TEAM COACHING

Definition: Facilitating a team to a new level of high-performance and effectiveness.

Benefits: Increased team trust, improved conflict management – especially related to ideas and decisions, improved accountability, and increased collective results

Self-Assessment Scale

Me	My Team		Never Always 1 2 3 4 5	
___	___	Understands the purpose of the team and how it fits into the organization	
___	___	Trusts & respects team members, regardless of their position, experience, or skill-set	
___	___	Takes accountability for the team's work and goals	
___	___	Capitalizes on the diversity of the team	
___	___	Demonstrates consistent enthusiasm and energy for the team's work	
___	___	Views conflict as opportunity to discuss important or difficult issues	
___	___	Puts the team first; individual last	
___	___	Makes time to reflect and examine past failures for lessons learned	
☐	☐	*Add your scores and divide by 8 to obtain your average score*	

Potential Outcomes of Team Coaching

- Frequent, open, and honest communication channels
- Shared understanding of goals, and business situations
- Acknowledged expertise of team members
- Sincere concern and respect for -- and between members
- Clear and shared key performance indicators & objectives; high degree of empowerment
- Strong listening and acknowledgement skills
- Reliability and predictability in team relationships
- Talking "to" others VS "about" others
- Confidentiality is practiced with regards to personal information and performance related issues
- High degree of accountability and owning up to mistakes

Which Teams Benefit from Coaching?

The team that…. (check all that apply)

- Works well together now but will need to have higher performance in the short-term due to increased business demands
- Is underperforming relative to deadlines, deliverables, budget, or decisions
- Needs to grow or has recently grown
- Wastes too much time and energy on office gossip, politics, and destructive conflict – and misses opportunities
- Has behavior that's negatively affecting other areas of the organization
- Could be more innovative considering their individual talents
- Wants to increase their nimbleness and agility
- Wants to have more fun and less stress at work
- Has limited understanding of the team's strengths and weaknesses

Assessments for Team Coaching

Increasing awareness of team strengths and development needs is a first step in team coaching. Teams will benefit from any of the following instruments:

- **Myers Briggs Type Indicator** (MBTI) - designed to measure psychological preferences in how people perceive the world and make decisions

- **The Five Behaviors of a Cohesive Team** – harnessing the power of the Everything DiSC® instrument, teams identify their strengths and weaknesses in 5 key areas: trust, conflict, commitment, accountability, and results

- **Everything DiSC Workplace** – identifies human behavior related to workplace challenges, influence, preferences for thinking and working, and responses to rules and procedures.

Leaders need to… A critical factor in the success of a team's performance is organizational and managerial support. It's critical for the manager and HR partners to take an active role in taking teams to the next level of performance. Leaders with the strength to insist on honest dialogue and accountability will be rewarded not only with a highly-productive team but also with a group that is energized, empowered, and engaged.

"Teamwork is the fuel that allows common people to attain uncommon results." - Andrew Carnegie

Team Coaching Process at a Glance

1. **Partner** – Assess the need for coaching; determine outcomes and roles; select coach and conduct first meetings; contracting

2. **Plan** – Receive program materials; begin formal coaching; assessments & interviews; consolidate data; identify developmental areas and activities; prepare and review team coaching plan

3. **Perform** – Continue team coaching; complete developmental activities; conduct additional assessments; provide books, exercises, articles; mid-point review with manager & HR

4. **Progress** – Assess progress and outcomes; Meeting/survey with manager & HR; provide extensions if valuable for sustainability

How the Coach Works with a Team

- Observes and facilitates team meetings, modeling tools and best practices for sustainability

- Attends other meetings (e.g. client, project, planning), observing the team interactions for further individual and team development

- Coaches individuals in order to benefit team performance

- Administers and debriefs assessment and interview data

- Introduces tools and best practices to expand team thinking and behavior

- Enables actionable learning based on real-time workplace challenges and opportunities

- Facilitates the team conversations that are usually avoided

- Acts as the curious outsider

Sponsor(s) Responsibilities

Use the following guidelines for taking an active role in the team coaching process.

- Inform the team that they will engage in coaching. Use this guide to share the coaching process.

- Be available to speak with the team at the assignment's start and periodically thereafter.

- Provide input to the interview or assessment process.

- Review and enhance the Team Coaching Development Plan when ready.

- Provide regular feedback to the manager and team on observed progress.

- Participate in a closing review meeting and survey to evaluate results.

Supporting the Team During Coaching

Tips for the team's stakeholders:

1. **Let go of the past -** continuing to resurface the past is demoralizing to teams trying to change. Focus on the future…feed forward VS feedback.

2. **Be helpful and supportive** VS cynical, sarcastic or judgmental – teams will stop reaching out to their stakeholders if they feel punished for trying to improve.

3. **Tell the truth** – honest feedback is essential for team development.

4. **Develop Thyself**– identify your own developmental area(s) and ask the team for input; make development a 2-way street where the stakeholders are fellow-travelers rather than judgmental bystanders. This strategy greatly expands the value of coaching gained by the corporation.