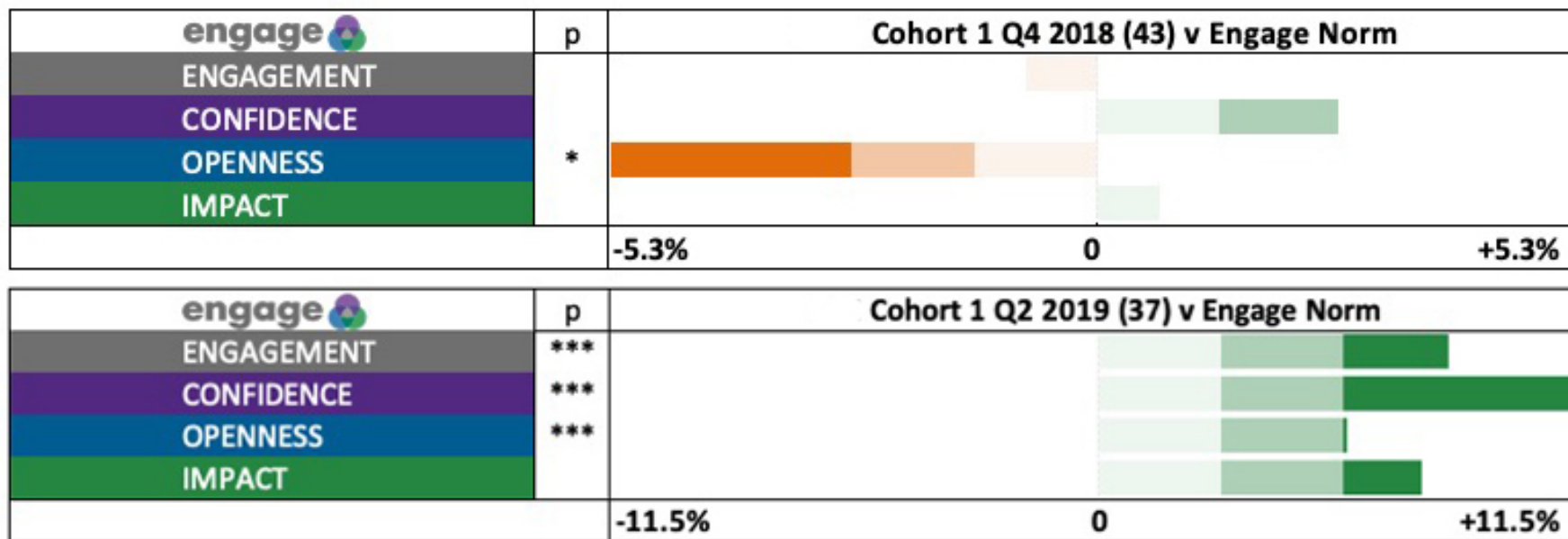
- 5 years doing the job - selling
- 5 years managing the people who do the job - sales management
- 10 years managing the managers who manage the people who do the job – National Sales Management / Sales Director
- 10 years as an independent... coaching, scheme design, supervision, coach / mentor training, University programmes (design / deliver)
- Now... internal, and leading coaching within an organisation (in Year 2) 3 coaches, plus 1 p/t. Serving circa 100+ people.
- Everything that we have done with coaching in the past year has been based on a **scheme** – which was written, consulted on widely, and published to the Organisation in Oct 2018. This scheme covered:
  - Scheme purpose
  - Scheme design
  - Coaching definitions for the context
  - Resources
  - Coachee selection
  - Compliance
  - Evaluation
  - Reporting / comms (stakeholder management)
  - Ethics
  - Confidentiality
  - Professional standards, Supervision & CPD, ways of working
  - Engage psychometric, as a coaching and evaluation tool
  - Other practicalities / documentation etc



# INPUT Metrics, Cohort 1

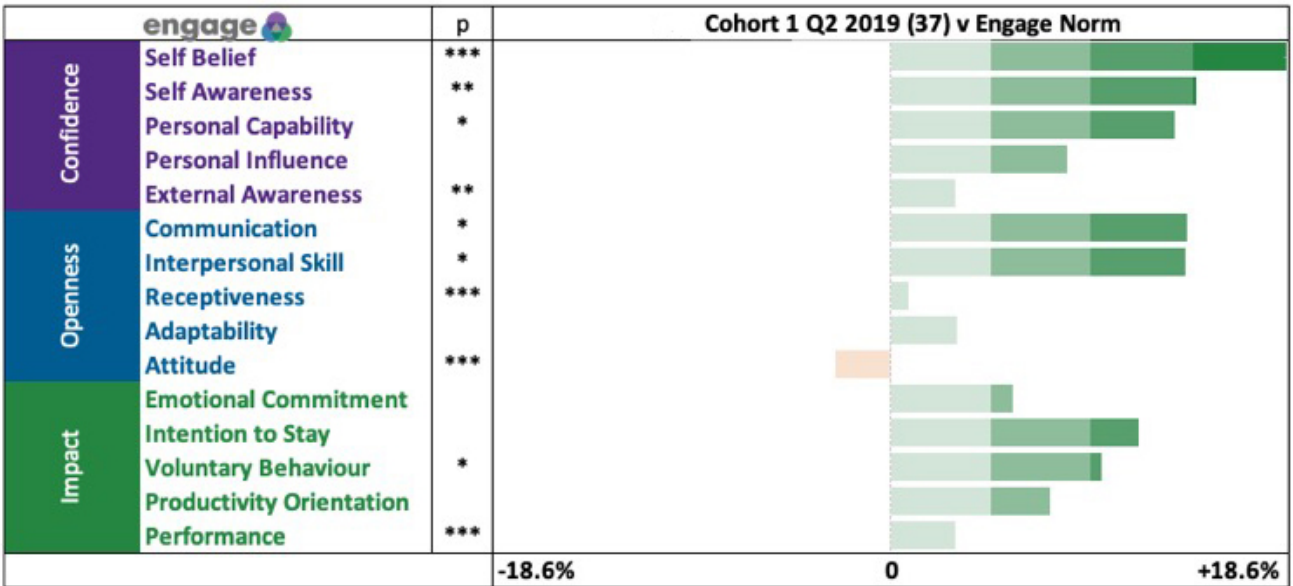
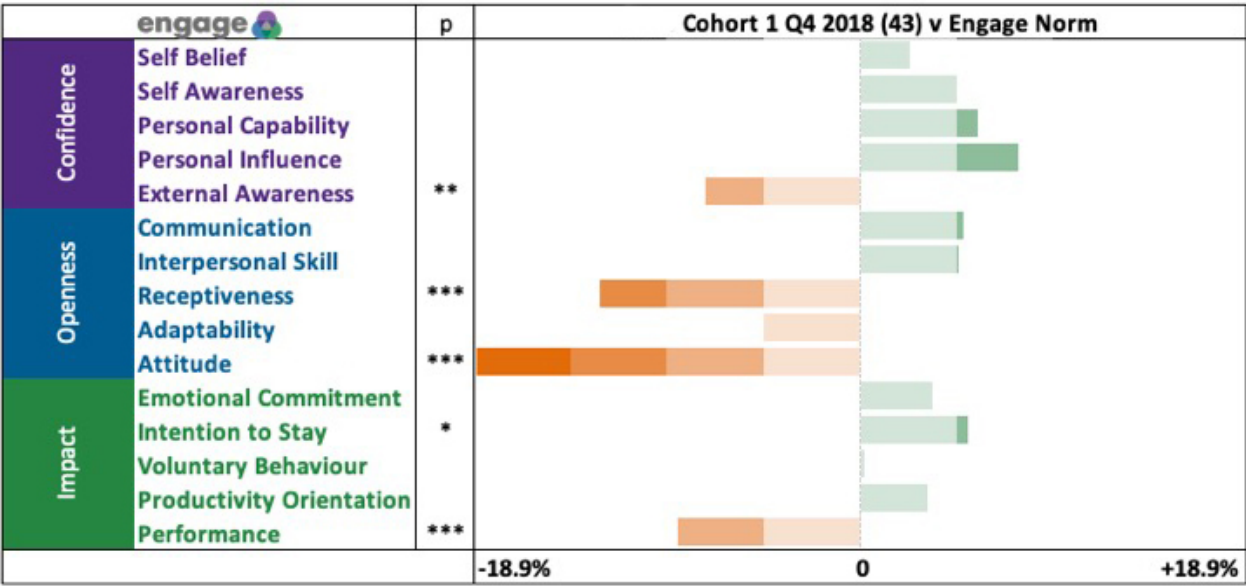
COACHEES IN COHORT 1	46	
COACHES	3.2	
#COACHING INTERACTIONS / VISITS	245	
AVERAGE INTERACTIONS / VISITS PER COACHEE	5	
RANGE	4-8	
%AGE OF COACHEES COMPLETED ENGAGE	100%	
<b>SPLIT</b>	<b>#</b>	<b>%age</b>
Anonymised	7	15%
Anonymised	31	67%
Anonymised	4	9%
Anonymised	3	7%
Anonymised	1	2%
Total Anonymised		84%
Total Anonymised		16%

# Engagement, Confidence, Openness & Impact



Nov 2018

July 2019



Statistical significance:

\*\*\* = p value of <0.05

\*\* = p value of <0.1

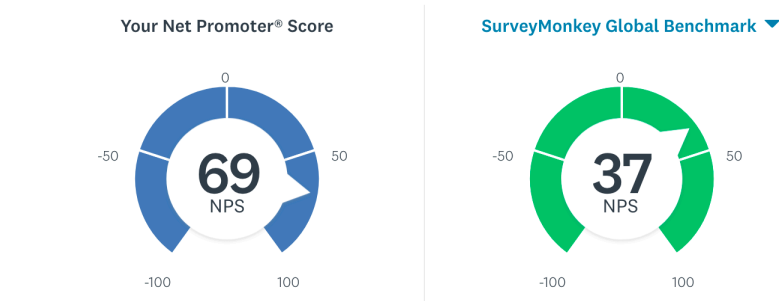
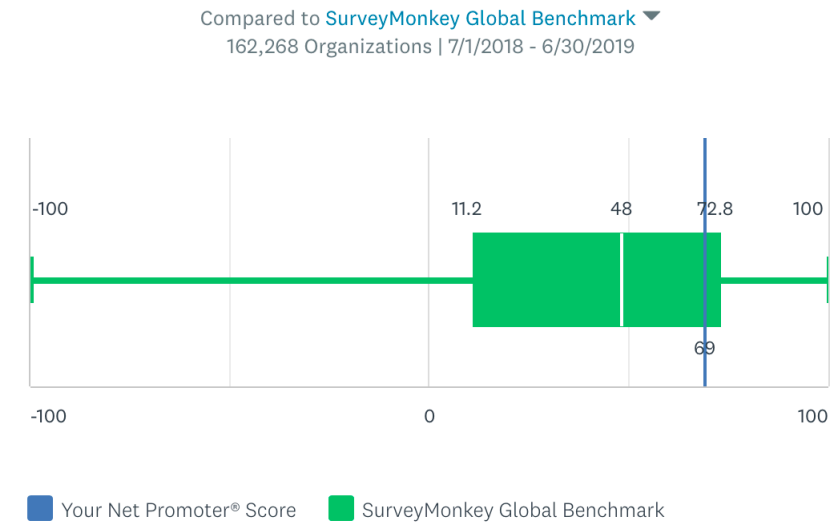
\* = p value of < 0.2

# Quant & Qual

- Net Promotor Score – 85% 8,9, or 10, and an overall NPS of 69.
- Tracking sales (abs. growth, mkt share / growth) across coached and non coached group at Qtrly intervals 3 & 6 months post coaching (Q3, Q4) to link Engage improvements with sales outcomes (and determine coached vs not coached impacts)

## What’s a good Net Promoter Score

Based on the global NPS standards, any score above 0 would be considered “good” (50 and above being excellent while 70 and above is considered “world class”).



# Verbatim qual feedback (Initial, spontaneous feedback – a small selection)



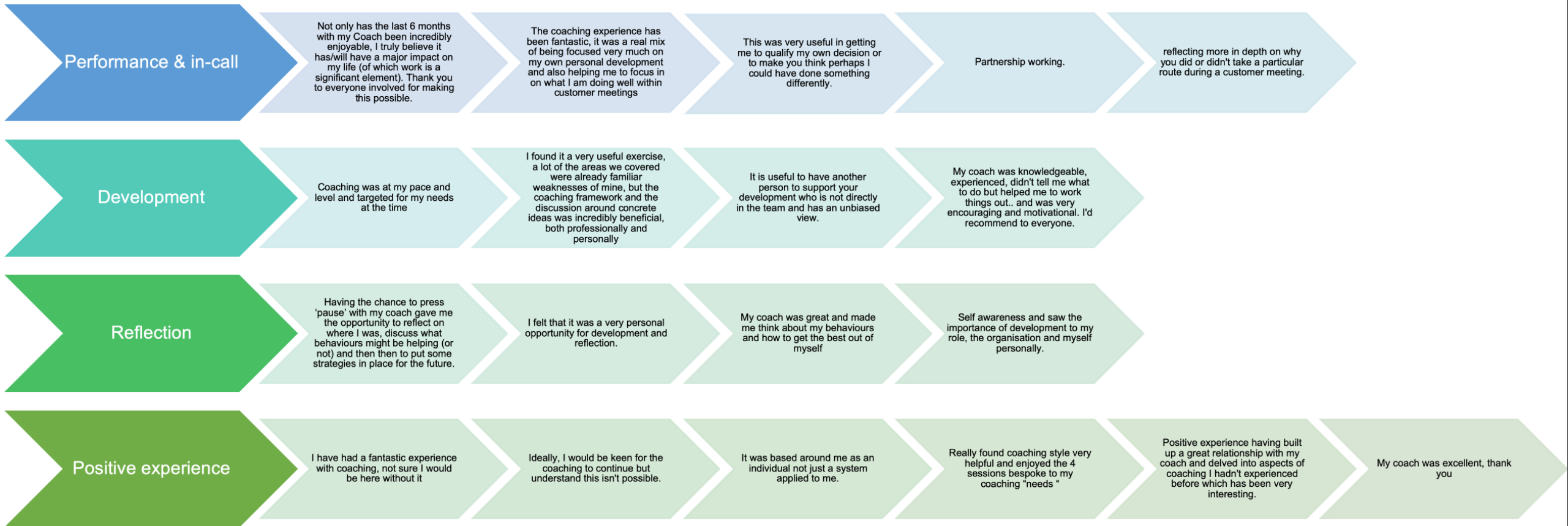
- “Would it be possible to work together until the end of the year as I have got so much from it... if you don’t ask, you don’t get?!”
- “I don’t know what the last six months would have been like if I hadn’t had you as a coach”
- “Seeing my name in the top of the lists that get sent out has been brilliant, and that’s in no small part because of what we did together.”
- “I’ve realised it’s all about me, I need to make it happen. Development won’t be offered to me on a plate, I need to take responsibility for it”.
- “Impact wise we have worked a lot on in call aspects of my role and you have helped me with (...) pre call language planning, identifying needs for patients and aligning a sales call with that. This has really helped specifically with – anonymised”
- “I always feel like I have your undivided attention and focus whenever we speak/meet and this means a lot to me.”
- I have loved having you as my coach for the last 6 months or so; working on the first Engage results and helping me to focus on the area of Impact has helped both my own personal state and my productivity/focus at work. I didn’t need the new Engage results to know these areas had improved....”
- “It’s been a quick six months and I’m sorry to say that your time with me is over. Thanks for taking the time to travel up and spend the days with me, your support and advice has been very valuable.”
- “...coaching has helped me to consider how I approach different scenarios, and how I reflect on my performance in call.”
- “The most useful part of the coaching has been motivation, by having you out with me adopting a non-managerial approach, there to help, someone trustworthy who will listen to problems and help rethink processes and truly help towards success. This has been additive and additional to the ABM, working on individual development on small scale changes and mastery of skill, helping to further enable in call excellence.”

# NPS feedback:

- What would have made it an 8/9/10 for you? (3 scores not at 8,9,10)

More focus on sales based coaching and the coaches having product knowledge.  
The Coach being able to suggest areas of focus from the report.

- Why was it an 8/9/10 for you?

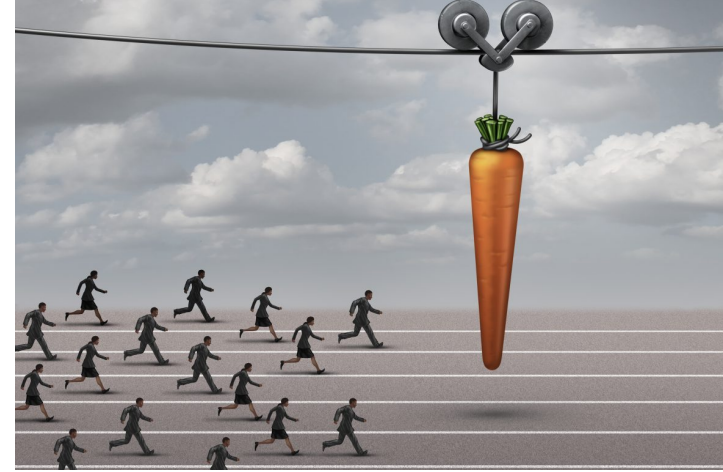




# what we do We / don't we measure?

- Input measures of scheme intention and resource allocation (did we input what we said we would?)
- A mix of quantitative and qualitative proxy measures: Engage, NPS, spontaneous and solicited feedback, and the ultimate (non-proxy measure) sales. (Did it make any difference?)
- What don't we measure (which we could): staff turnover (very low here), morale and motivation specifically in relation to coaching (although Engage gives us some feedback here). Career trajectories wrt coaching (flat org, low opportunity). Multi-rater feedback (we could, but we don't).
- What can't we really directly measure.... 'Not everything that counts can be counted...': The quality of reflection (learning org ambitions), personal growth as an individual, the effects of being listened to in a trusted relationship, the impact of a non-power based co-created helping relationship, time to think, cultural impacts purely relating to coaching, how people think about an organisation who invest in coaching. Whilst there are some proxy measures for each of these, we move into the sphere of estimation, perception, and calculating the incalculable!

# How do we reward coaches?



- Highly paid - Annual gross pay which exceeds the 90<sup>th</sup> percentile for the UK  
(<https://www.statista.com/statistics/416102/average-annual-gross-pay-percentiles-united-kingdom/>)
- Benefits package - award winning  
([http://napp.co.uk/wp-content/uploads/2018/10/Benefits\\_Infographic\\_151018.pdf](http://napp.co.uk/wp-content/uploads/2018/10/Benefits_Infographic_151018.pdf))
- Company bonus tied to company performance (%age of salary, annually, retrospective)
- Development, qualification and accreditation (time and money)
- Sales bonus tied to coachee performance – no.
- Focus on intrinsic motivation (the need for competence, for independence / autonomy, and for connectedness / relatedness). Like Deci & Ryan – I believe that to reward someone for doing something that they are intrinsically motivated towards does nothing positive for motivation, and potentially interferes with intrinsic motivators

# So what counts?

- Good question! Whatever the organisation values and sees as valid measures of success (linked to purpose and financial outcomes, outlined in the scheme)
- What else counts? The intangibles / unmeasurable which contribute to those measures of success
- How might we tell the story to organisations? Not to be reductionist about coaching, and help them see the benefits coaching brings 'in the round' – not just in a way that an accountant / FD might think about investment in a piece of equipment!
- This is not forgetting or ignoring the commercial imperative (which we all understand as a reality) – it is adding to it and telling the detail rich story, rather than the simplistic one that is expressed in a single number