



MEASURING COACHING - The Performance Map

A PCS designed model to calculate the return on investment from a coaching programme

In 2004 Richard Ford and colleagues at PCS have introduced the Performance Map as a means of better measuring the benefits gained from coaching. The Performance Map enables a **measurable** approach to calculating the return on investment from a coaching programme.

The Performance Map looks at 4 performance result areas in which leaders will be expected to demonstrate some competence if they are to produce successful business performance results.

- **Strategic Results:**
How well are you doing in terms of creating a strategic vision, providing clear business focus, building value propositions and demonstrating strong analytical skills to shape the business or functional agenda?
- **Implementation Results:**
How well are you doing in terms of setting ambitious goals and metrics, leading innovation and change, demonstrating accountability and building cross-functional partnerships to get things done?
- **Team Results:**
How well are you doing in building high performance teams, challenging and coaching stretch performances, inspiring followership and promoting shared culture and value to get the right team in place with the skill and motivation to perform?
- **Stakeholder Results:**
How well are you doing in building confidence with stakeholders, inspiring trust, impacting with compelling messages and being a collegiate business partner to create the confidence in others that you are doing the right things to be successful in your role?

The way in which the Performance Map is different is that it engages the individual in the exploration and assessment of their contribution in each of these 4 result areas. The coaching process then raises their awareness of the issues, and captures the imagination and vision of the individual in the way that they recognise they can contribute to the business.

Customisation

The Performance Map can be customised to suit any organisation, but the four core performance result areas are key to providing an illustration of the ways in which coaching can bring benefits to the organisation.

Performance Mapping Process

The process involves the following 3 steps:

Stage 1: Performance Analysis

The first stage of the model is to encourage a self-assessment in the core areas which influence business results and leads to the calculation of a score which indicates competence in each of the four business result areas (e.g. strategy, implementation, team and stakeholder management) and a total score to indicate competence as a transformational leader.

Stage 2: Performance Mapping

The second stage of the model involves the identification of how to make progress in each of the 4 business result areas, and the recording of evidence on progress made.

Stage 3: Return on Investment Analysis

The third stage involves a reassessment of progress made during the coaching programme. The individual coachee will provide a self-assessment of progress and line managers and possibly other colleagues will be invited to provide their own observations. In this way, an evaluation of what impact the changes in behaviour have on the business can be calculated in terms of a percentage improvement return on investment as a result of coaching.

Coaching as a Strategic Tool

Coaching is not just about incremental change at the individual level. It is also about business results and business transformation and the power of every individual to impact on the business results delivered. The Performance Map approach to coaching, as a consequence, provides a more structured evaluation of what benefits coaching can contribute to the business.