

## Team Coaching

Creating a high performing team requires more than bringing a group of people together to achieve a common goal. Leaders often assume that when they bring high performing individuals together that a team will naturally form. While the individual strengths of team members are valuable assets, a functioning team requires capabilities that are often not naturally present and must be consciously cultivated. Developing these capabilities takes time, and can be accelerated with the help of a team coach.

Read on if you are interested in more information on:

- Is Team Coaching Right for You?
- Benefits of Team Coaching
- Stephen's Team Coaching Process
- More Information on Coaching



### Is Team Coaching Right for You?

Being coached as an individual is challenging. When a team is being coached the individual challenges associated with personal change still exist. Additional interpersonal challenges also come into play, including working with diversity, recognising and resolving conflict, developing trust and honest expression, variation in decision-making, thinking and communication styles, and building team identity, culture and work roles and relationships. The rewards gained by receiving Team Coaching do depend on your willingness to consider and trial new possibilities. Teams who get the most out of

### In a Nutshell

**Team Coaching** is a guided process that supports your team create the results it wants. It offers a framework for your team to set stretching and challenging goals; plan strategies and actions to achieve goals; be held accountable for taking action; and develop thoughts feelings and behaviours that will enable your success and develop the culture and cohesion that enables it to be high performing.

### Team Coaching works well for:

- Executive and senior management teams
- Project/programme/change management teams
- Teams experiencing turmoil and/or undergoing and/or driving change
- Teams seeking to improve their performance
- Teams needing better experience with diversity, inclusion, and team cultures that support performance
- Any team with *skin in the game*, where their results matter and are ready to drop ineffective behaviours.

### Benefits

#### For Coachee Teams

- improved working relationships and productivity
- strengthened team relationships and unlocking and maximising your performance and potential
- strengthening your capacity to navigate and meet challenges, including change
- expanded recognition of the unique contribution that each team member brings, and how to harvest their value.

#### For Sponsors of Team Coaching

- increased individual and team performance
- increased employee engagement, satisfaction and retention of high potential employees and leaders
- improved success rate on strategic activities.

their coaching programmes understand that for things to be different, they will have to change. They:

- have compelling reasons to change
- are open and honest with themselves and their coach
- give and receive positive and constructive feedback
- are open to try out new ways of being
- make time to reflect

- trust the process, even when (especially when) the going gets tough.

You may want to consider Team Coaching if your team:

- has recently formed and you want to quickly and effectively optimise your performance
- is about to undergo or has just been through significant change
- has been together for a while, but team dynamics are in the way of their optimal performance
- want to leverage the value of the diversity in your team.

As your coach, Stephen will help your team make sense of your current challenges, identify courses of action that will improve your team cohesion and enable you to take action with power and purpose.

## Benefits of Team Coaching

The benefits you reap from team coaching will be unique to you, but here are some of the common benefits teams report:

- clarity on goals and increased motivation to achieve them
- more options to consider in problem solving
- improved decision making
- increased awareness about the culture, diversity and other interpersonal and leadership factors impacting relationships and performance
- exceeding their own expectations in progress towards short-, medium- and long-term goals
- increased clarity and confidence in their individual roles and responsibilities within the team
- strengthened experience of support, connection and inclusion
- increased ability dealing with difficult situations effectively, including how to focus on true issues and not just the symptoms
- confidence in being more innovative and willing to sell their ideas
- encouragement to try new ways of thinking
- better able to work within situations of ambiguity, uncertainty and complexity
- Increased awareness of other team members' preferences and styles and how these impact the team, and
- Team experiences of insight, the basis for new ideas and the development of neural pathways that support creativity and out-of-the-box solutions.

## The Team Coaching Process

Team coaching is a group process. The coach and the team establish a working relationship and agree on the goals and key results sought from the coaching engagement. It is a partnering relationship. The Team

Coach works with team process. Whether your team is preparing for surgery, implementing an information technology solution, managing change within your organisation, or seeking to create a space station on the far side of the moon, your coach works with the dynamics of your team and with what is emerging. Your people are the subject matter experts in the technical areas of your work. The Team Coach works with team process and interpersonal dynamics to cultivate high performance. Through coaching the team will strengthen cohesion and their capacity to establish and deliver goals, solutions and results.

The initial session develops rapport, common understanding, and agreement about the purpose and scope of the team coaching process and the coaching goals. Subsequent sessions address the goals and attend to team process matters that strengthen performance. Where the sponsor of the coaching process is not a participant in the actual coaching sessions, a separate meeting between coach and sponsor may be required to ensure agreement on purpose and desired outcomes.

Team Coaching uses a combination of:

- **Observation:** the Team Coach sits in on team working sessions and takes note of what works well and what could improve. The Team coach may make real time motivational, consultative and educational interventions where raising team awareness around specific behaviours may strengthen team process.
- **Debriefing sessions:** following observation, the Team Coach draws from their observations to explore team process and work with the team to strengthen areas the team considers valuable.
- **Planned developmental sessions:** the Team Coach is invited to work with the team on areas that have been identified as important, whether by the Sponsor, the team, or because of some emerging situation.
- **Leadership Coaching:** specific one-on-one leadership coaching support benefits individuals who seek to accelerate their capacities to adapt and work with their team in more effective ways, particularly when they have unique issues arising from team processes.

Team Coaching is conducted on a regular basis for a period of six to 12 months, depending on the nature and needs of the team. *Face-to-face sessions generally work best.*

**Follow these links for coaching information:**

- [Coaching Overview](#)
- [Individual \(Leadership/Executive\) Coaching](#)
- [Team Coaching](#)
- [Group Coaching](#)
- [Why Sponsor Coaching?](#)
- [Offer: Free Individual Coaching Session](#)
- [Stephen's Profile](#)