

# Coaching For Optimal Performance

## Case Study

- 89% of CFOP respondents significantly or moderately improved overall performance.
- 84% 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	39	679
NE/HQ	18	338
South	27	336
West	23	530

### Business Impact

- Responding leaders of CFOP participants reported that, since taking the class,:
  - 21% of participants *significantly improved* (20%+) their *overall* performance.
  - 67% of participants *moderately improved* (10-20%) their *overall* performance.
  - 9% of participants *did not significantly change* their *overall* performance.
  - 3% of participants *declined* in *overall* performance.

### On the Job Application

- Respondents in each Area use their new CFOP knowledge and skills *during an average of 58% of each month's work*.
- 86% 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:
  - 88% regularly use 'Providing constructive feedback.'
  - 75% regularly use 'Correcting performance problems.'
  - 83% regularly use 'Developing others.'
  - 85% regularly use 'Giving recognition.'
- Responding leaders of CFOP participants reported:
  - 6% of participants *very significantly* improved and 90% *significantly or moderately* improved 'Providing constructive feedback.'
  - 6% of participants *very significantly* improved and 86% *significantly or moderately* improved 'Correcting performance problems.'
  - 6% of participants *very significantly* improved and 86% *significantly or moderately* improved 'Developing others.'
  - 18% of participants *very significantly* improved and 74% *significantly or moderately* improved 'Giving recognition.'

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### Participant Learning

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- Pre-Class Measurement – **45.6**
- Post-Class Measurement – **55**
- Percent of Knowledge Increase – **20.4%**

### 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 – **3.77**

### Supports for Application

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- **76%** of respondents in each Area reported 'I *retained* the knowledge/skills enough for me to be able to use them.'
- **44%** of respondents reported 'There was *enough time* on my job for me to apply the knowledge/skills.'
- **58%** of respondents reported 'My *leader encouraged* me to apply the knowledge/skills.'
- **32%** of respondents reported 'My *peers encouraged* me to apply the knowledge/skills.'
- **54%** of respondents reported 'There were *motivators* for me to apply the knowledge/skills.'
- **49%** of respondents reported 'There was *some or much need* in my present position for me to apply the knowledge/skills.'
- **1%** of respondents reported 'Other supports.'

### Barriers to Application

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- **10%** of respondents in each Area reported 'I *did not retain* the knowledge/skills enough for me to be able to apply them.'
- **33%** of respondents in each Area reported 'There was *not enough time* for me use apply the knowledge/skills.'
- **5%** of respondents reported 'My *leader did not encourage* me to apply the knowledge/skills.'
- **4%** of respondents reported 'My *peers did not encourage* me to apply the knowledge/skills.'
- **10%** of respondents reported 'There were *no motivators* for me to apply the knowledge/skills.'
- **13%** of respondents reported 'There was *little or no need* in my present position for me to apply the knowledge/skills.'
- **38%** of respondents reported 'Other barriers.'

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### Qualitative Feedback

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- The following are all the comments received from participants in each Area:
  - One of the best courses I have taken to date! Thank You!
  - This Survey was very helpful in doing a review of the objectives for Coaching for Optimal Performance. If possible a follow up e-mail with a recapture of the objectives would also help.
  - It is a very useful course.
  - Great course! Guidelines really do work.
  - Outstanding course---would love to attend more like this one.
  - I found the class to be very enjoyable. I feel trainings such as these should be mandatory for all supervisors/managers. People tend to forget to recognize the positive things we do every day and a little reminder would benefit all.
  - It's an excellent course that should be required for all employees as it could be used to provide incentive and a path to leadership roles.
  - I retained some of the knowledge/skills. I believe short recap/knowledge check should be available every few months in to help retain better.
  - I think it would be helpful to receive a brief summary of the relevant course information just before performance ratings are due. I have the class materials to refer back to but I think it would have been helpful to receive an email postcard with a skill "refresher" for relevant skills taught in class that should be applied during year end reviews.
  - Great course. Helped me grow and flourish while being a better servant coach.
  - This course was very effective. I learned a lot and was glad that I went.
- The following are all 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.
  - A Semi Annual refresh in e-mail on the principals for Coaching for Optimal Performance would help all, even those that have not taken recently.
  - Better explanation beforehand of what the course would cover and what the expectations would be. Also more communication from trainers before and during the course with the participants manager.
  - Samira has improved on the way she approached the coaching process. She understands that positive recognition is key when coaching as well.
  - This is a good training for leaders to learn how to coach with an approach that will improve results.
  - Great Class... I wish they were more frequent through the company in more locations so we can get more people exposed to them
  - Being a new supervisor she continues to grow as a coach and leader. I have seen additional improvements since the training. She was also nominated for my team for a Midwest Area Most Valuable Coach Program and had solid performance in that contest.

### Areas of Opportunity

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- The percent of knowledge increase is mediocre in comparison with other courses.