

Measurement at RCS

OUR APPROACH

- **Measurement is important to us.** We have an R&D division committed to developing measurement tools. It's one of our organisational priorities and believe it's a critical aspect to the success of any corporate initiative
- **We use an integrated approach.** We collaborate with our clients and design tailored measurement tools that align with what is already in place within the organisation to ensure optimum results
- **Flexibility.** The flexibility of our measurement tools ensures that our clients (in conjunction with RCS) can design a measurement package that is right for the organisation
- **Variety.** We use a variety of different measurement tools from basic standard measurement (self-efficacy & engagement) to full ROI and business impact studies
- **Our tools are cutting edge.** The tools we do bring are at the leading edge of measurement in both the coaching industry and the organisational measurement field. They are easy to implement and streamlined to ensure seamless integration.
- **Our commitment.** We are committed to constantly assessing and improving our coaching interventions and advancing the scientifically based body of knowledge on the impacts of coaching within organisations. Measurement is a key tool for this.
- **Thought leaders.** RCS is at the forefront of the brain-based coaching field and are committed to further developing the understanding of it. We have active

alliances with leading researchers and research institutions, including: Jeffery Schwartz M.D. (leading Neuroscientist), NYU and MIT.

HOW WE WORK WITH YOU

- Designing measurement systems is a collaborative process based upon a solid understanding of your company's culture, values and systems.
- Measures are defined in partnership with you based on your organisational measures, drivers and desired objectives
- Can include integration with existing systems, including performance management systems
- Measurement systems are designed with your goals and objectives in mind. These are defined in the briefing period before the initiative begins and are a main focus in our reports
- The design process starts with a brainstorming meeting where we gain a solid understanding of what our client is looking for.
- In addition to working with your existing tools, our tools include self-rater and multi-rater tools that prompt both qualitative and quantitative responses.
- The six most common data collection tools are pictured below, framed within the 5 levels of the Kirkpatrick model of training evaluation.

Measurement Tools	
Level 5:	Measurable ROI
	ROI Study
Level 4:	Business Results
	Results Study
Level 3:	Behavior
	Live Certification Assessment Process
Level 2:	Learning (included in all standard intake forms)
	On-line Self-Efficacy Survey
Level 1:	Reaction (included in all standard Intake forms)
	On-line Participant Feedback
	On-Line Engagement Survey
<i>From the Kirkpatrick model of evaluating training</i>	

Here is a quick summary and samples of each of these specific measurement tools.

ENGAGEMENT SURVEY

- Measures how the participant feels about their work environment, colleagues, and organisation
- Data collected online before and after every program
- Included in all programs at no fee; price included in basic overhead
- Standard engagement questions included in both Enrolment Form and Feedback Form
- Measures Kirkpatrick Level 1 (Reaction)
- Response format: Scale (1-10)

SAMPLE QUESTIONS:

How valued do you feel by the organisation?

1 2 3 4 5 6 7 8 9 10

How would you rate your overall stress levels at work?

1 2 3 4 5 6 7 8 9 10

How valued do you feel by your team mates?

1 2 3 4 5 6 7 8 9 10

SAMPLE RESULTS:

88% report an increase in how valued they feel by the organisation

79% are more motivated at work

54% feel more committed to the vision of the organisation

SELF-EFFICACY SCALES

- Self-efficacy scales measure feeling of confidence, especially in the face of obstacles
- Data collected online before and after every program
- Included in all programs at no fee; price included in basic overhead
- Part of Enrolment Form and Feedback Form
- Measures Kirkpatrick Level 2 (Learning), and predicts Level 3 (Behavior)
- Response format: 0-100 scale
- Background notes
 - Developed by Albert Bandura, used frequently in psych (addiction studies) and child development work; not yet seen applied in the coaching field
 - Valued as well-respected, validated measure in psych field
 - Multiple obstacle scenarios avoid “pat” or idealistic answering
 - Very strong predictors of behaviour

SAMPLE QUESTIONS:

I feel confident I can help others manage time and priorities

...even when I don't like the person

0 10 20 30 40 50 60 70 80 90 100

...even when they are overwhelmed with work

0 10 20 30 40 50 60 70 80 90 100

I feel confident I can help others grow and develop

...even when it is quicker and easier to just do things myself

0 10 20 30 40 50 60 70 80 90 100

...even when resources are scarce

0 10 20 30 40 50 60 70 80 90 100

SAMPLE RESULTS:

Participants reported an 18% average increase in all competencies.

Competencies that were most improved included "I feel confident I can give develop others even when I see their weaknesses" (23.7%), and "I feel confident I can have high impact conversations even when emotions run high" (25.6%).

PARTICIPANT FEEDBACK ON TRAINING

- Measures participant experience of the training, evaluating course trainer, content, materials, logistics
- Data collected online after every program only
- Included in all programs at no fee; price included in basic overhead
- Part of Feedback form
- Measures Kirkpatrick Level 1 (Reaction)
- Response format: Scale (Rating), Open answer

SAMPLE QUESTIONS:

Taking into account content knowledge, coaching presence and facilitation skills, please rate the lead trainer

Poor Fair Good Very Good Excellent

What did they do well?

What could they do better?

SAMPLE RESULTS:

Overall rating of materials: Very Good

Breakdown of materials rating:

Poor – 0%

Fair – 8%

Good – 0%

Very Good – 48%

Excellent – 44%

“I’ve never taken part in a training that was so clearly designed to keep me learning at every moment. The trainer clearly cared about my experience.”

LIVE SKILLS ASSESSMENT PROCESS

- Measures ability of participant to demonstrate coaching skills
- Interview process with online form for use by assessor
- Data collected upon completion of every program
- Currently included in Workplace Coach Certification product; developing tools for use upon completion of other projects
- Included in all programs at no fee; price included in basic overhead
- Measures Kirkpatrick Level 3 (Behaviour)
- Response format: Scale (Rating), Open answer

SAMPLE QUESTIONS:

Out of 10, please rate the coach on communication skills

1 2 3 4 5 6 7 8 9 10

SAMPLE RESULTS:

Communication skills rating: 7 out of 10

Overall rating: 88 out of 100

Coach approved

BUSINESS RESULTS STUDY

- Measures impacts of goal attainment on the individual and the organisation, with focus on impacts on various areas of business value, depending upon client priorities

- Interview process with online form for use by assessor
- Data collected some time after completion of programs where the client has purchased a Business Results Study
- Price depending upon extent and focus of study
- Measures Kirkpatrick Level 4 (*Business Results*)
- Response format: Varies
- Can measure impacts with coaches, coachees, or both – questions change accordingly

SAMPLE QUESTIONS:

What was the first goal or goal area that you worked on?

What percentage of the goal did you accomplish?

What impacts did this have on you as an individual?

What impacts did this have on your organisation?

Did any of the following increase as a result, and if so, how much?

Your personal productivity

Pay rate

Customers

Your team's productivity

Sales

Revenue

Profit

Did any of the following decrease as a result, and if so, how much?

Time spent in meetings

Time spent on resolving conflicts

Costs

How much of this increase/decrease would you attribute to coaching?

How confident are you of your response?

SAMPLE RESULTS:

As a result of working through goals as coaches, this pool of respondents experienced a 5-fold increase in productivity, and a 3-fold increase in sales. Their engagement levels increased by 48%.

"I can manage my priorities so much more effectively now, and I don't have to deal with frequent personality conflicts with my staff like I used to. This has really changed how I feel about myself and my role, and it's made my team much more productive as a result."

ROI STUDY

- Builds on the Business Impacts Study model, but includes full financial analysis for overall % return on investment of the initiative.
- Interview process with online form for use by assessor; also data collection of key indicators from organisation's HR department.
- Full costs of program (time and dollar amount) needs to be closely tracked
- Some data collected before training, full interview occurs some time after completion of programs where the client has purchased a ROI study
- Price depending upon extent and focus of study
- Measures Kirkpatrick Level 5 (*Measurable ROI*)
- Response format: Varies
- Must include data from both coaches and coachees

SAMPLE QUESTIONS:

Similar to Business Impact Study questions, but includes specific dollar, hour and % measures for each area. Also, intake form might be tailored to collect baseline data on financial indicators, as determined by the client.

[Before and after:] Time spent in meetings per week:

How much of any change would you attribute to coaching?

How confident are you of your response?

[Before and after:] How would you rate your overall level of productivity?

1 2 3 4 5 6 7 8 9 10

SAMPLE RESULTS:

Sales increased by 31%, of which 69% was attributed to coaching with a 79% confidence measure.

Overall return on investment was conservatively calculated at 523%.

OTHER

Additional questions (not on standard forms) may be included in customized data collection tools on an as-needed basis, depending upon client need and focus.

These may include formats of questions not highlighted above.

SAMPLE QUESTIONS:

I know how to give positive feedback.

Always true

Often true

Sometimes true

Rarely true

Never true

SAMPLE RESULTS:

38% of participants increased their ratings.

Numbers of respondents replying "Always true" or "often true" increased by 161%.

After coaching, all respondents replied either "Always" or "often true."

SUMMARY OF THE VARIOUS MEASUREMENT TOOLS WE USE

- Self Efficacy Scales
- Engagement Survey
- True Ratings
- Live Assessments
- Cultural Surveys
- 360° Feedback
- Coach and Coachee Interviewing
- Objective Interviewing (with direct reports, managers)
- Full ROI Study

WHERE OUR MEASUREMENT TOOLS CAN BE INTEGRATED

- Organisational competency-based assessment
- Performance management systems
- Competency frameworks
- Cultural surveys and assessments