

# Coaching for Optimal Performance (CFOP)

## Case Study

- 86% of CFOP respondents significantly or moderately improved overall performance.
- 69% of CFOP respondents significantly or moderately improved on-the-job application of new CFOP knowledge/skills.

### Course Purpose

The purpose of Coaching for Optimal Performance (CFOP) is to help supervisors and managers develop the skills related to the CRUSH - Five Best Practices and the Basic Principles in order to be more effective coaches.

### Participants

| Area    | # Sessions | # Participants |
|---------|------------|----------------|
| Midwest | 23         | 323            |
| NE/HQ   | 16         | 290            |
| South   | 20         | 186            |
| West    | 26         | 309            |

### Business Impact

- Respondents' performance was measured for the business impact *solely* due to them using the new CFOP knowledge/skills. Due to CFOP, they:
  - Decreased costs **6%**
  - Improved customer experience **14%**
  - Increased productivity and efficiency **14%**
  - Increased revenues **12%**
  - Increased customers **8%**
  - Strengthened our culture **16%**
- Responding leaders of CFOP participants reported that, since taking the class,:
  - **20%** of participants *significantly improved* (20%+) their *overall* performance.
  - **66%** of participants *moderately improved* (10-20%) their *overall* performance.
  - **12%** of participants *did not significantly change* their *overall* performance.
  - **2%** of participants *declined* in *overall* performance.

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### On the Job Application

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- Respondents in each Area use their new CFOP knowledge and skills *during an average of 59% of each month's work.*
- **100%** of respondents in each Area use their new CFOP knowledge and skills *very effectively or effectively.*
- Respondents in each Area regularly use of each of the following objectives on the job:
  - **100%** regularly use "Providing constructive feedback."
  - **90%** regularly use "Correcting performance problems."
  - **94%** regularly use "Developing others."
  - **81%** regularly use "Giving recognition."
- Responding leaders of CFOP participants reported:
  - **71%** of participants significantly or moderately improved "Providing constructive feedback."
  - **66%** of participants significantly or moderately improved "Correcting performance problems."
  - **71%** of participants significantly or moderately improved "Developing others."
  - **66%** of participants significantly or moderately improved "Giving recognition."

### Participant Learning

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- Pre-Class Measurement – **50.4**
- Post-Class Measurement – **63.1**
- Percent of Knowledge Increase – **25.3%**

### Participant Reaction (on a 1 – 4 scale with 4 being the highest)

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- Participants gave the course a score of **3.73**
- Participants would recommend this course – **3.78**

### Supports for Application

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- **77%** of respondents in each Area reported "I *retained* the knowledge/skills enough for me to be able to use them."
- **55%** of respondents reported "There was *enough time* on my job for me to apply the knowledge/skills."
- **61%** of respondents reported "My *leader encouraged* me to apply the knowledge/skills."
- **35%** of respondents reported "My *peers encouraged* me to apply the knowledge/skills."
- **71%** of respondents reported "There were *motivators* for me to apply the knowledge/skills."
- **55%** of respondents reported "There was *some or much need* in my present position for me to apply the knowledge/skills."
- **3%** of respondents reported "*Other supports.*"

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### Barriers to Application

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- 13% of respondents in each Area reported “I *did not retain* the knowledge/skills enough for me to be able to apply them.”
- 50% of respondents in each Area reported “There was *not enough time* for me use apply the knowledge/skills.”
- 6% of respondents reported “My *leader did not encourage me* to apply the knowledge/skills.”
- 6% of respondents reported “My *peers did not encourage me* to apply the knowledge/skills.”
- 6% of respondents reported “There were *no motivators* for me to apply the knowledge/skills.”
- 6% of respondents reported “There was *little or no need* in my present position for me to apply the knowledge/skills.”
- 31% of respondents reported “*Other barriers.*”

### Qualitative Feedback

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- The following are typical of the comments received from participants in each Area:
  - Improved teamwork.
  - Increased employee tenure. Employees are more satisfied and feel more a part of a team.
  - Increased team work between staff members.
  - Increased our group working together as a team completing projects with efficiency while maintaining system performance.
  - Increased knowledge sharing across the region that has increased productivity.
  - It was a great refresher from my previous training to go back to basic and achieve results through my learnings.
  - Instructor kept it very exciting.

- The following are typical of the comments received from leaders of participants in each Area:
  - She has excellent coaching skills and has used the information in the class to improve.
  - He is doing much better when giving feedback.
  - Results have increased by targeting time spent with employees that are the most productive.
  - He was a strong performer in these areas to begin with I think the course helped reinforce and refine his skills
  - She addressed specific development areas and performed above expectations.
  - He has developed as a coach and team leader. He has an organized approach to his daily coaching with his team.
  - She still struggles with holding her reps to drive results.
- He is gearing more towards coaching for improvement and developing the employees the proper way. It really shows!
- She has been all over everything from coaching reps, documenting. She has improved her communication with her team and creating results since her training.
- She recognized areas of opportunity with her team and she coaches with a constructive feedback to attain goals, as well as develop her sales team.
- She has done very well correcting performance problems with employees, setting proper expectations and ultimately ensuring performance standards are met.
- I would like to see monthly follow ups this way we can re enforce the training that was completed.
- Great class and the results are measurable.
- She is very supportive of this class and feels it has helped her greatly as a manger.