

# Coaching at Work

## “pp52-53 Toolbox”

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## Coaching at Work road-tests Work Life Motivation Engagement Diagnostic

# PULSE GENERATOR

## 1 The tool What is it?

Work Life Motivation Engagement Diagnostic (WLMED) is an online diagnostic and report system that aims to help teams dramatically improve their performance.

It focuses on the 'pulse' of individual teams within the organisation, diagnosing their current 'motivation and engagement reality', which has an impact on the performance ability of the team and, ultimately, the organisation's success.

It is an online questionnaire of 60 questions, which takes around 20 minutes to complete, providing immediate reports highlighting current presenting issues in individual teams, around which coaching conversations can begin.

WLMED is based on the latest research by creator Chris Burton, a long-standing consultant in the field of organisational behaviour, into what motivates us and keeps us engaged. It helps leaders to understand the emotions and perceptions that people form about their working environment and the impact these have on engagement and performance. The three factors that, through his extensive research, Burton found to have the biggest impact on our motivation and engagement, are:

1. Having trust in the organisation and those around you.
2. Having a strong sense of pride and

purpose – how you feel about your job.  
3. Building strong relationships – how you feel about people you work with.

### How does it work?

It's at team level that the biggest improvements to engagement can be made most quickly and cost-effectively. Organisational interventions can be too broad (and expensive), while individual ones may be too focused on one person.

### WLMED...

- Shows what factors are most influencing engagement and motivation within a team or group
- Provides information specific and relevant to the team; no room for denial
- Identifies quick wins for fast improvement
- Creates shared responsibility; it's not just down to leaders or an individual
- Allows the team to take action themselves; no need to wait for the 'big engagement programme'
- Helps prioritise actions and issues that coaching can help with
- Improves awareness within the team
- Starts building engagement immediately
- Provides team leaders with two reports full of actionable information rather than organisational themes
- Provides every team member, including the team leader, with a personal report to work on with their coach.

Whatever coaching model you use, WLMED provides a compelling view of

reality for leaders and teams based on real presenting behaviours.

### WLMED...

- Shows the client what's really holding them back and their opportunities for moving forwards
- Highlights strengths to be built on
- Provides a reality check to support 360-degree feedback, personality profile, Belbin TTI, and so on
- Is equally appropriate for coaching individuals and teams at all levels
- Makes it easy to track progress and demonstrate results.

## WLMED: pros and cons

### UPSIDE

- Intuitive and easy to use for both coach and client
- Coach and client/sponsor get immediate access to reports
- Information is presented in different ways for maximum relevance
- Inexpensive
- Focus is at team level so that meaningful action can be taken to have direct impact on engagement and motivation, and therefore team performance

### DOWNSIDE

- Training is not given as part of the registration package



### Using the tool

WLMED is easy and intuitive to use and you don't have to be accredited. You simply register at [www.worklifemotivation.com](http://www.worklifemotivation.com).

pay a one-off licence fee of £400 to set up an online account, and receive five complimentary team sessions to practise with. You may buy as many sessions as you need at any given time. The price per session drops according to how many you buy and can be as little as £2.50 per team member if you buy 100-plus team sessions. Training can be given at an additional cost.

• For more information on this tool, visit [www.worklifemotivation.com](http://www.worklifemotivation.com) and/or view the introduction on YouTube

## 2 The administrator

### The experience

What I loved about using WLMED and what I find so exciting in relation to my work as a coach, is that it looks directly at how people are really thinking and feeling about their own working environment, team and the behaviours that form their personal working reality. It is compared with their direct team members – not with benchmarks.

WLMED is great for highlighting potential development points that can offer teams (leader and members) quick wins they can easily achieve themselves.

WLMED also identifies more complex

issues that, once reconciled, will enable the team to become increasingly motivated and engaged, resulting in increased performance – to the benefit of the individual and the organisation.

Another key factor is how WLMED assists the coaching sessions with team leaders by asking them to predict how their team will respond to the questionnaire. This is then measured against team members' actual responses, which shows the team leader how aware he/she is of the impact they have on their team, as well as their personal engagement.

WLMED is a platform from which we can base our coaching sessions to gain maximum positive results for clients.

**Allison Spargo** is a career and management performance coach, and founder of People for the Future: [www.peopleforthefuture.co.uk](http://www.peopleforthefuture.co.uk)

## 3 The clients

### The experience

Establishing how a workforce 'feels' about the organisation it comprises is an activity any number of consultancy firms claim a competency in. And so it was with a degree of scepticism that I implemented this fairly new approach.

I needn't have worried. Easy to use (a simple online form, accessed via an emailed link), we enjoyed a healthy 99 per cent response rate from

participating teams. With all the administration done by the system's creators, it was a painless experience.

Results were presented at a team rather than organisational level, so subsequent interventions could be tailored to needs. This is a much better methodology than the traditional 'sheep dip' approach, and reinforces the point that good staff engagement is more about behaviour than process.

Reports were well-constructed, highly informative and easy to interpret; this allowed team-based actions to be implemented, monitored, measured and cross-correlated with other areas.

Sustaining cultural change is not trivial, but armed with the insight that WLMED has provided, the means by which we can derive a return on our (fairly modest) investment have been clearly and insightfully presented to us.

I have little doubt that when we re-survey in six months' time, WLMED will have catalysed substantive change.

**Steve Hendry** is head of UK solutions at Atos

### Reader discount!

Work Life Motivation is offering readers a reduced subscription to the tool of only £249 (usually £400), plus five free sessions (worth £625) and 45 days' assistance. See advert (p51) for details