

## Creating a Business Excellence (BusEx™) Performance Coaching System

Developing a 'Leadership (Business) Excellence' paradigm and a measurable performance coaching system to validate the paradigm was quite a 'growpath' journey for LPE's creator, Dave Day.

In 1998, Dave noticed 'leadership' definitions were subjective, and lacked objective measurement. Furthermore the relationship between leadership and management was vague and seemed too unrealistic for people to grasp. Which definition was valid? Whose perspective was right? Or, were all of them right in some way? How can we know this, objectively? Was the 'leader' and 'manager' not the same person, making decisions in the face of ambiguity everyday? Why was such a dual mindset necessary? How could people make sense of these concepts and still function to benefit the organization and its stakeholders? Is not clear alignment needed throughout the organization for the CEO and all others in the organization, including those serving customers, to be truly effective? If so, how could CARA Operations Limited [Dave's employer at the time] ensure it was hiring the right people?

These questions sparked a field test in 1999 to 2000 to correlate operational results, CARA's values and principles (role leadership behaviours) and 'DISC' questionnaire answers (i.e., resulting profiles) of all 'manager/leader' positions sampled across one of CARA's restaurant divisions. The findings validated the ideal DISC profile, and generally supported the hypothesis that the 'ideal manager' and 'ideal leader' were one in the same person.

This led to Dave's creation of a 'leader/manager' competencies model in late 2000. And when CARA reorganized in early 2001, Dave saw his opportunity to start Incite Leadership.

By 2002, having relied on PhD encouragement and guidance, he had completed his primary research.

By synthesizing his findings Dave created a dynamic behaviour meta-model, one that seemed to accurately encompass any action a leader/manager of any role at any level would take to achieve superior results. And the 'leadership performance excellence' idea, LPE was born.

A definition quickly followed and Dave checked its face validity with trusted allies working in a variety of types and levels at real jobs. It made sense to everyone and they were all enthused by it, but the sample was small. Now, he pondered its value from a coaching perspective. It seemed to be a way to help a vast number of people. So, how could it be deployed as a realistic and credible system that would have maximum, positive impact on the world? The definition's constructs would have to be validated by learned and practiced professionals and the right LPE competencies and behaviours would have to be proposed and tested.

While continuing his coaching practice and ongoing learning, Dave built a competencies testing model that can correlate any behaviour, or set of behaviours (compound and/or complex), and, therefore, any behaviourally-based construct (definitions, or components thereof). It's designed to enable people *at all levels* to manage and develop their own role leadership competencies

proven to help execute the organization's chosen strategy, vision, culture and results. He also created a measuring scale for comparing findings across any organizational element and industry.

Then, in HR Reporter's April, 2004 edition, he found a set of 10 key behaviours reported to generate business leadership/management performance excellence. To test the face validity of his own definition, he used this information to create 50 behaviours that together were representative of his definition's 3 dynamic LPE components, for any business leadership/management role. These competencies scored an average of 78% in a 'blind matching' focus group exercise in which executives and other professionals participated. The same group then suggested refined wording for each of the 50 behaviours by construct type until 100% consensus was found.

For two more years Dave worked with executive and professional volunteers and provided feedback to them using his new definition and the behaviours. The only change needed was the label applied to 1 of 3 dynamic constructs used in the definition. On a paid basis, he also applied LPE concepts and EQ feedback while coaching senior leaders/managers and salespeople to create performance excellence in their organizations using the same approach.

By 2006, Dave had gained enough knowledge to draft the Leadership Excellence Attributes Profile (LEAP™) – a self-assessment/feedback tool with simple self-managed performance results tracking. It offers attribute and competency measures commonly associated with leading and managing 'executional performance excellence', and contains 'self-coaching' LPE guidelines.

Finally, by the end of March 2009, Dave had reached his goal of creating a testable, Business Excellence (BusEx) Performance Coaching system. He has written the system in Excel and calls it BEAPPs, pronounced 'beeps'. BEAPPs is an acronym for 'BusEx Abilities and Performance Profiles'. The BEAPPs Coaching System's features and benefits are available in (PDF) at [www.inciteleadership.com](http://www.inciteleadership.com).