

Team Coaching

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Agenda and Objectives

- Your Pre-Session Comments
- Definitions/Philosophy: What is coaching, a coaching organization, and team coaching?
- Team Coaching vs. Team Building
- Benefits and Outputs
- Team Coaching Process and Application
- Making it Happen in Your Organization
- Resources



Pre-Session Comments

Challenges/Questions Concerning...

- Lack of coaching mindset/skills in organization
- Limited budget/time
- Resistance
- Buy-in
- Virtual settings
- Team coaching versus one-on-one vs. team building
- Lack of unified purpose, cohesion, vision and purpose, and accountability
- Constant change
- Achieving results; action
- Team coaching steps



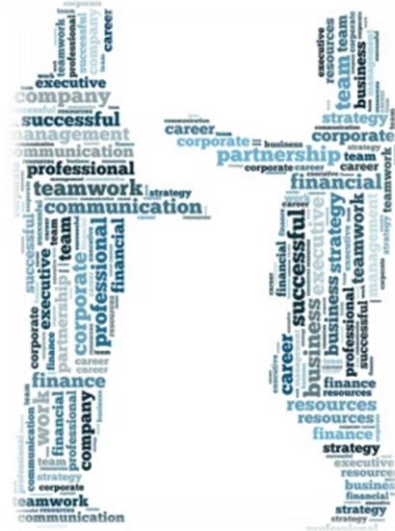


Definitions of Coaching

- Any conversation in which we support one another in making progress towards a preferred future (Matthews)
- ...challenging and supporting people in achieving higher levels of performance while allowing them to bring out the best in themselves and those around them (Hargrove).
- An interactive process to help individuals and organizations develop more rapidly and produce more satisfying results; improve others' ability to set goals, take action, make better decisions, and make full use of their natural strengths (International Coach Federation).

Definition of A Coaching Organization

...one where the culture and all the infrastructures within that culture facilitate and reward everyone to learn, practice, and engage in mindful coaching conversations to get work done, accomplish goals, and reach both personal and strategic growth and success (Bianco-Mathis and Nabors, 2017).



Question:

Read the definitions of “team coaching” on the following three slides. Submit phrases that you believe distinguish the intent and philosophy of team coaching.



Definitions of Team Coaching and Philosophy

- A team coach – either a skilled outsider or team leader – works with a group of managers or executives, using coaching tools and facilitation to create the opportunity for individual members and the team as a whole to stretch beyond their current abilities. Since the coach partners with the team in the context of its everyday team challenges, new ideas to improve team performance emerge.
(CCL)
- Team coaching focuses on results. It involves a team coach working with the team to use its relationships, shared experiences and interpersonal awareness in a way that supports – rather than detracts from – the team’s goals.



Definitions of Team Coaching and Philosophy

- Team coaching is a comprehensive process that creates high-performing, sustainable, and inspired teams. The team coach works with the team as a system as opposed to a collection of individuals. Team coaching is an on-going process as opposed to a team building event. (Kathryn Kemp)
- Team coaches believe that the team has within it the means to excel. Team coaches provide expertise in team effectiveness, and rely on the team to design the plan that will best support its success. By intensely listening, asking effective questions, and offering sincere encouragement, the coach facilitates the process for the team to learn its own answers and then to take responsibility for acting on them. Coaching is the truest form of empowerment.



Definitions of Team Coaching and Philosophy

- Team coaching is designed in line with the goals and based on a thorough analysis of the team's strengths and challenges. The final goal is to enhance teamwork, build trust among team members, align the team, resolve conflicts, increase team awareness that goes beyond each individual, and develop empathy and shared commitment. (Shine Coaching)
- Team coaching is an interactive process with intact groups for the purpose of developing the ability of the team to work together to achieve results. It provides direct interaction with a team intended to help members make full, coordinated use of collective resources in building relationships, communicating and accomplishing the work. (Wheatley)





Team Coaching vs. Team Building

Team Building	Team Coaching
<ul style="list-style-type: none">• One time event• Requires skill in team dynamics, team exercises/games, and facilitation• Objective to increase communication and collaboration, gain surface level understanding of mutual differences, and make in-the-moment agreements towards working together better• Uses a structured approach (pre-designed agenda and exercises) towards surfacing and addressing issues (prescriptive)	<ul style="list-style-type: none">• Ongoing process over time• Requires skill in team dynamics, facilitation, and coaching processes• Uses skilled dialogue in helping members define their issues, create a future picture of performing at a higher level, developing goals, and creating action plans and a practice field towards achieving potential• Tied to both organizational business strategy AND desired inter-group behaviors• Includes measured practice and results• Transfers team coaching skills to the entire team: sustainable team coaching

Question

Think of intact teams in your organization—leadership team, management team, standing cross-functional team.

- When conducting a needs assessment of such teams, what issues often surface?



Team Coaching Outputs

- Increases clarity and alignment of roles and priorities
- Streamlines team operations and relationships
- Boosts team cohesiveness, communications, morale, and trust
- Leverages team strengths and individual differences
- Improves team credibility
- Aligns team goals with the goals of the organization
- Identifies areas for leadership development across the team
- Supports the team in designing a roadmap to move forward



Team Coaching Outputs continued



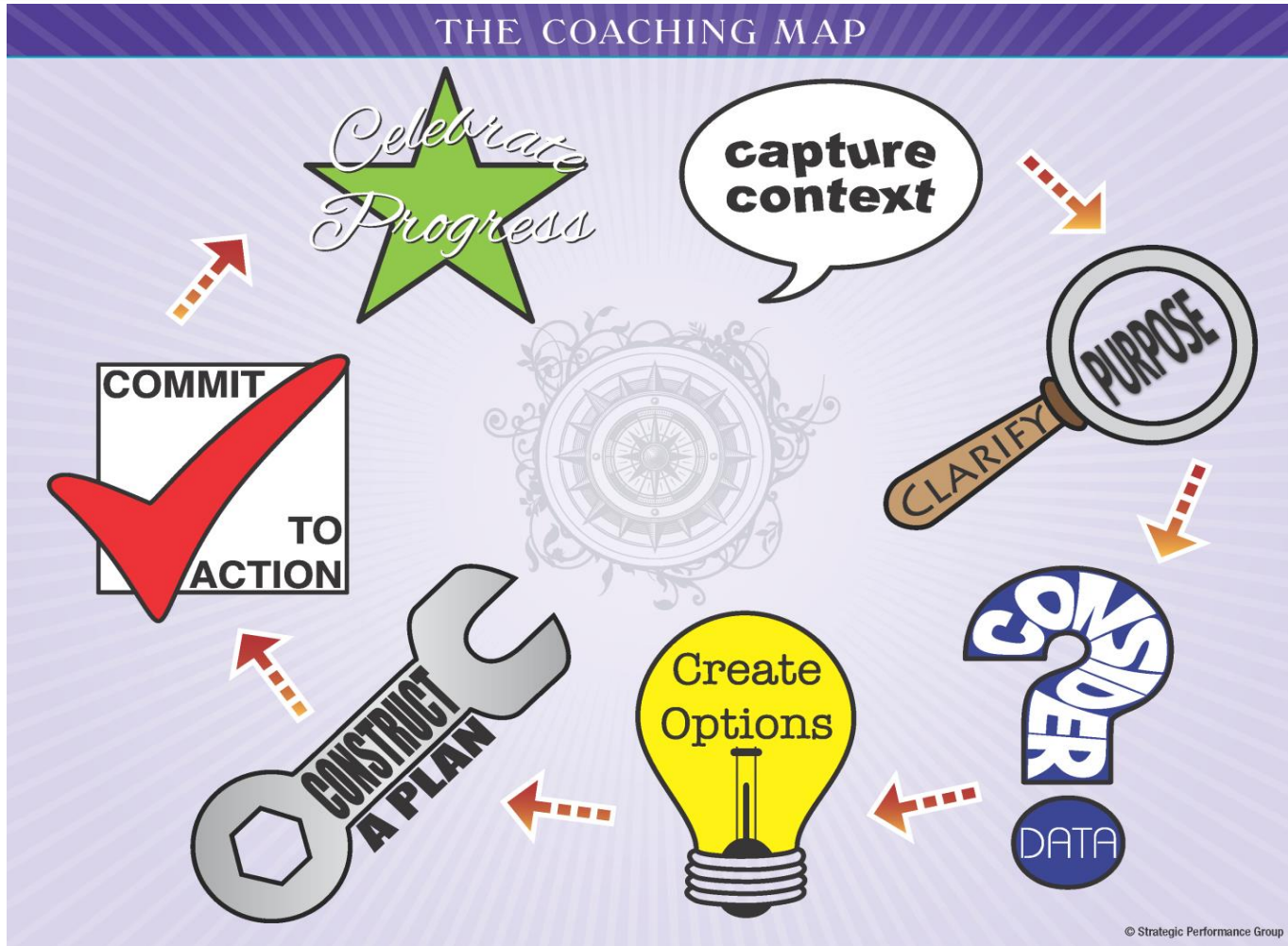
- Gives the team a common language for what it takes to be successful: dialogue not discussion (dialoguedeck.com)
- Assists the team in adopting tools to increase productivity: conflict resolution, decision making, process improvement, etc.
- Allows discussion of the undiscussable
- Develops a sense of supporting success across the team (common purpose, no silos)
- Provides a vehicle for sustainable change and entire culture change
- Establishes long-term peer coaching and virtual coaching

Team Coaching Process

- A team coach conducts interviews to understand the organization's culture and objectives in the context in which the team is operating.
- Based on this information and the team's strengths, growth opportunities, and performance goals, team objectives are clarified and relevant measures of success are identified.
- The coach works with the team for a defined period of time to ensure the stated objectives are realized.
- Processes are put in place to help ensure the team remains at a high level of performance going forward (HR Catalyst, Bianco-Mathis and Nabors)



Team Coaching Map



Team Coaching Process Step: Capture Context and Clarify Purpose

✓ In preliminary meetings:

- Work with team leader/stakeholder to prepare team
- Establish reasoning for team coaching/desired outputs
- Facilitate the development of a future team “picture”: where are you now as a team and where do you want to be? what behaviors/results will you and the rest of the organization see 6 months from now?
- Preview process and gain commitment
- Help members reach agreement on moving ahead
- Develop ground rules, team protocols, and team coaching contract



Team Coaching Process Step: Consider Data and Create Options

- ✓ Gather data from team members and key stakeholders through interviews and inventories (Hogan, CCL Suite, Team Assess, Shadowmatch, Five Behaviors of a Cohesive Team Survey) and explore range of business and interpersonal behaviors
 - team goals, roles, processes, structure
 - conflict resolution, decision making, problem solving
 - communications: dialogue, listening, questioning, confronting
 - culture: sharing, managing change, values, quality
 - supportive technology and protocols
 - engagement and perception of rest of the organization
 - alignment with and implementation of strategic results
- ✓ Collate data into themes and prepare data to share with team



Team Coaching Process Step: Consider Data and Create Options continued

- ✓ Conduct data feedback meeting
 - Share data with team
 - Brainstorm and create options for how to build on strengths and work towards opportunities
 - Based on desired future picture, facilitate process for identifying areas to work



Team Coaching Process Step: Construct Plan, Commit to Action, and Celebrate

- ✓ Conduct action planning meeting
- Identify specific goals and create an action plan
 - Clear measures
 - Benchmarked steps
 - Challenges and resources
- Discuss and identify practice field assignments: actions team members will take to practice the skills and behaviors needed to fulfill the team goals.
- ✓ Conduct team coaching in real time during regular team meetings. Guide and advocate tools to assist development of team as they get work done.





Team Coaching Process Step: Construct Plan, Commit to Action, and Celebrate

- ✓ Allow extra time within each team meeting or hold separate “check-up coaching meetings” to check progress with action plan, note progress towards results, adjust actions needed, and reinforce learned behaviors. Celebrate progress!
- ✓ Coach individual members as needed in between meetings
- ✓ Help transfer coaching skills to team members so they begin to coach one another: hardwire the skills.
- ✓ Help transfer coaching skills so team members begin to use a coaching style of leading/managing throughout the organization

Question?

Let's say a team is working on improving work processes across their divisions, sharing more information with one another, using dialogue to surface and confront real issues, and being more accountable for achieving goals.

What observable practice behaviors/tools can you see this team trying out on a regular basis?





Direct Observation Checklist: Individual Team Member

Behavior	Date/Situation	Date/Situation	Date/Situation
Shared more information through monthly status to colleagues and direct reports.			
Openly shared ideas within team during decision making.			
Asked questions first before challenging others in the group.			
Submitted accountability chart before each team quarterly check: actions, results, next steps.			

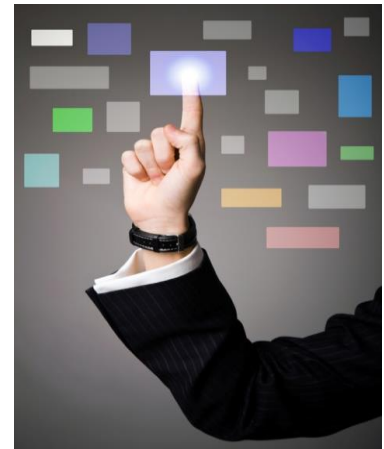


Direct Observation Checklist: Entire Team

Behavior	Date/Situation	Date/Situation	Date/Situation
At end of every meeting, we discuss how to disseminate consistent messages to rest of organization.			
We practice dialogue and redirect others when they slip.			
We conduct quarterly goal checks to stay accountable towards our commitments.			
We take ownership for holding sub-meetings with one another to fulfill RACI roles and sharing of information.			

Making It Happen: A Systems Approach

- **Get certified/take workshops/practice with a seasoned expert** in the areas of (see resources at end of presentation):
 - team dynamics
 - team facilitation
 - team data gathering tools, analysis, and feedback techniques
 - one-on-one executive coaching and team coaching process
 - dialogue: the reasoning behind what is said and done and using language to surface and work issues
- **Train internal cadre of facilitators:**
model coaching mindset
- **Conduct pilots**



Making It Happen: A Systems Approach

- **Institute one-on-one coaching as a norm**
 - 360 degree feedback with three coaching sessions
 - designated top leaders
 - stories/presentations of coaching and results at competitors
 - part of every management/leadership training program
 - training over time (not one-time hits) with practice in between
 - treat training groups as a team and role model team coaching
- **Embed coaching in all systems:** managers as coaches, vision/mission/goals, performance “coaching updates,” software for everyday feedback, decision making, compensation and bonus structures



Making It Happen: A Systems Approach

- Transfer Coaching Mindset in Training and Facilitation:

- Beliefs, behaviors, results

- Perception vs. Intent

- Coaching in all directions

- Coaching Model

- Coaching Conversation Process

1. C: Context/Situation

2. O: Objective

3. A: Alternatives

4. CH: Choice



Making It Happen: A Systems Approach

- Measure, measure, measure
 - Utilize direct and indirect measures
 - Return on investment and impact on business
 - Very tangible numbers: increased profits by 25%, added 1.3 million to the bottom-line, increased customer satisfaction by 50%, reduced product to market by 40%, increased strategic results by 35%, increased job satisfaction and engagement by 80%





Resources: Coaching

Everyday Coaching: Using Conversation to Strengthen Your Culture; Bianco-Mathis and Nabors, 2017, ATD Press

Organizational Coaching: Building Relationships and Strategies that Drive Results; Bianco-Mathis, Nabors, Roman, 2008, ASTD Press

Measuring the Success of Coaching; Phillips, Phillips, and Edwards, ASTD Press, 2012

Coaching with the Brain in Mind; Rock and Page, Wiley and Sons, 2009

ICF, Global Coaching Study, 2016. www.coachfederation.org/about/landing.cfm?ItemNumber=3936

The Dialogue Deck; Bianco-Mathis and Nabors, dialoguedeck.com

Co-Active Coaching: New Skills for Coaching People Toward Success in Work and Life; Whitworth and Kimsey-House, latest edition, Nicholas Brealey Publishing



Resources: Team Coaching

Dynamics of Team Coaching, CCL: <https://www.ccl.org/multimedia/podcast/the-dynamics-of-team-coaching/>

Team Coaching That Works, ICF, <http://coachfederation.org/blog/index.php/1565/>

Team Coaching, HR Catalyst: <http://www.hr-catalyst.com/team.coaching.php>

Team Coaching, Kathryn Kemp: https://www.slideshare.net/Kathryn_Kemp/B2B-Team-Coaching-Presentation-7608,

Road to Resilience Team Coaching, Margaret Wheatley: http://roadtoresilience.com/html/team_coaching.html

Shine Coaching: <http://shinecoachingbarcelona.com/en/team-building-team-coaching-comparative/>



Resources : Teams and Team Facilitation

[The Five Dysfunctions of a Team: A Leadership Fable](#), Lencioni, Jossey-Bass Publishers, 2002.

[The Ideal Team Player](#), Lencioni, Jossey-Bass Publishers, 2016.

[HBR Guide to Leading Teams](#) (HBR Guide Series), Shapiro, 2015.

[The Skilled Facilitator](#), Schwarz, Jossey-Bass, 2016 (third edition)