

The Many Cases for My Performance Coach® (MPC) Adoption (v4.0)

The purpose of this discussion paper is to outline the reasons and rationale for utilising the MPC coaching and mentoring technology solution, within enterprises and organisations.

The themes examined are shown in summary below and can be referred to, in conjunction with the standard brochure: -

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1.1 What is My Performance Coach®

My Performance Coach® is a multi-sensory and multi-media coaching and mentoring application for individuals and organisations.

1.2 Versatility of use to create value in organisations

MPC can be used in a variety of ways, for example: -

- MPC can be used in its core product form, as a performance improvement / change management enabling application for organisations of all sizes.
- MPC can be customised for scaleable and affordable corporate use, in conjunction with existing and future training programmes, in order to align with specific 'in company' training needs analyses
- MPC can be customised to directly underpin performance, change, employee health and leadership interventions, initiatives and HR/culture change programmes
- MPC can help line managers push more responsibility to team members during performance management processes, goal definition and career development discussions
- MPC can be used in conjunction with 1:1 coaching relationships and can be referred to by coaches for coachee homework assignments in between actual coaching sessions and used for subsequent self managed learning by users.

- MPC can be used as a communications platform by senior management to deploy company strategy (understanding) and the tools and techniques (practices) required to deliver key business drivers across an organisation.
- MPC can be used to stimulate employee engagement, commitment and participation in various company initiatives including coaching and mentoring programmes

1.3 Individual User Benefits

MPC is designed to connect values, beliefs, identities and purpose with organisational and individual goals by influencing the adoption of powerful mindsets and emotions that directly govern 'high performance' behaviours and results.

- Coaching technologies (at your fingertips)
 - Guided, high quality thinking processes
 - Powerful personal change techniques
 - Real people talking about real issues
 - Experiential toolsets
 - Performance, change, wellbeing and leadership themes
- Inspiration (for new ideas)
 - Imagination
 - Vision or dream
 - Creativity
 - Life purpose
- Motivation (the power behind change and performance)
 - Intention
 - Life purpose
 - Power
 - Energy
 - Fuel
 - Drive
 - Commitment
- Emotional States (the fuel of motivation)
 - Courage
 - Confidence
 - Self reliance
 - Attitude
 - Resourcefulness
 - Self belief
 - Inner wisdom
 - Acting 'as if'
- Mentors (lighting the way)
 - Know how
 - Guidance
 - Modelling
 - Support
 - Challenge

MPC helps individuals to take new actions with greater confidence and motivation.

Specifically this means helping individuals to turn clearly articulated **Desires and Goals** into meaningful **Actions and Decisions** which lead to better **Outcomes and Results**.

1.4 Cost-benefit case

A typical business related training event costs on average £350 per day plus travel, accommodation, subsistence and out of office expenses.

Prices and service quality for coaching can vary significantly, however a mid range business/executive coach can cost around £350 per hour. This is simply not an affordable model for organisation wide deployment.

MPC costs £450+VAT (less for higher volume orders) for a whole year of unlimited access.

To experience the contents of MPC from other learning and development sources, the investment costs would probably exceed £7,000.

There are different ways to account for MPC related investment re: annual licensing costs and customisation of content (to directly underpin corporate strategies and initiatives).

Treating MPC as an expense item, enables authority for purchase to stay with the in-company lead sponsor, although this does mean that MPC costs would be attributable to their budget. Opportunities for budget sharing across the organisation would spread these costs.

Treating MPC as a capital expenditure item has the advantage of placing the budget requirement in a more central business location, however approval processes can pass out of the sponsors hands and take longer to achieve through due process internally.

Whichever way My Performance Coach® is accounted for, as a performance support solution, it offers outstanding value for money.

1.5 'High Performer' emotional states and attitudes

Brain research and 'high challenge' experiences show that for high performance, emotional state is critical.

So how do business people access and sustain positive emotional states, especially when under pressure and challenge?

Where are the tools in the workplace to enable individuals to do this?

Observed characteristics of 'high performers' include the following: -

- Determination, resilience, tenacity
- Courage, confidence
- Inspiration, creativity
- Relaxation, calmness, coolheadedness
- Self belief, self awareness

Contrast this with the following survey results...

£49.6bn cost to British Industry caused by non-sickness related issues (The Work Foundation):

- 12% the concept of taking sick leave "entitlement"
- 12% low morale / boring job
- 23% stress / emotional
- 15% Monday morning blues / extending the weekend
- 24% cold / flu
- 14% sickness of other family member / child care problems

How people feel and manage their emotions, at any given point in time, can directly affect their attitude, thinking processes and subsequent behaviours.

New mind-body-emotions research also suggests that how we manage our emotions has a direct impact on our health, energy and vitality levels.

This suggests a clear need to develop our emotional literacy and our ability to use our emotions with more intelligence. An incremental 2hrs per employee per month through reduced absence and improved energy / alertness delivers an additional 97.7 million workdays per year.

For 515 senior executives analysed by the search firm Egon Zehnder International, those who were primarily strong in emotional intelligence were more likely to succeed than those who were strongest in either relevant previous experience or IQ. In other words, emotional

intelligence was a better predictor of success than either relevant previous experience or high IQ.

My Performance Coach® provides a unique collection of tools and techniques (not currently available 'on demand' in the workplace) to directly impact and support positive emotional states, attitudes and behaviours.

1.6 Performance improvement

Understanding the big picture of company strategy and where you fit in with your personal contribution is generally what is expected of employees across organisations.

The ability to work this out and agree clearly worded and precise objectives in support of company results is a critical personal and management issue, involving line managers and their staff on a regular basis (e.g. company 'Performance Management' processes).

Recent research suggested that the costs of underperforming human capital in the UK was reaching £100bn pa and in the US, £350bn pa.

High quality conversations with line managers to agree goals and objectives can be made much easier by good preparation beforehand by both manager and individual.

Finding new ways to more effectively empower better quality thinking processes by the individual will therefore make the manager's job easier and encourage each individual to take more personal responsibility in the whole performance management process.

Being able to commence work with substantial motivation and sustain this through challenges and difficulties is what makes 'high performers' so successful. Beginning with the end in mind can provide a clear pull effect towards a meaningful set of outcomes and results.

However it's the commitment to see things through that is so important to success, and yet support structures and performance enablers are rarely given sufficient priority, in 'the race to get started', leading to some individuals 'running out of steam' or becoming disillusioned and/or de-motivated, in the pursuit of their goals.

My Performance Coach® provides a high quality thinking space for goal preparation, with tools designed to directly impact individual, team and enterprise-wide motivation, engagement and commitment levels.

1.7 Change management

How do businesses make change happen and make it stick?

How do individuals make fundamental personal changes and shifts in their lives, when needed? (e.g. attitudes, outlooks, beliefs, values, purpose, behaviours, etc.)

In both of the above areas, a lot of tools and techniques are available to help, although they are not readily accessible, in a scaleable format, as and when required.

We believe there are three fundamental problems blocking faster progress: -

1. Awareness (of what's out there to help)
2. Deployment (getting tools to the point of use)
3. On-going support (to make good changes permanent)

My Performance Coach® provides a communications platform and practical toolkit, using an innovative combination of multimedia and interactivity, to make new opportunities more real and achievable, in the minds of the users.

We also provide new techniques to help individuals conquer their fears and rise above challenges, to new levels of success and achievement.

1.8 Stress management and occupational health

Well-being in the workplace is becoming much more important in corporate life.

A BUPA survey showed that stress-related sickness costs UK business £11.6bn pa. In a recent Skillssoft survey, 95% of managers were stressed and 28% had taken time off as a direct result.

In a CIPD UK Survey: -

- 21% say their job is too stressful
- 41% have no trust in senior management
- 42% have little to no control over their work
- 60% say work is damaging their health
- 75% work is damaging their relationships with partners

Businesses are experiencing rising costs, surrounding their people: -

- Illness costs UK businesses £49.6 bn/yr (Lang & Buisson)
- Absence rate is 9.1 days / FTE (CIPD)
- Presenteeism (present at work but not able to perform adequately) costs UK businesses £150bn/pa
- Presenteeism costs US business \$466bn/pa
- Obesity results in 18million sick days/year and costs £2bn/pa (NAO)

Stress and health management are now major (legally enforceable) issues for large and small organisations alike.

Proactive solutions that impact the cause, rather than the effect of stress, are rare. Typical employee solutions involve attendance at stress management workshops which once experienced are unlikely to be repeated. Treating stress management as a standard skills and knowledge requirement or training need is insufficient.

Where are the tools that individuals can use, on demand, in the critical moments of need?

My Performance Coach® provides convenient and powerful tools, techniques and 'antidotes' to stress, which support positive emotional states and personal resilience under pressure.

1.9 Scaleable and affordable coaching

According to a recent CIPD survey, 99% of employers believe coaching adds value, however only 52% of organisations provided coaching and even then, only to certain parts of the organisation. What about everyone else?

Creating a coaching culture in organisations cannot be achieved by simply sending managers on a two day 'manager as a coach' training course, and then expecting their behaviours to transform overnight, without any further on-going support.

Management coaching practices remain patchy and inconsistent across businesses, with some line managers conflicting with this style of management anyway.

Internal company coaching teams can be extremely useful, but cannot always satisfy wide-scale demands, at all levels of the organisation.

Professional business coaches are expensive and will never be affordable, scaleable or practical for enterprise wide interventions, in the current 1:1 relationship, hourly rate form.

My Performance Coach® provides an innovative technology solution to coaching and mentoring deployment across organisations. It can be used to support, drive and underpin training, change, performance and HR programmes of all kinds, to achieve greater ROI and better results.

The growing compendium of proven tools can also be used in conjunction with existing coaching practices to provide coachee assignments and 'follow on' technology driven support systems to implement new changes and behaviours.

1.10 Accessible, inspirational and motivational mentoring

Who are the people that inspire and motivate you?
How often do you get access to them?
If you could get to talk to them, what would they say?

Good mentors provide support, guidance, answers to tricky questions and the motivation and inspiration to carry on. They can also challenge your thinking and open up new areas of possibility.

Sometimes people from outside an organisation can create new perspectives and reveal new paradigms which fundamentally shift 'stuck' thinking patterns.

We believe that the main limiting factor around mentoring is access.

Within My Performance Coach® we have video clips with many 'high performers', experts and 'thought leaders' who have important know-how, principles and experiences to share. Real people, talking about real issues and challenges and how to face up to them. Accessing experts 'on demand' provides a step change in the mentoring world.

1.11 Leadership development

Which model or style of leadership is appropriate to choose, in a particular situation or environment?
How do you effectively lead yourself and others through change?

With so many leadership models and frameworks to choose from, how can businesses convey their requirements, expectations, values and behaviours to the whole organisation?

My Performance Coach® provides a communications platform to enable awareness raising, so that everyone has a clear view of company leadership values, culture and modus operandi. It can also enable self examination of critical leadership traits by the individual, to form the basis of development action plans.

1.12 Career guidance

Managing career changes and personal transitions can be a highly emotive challenge for many business people.

How can people take stock of their existing capabilities and create a career plan with clear objectives to get them to where they want to be?

How can individuals recognise the company directions and align themselves effectively, within the company employment context, to liberate new career opportunities for progression?

My Performance Coach® can provide direct support to these important self awareness and personal evaluation processes, to enable clear goal setting and expectation management within the company.

1.13 Work/life balance

Where are the tools and techniques to help people work smarter not harder?

Where are the new 'life skills' and 'paradigm shifts' to be found?

Government initiatives and directives surrounding this area are on the increase, with work/life balance being a significant theme within most government departments.

The rising demand for 'life coaching' generally, is an indication of the growing need for new 'life support systems' in our complex and challenging lives.

My Performance Coach® provides 'life planning' and 'life change' tools to facilitate greater personal awareness and new perspectives around issues such as 'fulfilment' and the process of living a happy, balanced and rewarding life.

1.14 Human Capital Risk Management

The rise of litigation claims and healthcare costs is alarming many businesses and organisations: -

- Litigation claims rose 1200% in 2000 (TUC) and is increasing
- Healthcare costs to increase 7.6% - 10% of GDP by 2010
- PMI costs are rising and it is predicted that UK businesses face a 70% rise in PMI costs over the next 5 years.
- Currently PMI costs are rising by 11% per annum and costs on average £550 per employee and are predicted to rise to £930 over the next 5 years.

In addition, markets are being driven externally by 4 main factors:

- US thinking influencing UK companies
- Increasing pressure from DTi and government (Operating and Financial Review and Corporate Governance, Sarbanes Oxley)
- Research linking employee health and performance
- Increasing media coverage on stress, absence and presenteeism

Managing human capital proactively reduces the risk of absence, litigation and health premiums.

The availability of 'on demand' health and stress management tools via My Performance Coach® can help protect employer's from the growing litigation trends and claims arising from stress in the workplace, which is now a legally binding and auditable requirement for organisations.

1.15 Organisation development and culture change

How do you change an organisations culture? (i.e. the attitudes and behaviours that have become 'hard wired' custom and practice)

What aspects of an organisations are required to change and why?

The many different answers to these questions and the associated mechanisms required to enable business transformation have to be clearly articulated and understood by the workforce.

Fundamental questions must be answered in the minds of those involved, without which, nothing will change, or progress will be slow, e.g.

- What are you asking me to do differently?
- What is this a bigger part of?
- Why is this important?
- How does this affect me?
- When will this be required?
- Who else is involved?
- Where will this take place?
- How will this take place?

The repetition of important change themes and requirements is critical to ensuring beneficial changes not only happen, but also stick in place.

Involvement and participation is essential in organisational change, otherwise people tend to reject the new ways of working because they have no ownership or commitment.

In our experience, the following maxim has been proved correct many times...

- Tell me and I will forget
- Show me and I will remember
- Involve me and I will understand
- Support me and I will commit

My Performance Coach® can be customised to include important messages, tools and techniques to facilitate better understanding, buy-in and commitment to change agendas of all kinds. The compendium of resources can be extended in many different ways to directly influence cultural norms and previous precedents that are past their 'sell by' date.

1.16 Employee happiness and performance

Is a happy organisation more productive?

In a recent UK survey, 5-year compound returns for the FTSE 100 were -2.2% compared with a 10.2% gain for those publicly quoted companies in The Times "100 Best Companies to Work For".

Company initiatives to impact employee satisfaction and the fostering of a high challenge, high support working environment can be underpinned by My Performance Coach®, in many different ways.

1.17 Personal effectiveness 'in the moment of need'

Electronic Performance Support Systems for process and task based queries are readily available in the work place. However, performing at one's best is much more than just ticking the boxes and getting the process right.

My Performance Coach® provides the 'self-coaching' support, on demand, for the qualities and attributes that are lurking beneath the surface; motivation, courage, self-belief, confidence, resourcefulness, etc. for organisation and personal development.

1.18 Simple descriptions of MPC

1.18.1 The Product and Technology

My Performance Coach is currently in DVD-ROM format. It simulates coaching and mentoring processes in many unique ways, to improve motivation, commitment to change and workforce productivity. This includes inspirational mentors and guru's alongside proven interactive tools and techniques. There are also a variety of 'on demand' stress management tools included, which can also provide employer protection against litigation claims

1.18.2 Industry beating price-performance

Our 'industry beating price performance' is at £450+Vat for annual licensed usage with yearly renewal discounts. To put this in perspective, this is the same cost as a typical 1 day training course. In addition, MPC has over 50hrs re-usable content which would cost over £7,000 to access separately.

Pricing discounts are structured to encourage higher volume orders.

1.18.3 Overall benefits package and credibility

My Performance Coach® has an excellent benefits package which significantly differentiates it in the marketplace, as a next generation performance support system: -

- Affordable
- Scaleable
- Accessible
- Modular and customisable
- On the job performance support 'in the moment of need'
- Unique compilation of tools and techniques

Our 'proof of concept' pilot with BT involved 84 people over 3 months and the excellent feedback demonstrates the value and benefits derived from using MPC in an organisational context. For example, 76% agreed that MPC could directly support innovative thinking and practices in company (See BT Case Study).

MPC can be used in conjunction with personal coaching relationships, and also to increase the quality and productivity of line manager/individual performance management conversations.

My Performance Coach® has been reviewed very favourably, in a number of trade journals, including the British Learning Association's 'Connect' magazine and the 'Training Technology and Human Resources' magazine.

1.19 MPC competition vs. collaboration

My Performance Coach® can be considered to have 4 major competitors or 4 major collaboration opportunities, in the following areas: -

Intervention type	MPC Competitive Advantage	MPC Collaboration Opportunities
Personal 1:1 coaching relationships	These are expensive and not scaleable across organisations. Coaching is also highly variable in terms of pricing and service quality.	MPC can be used effectively within and after personal coaching assignments by the coach and coachee, to add further value to their outcomes.
Training courses and development workshops	New research is beginning to question the value and validity of training courses, from a Return on Investment perspective, with up to 75% waste, without proper on-going support to participants.	MPC directly supports the application of learning in the workplace. MPC can be tailored to directly underpin training course content, to increase ROI and support the 'bedding in' of new behaviours and practices.
Books, tapes and video resources	These require significant degrees of initiative, self motivation and time to fully exploit personally. All these things can be difficult to achieve for the busy manager. Resources can stay on shelves, untouched for years.	MPC can accommodate all kinds to resources, providing in some cases an additional route to market for providers.
E-learning courses	This high growth market is now a necessity for most large organisations, but this does not mean that it is always effective. Lack of user motivation and the lack of on-going support are both critical success factors. Both of these factors are actively managed within the MPC toolkit.	MPC directly supports the application of learning in the workplace. MPC can be tailored to directly underpin training course content, to increase ROI and support the 'bedding in' of new behaviours and practices.

Overall we have excellent price-performance in comparison to the competition.

1.20 User comments and feedback

Below is a selection of comments taken from the initial BT Wholesale 'proof of concept' pilot survey (for more detailed information, please refer to the BT Case Study available from our website): -

- The interviews with high performers were inspirational. The objective setting tool was also very useful
- The multi sensory format helps to keep you interested and involved
- I enjoyed the de-stress videos as they did de-stress me (the scenes of the beaches etc with calming music)
- I found the high performance interviews, goals and objectives and stakeholder mapping improved upon the structure I was already using. Some of the interviews changed the way I think
- One of the sections I found very useful was 'decide'. The approach employed provided a great level of focus on the near and long term personal objectives and goals. I've found from books and other multi media resources focussing on similar topics, writing personal objectives is the most effective way of ensuring focus on achieving them. MPC provides a great environment for doing this, through the 'decide', 'engage' and 'review' sections (with the compliment and support of other modules)
- I frequently visited the equip section, which provided a range of visualisations and video clips of experts. I found the topics discussed by the experts and their advice to be very realistic, current and on a personal note inspirational. The visualisations focussing on de-stress approaches were also very useful and could be revisited as required
- MPC has significantly helped me to identify the emotional states which have often undermined my performance – from recognition I have been able to apply suggested techniques to change my perception and improve my effectiveness
- One of my personal learning objectives was 'gravitas'. I was able to focus on tackling this area through modules such as equip, engage and commit, which contained a range of tools and techniques. The visualisation exercises and access the experts videos enabled me to really explore some of the issues
- I focussed on setting objectives. I was able to explore where I am, where I want to be and how I was going to get there. I was able to produce some objectives, which I was able to review on a weekly basis, to ensure I was on target
- MPC is a place to go to explore more deeply the things I want to achieve, with the tools, focus and stimulus to help me understand the changes required in me – it also provides encouragement and a 'feelings' management perspective
- MPC helps me achieve and sustain 'high performance' behaviours by helping me to relax and not panic when things might not be going right – it helps me to remain calm, focussed and motivated to put things right
- I used a visualisation technique to help me confront the fear of engaging a very busy operational team – by identifying the personal issues to me I was able to confidently move forward and we worked together to achieve success
- The expert advice on wellbeing, although might have been, at times, obvious, enabled me to focus a bit more on how much impact a physical well-being has on my performance at work

- MPC has had a positive impact on my leadership style and behaviour helping me remain calm, composed and focussed on the bigger, strategic issues in my project and not to be sidetracked into minor operational difficulties

1.21 Summary

My Performance Coach® satisfies recognised market needs in new ways, with the potential to:-

- Improve personal effectiveness and workforce productivity (typically 10-15%)
- Increase commitment and motivation to make change happen, for the masses
- And help people manage stress more effectively in their lives

E-learning has revolutionised the training and development industry and My Performance Coach® can do the same for coaching, mentoring, performance improvement, change management and personal well-being.

Nick Le Clère
Chief Executive
Making Change Happen
January 2007