TEAM COACHING

Developing high performance teams through the power of team coaching
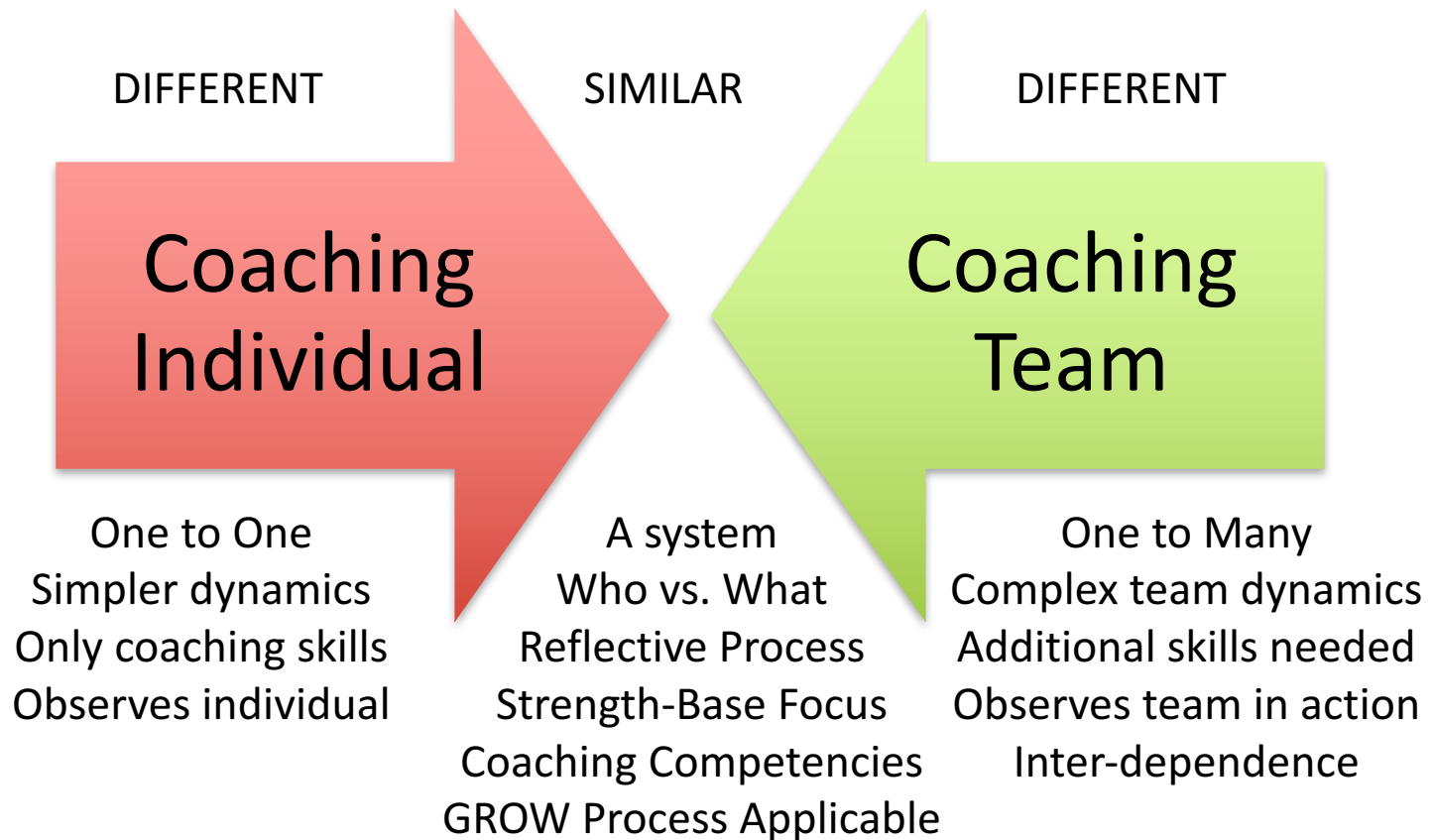
What is Team Coaching?

Team: A number of people with complementary skills who are committed to a common purpose for which they hold themselves mutually accountable.(Katzenbach)

Coaching: A thought-provoking and creative process that inspires people to maximize their personal and professional potential. (ICF)

Team Coaching
"Helping teams improve performance by which performance is achieved, through reflection and dialogue." *David Clutterbuck*

TEAM INTERVENTIONS			
TEAM COACHING	ACTION LEARNING	FACILITATION	TEAM BUILDING
Emergent within the team	Action-Learning Coach Led	Facilitator-led	Trainer-led
Extended period of intervention for an intact team	As and when problem solving is required for a group	Series of short interventions	One specific intervention (1-2 days event)
11 ICF Coaching Competencies & Team Dynamics	Questions, reflections and share	Facilitative skills	Action-based with debriefing from trainer
Focused on elevating team's performance and capabilities in the long term	Focused on solving a complex problem	Focused on resolving current/ specific issues	Focused on behaviors, relationships & collaboration

Comparison

DIFFERENT | SIMILAR | DIFFERENT

Coaching Individual

Coaching Team

Individual (DIFFERENT)	Similar	Team (DIFFERENT)
One to One	A system	One to Many
Simpler dynamics	Who vs. What	Complex team dynamics
Only coaching skills	Reflective Process	Additional skills needed
Observes individual	Strength-Base Focus	Observes team in action
	Coaching Competencies	Inter-dependence
	GROW Process Applicable	

Why is Team Coaching Necessary?

Team coaching is systemic work

For the system to change, every one must change

In systems, we pay attention to conversations and dynamics.
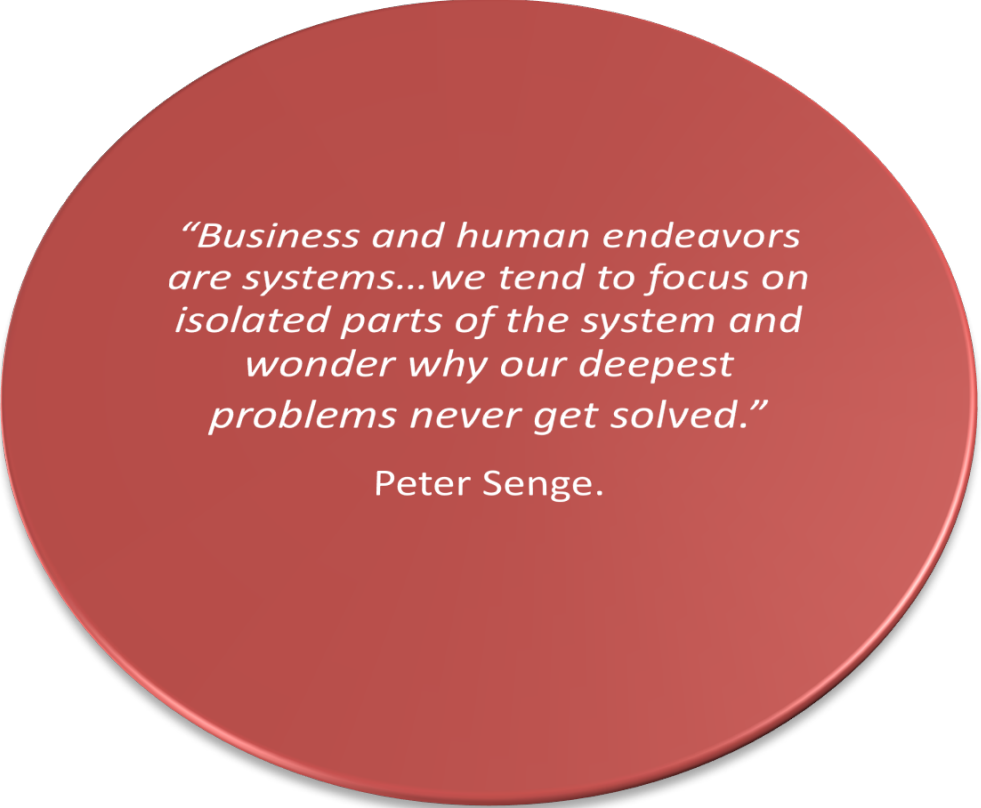
System involves leadership, culture, strategy

There is an assumption that teams know how to work together.

Less than 10% of teams rate themselves as HPT

Importance of Team Coaching

"Business and human endeavors are systems...we tend to focus on isolated parts of the system and wonder why our deepest problems never get solved."

Peter Senge.

High individual performance by one or more people in a team doesn't necessarily lead to high performance overall

Research shows that individual performance is far more dependent on the team environment.

When every team member supports and nurtures each other, change is compounded.

Team Coaching

Effects of Team Coaching

Re-Focus

+

Re-Energize

+

Re-Align

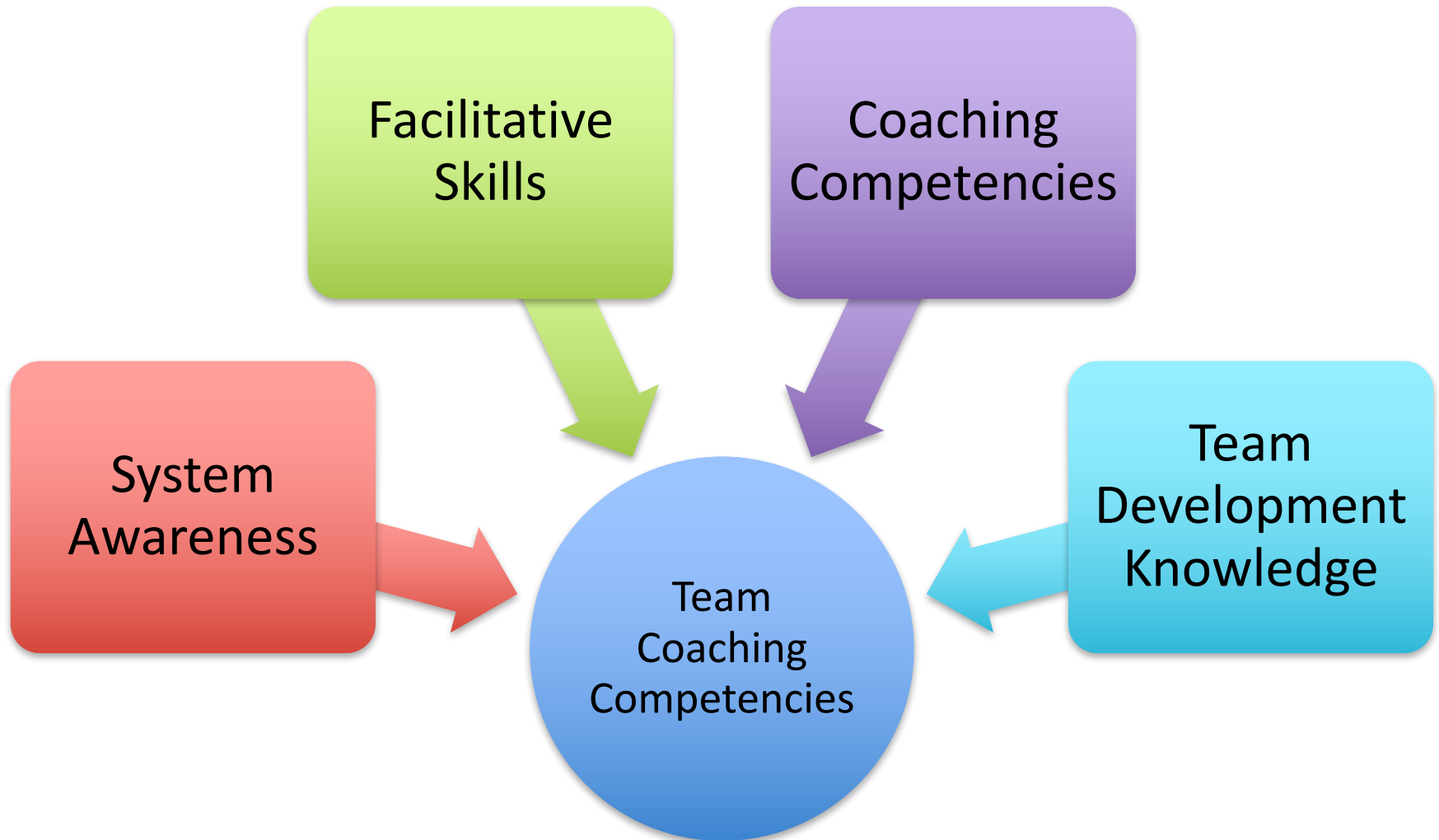Create collective team habits of that compounds success
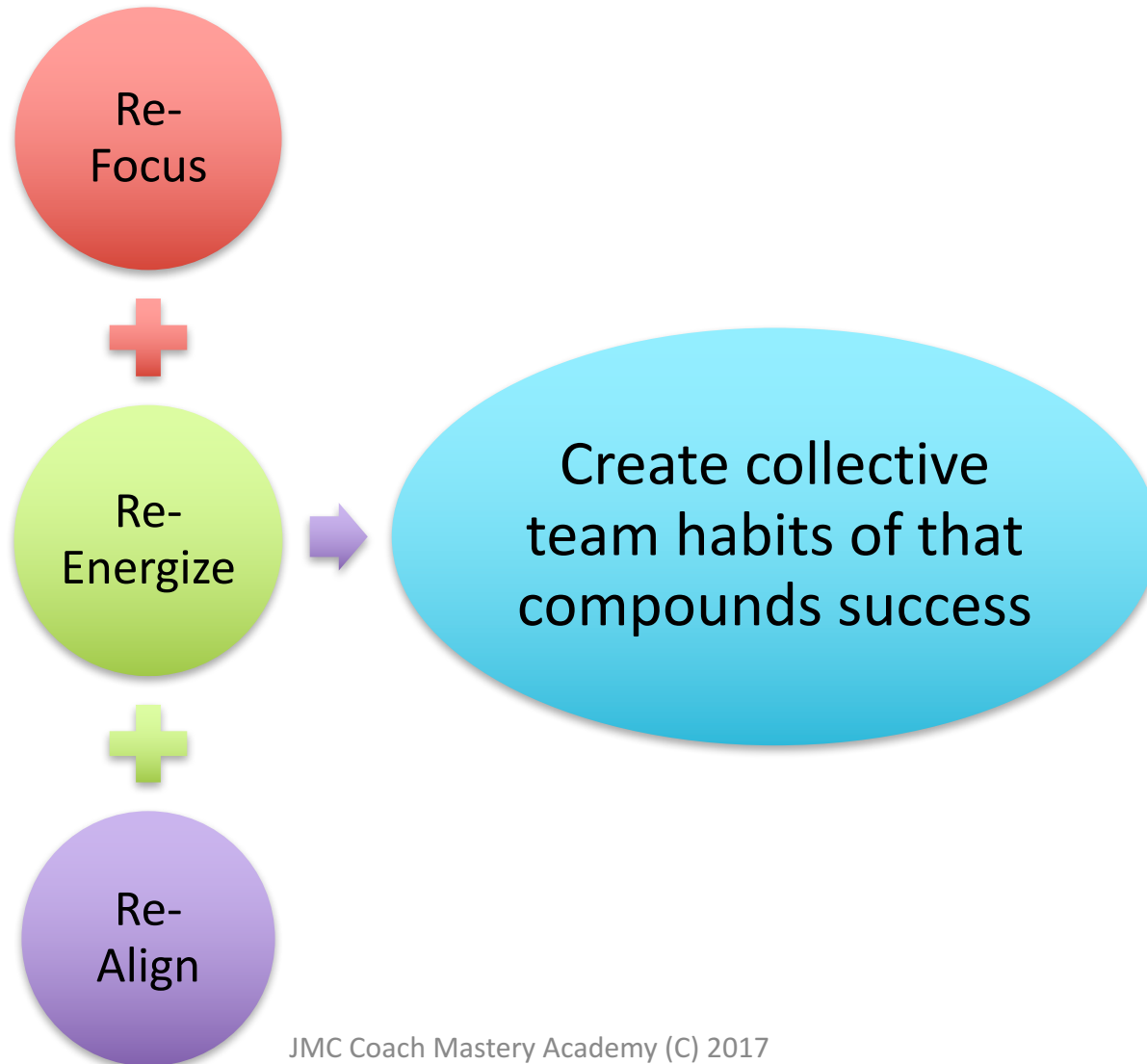
Role of Team Coach

Helping a team achieve high performance while also helping team members create more fulfilling lives for themselves and others.

(P Rosinski)

Team Coaching Competencies

Facilitative Skills

Coaching Competencies

System Awareness

Team Coaching Competencies

Team Development Knowledge

T.E.A.M G.R.O.W Process

The Road Map

Best Team Qualities

What makes great teams, great?

Team Coaching INTERNATIONAL™

MUTUAL SUPPORT
Smart Use of Resources
Common Vision
Trust
Value
Differences
accountability
Positive Attitude

Effective Decision-Making
Clear Goals
RESPECT
Ability
to Disagree
Communication
Action Oriented
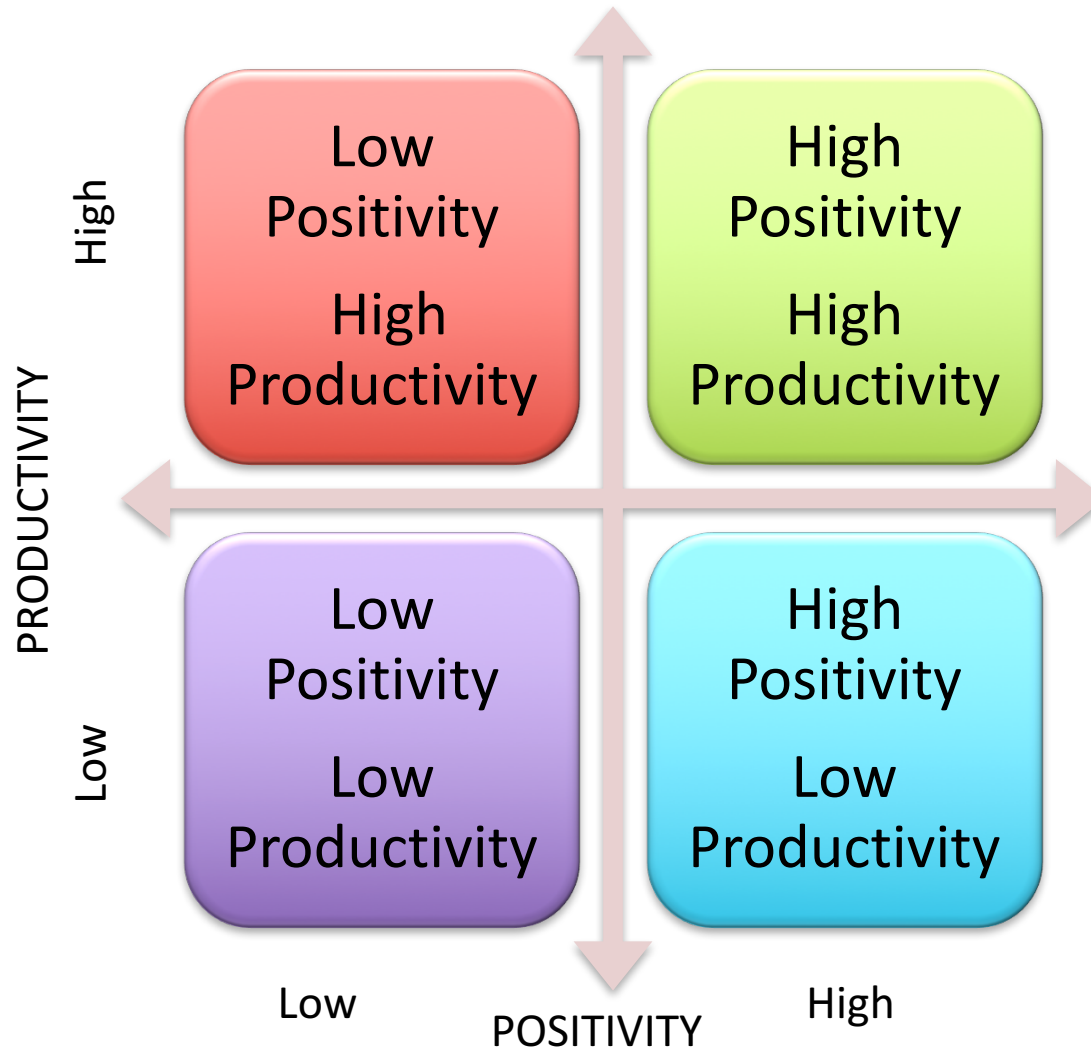Leadership

Two Dimension of Competencies

Productivity: Get the Job Done

- Common vision
- Clear goals
- Action oriented
- Accountability
- Decision making
- Leadership
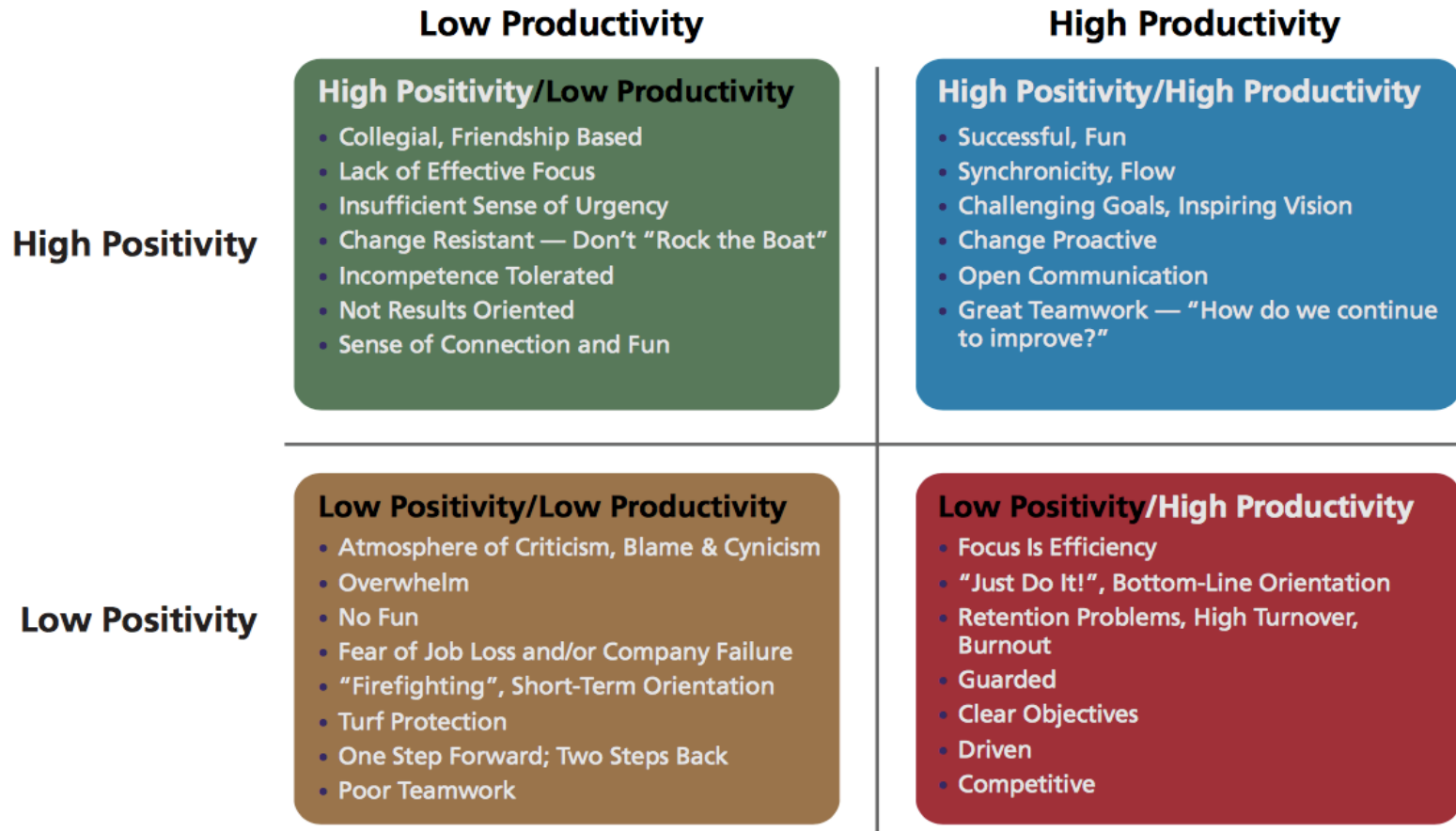- Smart use of resources

Positivity: Working Together

- Trust
- Respect
- Communication
- Mutual support
- Ability to disagree
- Valuing differences
- Positive attitude

Teaming Climate

PRODUCTIVITY

High

Low Positivity

High Productivity

High Positivity

High Productivity

Low

Low Positivity

Low Productivity

High Positivity

Low Productivity

Low   High

POSITIVITY

Team Climate

	Low Productivity	**High Productivity**
High Positivity	**High Positivity/Low Productivity** • Collegial, Friendship Based • Lack of Effective Focus • Insufficient Sense of Urgency • Change Resistant — Don't "Rock the Boat" • Incompetence Tolerated • Not Results Oriented • Sense of Connection and Fun	**High Positivity/High Productivity** • Successful, Fun • Synchronicity, Flow • Challenging Goals, Inspiring Vision • Change Proactive • Open Communication • Great Teamwork — "How do we continue to improve?"
Low Positivity	**Low Positivity/Low Productivity** • Atmosphere of Criticism, Blame & Cynicism • Overwhelm • No Fun • Fear of Job Loss and/or Company Failure • "Firefighting", Short-Term Orientation • Turf Protection • One Step Forward; Two Steps Back • Poor Teamwork	**Low Positivity/High Productivity** • Focus Is Efficiency • "Just Do It!", Bottom-Line Orientation • Retention Problems, High Turnover, Burnout • Guarded • Clear Objectives • Driven • Competitive

Team Identity Survey
(Team Diagnostic)

The Team "Selfie"

Common Team Challenges

Silo mentality

Grouping and cliques
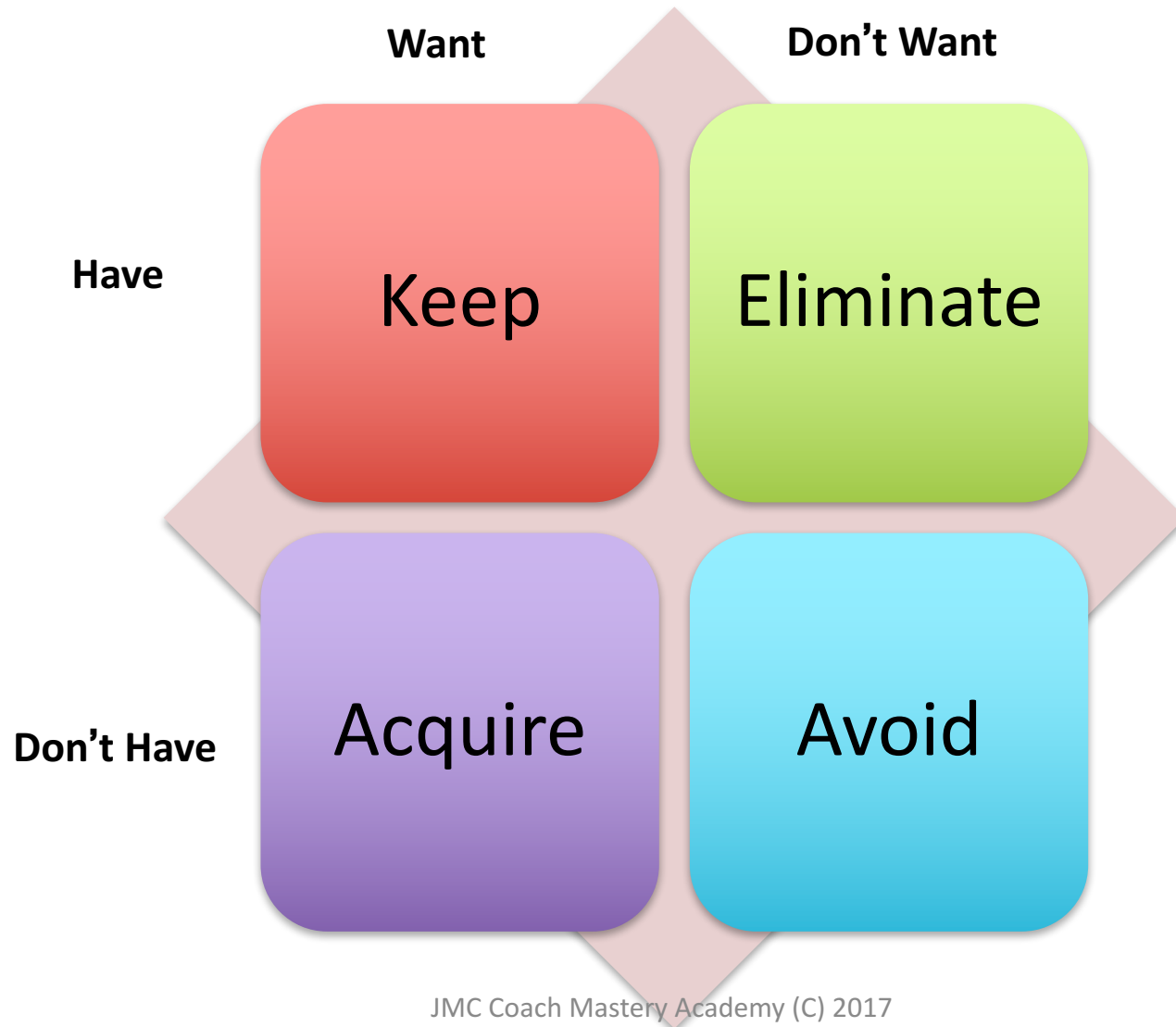
Embracing corporate values

Accountability & Ownership

Trust issues

Being open and giving candid feedback

Team Goals - Want vs. Have

Want

Don't Want

Have

Keep

Eliminate

Don't Have

Acquire

Avoid

Team Coaching Tools

Case Study

SITUATION

The sales department closed a major deal worth $12,500,000 (15% of their current annual revenue) over 6 months but the first delivery is required within two weeks or else they lose the sales to a competitor. The Sales Head calls for an urgent meeting with the other departmental head for a decision. To accept or not to accept this order.

Sales Head

The company needs this sales as economy is not very good and big deals are hard to come by. It will help the company gain market share, top revenue and profitability.

Production Head

There are other urgent deliveries that need to be fulfilled and committed to other clients and change of production will increase wastage and also results in angry clients for non-fulfillment.

Finance Head

Questions the credit worthiness of this new client and the needs time for verification. Else the risk of bad debt will be very high.

Quality Assurance Head

Needs to set up the quality criteria, checks and processes to develop adequate quality assurance. Ideally 4 weeks.

Production Control Head

Do not have some of the materials needed and need some time to source and deliver.

Warehousing and Logistics Head

All transportation and deliveries have been planned and committed to clients for the next two weeks and changes will cause disruption on customer's end.