

Coaching for Performance Management for A2 Housing

Headline was initially invited to consult on Management development support for the managers of the recently merged Airways housing and Apex housing association.

After carrying out a diagnostic working in partnership with the HR department and senior management team there were a number of organisational development issues to take into consideration:

- The desire to introduce a performance management system
- The introduction of a competency framework
- Varying but unknown levels of management competence
- Amalgamation of two differing cultures
- The necessity to create a high performing culture

Content

Initially A2 were keen to look at the newly introduced competency framework as the basis for a management development programme incorporating generic topics that would lead to the transference of learning in Management and Leadership skills. Equally with the introduction of a new performance management system, A2 were very keen to roll out Performance Appraisal workshops.

After much discussion Headline and A2 drilled down to the key question 'In terms of priority what is the most appropriate learning our managers need in order to perform effectively?' or 'What is the key skill our managers need in order to manage performance optimally?'

With over fifty years of collective coaching experience amongst them Headline strongly advised that the start point in bringing all managers to a similar level of understanding and skills would be to run two day 'Coaching for Performance' workshops. These

workshops would equip the managers with a core set of tools which would also support them in other competency areas, e.g. delegating, goal setting, innovation, feedback etc.

Unlocking potential at individual, team and organisational level to maximise performance is a manager's key role. It is helping people to learn rather than teaching them. It was agreed that coaching would be both the tool and essence of good organisational management. The two day workshops incorporated awareness raising pre-work and modules looked at included;

- Addressing issues of both 'will' and 'skill', attitude and ability
- Nurturing desired behaviours
- The coaching circle and GROW model approach to coaching individuals and teams
- The core skills used to effectively develop peoples performance
- Dealing with poor and excellent performance
- The new Performance Management system

'The workshops have been excellent. Through coaching, our managers have not only learnt what actions the individual intends to take, but also how he/she came to his/her conclusions and how best to support the individual. This quality alone is paramount to achieving and sustaining high levels of performance. It has also provided our merged organisation with a common 'language' and understanding and has provided a springboard for further Management Development based on our competency framework but built on a firm foundation of coaching skills attitudes and behaviours'

Steve Barnes,
Head of Resources
A2 Housing

