



*Conscious
Competence
is our business*

Overview of PAR Coaching Methodology

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Introduction

The PAR Group was formed in 1979 by business executives who excelled at coaching. To this day, “Conscious Competence” is our business. We develop highly accountable business skill programs and help our clients implement them successfully. The proprietary coaching methods we use have enabled PAR programs to win more than 20 international awards of excellence in the past 20 years. Implementation success has been achieved 99% of the time for our clients in more than 500 companies worldwide.

How? It begins with these objectives and criteria:

The objective of performance coaching is not to make people merely aware of a skill, but to make them proficient at it – enough so that they can actually cause valuable business results. In our experience, properly designed business skills and coaching methods will enable most people (80%-85%) to achieve enough proficiency to produce valuable business results almost immediately!

To achieve an accountable level of effectiveness, PAR’s skill development programs meet these key criteria:

- All skills are clear, explicit, measurable – with exact standards for measuring proficiency. People know when they see or perform the skill well.
- All skills are coached at the outset while participants do real work, not make-believe role-plays or games. There is a way to structure this in group work settings. Feedback is immediate and linked to results, not theory.
- Therefore, you can literally see the relationship between the skills applied and the business results achieved. There is no guessing whether or not the skills work and produce business results.

The Coaching Methodology

The Coaching Methodology is built around the concept of inviting people to a business meeting – the purpose of which is to present and try to implement as many business improvement ideas as possible. During the meeting, highly specialized skills coaching is added as needed. Namely, people are coached to use certain skills during the meeting; skills such as presentation, listening, problem-solving, teamwork, influencing, leadership, selling, decision-making, “customer” relations, etc.

Specifics:

People meet in a group of 9 to 20 people. They are asked to bring 6 to 10 real business improvement ideas. Ideas that they believe will lower costs, increase speed, grow profits, increase sales, improve turnaround time, increase customer satisfaction, etc. Participants may also bring a few recommendations of a non-business nature, e.g., community projects or civic ideas they believe will improve living conditions. We can customize this pre-meeting assignment to concentrate on your organization’s primary focus.

The key is that all participants have something that is important and results-oriented. The setup defines accountability measurements.

The objectives of the business meeting are:

1. To give each person numerous opportunities to present and gain support for their ideas (from each other) in order to get measurable results on some of their recommendations. They immediately start “doing business” one-to-one, then in small groups, and finish with the entire group. They immediately face a need for leadership, teamwork, listening, problem solving, influence, negotiating, sales, customer service, and decision-making skills, etc., i.e., the core skills of business!
2. To give the program leader a chance to coach the targeted skills while participants are actually using them. Some coaching even occurs between the participants (by design).
3. To enable participants to keep improving until they succeed at obtaining buy-in, teamwork, commitments, tangible results that can be financially measured in 90 days or less. That is measurable “conscious competence.”

There is no better coaching than just before, during, and after actual use of a skill. And there is certainly no better coaching than collaborative coaching during real business interactions. This structure creates teamwork along with developing talent.

It’s more fun than “school.” It works better, faster and is repeatable. Dozens of hands-on skill applications along with tangible results lets people know the coached skills work.

The precise skills and quick, efficient coaching actions used in the group setting have been tested thousands of times by The PAR Group and clients. All of the necessary coaching tools, visual aids, videos, methods and measurements are built into the materials used during the business meeting.

Implementation Notes – from the Program Leader’s Coaching Guide

This skill development program has several components that work together as an integrated system to provide skill development, ongoing coaching, reinforcement and performance measurement. Here’s the process for implementing the program.

1. At least three weeks in advance of your coached implementation send participants an invitation to a “business meeting.” Along with the invitation letter, attach the forms to obtain a written list of participants’ **“Business Improvement Recommendations.”** These can include any issues pertinent to your business including: Process Improvements, Quality Improvements, New Business Development, Sales Effectiveness, Customer Service Improvements, Profit Improvements, Productivity, Team Performance, Skill Improvements, Employee Involvement, Special Projects or any other business improvement topics that fit your company’s current goals.
2. The Meeting Leader should be prepared to offer and deliver coaching during the meeting. He/she needs to have a full Leader’s Kit for the meeting. Contents include:
 - Meeting Leader’s Guide
 - Corresponding videotapes
 - Wall Posters
 - Flip chart (or two). Option: Use color transparencies available pre-printed or on a disk.
 - Handouts: Included in the program. Supplement with tailored handouts.
3. Each participant must be given his or her own **PAR Skills** Participant Coaching Kit. Contents of Participant Kit: Introduction Booklet, Skill Chapters, Carrying Case, Wallet Card and Certificate. The materials are extensive and comprehensive. They get minimal use during the meeting (the meeting is mostly doing, not studying). However, they receive maximum usage after the meeting as tangible results are managed to completion.
4. Optional components available to enhance or reinforce your **PAR Skills** program.

<ul style="list-style-type: none"> ➤ Coaching PAR Skills – Field Guide ➤ Goal setting, Planning & Self Management ➤ Performance Measurement ➤ Written Communications ➤ Time Management ➤ Coach job-related skills. ➤ Evaluate employee performance. ➤ Provide corrective feedback. ➤ Uncover what motivates employees and build on that to improve performance. ➤ Delegate effectively. ➤ Give clear and concise directions to guide performance. 	<ul style="list-style-type: none"> ➤ Deal with employee complaints. ➤ Encourage average performers to higher levels of performance. ➤ Maintain the high standards of performance of superior employees. ➤ Help employees live within the rules. ➤ Prepare and conduct effective meetings. ➤ Praise performance in a genuine and effective manner. ➤ Support employees when personal problems affect performance. ➤ Establish effective working relationships with senior managers.
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Meeting Leader Qualifications

It is very easy to “educate” people about these skills and concepts. In this program, however, the education is fully carried by the videotape. The Meeting Leader’s role, therefore, is different for this program. He/she must be able to coach skills as they are being used.

Therefore, Meeting Leaders must be highly competent at demonstrating and coaching the skills contained in this program, and an authorized PAR Group trainer must certify them. Certification levels include: Awareness, Skillful, and Mastery. A review of PAR’s certification process will help you decide which level is appropriate for your audience.

Tailored Approaches

The program was designed to accommodate tailoring via customized handouts and applications. Ninety-nine percent of PAR clients find additional customizing beyond this point unnecessary.

- Participant materials are easily tailored during the meeting and totally application-driven. Your people address only your business issues.
- The Meeting Leader’s materials help you keep it a tailored program, easily shaped to emphasize the applications you need to address with different groups or functions in the organization.
- Additional customization is available at additional cost. Consult your PAR Group representative for further information.

More Features of PAR Skills/Coaching Methodology

PAR's coaching methodology incorporates these features to help our clients implement easily:

Learning from Success

The PAR Group's coaching methods build strength-on-strength, rather than focusing people on their weaknesses or mistakes. Adults learn faster this way, and it is enjoyable.

Multi-Level Audiences

All PAR Skill programs are flexible in presentation and in application. They are not tied down to a simple job title or functional responsibility. So many of our clients use PAR programs throughout their organizations. They can also train multi-level groups or interdepartmental/cross-functional groups at the same time.

Flexibility

Coached workshops can be led by a PAR Group associate or by your own people. Skill programs can be implemented in short segments or "all at once" as time permits. Direct reinforcement is tied to successful results, not to supervisory reminding. Continuous improvement and ongoing coaching advice is built into the participant materials. Every participant has his or her own personal coaching kit for ongoing application.

Applications

PAR skills and coaching methods are useful across a broad range of applications. See some of our clients' applications printed below. The application in each client's situation was easily tailored by how the program was structured up front.

When **The Thomas Cook Group Ltd.** wanted to develop partnerships and become trusted advisors for the global financial industry... they chose leadership and teamwork skills from The PAR Group. Then, when **Thomas Cook Group** wanted to improve their business-to-business selling skills around the world... they chose leadership-based selling skills from The PAR Group.

When **AMS** decided to develop workforce talent and improve retention... they chose leadership, teamwork, coaching and supervision programs from the PAR Group. And when they wanted to improve the consulting skills of new hires... they chose the effective communications skills in The PAR Group's Leadership and Teamwork program.

When **IBM** wanted to improve the communications and teamwork skills of both technical and administration personnel... they chose leadership and teamwork programs from The PAR Group.

When **Delta Air Lines'** Technical Operation Division wanted to market their services worldwide... they chose sales skills from The PAR Group.

When the **Hewlett-Packard** consulting organization wanted to coach their new-hires on building client relationships... they chose influencing skills from The PAR Group.

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Applications

When **The Coca-Cola Company** wanted to improve customer service in 132 countries... they chose selling skills from The PAR Group. And, when they wanted to reinforce and coach those skills in the field, they chose leadership skills from The PAR Group.

When an acquisition doubled the number of **VetSmart** veterinary hospitals and they needed more effective remote management... they chose leadership skills from The PAR Group.

When **Austrol von Roll** wanted to assist their employees' transition to front-line management... they chose supervisory skills from The PAR Group.

For the ten years prior to winning "The Best Sales Force" award, **Hewlett-Packard's** Computer Organization used sales training from The PAR Group.

When **Norfolk Southern** wanted to improve the communications skills at their major maintenance facilities... they chose listening skills from The PAR Group.

When **Fort Dodge Animal Health** wanted to establish productive partnerships with their major clients... they chose negotiating skills from The PAR Group.

When **GTE Wireless** wanted to fast-track the development of their new sales representatives... they chose selling skills from The PAR Group.

When **Delta Air Lines** decided to reorganize their marketing approach world wide... they chose sales leadership skills from The PAR Group.

When **Impact Innovation Co.** determined that their people are their greatest asset and competitive advantage; they chose The PAR Group's leadership skills.

When **UPS's** Computer Services Group wanted to improve communications, teamwork and leadership, they chose those skills from The PAR Group.

Contact a Senior Partner at The PAR Group for more information on implementing PAR Program Coaching Methodologies at your organization: 1-800-247-7188



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