



PERFORM with Confidence Indicator

Channel 3 Consulting Results, May, 2020



The Purpose of PERFORM

Track Record's PERFORM with Confidence Model combines **coaching** and **analytics** to enhance organisational performance.

Creating sustainable success is more likely when individuals and teams have confidence in their capability, a focus on what's within their control, and belief in the choices made.

The core components of the PERFORM with Confidence Model focus on:

- Belief in a **Purpose** that inspires discretionary effort.
- Ownership of **Identity** through enhancing self-awareness.
- Clarity of the **Win** that enables a clear focus on the known steps to achieve the desired outcome.
- Commitment to a cycle of **Planning** and reviewing performance with effective reflection and feedback processes.

Why does improving confidence to perform enable a competitive advantage?

Confidence is an important psychological contributor to performance and a powerful differentiator between winning and losing teams.

When seeking to enhance the performance of an organisation, monitoring, measuring and actively enhancing confidence across multiple levels of an organisation is one of the most powerful things you can do to influence your success.

The PERFORM with Confidence Indicator (PCI) is an organisational development tool providing insight into the key levers of organisational excellence.

This tool tracks the impact of the coaching intervention and diagnoses focus areas for future development.

The data captured provides insight into the critical elements of performance at multiple levels of the system:

- Preparing the **individual** to be the best version of themselves
- Developing **players** to create inter-team trust in order to work collectively and effectively as a **team**
- Creating an environment for the **organisation** to perform with confidence

Overview

The following report provides an overview of the data captured from Channel 3 Consulting employees. The primary groups of interest were Consulting and Business Support. Therefore, selected areas have been analysed, and the data presented, to provide differences in perception between Consulting and Business support. Considering multiple perspectives within the system is important to help understand the interrelationships of people and processes.

Respondents (complete datasets):

Consulting (12)

Business support (7)

The results will be discussed in detail with a Track Record Coach to understand the priority areas of focus and strategies to enhance performance at an individual, player, team and organisation level.

Summary:

- Channel 3 Consulting has a strong foundation to perform with confidence indicated by a positive organisational culture and a belief in the purpose and win of the organisation.

- Individual and player confidence can be enhanced through individual coaching prioritising time and energy effectively, identifying the necessary steps to achieve personal goals and focussing on what's within your control to create an optimistic mindset when facing difficulties.
- Team and organisation confidence was relatively high predominantly due to the belief in the organisations purpose and belief in the organisation to achieve success. This is further supported by a positive culture experienced by employees.
- There is an opportunity to develop high performing team interactions. Specifically related to effective communication (what's the shift needed individually and collectively?) and open and honest conversations which welcome debate and value diverse opinions.
- There is a recognition for the need to better communicate long-term business objectives. Are these co-created across functions or developed in silos?



Overview

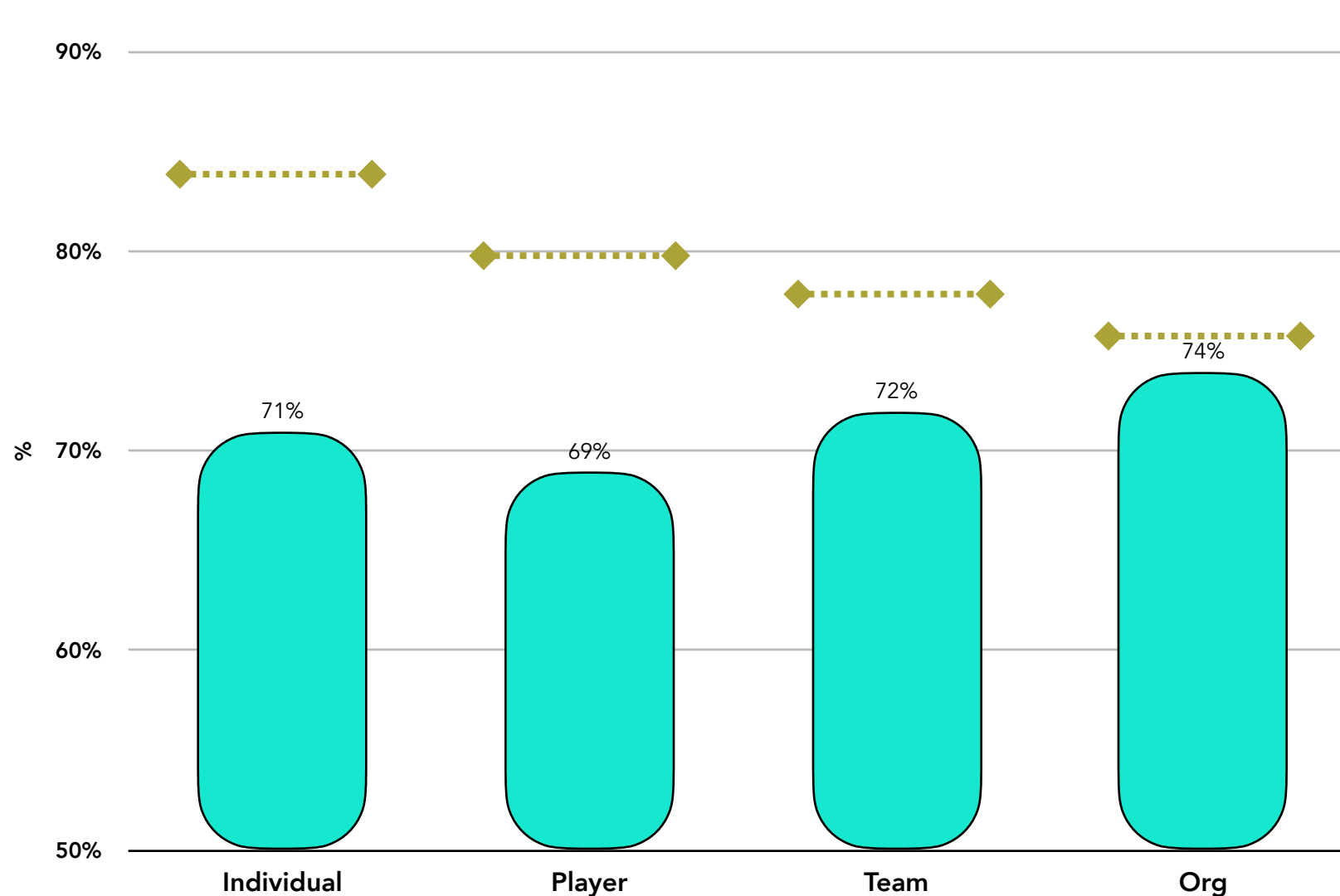
Headlines:

- Channel 3 Consulting has a strong foundation to perform with confidence indicated by a positive organisational culture and a belief in the purpose and win of the organisation.
- There was a strong connection to the Channel 3 Consulting's purpose. Employees believed decisions are aligned to the purpose and that their work within makes a meaningful contribution to the purpose or the organisation.
- Individual and player confidence was lower in comparison to benchmark data due to a relatively lower belief in "ability to prioritise time and energy to create a healthy work-life balance" and "ability to identify the necessary steps to achieve my goals." However, individuals appear to have higher levels of confidence in the team as a whole and the organisation.
- A key blocker to performance are the constraints on time and resource to manage the tension between long-term strategy and short-term delivery. Further exploration is required in the process and transparency relating to allocation of resources (results lower in Business support).

- Key discrepancies between Business support and Consulting existed in the areas of "resolve conflict quickly and efficiently" (low in Business support), "remain optimistic when facing difficulties" (low in Business support), "act in accordance to teams shared values" (low in Consulting).
- There is a recognition of a shift needed in terms of sharing information, cross-functional working and effective communication to share learnings and experience.
- The majority of the current anxieties expressed relate to business growth and scaling the team whilst maintaining the current culture and identity. These anxieties are also identified as key opportunities for organisational success.

Key questions to consider:

- Where do we need to be?
- What is the shift needed in myself / the team / the organisation to achieve the future desired state?



Benchmark

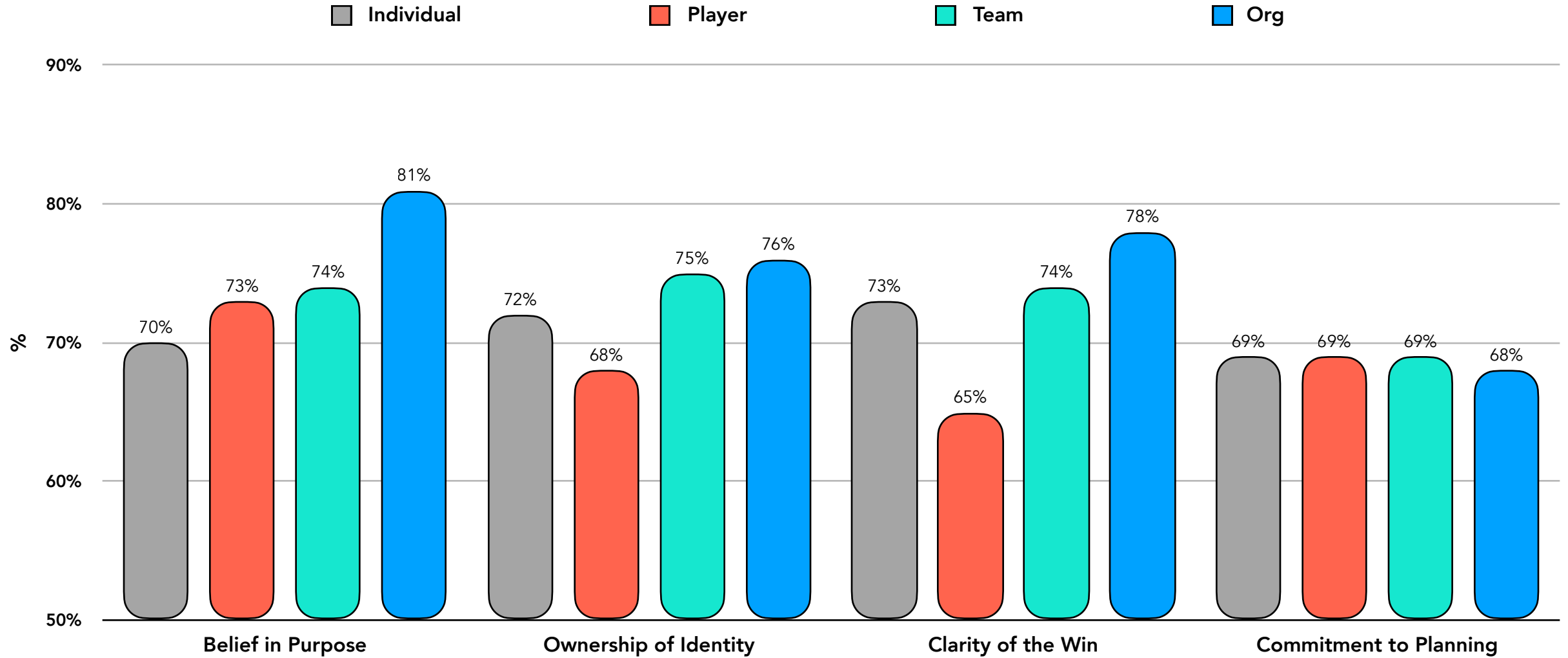
Factors to consider, that contribute to these scores, are the relatively small size of the team /org, communication of business goals and strategy and current market conditions.

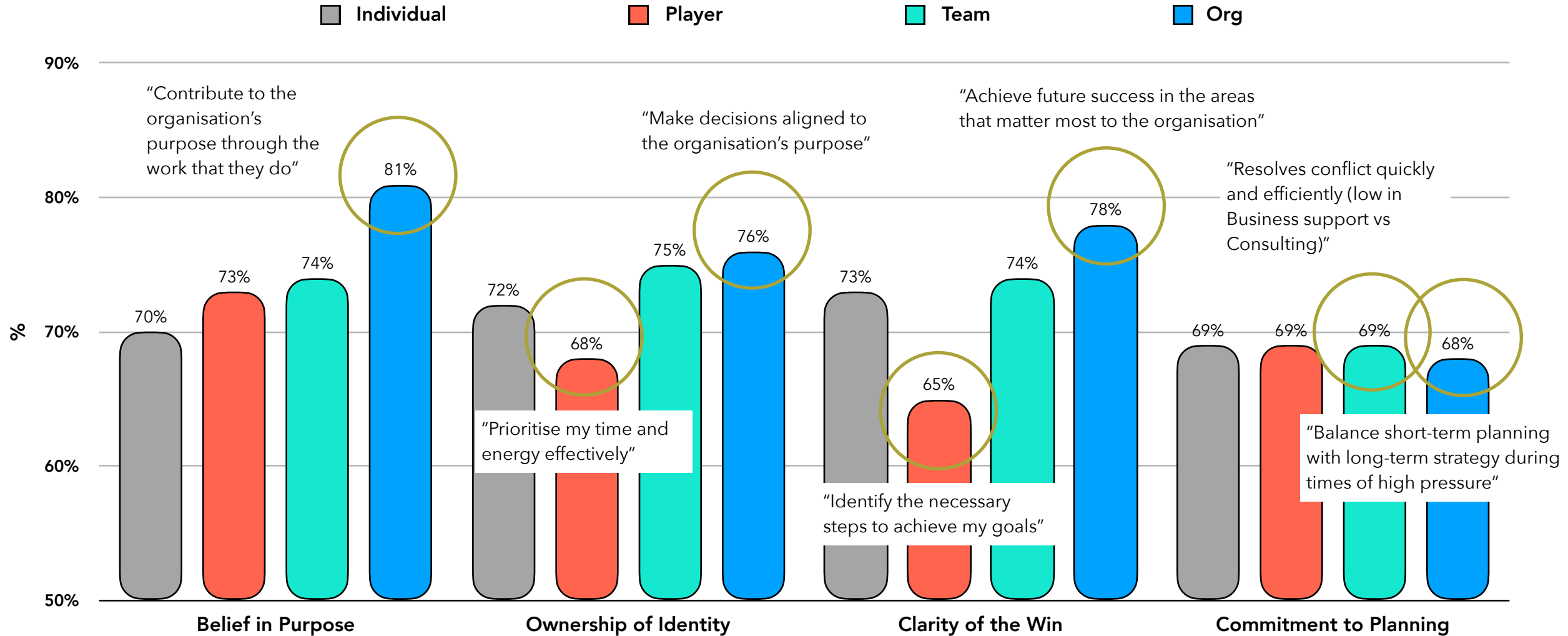
Confidence at a player level appears to be impacted primarily as a result of prioritisation of time and energy. Goal-setting skills to achieve performance related goals would further enhance confidence to perform.

Confidence at a team and organisation level is below benchmark data. However, there appears to be clear alignment between strategy and purpose which is fundamental. Improved planning processes around balancing short-term delivery and long-term strategy, identifying solutions to problems and effectively discussing setbacks to learn from experience are factors contributing to the score.

Factors contributing to the individual and player scores included relatively low perception of ability to:

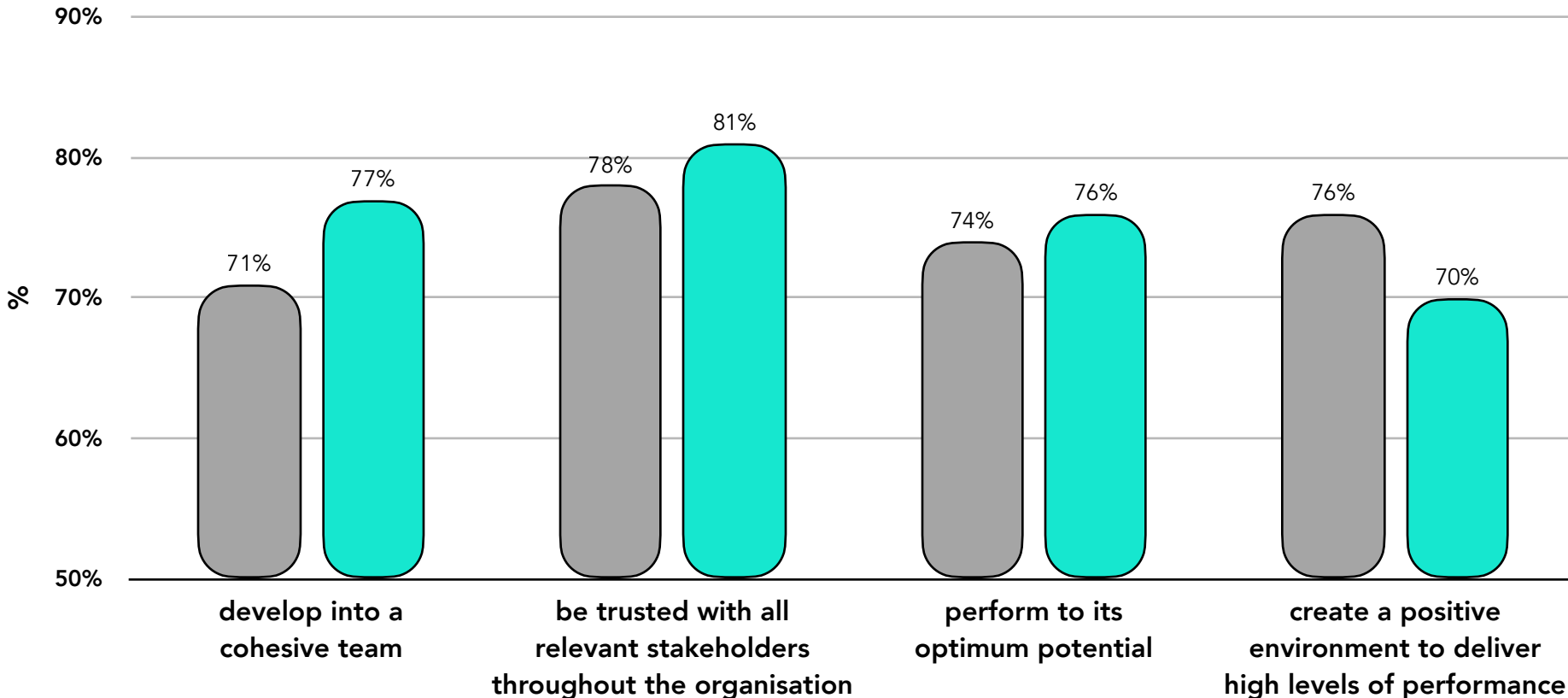
- Prioritising time effectively
- Remain optimistic when facing difficulties (significantly lower for Business support)
- Identify the necessary steps to achieve my goals





How confident are you the leadership within the organisation can.....

■ Consulting ■ Business Support



As the ability to perform with confidence is strongly influenced by the leadership within an organisation, the PCI captures the belief in the leadership to perform specific tasks associated with an effective leadership style.

The results indicated are in parity with benchmark data and demonstrate a strong leadership impact.

An aspiration for the organisation should focus on the perceived belief in the leadership's ability to be trusted with all relevant stakeholders. Trust is known to affects a leader's impact and the company's bottom line more than anything.

The difference between the perception of the Consulting team and Business support team in "leaders can create a positive environment to deliver high levels of performance" is worth further investigation to understand the context for this disparity.

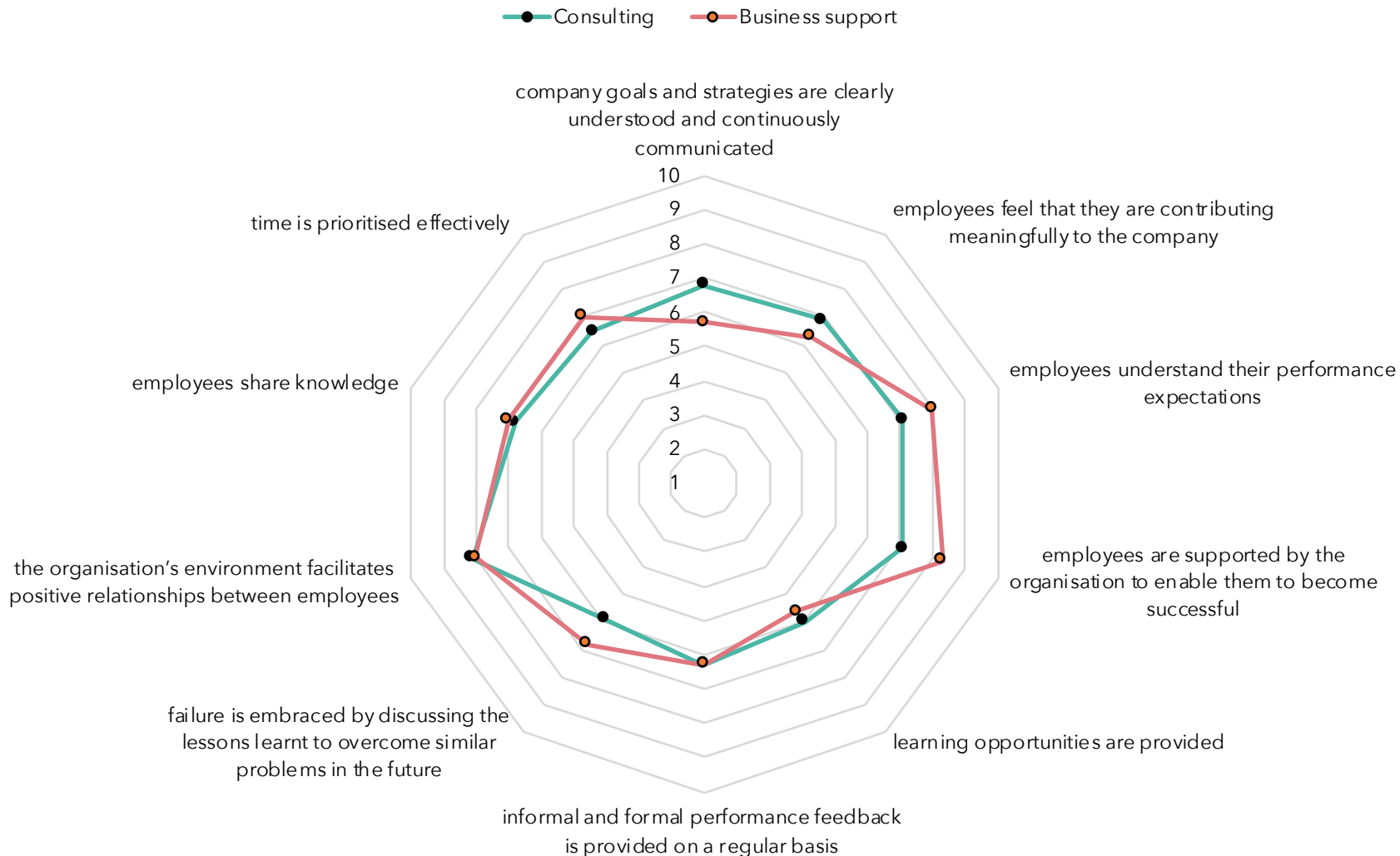
Organisational culture is a system of shared assumptions and beliefs that governs how people behave. It is a representation of “how we do things around here.”

Organisational culture has an important effect on the workplace environment. It enables the structure and alignment of the organisation to be efficient.

Results indicate a strong organisational culture. Results have been presented from Consulting and Business support to explore the difference between perceived cultural norms within the organisation.

The following areas should be considered for further exploration:

- Learning opportunities are provided
- Company goals and strategies are clearly understood and continuously communicated
- Informal and formal performance feedback is provided on a regular basis
- Failure is embraced by discussing the lessons learnt to overcome similar problems in the future (discrepancy between teams)





This visual representation of the words used to describe what you see, hear or feel within your working environment conveys the frequency of terms used to describe your culture. They reveal the day-to-day environment employees live and breathe and reveal pain points and barriers to performance.

The size of the words indicate the frequency of respondents reporting the same word.

The results show here demonstrate a strong organisational culture. It should be noted that words such as 'challenging' or 'pressure' should not necessarily be associated with a threat state. Curiosity as to the context surrounding these words is essential. A degree of stress can optimise performance by stimulating a sense of urgency and motivation. However, there comes a critical point in which this can erode resilience and confidence to perform.

Qualitative Results

What is the biggest opportunity you see within your Org's future

- Acceptance to change
- Growth as a business (bigger clients / global focus / NHS markets)
- Scaling the team
- Acknowledged as a trusted partner
- Learning new skills
- Post Covid-19 change in attitude towards digital health solutions

What can you do, that's within your control, to increase the chance of Org success?

- Communicate and engage with teams
- Look for business opportunities / support business development
- Develop skills and knowledge
- Communicate plans and strategy to wider team
- Share information



Qualitative Results

When has this team worked together effectively?

- CSR Drive Forward. Reallocation of resources and learning lessons
- Communicating effectively to align with processes
- The team working together to discuss and formulate process changes
- Working with CPs and consultants on business development activities
- Liaison between consultants working on different engagements to share skills and experience
- Working together as a team to create a positive working culture.
- Client facing projects
- Monthly meetings

When has this team failed to work effectively?

- Dealing with recruitment (onboarding issues) and personnel issues
- Consulting team working on separate engagements and information sharing becomes informal
- Need more communication to share learnings and experience
- Lack of clarity and collaboration on how to deploy people and expertise
- Allowing diversity of views
- Managing people leaving
- Updating cost rates when there have been changes to contractor rates and new starters
- Turning conversations into actions post meetings
- Proliferation of spreadsheets / trackers and processes

Qualitative Results

What is the biggest cause of anxiety you feel about the Org's future?

- Converting opportunities into clients
- Keeping a positive working culture during rapid growth
- Staff turnover
- Uncertainty over ownership / rumour of sale
- Impact of Covid-19
- Ability to compete effectively with competition
- Sales reliant on too few people

What are the top performance blockers?

- Lack of time, capacity and resource
- Managing tension between short-term delivery vs long term focus
- Lack of opportunities to work with different colleagues
- Working in silos around long-term business objectives
- Lack of skill development

- Lack of open and transparent debate
- Egos
- Real-time data and important information filtering down too late to act pro-actively.





End of Report