

Team Coaching



“I’m confident that with the right mix of role-playing exercises and prescription medication we’ll make a cohesive team.”

Session overview

- How we will work together today
- Why WE matters
- Different approaches to coaching a team
- What you need to know and why
- Closing and thoughts on coaching 3.0

From this session you will walk away with

- Insights into the development of a collaborative culture
- A deeper appreciation for the value of team coaching and its contribution to an organisation
- A model for team coaching
- A clearer understanding of what is required of a team coach

What is team coaching?



IT IS ABOUT COACHING A GROUP OF
PEOPLE WHO HAVE A COMMON
PURPOSE OR



COACHING A GROUP OF PEOPLE
TOWARDS A COMMON PURPOSE.

Questions regarding Teams

How many teams are you currently in?

How many of them function at more than the sum of their parts?

What is a team?

What is high performing team?

How do we develop high performing teams?

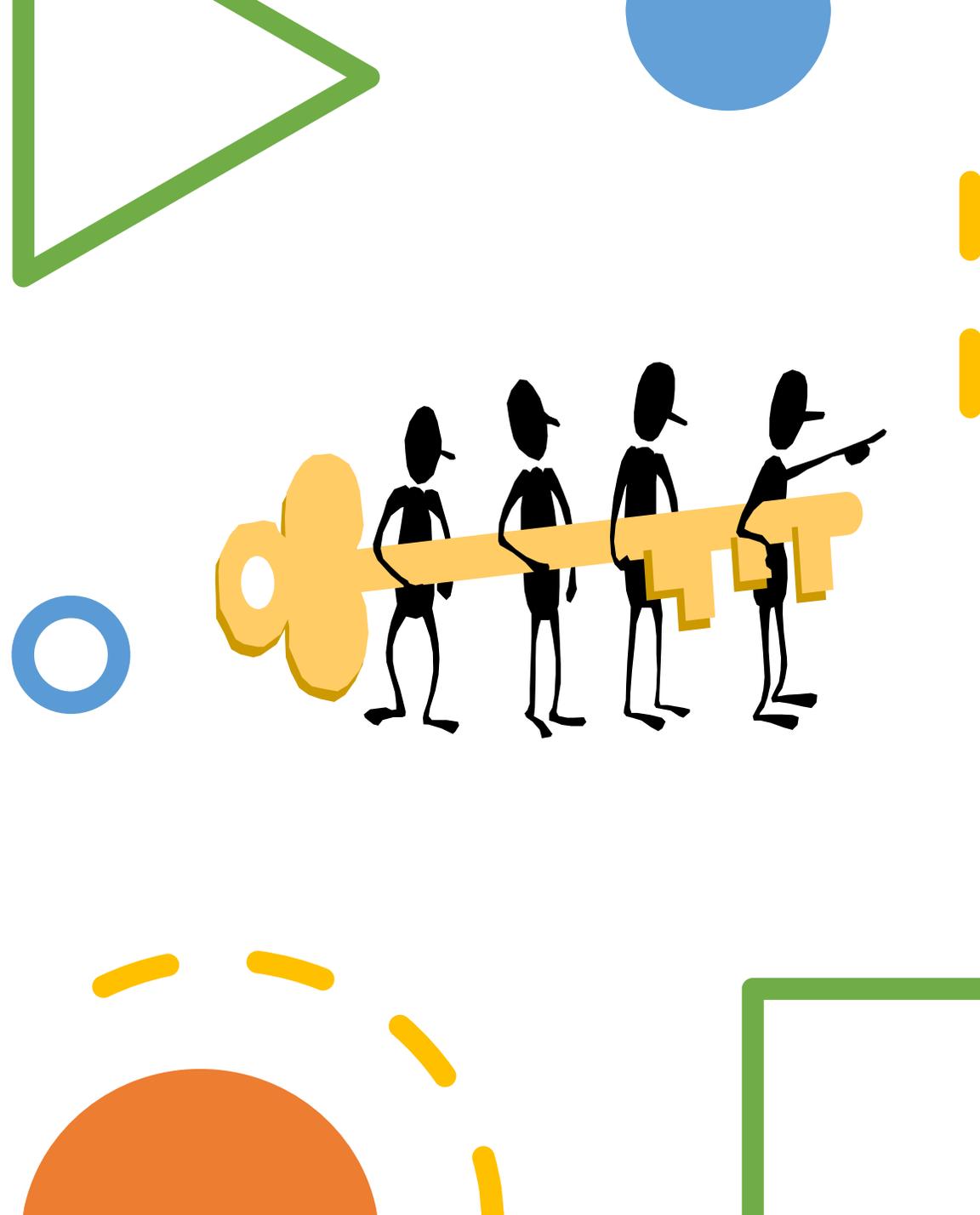
- Teams do not improve markedly even if all their members receive individual coaching to develop their personal capabilities.
- Individual coaching can indeed help executives become better leaders in their own right, but the team does not necessarily improve.
- Team development is not an additive function of the individuals becoming more effective team players, but rather an entirely different capability.

(Wageman et al., 2008, p. 161)



High Performance Team Coaching

...is a comprehensive and systemic approach to support a team to maximize their collective talent and resources to effectively accomplish the work of the team.



It's all about Performance!



Why WE – and teams -
matter



Why WE – and teams - matter

**”Alone we are words,
together we become a poem”**

**A team of champions is not the
same as a champion team**

Three cultures: YOU, ME and WE

- YOU - Blaming culture, learned helplessness, "Its because of you"
- ME - Strong individualism and ego, "Its because of me"
- WE - Positive interdependence, "Its because of us"

Distinctions

Group coaching

- Focus on individual development
- Agreements on how we work together as individuals within this group
- Responsibility individually
- Reflection on individual learning and observations on the learning within the group

Team coaching

- Focus on team development
- Agreements on how we work together as a team
- Responsibility collectively for the shared purpose as a team
- Reflection on team's learning collectively and observations on individual learning

Distinctions

Group coaching

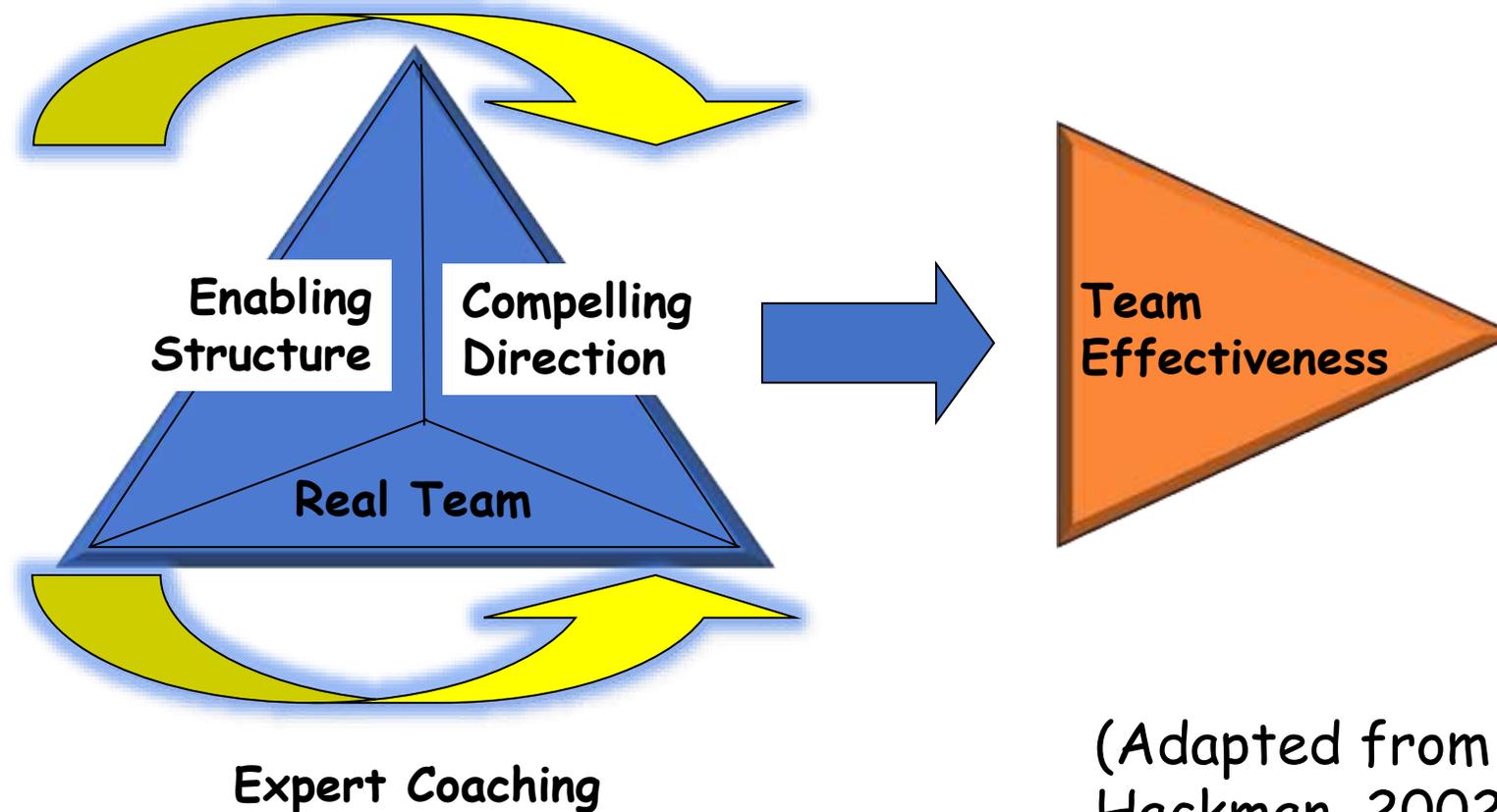
- Understanding of how change occurs
- Return on investment to the individual
- Roles: Facilitator, coach, coachee

Team coaching

- Understanding of stages of team development and of how change occurs
- Return on investment to the team, individuals and ultimately the organisation
- Roles: Facilitator, team leader, coach, coachees, (sponsor)

Where Does Coaching Fit in With Team Effectiveness?

Supportive Organizational Context



(Adapted from
Hackman, 2002)

Getting to know the team

- You need to know strengths and weaknesses.
- Team role and style.
- Communication preferences

Four approaches to coaching the team

Positive Deviance



Team diversity



Group development



Supportive beliefs

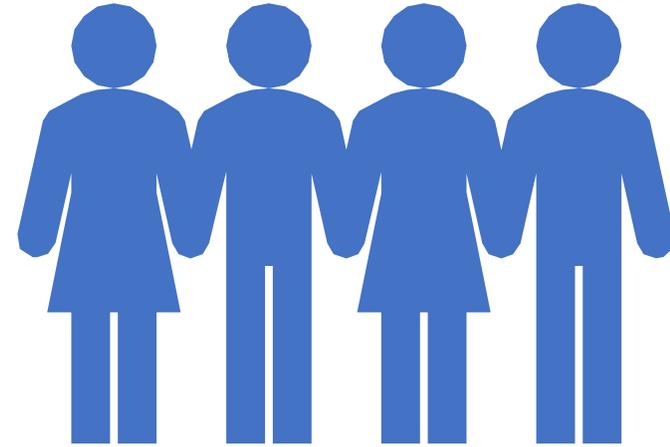
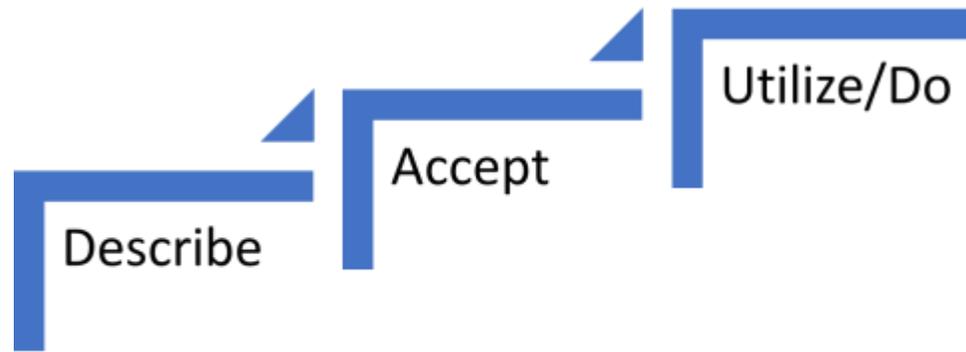


1- Positive deviance (PD)

- PD is an approach to behavioral and social change based on the observation that in any community, there are people whose uncommon but successful behaviors or strategies enable them to find better solutions to a problem than their peers, despite facing similar challenges and having no extra resources.

1. The positive deviance approach

- Communities already have the solutions
- The collective intelligence is powerful
- “It is easier to act your way into a new way of thinking than think your way into a new way of acting”
- A sustainable approach



2. Team diversity approach

Steps toward team synergy

3. The group development approach

- Forming - Focus on goals, roles, responsibility
- Storming - Focus on individual voices & commitment
- Norming - Focus on norms and values for the group
- Performing - Focus on trust, collaboration & delivery

Tuckman's Five-Stage Model of Group Development



4. The supportive beliefs approach

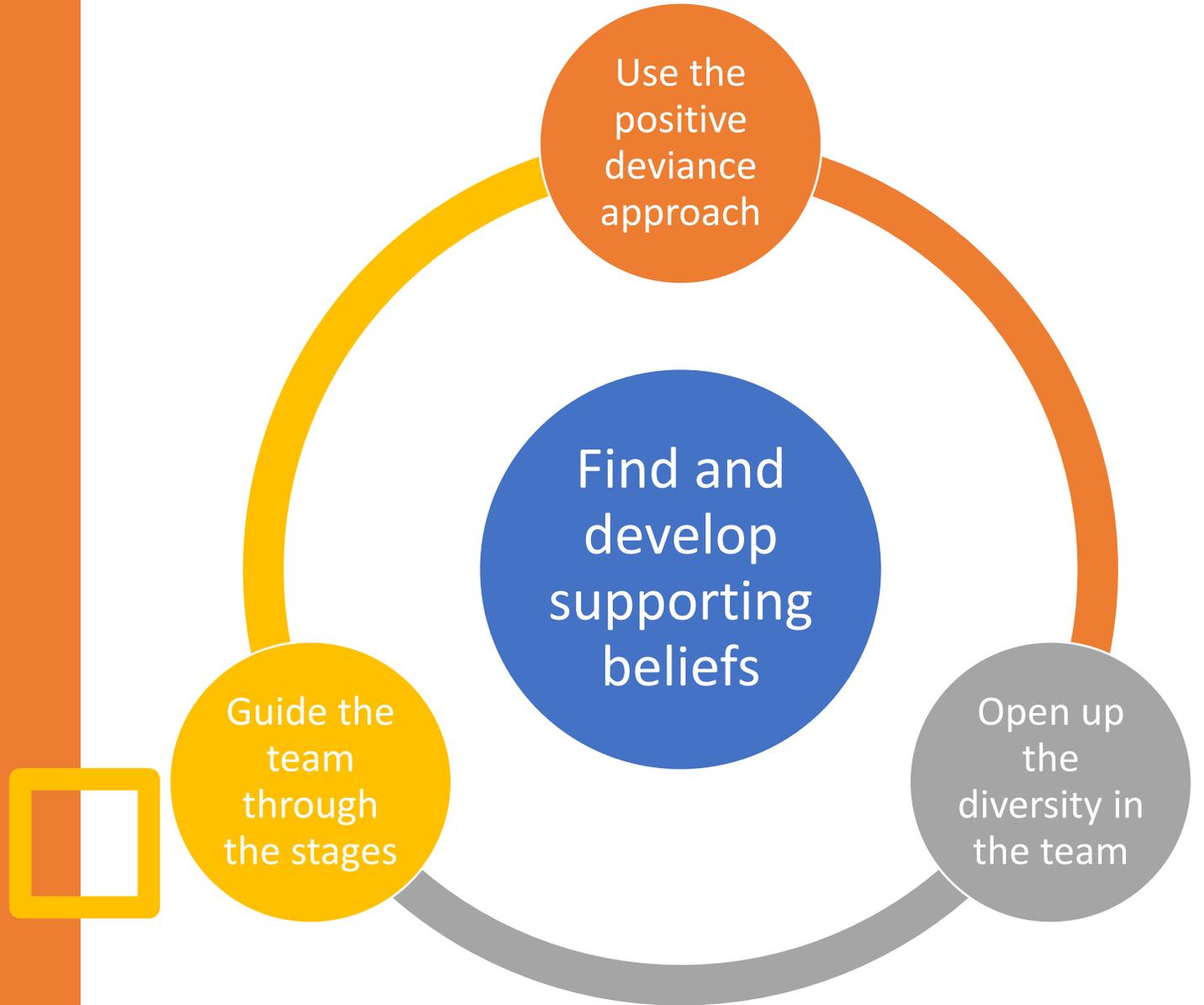


Robert Kegan and Lisa Lahey's work in "Immunity to Change" is a powerful tool for uncovering limiting beliefs.

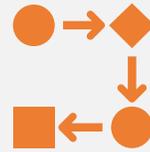


Why not use the same idea from another angle?
- How to uncover our existing – but not conscious – supporting beliefs!

The four ways in concert



The synergy approach



Each of the four approaches will work independently.



But the best synergy is achieved by using them in concert.

The FLOW Model for structuring coaching sessions

F



Find the challenge

L



Look at reality

O



Open possibilities

W



Win commitment

The new competencies of a team coach

- Systemic thinking
- Organisational dynamics
- Synergy focus
- Collaborative mindset

- Facilitation skillset
- Conflict management
- Cultivating learning
- Positive deviance mindset

Other ideas

- Change cycles and resistance to change.
- Organisational culture and behaviour – see also coaching on the axis.

Conclusion



Why WE – and teams – matter



Team coaching and the impact on culture



Approaches to team coaching

- Positive deviance
- Team diversity
- Group development
- Supportive beliefs
- The synergy approach



Skills and competencies required

Evolving to coaching 3.0

There is a lot to win
with team coaching

Team coaching is
different

New competencies are
needed

Team coaching
supports people,
teams and
organisations to create
a culture that inspires
success, sustainability,
and a flourishing
future

Sources and Acknowledgements

- Diane Brennan (USA); Kaj Hellbom (Finland) presented at Connect, Learn, inspire 2012 (ICF).
- Sacap unpublished work.