pcm
The tool to make a daily difference

How effective is PCM?
Results of the PCM Efficacy Survey 2020
March 2021

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1. A few words at the beginning

Most people know it: the so-called "seminar effect". By this we mean the euphoria after a seminar to put what has been learned into practice immediately, which, however, quickly wears off until the seminar content is finally forgotten. In our many years of working with the **Process Communication Model®**, however, we have repeatedly received feedback from clients that they still regularly use PCM in shaping their communication even after years.

We became curious. And we asked ourselves whether these were isolated opinions or a clear trend. This is how the idea for the cross-national PCM Efficacy Survey project came about. In cooperation with our colleagues from the Netherlands (Process Communication Nederland) and Australia and New Zealand (Kahler Communication Oceania), we surveyed coachees and seminar participants in the second half of 2020. Our certified PCM coaches and trainers in the various countries sent out the questionnaire to their clients.

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Short facts about the survey

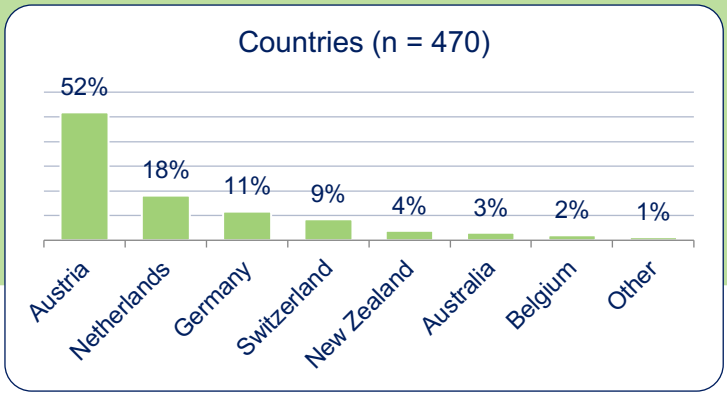
- Project management: Kahler Communication - KCG GmbH (PCM Germany, Austria, Switzerland)
- Creation period: 06/2020
- Survey period: 07/2020 to 12/2020
- Survey tool: SurveyMonkey
- Survey content: 19 questions about PCM and 9 sociodemographic questions

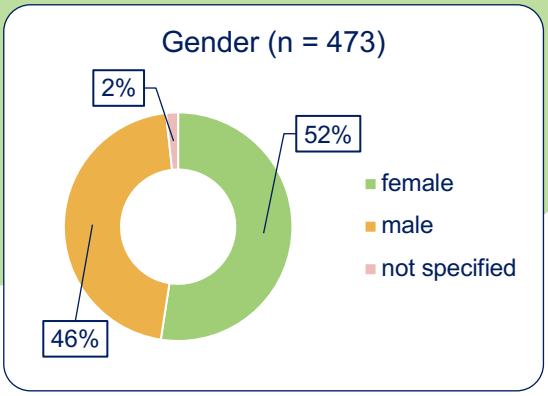
2. Participants of the survey

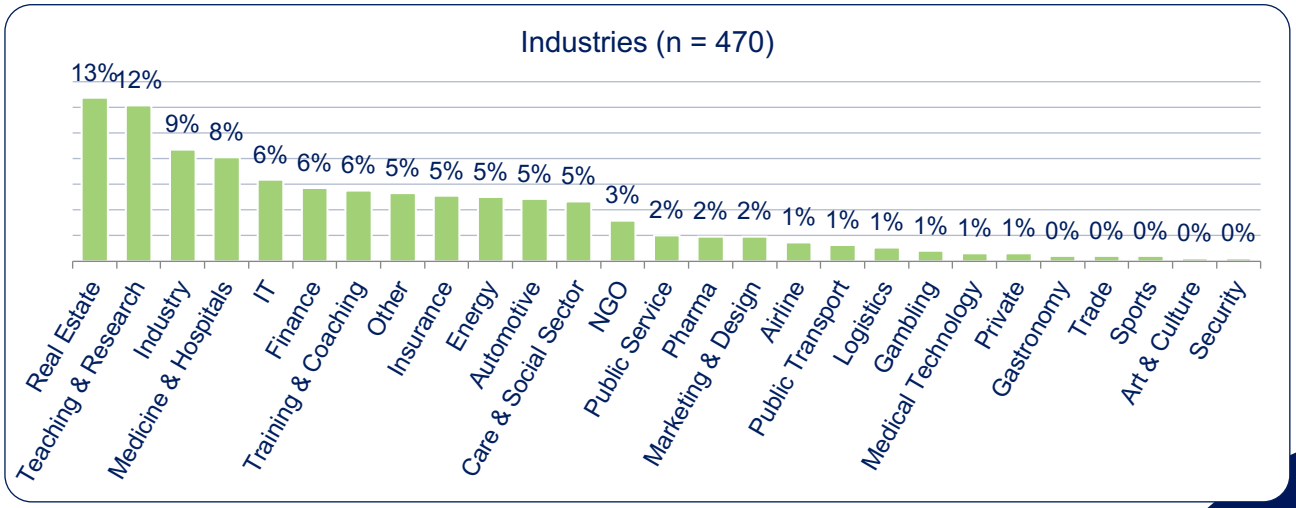
A total of 539 people took part in the PCM Efficacy Survey 2020. They are clients of PCM certified trainers and coaches. However, since not every question was answered by all participants, the sample size per question may vary.

The majority of participants (52%) is from Austria, followed by the Netherlands (18%) and Germany (11%). Furthermore, 9% of the respondents live in Switzerland, 4% in New Zealand, 3% in Australia, 2% in Belgium and 1% in a country other than those already mentioned. The gender distribution is relatively balanced with 52% female participants and 46% male participants. 2% of the sample did not wish to provide information regarding gender. The age distribution of the participants will be explained later.

13% of the participants work in the real estate sector, 12% in teaching and research, 9% in the industrial sector and 8% in the medical sector. All other information regarding the sector distribution can be found in the chart. In addition, 44% of the participants are employed as managers (n = 473), of which 47% have been employed for more than ten years (n = 209).



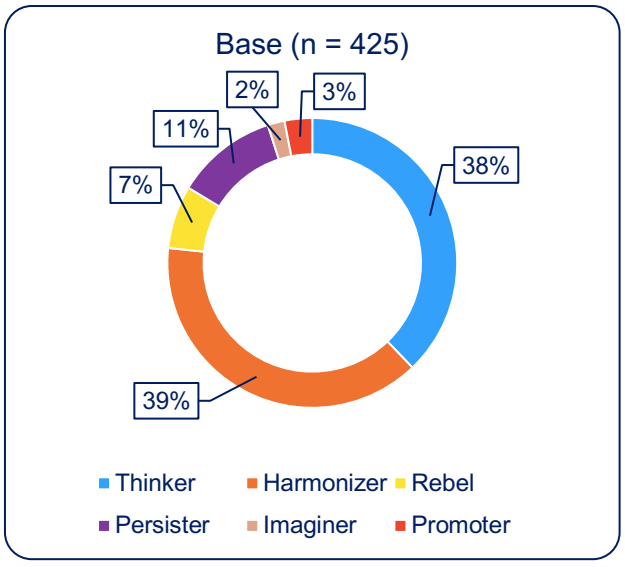


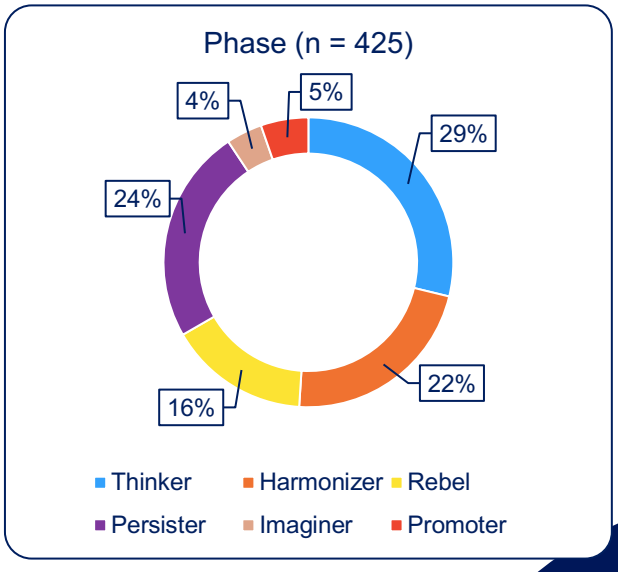


2.1. The PCM personality structure of the participants

The efficacy survey also asked about participants' PCM Base and Phase personality types. Almost three quarters say they are Base Thinker (38%) or Base Harmonizer (39%). Furthermore, 11% are Base Persister, 7% Base Rebel, 3% Base Promoter and 2% Base Imaginer. This distribution is consistent with that of our European clients in that a large proportion of people are also Base Thinker or Base Harmonizer, while Base Promoter and Base Thinker are proportionately less frequently represented. Nevertheless, there are also deviations: For example, the proportion of Base Thinker among the participants of the PCM Efficacy Survey is 10% higher compared to European clients, while Base Persister are 6% below the European comparative figures.

In comparison, the majority of the participants are also in the Thinker Phase (29%) or Harmonizer Phase (22%). However, almost a quarter of the respondents also state that they are currently in the Persister Phase (24%). At 16%, people in the Rebel Phase are also frequently represented. Furthermore, 5% of the participants are in the Promoter Phase and 4% in the Imaginer Phase. Here, too, there are differences to the PCM distribution of our European clients: In the PCM Effectiveness Survey, the proportion of people in the Persister Phase is 13% higher and the proportion of people in the Rebel Phase is 10% higher than the European comparison.





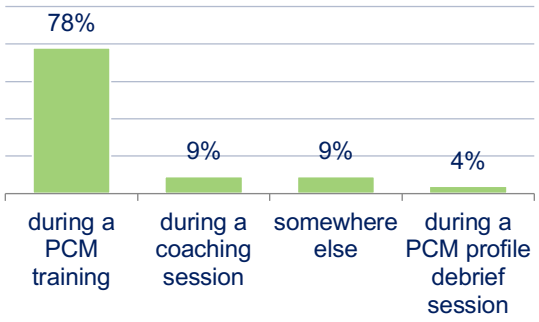
3. First contact with PCM

At 78%, the majority of respondents state that they had become acquainted with PCM within the scope of a training. In contrast, only 9% got in touch with PCM for the first time in the context of a coaching session and 4% in a PCM profile debrief session. 9% of the participants got to know PCM in another format. Here, it is often mentioned that they got to know it through friends and acquaintances, a short seminar or in the context of work. 31% of the participants decided to take part in a PCM debrief, coaching or training session themselves, 29% were introduced by their manager and 12% by the HR department (n = 533). For 22% of the respondents, participation was based on a recommendation.

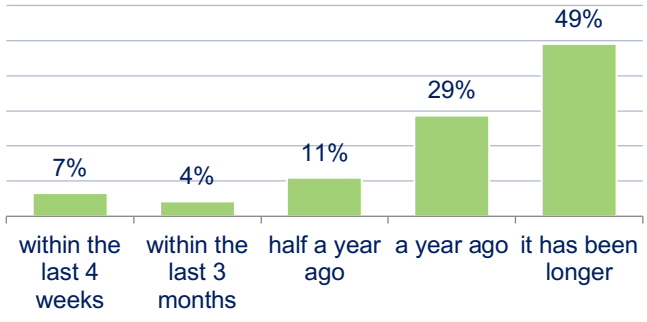
> ***PCM seminars are the favored format to learn about PCM.***

When asked when the PCM debrief meeting, coaching, or training took place, 49% of respondents said it had been more than a year ago. Specifically, for 31% it took place one to two years ago, for 43% two to five years ago, and for 21% over five years ago. 29% of participants attended a PCM debrief session, coaching or training a year ago, 11% six months ago, 7% within the last four weeks, and 4% within the last three months.

Where did you learn about the PCM concepts? (n = 539)



When did you do the PCM debrief session/coaching/training/etc.? (n = 528)



4. Frequency of use of PCM

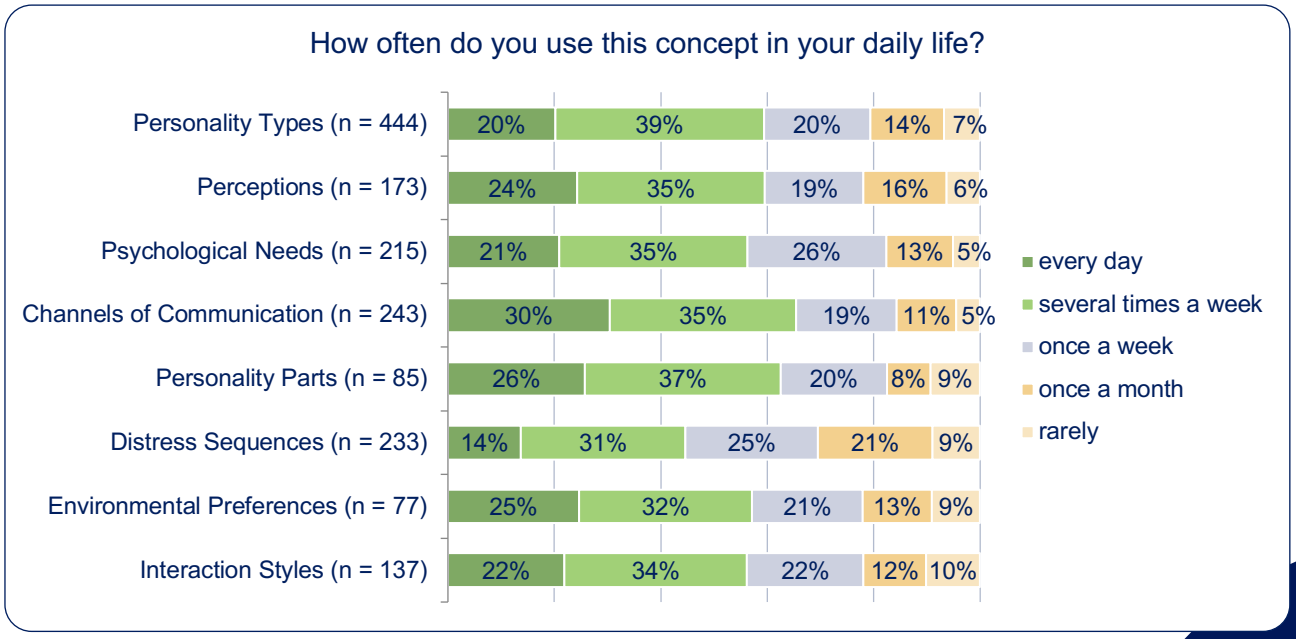
One of the most important findings of the PCM Effectiveness Survey 2020 concerns the frequency of use of the Process Communication Model®. 33% of respondents say they use PCM frequently, 46% use it sometimes to consciously shape their communication process with others (n = 483). Only 16% use it infrequently, and 5% never use PCM.

If one wants to use the Process Communication Model® in everyday life, there are various concepts that are available. On the one hand, these include personality-related aspects such as Personality Types (Thinker, Persister, Harmonizer, Rebel, Promoter, Imaginer), Perceptions, Psychological Needs and Environmental Preferences. On the other hand, there are communication-related aspects such as Channels of Communication, Personality Parts, Distress Sequences and how to deal with them, and Interaction Styles.

> ***Goodbye seminar effect: PCM is used every week (often several times) for years.***

Our interest relates specifically to the frequency of PCM use. **75% of the respondents (n = 469) use at least one of the PCM concepts once a week.** Looking more closely at those participants who actively use individual PCM concepts, we find that between 30 and 40% of participants use each of the PCM concepts **several times a week.** 10 to 30% of the PCM users even use these concepts **daily**.

If we look even more closely, we see that **even after two or more years** since learning about PCM, two-thirds of PCM users still use the Channels of Communication (n = 104) and 58% still use the Psychological Needs (n = 84) at least once a week in their daily lives. PCM is therefore used intensively for years.

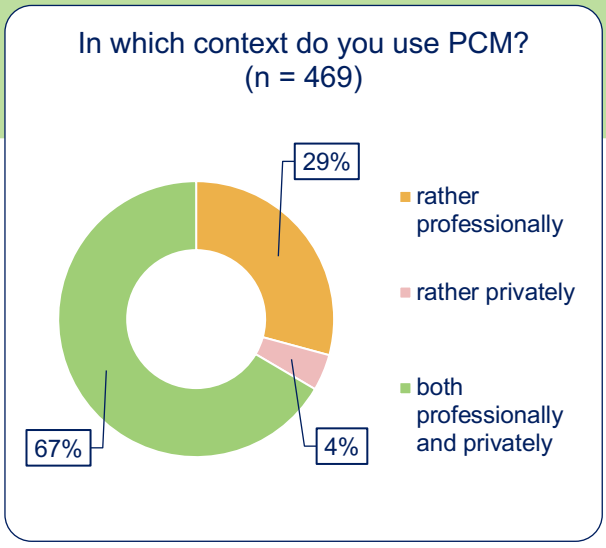


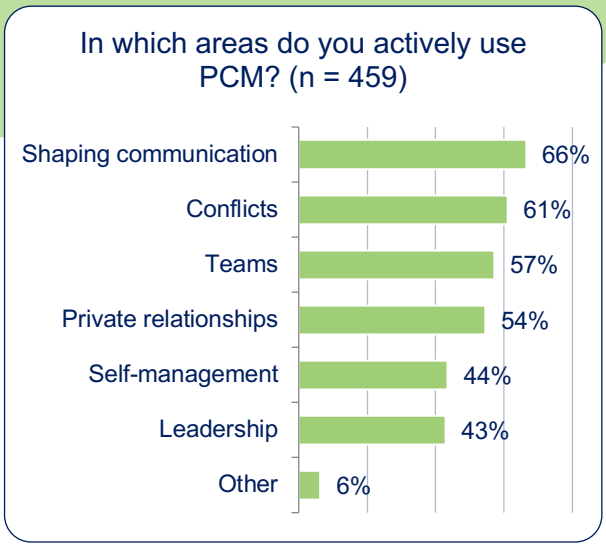
5. Application areas of the PCM

When asked how helpful participants find their PCM knowledge, 37% responded that they use it in numerous situations, 40% find it helpful in some situations (n = 481). 19% of respondents have experienced single situations in which they were able to use it, while 4% find their knowledge unhelpful.

> ***PCM as a multi-tool: It is used in a wide variety of contexts and areas of application.***

The majority of respondents use PCM both professionally and privately (67%). 29% use it more in a working context and only 4% in a private context. A closer look at the areas in which PCM is actively used reveals that 66% use it to shape their communication and 61% draw on their PCM knowledge in conflict situations. 57% use the personality and communication model in a working context in their teams and 43% in their function as a manager. 54% actively use PCM in private relationships and 44% use it for their self-management. In the category "Other" (6%), the application areas also include their own education, the area of coaching, presentation and psychotherapy, dealing with children and application in marketing concepts. PCM is therefore used in a wide variety of ways in everyday life.



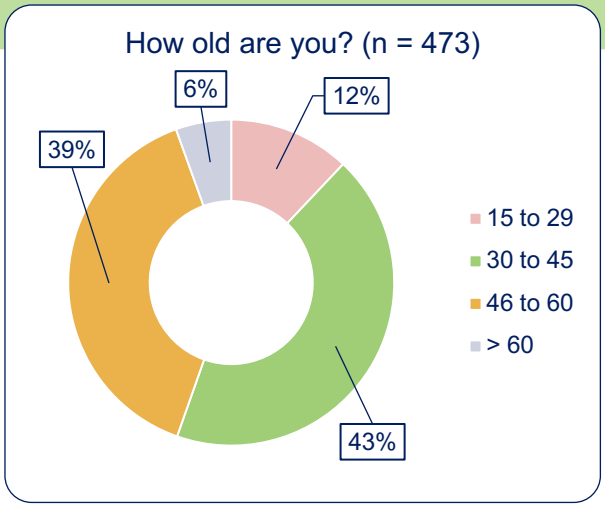


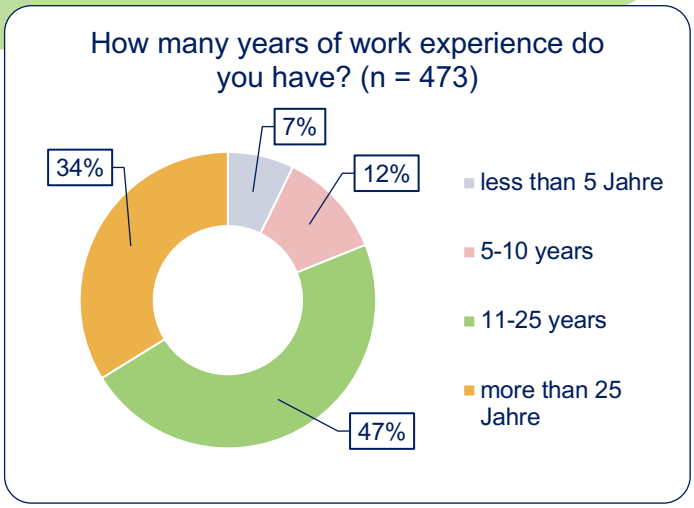
6. PCM – a tool for people with a lot of work experience?

One piece of information that we have previously withheld is the age distribution of the sample. 45% of the participants are over 45 years old. This compares to 55% who are under 45 years old. In addition, **82% of the respondents already have more than ten years of work experience**, and 34% of them have been employed for more than 25 years. If we now relate this information to the findings that a large proportion of respondents have already been working as managers for many years (see Chapter 1 "Participants of the survey"), we can conclude that the Process Communication Model® is used in particular by people with extensive work experience – affectionately known as "old hands". Possible reasons could be that PCM tends to appeal more to people with a certain amount of work experience or that this opportunity for further training tends to be offered to more experienced employees in companies.

> ***PCM is a frequently used tool (also) for "old hands" in working life.***

In any case, a closer analysis of the participants with more than 25 years of work experience shows that PCM is consciously applied (sometimes or often) in communication by 78% (n = 159) and actively used in conflicts by 67% (n = 150). Furthermore, 86% of the "old hands" actively use the channels of communication (n = 89) and 82% the psychological needs (n = 68) **at least once a week.** Thus, PCM is also a popular tool among people who have already experienced many seminars and trainings.





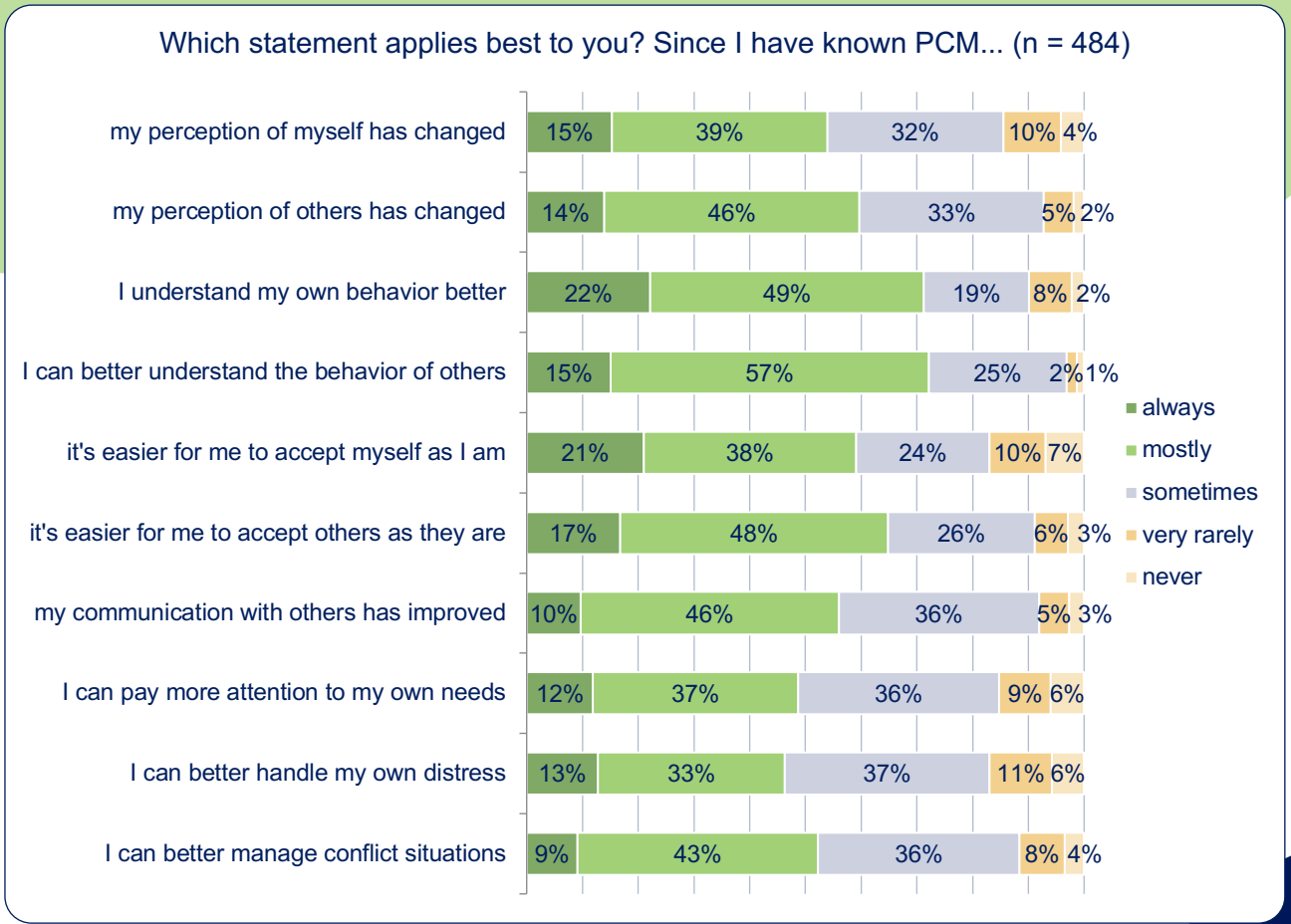
7. Improved understanding of myself and others

PCM promotes understanding of one's own behavior and needs, as well as understanding of other people. This is also reflected in the data of the PCM effectiveness survey.

Thus, 54% of the respondents (always or mostly) have changed their perception of themselves and 60% (always or mostly) have changed their perception of others since they became familiar with the Process Communication Model®. Furthermore, it should be emphasized that 71% of the participants understand their own behavior better (always or mostly) and 72% understand the behavior of others better (always or mostly).

> ***PCM supports diversity thinking. Human differences are experienced much more positively with PCM.***

In addition, a total of 59% of respondents (always or mostly) find it easier to accept themselves as they are, while 65% (always or mostly) find it easier to accept other people in their different facets. PCM thus supports diversity and promotes mutual understanding and acceptance of difference between people and for oneself.



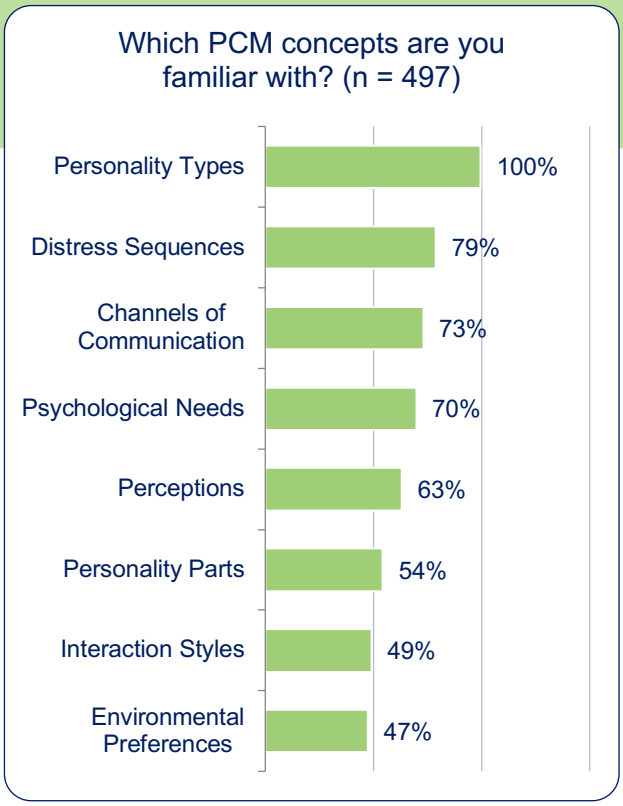
8. The most popular concepts of PCM

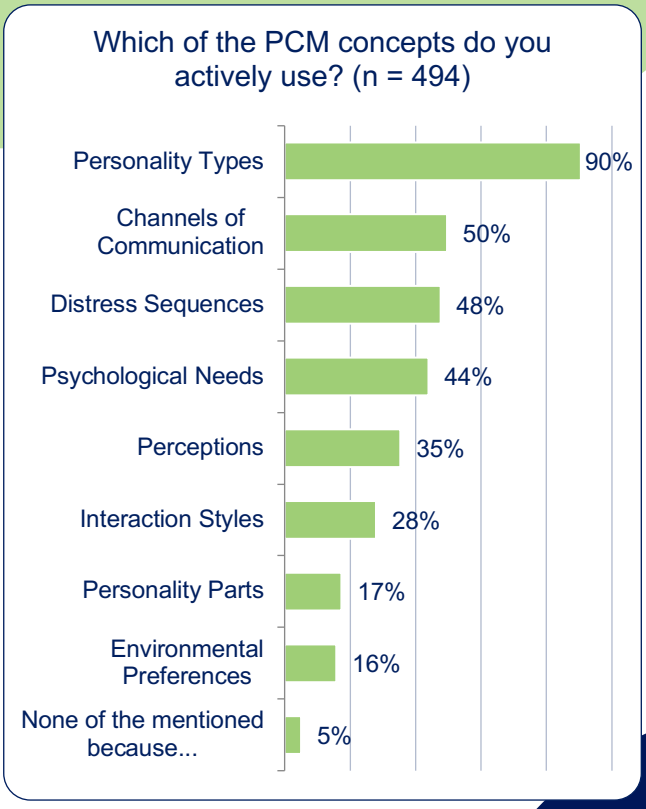
We also asked the participants of the Efficacy Survey which PCM concepts they remembered. 100% of respondents still know about Personality Types and 70% about Psychological Needs. Of the communication-related concepts, Distress Sequences and how to deal with them (79%) and Channels of Communication (73%) were particularly memorable.

> ***Understanding the "human black box" is and remains fascinating: PCM provides clear answers here. The confirmation: Communication with PCM needs practice.***

If we now look in comparison at which concepts of these are also used in everyday life, we see that Personality Types are used by far the most, namely by 90% of the participants. 50% of the respondents actively use their knowledge of the Channels of Communication and 48% their knowledge of the Distress Sequences and how to deal with them. By and large, personality hereby outperforms communication.

One possible reason could be that the personality-related concepts are simpler in their application and relate more to categorizing people, while the communication-related aspects of PCM also require ample practice with other people outside the seminar until one feels confident in their application.





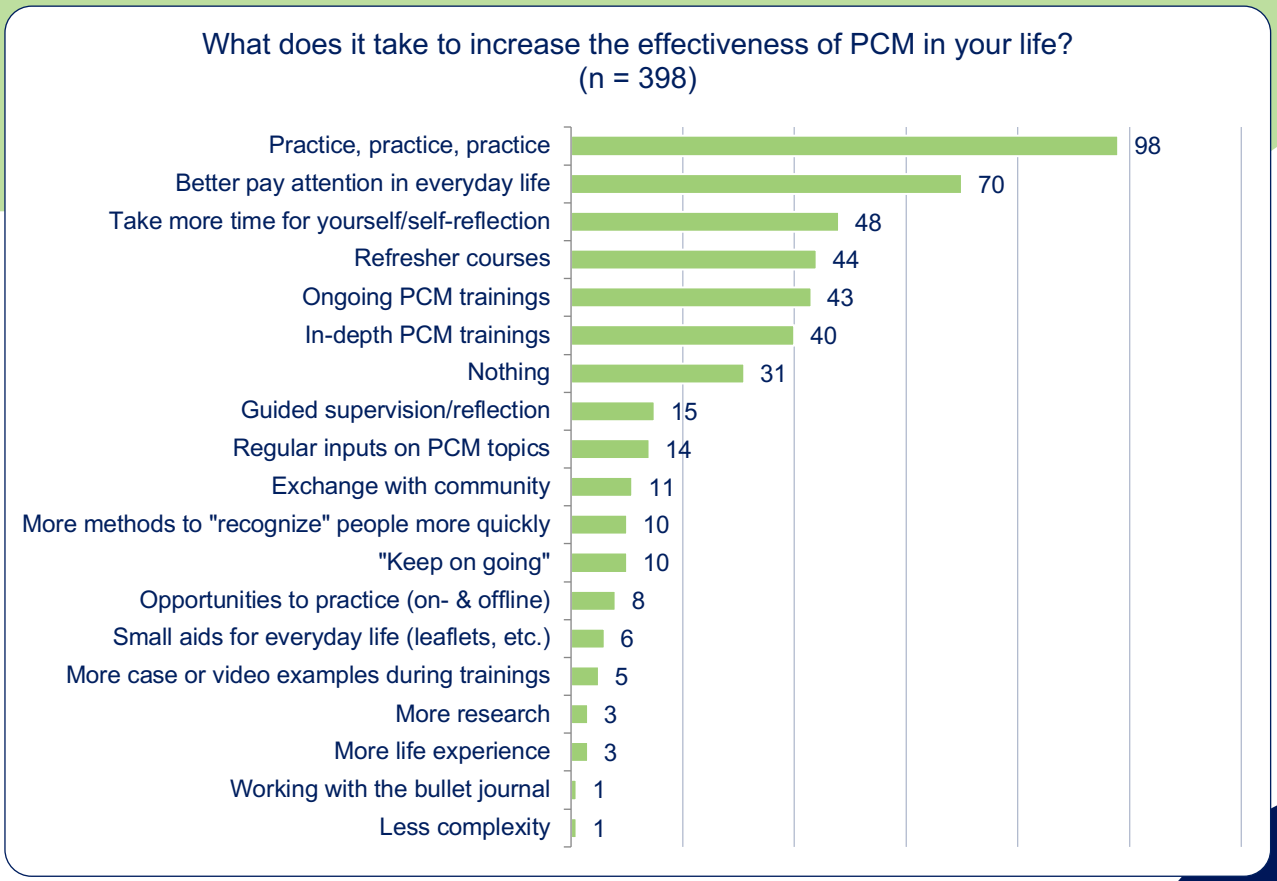
9. Feedback, suggestions and wishes

In order to make our PCM debriefing sessions, coachings and trainings more and more efficient and better, we are also interested in what else our clients would like to see in order to be able to implement what they have learned in the long term.

The most frequently mentioned wish in the PCM Efficacy Survey 2020 is to **practice**. In our seminars, we also emphasize that the seminar content or the knowledge gained from books on the subject of PCM represent an important starting point, but that this knowledge is only consolidated through constant practice in everyday life. When asked which topic should be explored further (n = 344), the need for further deepening of Distress Sequences and the correct response to them (101 responses) and communication with other Personality Types (62 responses) are frequently expressed.

> ***There is a clear mandate: practice, practice, practice.***

This therefore relates to communication-related concepts of the Process Communication Model®, which can be improved primarily through increased practice. The need for more in-depth knowledge of personality types (41 responses) and quick recognition of these (26 responses) is significantly lower.



10. Summary

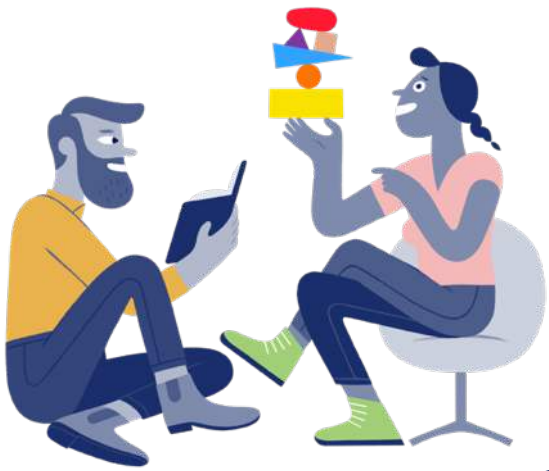
What conclusions can we now draw from these data? PCM is used intensively over many years. It has a long-term effect, even among the so-called "old hands" with a lot of professional experience. In the future, however, its dissemination among young people with less working experience should also be intensified. Furthermore, PCM is used in many different contexts. However, the focus is still on the personality-related concepts of the model. Our goal for the future will be to also focus more on communication and dealing with Distress Sequences. In line with the respondents' wishes, our motto will continue to be: **practice, practice, practice**. Another very valuable insight for us was that PCM is not only a personality and communication model but can also be seen as a diversity model that promotes acceptance and understanding for oneself and others, thus making an important contribution to successful cooperation.

> ***We continue to make a daily difference***

For the sake of transparency, we would also like to briefly discuss the limitations of the PCM Efficacy Survey 2020. As the sample of participants was drawn from the clients of certified PCM trainers and coaches, it is not representative of the population as a whole, of the industries surveyed and of PCM distribution in Europe and worldwide.

We are very grateful to the participants in this survey for their feedback. This encourages us to implement further steps in improving our PCM offerings. In this way, we can continue to make a difference with PCM – every day at any time.

Note for readers: The differences in bar size between equal percentages of the graphs result from the rounded numbers.



Let's continue to make a daily difference

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