



TEAM COACHING: RESULTS³

What we know about individuals, no matter how rich the details, will never give us the ability to predict how they will behave as a system. Once individuals link together, they become something different. Relationships change us, reveal us, evoke more from us. Only when we join with others do our gifts become visible, even to ourselves.

– *Margaret Wheatley and Myron Kellner-Rogers*

An abstract painting featuring vibrant, swirling colors like teal, orange, yellow, and blue, with visible brushstrokes and a textured surface. The colors are layered and blended, creating a sense of movement and depth.

Ana Pliopas, Angie Burwell Kerr & Michelle Sosinski



WHEN COACHING A LEADER, HAVE YOU EVER HEARD ABOUT...

Challenges they struggle with in leading their team?

Difficult interactions in meetings with peers?

A behavior pattern or dysfunction in team relationships?



WE'LL TOUCH ON THE FOLLOWING...

What is Team Coaching?

Benefits of Team Coaching

How is it done?

Challenges & boundaries

What does it take? Is it for me?

Our MCP Journey

OUR APPROACH

THEORY

OD AND TEAMS PERSPECTIVE

- O'Neill (2007)
- Katzenbach and Smith (1993)

TEAM COACHING COMPETENCIES

- Clutterbuck (2014)
- McLean (2012)

TEAM COACHING MODELS

- Hackman and Wageman (2005)
- Guttman (2008)
- Hawkins (2014)
- TCI (2014)
- Lencioni (2012)

INTERVIEWS

- 11 coaches

HI SURVEY 2014

- 221 respondents

CHIC SURVEY DATA

Only 15% of CHIC coaches responding in 2014 indicated they engage in team coaching

75% of CHIC coaches who offer team coaching expect demand to increase

WHAT IS TEAM COACHING?



DEFINITIONS

TEAM

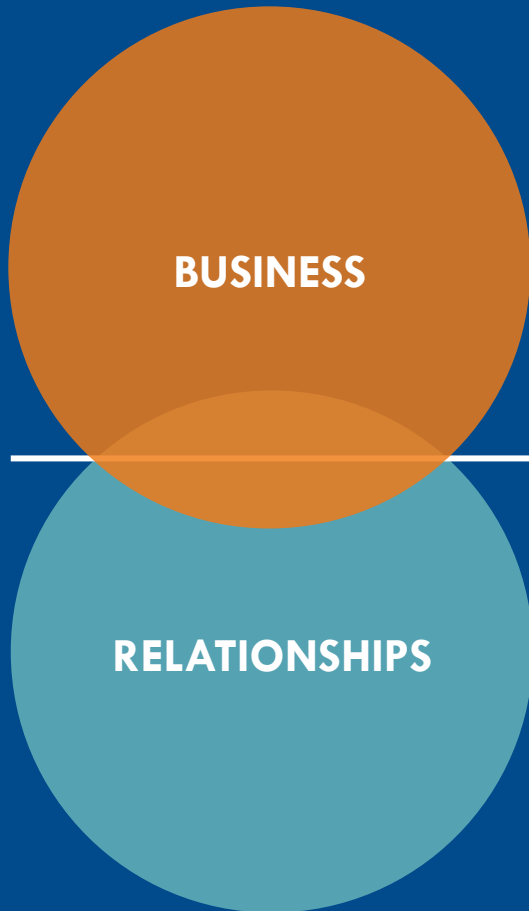
- “A small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable.”
 - (Katzenbach and Smith, 1993)

TEAM COACHING

- “... a comprehensive and systemic approach to support a team to maximize their collective talent and resources to effectively accomplish the work of the team.”
 - (*Peters & Carr, 2013*)

HOW TEAM COACHING DIFFERS FROM OTHER WORK WITH TEAMS

WHERE IS THE FOCUS?



FACILITATING MEETINGS

- often 1x event
- process for biz results/
outcomes

TEAMBUILDING

- often 1x event 'outside'
the biz
- activities for trust/
relationship result

TEAM COACHING

BEST OF BOTH

- biz results*

+

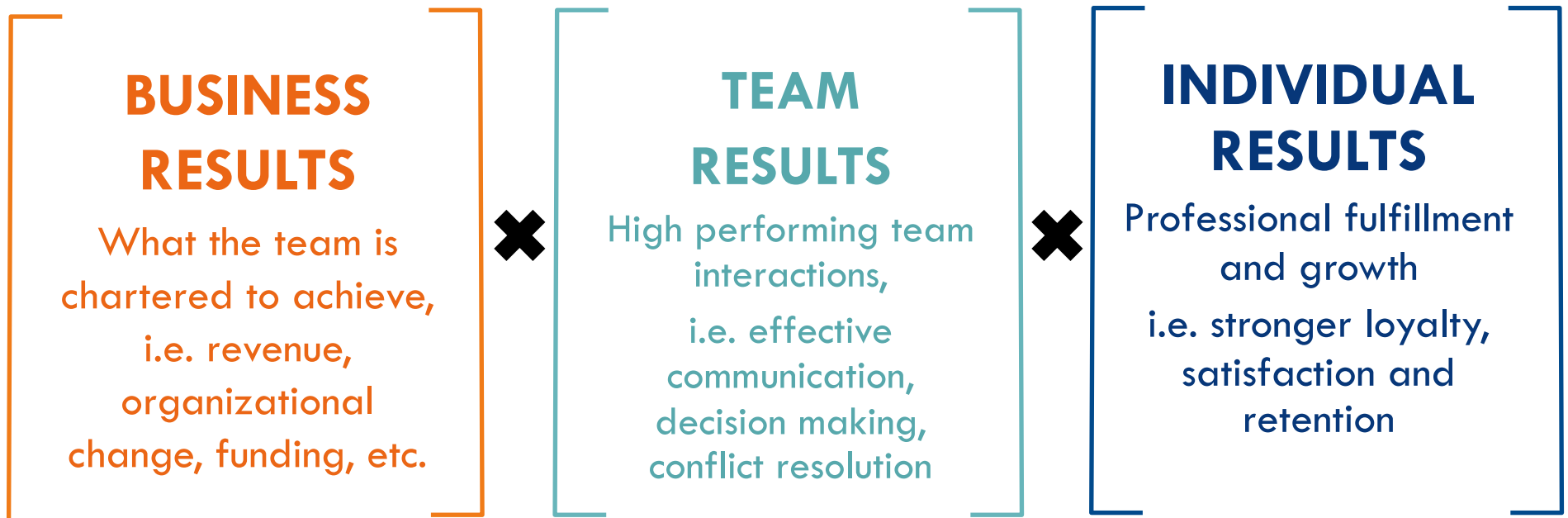
- trust/ relationship
results* =
- over more time, so
greater
development &
growth

TIME INVESTED



***The contract is key for expectations and outcomes**

TEAM COACHING: RESULTS³



These outcomes are similar to Hackman & Wageman (2005) and Peters & Carr (2013) measures of team effectiveness.

HOW IS TEAM COACHING DONE?



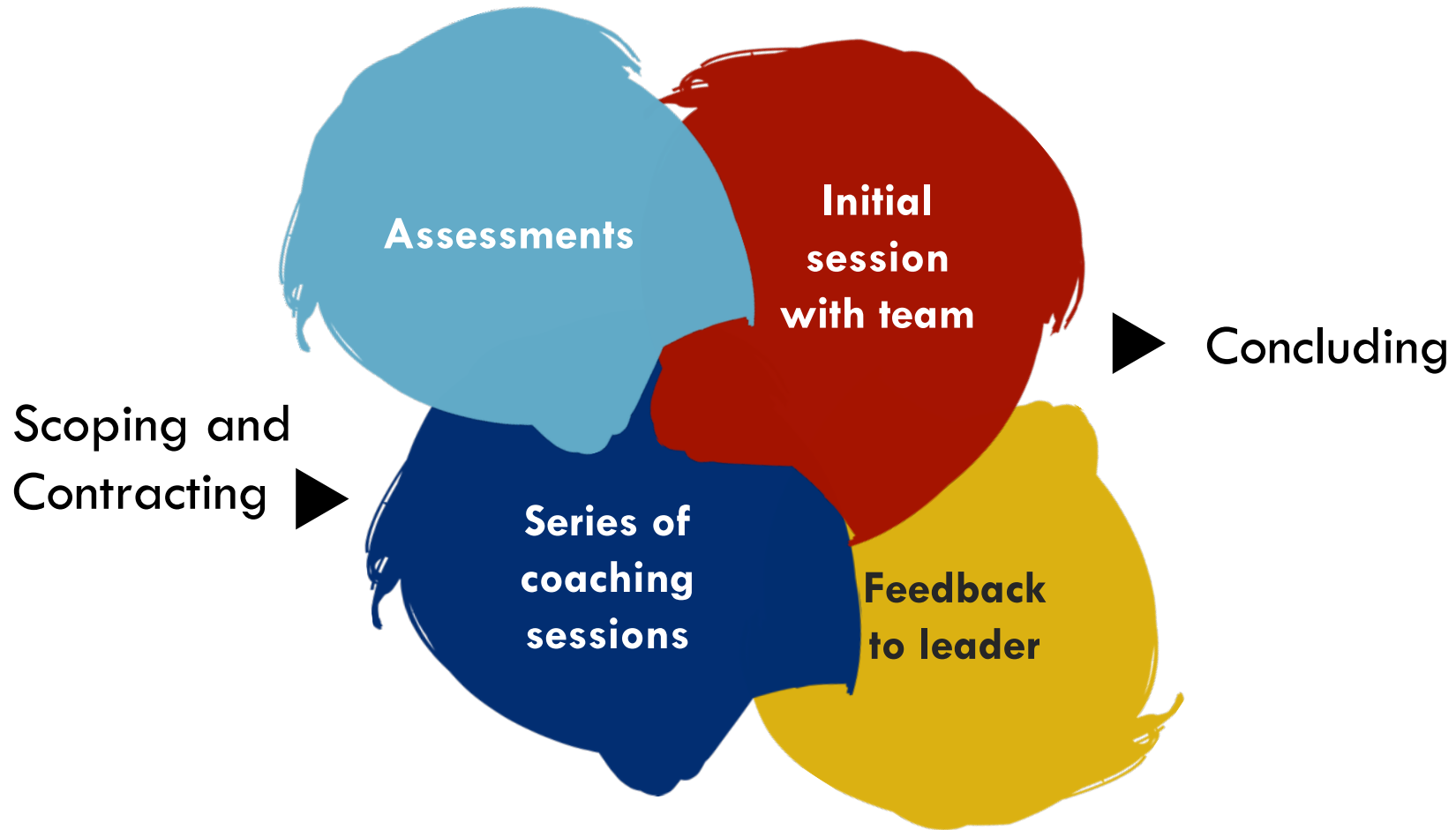
CONTINUUM OF PRACTICE

MIXED APPROACHES



*Same or different coaches, ranging from 1 x to regular sessions

COMMON INGREDIENTS TO TEAM COACHING



A WIDE RANGE OF TOOLS USED

INDIVIDUAL ASSESSMENTS USEFUL TO TEAMS

- LPI – Leadership Practice Inventory
- TKI – Thomas–Kilmann Conflict Mode Instrument
- MBTI - Myers-Briggs Type Indicator
- FIRO-B –Fundamental interpersonal relations orientation behavior
- DISC
- EQi-2.0 and EQ in action
- SDI –Strength Deployment Inventory

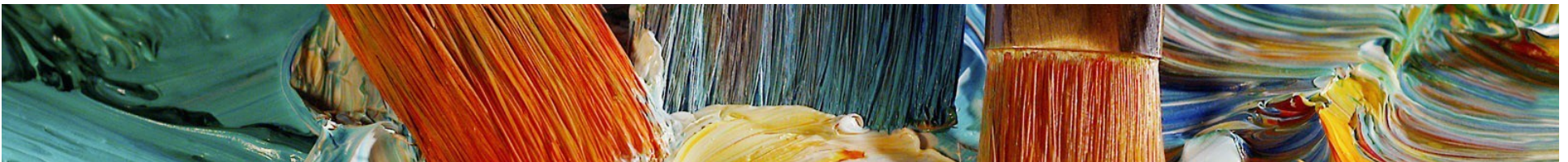
TEAM ASSESSMENTS

- Customized developed by coaches
- TCI -Team Coaching International
- Leadership Culture Survey
- Team Diagnostic Survey
- The Leadership Circle

TEAMING MODELS

- Lencioni
- Drexler/Sibbet
- Katzenbach and Smith
- Hawkins
- Others

**WHAT ARE
COMMON
CHALLENGES IN
TEAM COACHING?**



TOP CHALLENGES PER OUR INTERVIEWS

- Contracting and fit are even more critical than 1:1
- Confidentiality & boundaries!
 - Loss of trust, real or perceived, which is why boundaries are so critical
- Knowing how hard to push them versus when to let go
 - If I misread the energy, what are consequences of what I do or don't do?
- I think I know best and that can get in the way of my work
- I get “hooked in” to their stuff – how to stay close enough but detached from it?
- You can navigate rocky territory with teams. You must stay sharp and read the group. The chemistry in the room is key. What you can't see can be impacting things much more than what you can see.

WHAT
SPEAKS
TO YOU?

IS TEAM
COACHING
FOR ME?



TEAM COACHING ISN'T FOR EVERYONE

See handout on your table with more on skills & competencies

Our Thoughts



Clutterbuck's
Competencies of an
Effective Team Coach



Mc Lean's Self as Coach
Elements of Masterful
Coaching

Core Competencies



ANY ADVICE?

- **Shadow** (be mentored) by a more experienced/excellent team coach, before going on your own. Observe at an offsite (possibly flip-charting to begin). Get feedback. Do it gradually.
- Read the book: Dressler, L. (2010). *Standing in the Fire: Leading High-Heat Meetings with Clarity, Calm, and Courage*. Berrett-Koehler Publishers.
- Team coaching is more complicated, complex and challenging. **Contracting upfront** is critical. **Assessing fit** is just as important as 1:1 coaching.
- Get educated on team/organizational effectiveness, systems-thinking. Understand the **theory of effective teams**. Understand **power and politics** within an organization and how they play in team dynamics.
- Do a good job with the **diagnostic work** upfront. Must get the diagnostic right! Some use the Lencioni 5 Dysfunctions of a Team.
- You can navigate rocky territory with teams. You must stay sharp and read the group. The **chemistry in the room** is key. What you can't see can be impacting things much more than what you can see. **Debrief** with the teams at the end of each session. What worked well, what didn't, what can be done better next time?
- **Team coaching can be exhausting, yet extremely rewarding.**

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