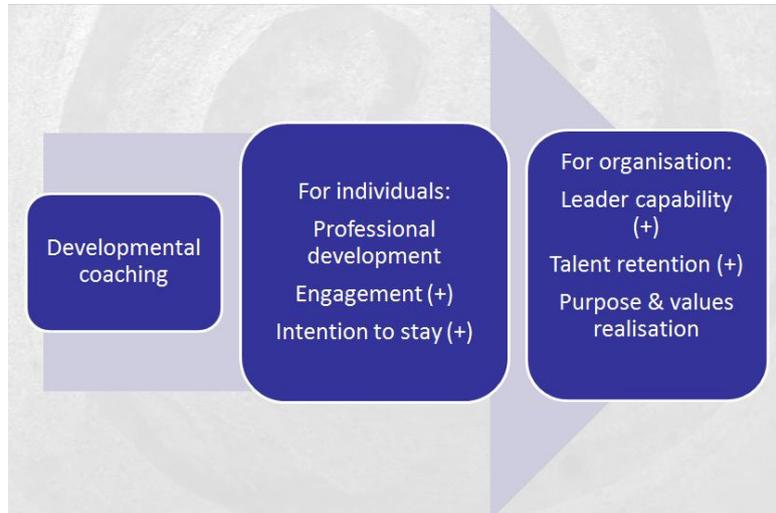


Summary of evaluation data: GROWTH coaching programme

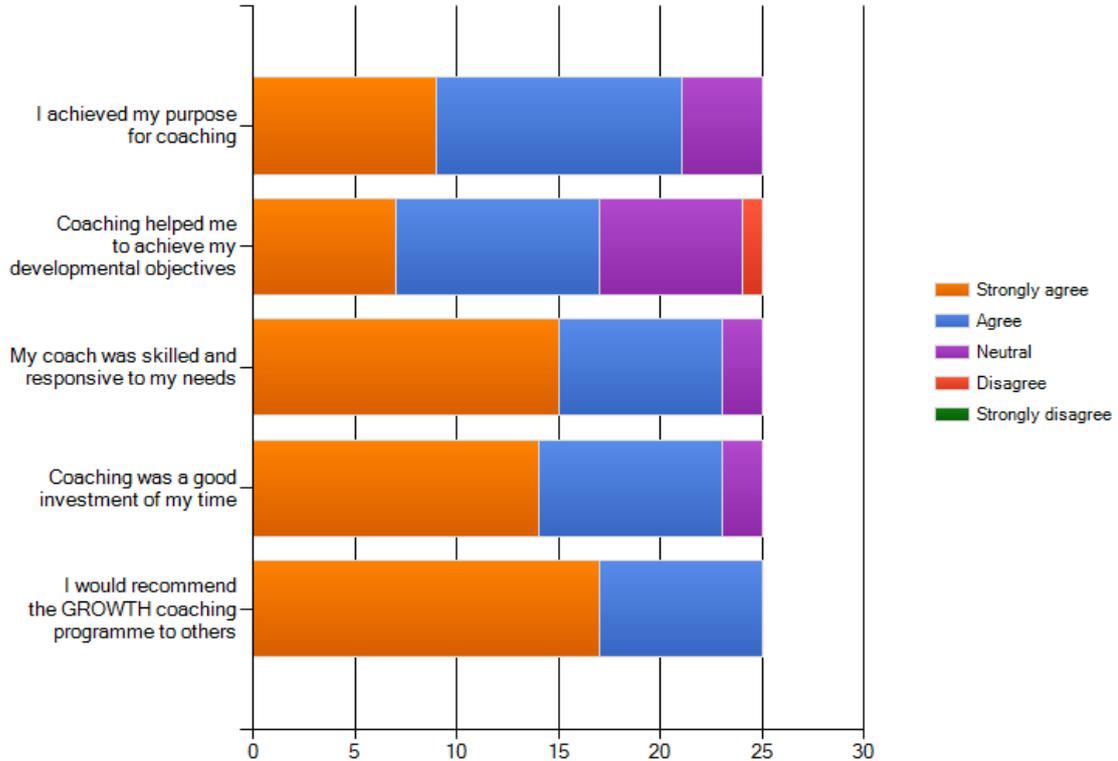
Since September 2012, 58¹ staff have accessed coaching with our 30 GROWTH coaches.

Aim:



Level 1: Reaction

How much do you agree with the following statements?



¹ Evaluation based on 26 respondents.

80% rate value as **'high'** or **'very high'**; 20% rate value as **'medium'**.

In the follow up survey, coachees are asked *'How likely is it that you would recommend participation in the GROWTH programme to someone in a similar role or situation?'* The average rating is **9.7** out of a maximum of **10**.

Level 2: Learning

Top 5 areas of focus in coaching:

Building confidence: 68% respondents

Leadership development: 68% respondents

Career development (own): 64% respondents

Enhancing self-awareness: 60% respondents.

Communication style and strategies: 52% respondents

Impact of the GROWTH Coaching programme

91% say coaching has had moderate or significant impact on **self-awareness**.

83% say coaching has had moderate or significant impact on **resilience**.

70% say coaching has had moderate or significant impact on **increasing confidence**.

70% say coaching has had moderate or significant impact on **engagement with work and the organisation**. 22% say it's had some impact.

65% say coaching has had a moderate or significant impact on **ability to achieve career goals**. 22% say it's had some impact.

61% say coaching has had moderate or significant impact on **intention to stay at WDHB**. 22% say it's had some impact.

Level 3: Behaviour

Changes made as a result of coaching and specific benefits and results achieved

Information is gathered from:

- Coachee
- Coach
- Selection of coachee managers.

Coachee

I have changed the way I interact with my line manager. Coaching assisted me to identify that I was ascribing unhelpful interpretations to her behaviour and that I actually choose how I interpret words and actions. Now I choose differently.

Decided on my career pathway & applied to undertake a paper next year.

I reframed a staff development proposal to have greater coaching perspective

Confidence speaking in public forums and increased confidence in articulating opinions in meetings.

I have identified that to be satisfied in my work I will need to take a career step in the medium term. I realise I can find some satisfaction in my current role while there are significant structure changes around me.

I applied for a part time role external to the organisation which will give me the skills that I can't get internally but need for the rest of my role here. I will negotiate a lower FTE and bring the new knowledge I gain back to my role here (win-win) - rather than quitting altogether to obtain a full time role and then hoping I could come back to the DHB in the future.

I am able to better identify my leadership skills. I have improved in communication styles - the use of language, pauses, strategies to use when being more assertive and also when dealing with very assertive people.

I feel I am more confident and aware of the need to have the hard conversations.

I've engaged myself with the wide organisation, letting others know I'm interested their projects.

Coaches are asked to comment on changes they observed in their coachees:

Recommitment to the organisation

As a health professional she had a strongly evidenced commitment to quality care and improved outcomes for her patients. She was able to describe many activities and quality initiatives she had developed or contributed to. As a result of the coaching process I observed clarity developing in a variety of ways.

She met her goals and found coaching helped her retain her balance.

Increased self-awareness and an increase in situational awareness and in other staff members' perspectives

My coachee appeared more confident, and said she felt more positive about the future as a result of the process

A big shift from being externally focused to that of being internally focused. Able to reflect on herself and acknowledge changes she is able to make (also those that are out of her control).

A very significant change! Very different in response to adversity and very differently orientated to her role in the organisation - now much more facilitatory than directive.

An increase in her confidence and self-awareness - she is able to believe in her abilities for the new role she has been appointed to. She has been able to unlock her potential!

Calmer, more focused and more in control of work situation.

A sample group of managers have also been asked to comment on changes they have observed in their staff as a result of coaching:

Articulates her reflections much more

See more confidence in planning

Been able to take a step back and think through things. Has had to manage herself and others through some difficulties and done it with real professionalism. She has been a little more circumspect and not so reactive.

Job satisfaction and performance appear to be improved

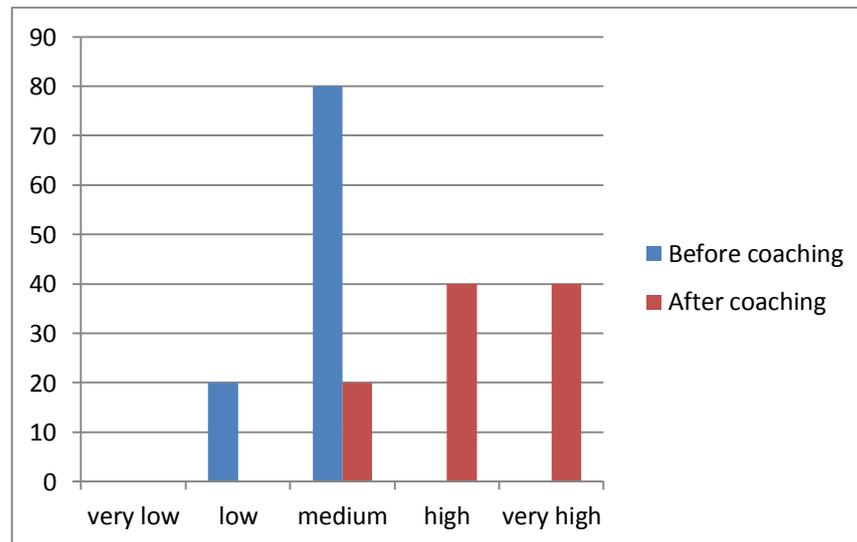
Now she can think more strategically and think of tasks to do herself, think of next steps, able to delegate

Level 4: Results

Our aim was that coaching would increase satisfaction, engagement, retention and support career progression.

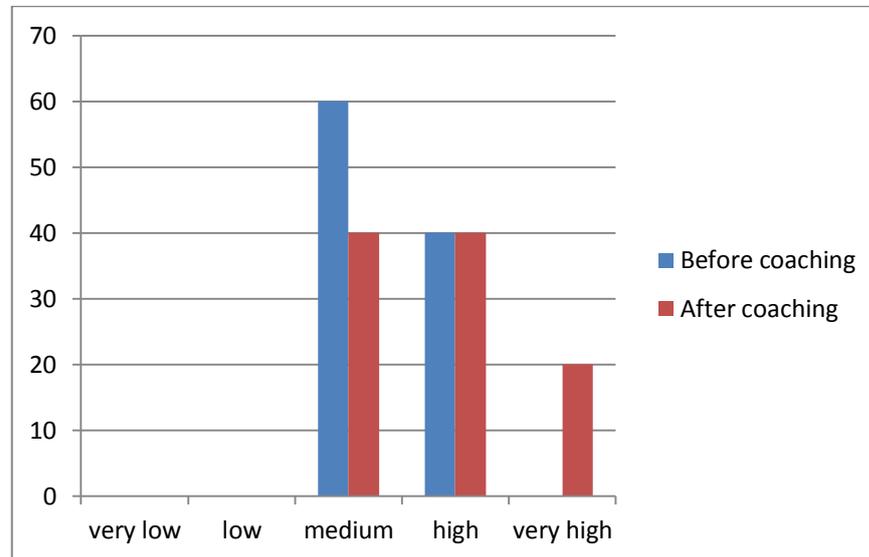
In the follow up survey, 70% of respondents have changed role within the DHB. This included promotions and sideways moves. Of these, 14% said that they *'couldn't or wouldn't have made the change without coaching'*; 43% said that coaching *'had made quite a big contribution to this change, more than other factors'*; 29% said that *'coaching had made as much contribution as other factors'*.

Satisfaction with my work and with my career:



Engagement has increased.

Intention to stay at WDHB has increased:



Level 5: Return on investment

We have not set out to produce a % return on investment by, for example, increasing production or saving time. However we aim to at least 'break-even' by showing that the costs associated with the GROWTH programme are recovered through its benefits. We have calculated the following costs and comparative benefits/savings:

Costs²

Coach Development programme	\$	
cost per cohort:		
Assessment interviews x 9	850	Facilitator cost
6 days Workshops	8700	Facilitator cost
2 x group supervision	700	Facilitator cost
1 - 2 individual supervisions x 9	1890	Facilitator cost
Cost per cohort	12140	
Four cohorts	48560	Facilitator cost
Time to attend (30 coaches x 6.5h x 6 @\$50 ph)	58500	Participant (opportunity) cost
Total	107060	107060/30 = 3569 i.e. \$3569 to develop each coach.
GROWTH programme (per year)		
30 coaches providing 1 hour coaching per month for 12 months	18000	Participant (opportunity) cost
60 coachees receiving 1 hour coaching per month for 8 months	20160	Participant (opportunity) cost
Total	30160	
Programme leader time (per year)		
Business as usual (1 hour per week @ \$39.50 p.h.)	1896	
Total cost to develop 30 coaches and provide coaching for 60 coachees	147116	Equates to \$1635 pp (147116/90)

Comparative savings³

Item	\$	
To replace one coachee on \$42 ph (\$84 000 pa)	126000	based on replacement cost of 150% of salary
To replace one coach on \$50 ph (\$100 000 pa)	150000	based on replacement cost of 150% of salary
Cost to DHB of 5% drop in engagement and therefore productivity per coachee.	4200	5% of \$84 000

² Assumptions: based on average hourly rate of \$50 for coaches and \$42 for coachees (as per HR); based on first year only, as programme enters subsequent years, costs will decrease.

³ We may assume these savings from the feedback provided re increased satisfaction and intention to stay.

Thus, for an investment of **\$1635** per person (coach or coachee), we are potentially gaining a benefit of at least **\$4200** and up to **\$150 000** per person.

What do people say about GROWTH?

A selection of comments:

"I found the coaching invaluable in helping me to challenge myself ... I found (my coach) to be extremely skilled and also was excellent in challenging me in areas of personal growth to do some good self-reflection".

"I have regained my self-confidence and vitality in life and passion for nursing".

"The programme has made my experience working at the DHB richer."

"Thank you for giving this opportunity for my professional development"

"My confidence and self-awareness has increased in all areas of my work."

"Really good way of challenging staff especially in services where there may be little progression movement, adds an additional challenge when challenges may be hard to come by and staff can become stale and demotivated".
