

Alignment

Goals & Strategies

Accountability

Proactive

Decision Making

Resources

Team Leadership

Trust

Respect

Camaraderie

Communication

Constructive Interaction

Values Diversity

Optimism

Fielding Graduate Institute

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Topic: Coaching Teams

*“Tapping the Extraordinary Potential
Of Team as System”*

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CEO, Team Coaching International

Agenda

- Context for Team Coaching
- Model for High Performing Sustainable Teams
- Role of Team Coach
- Tools for Coaching Teams

Emergence of Team Coaching

Convergence of 4 movements

- Strengths Movement
- Systems Awareness
- Coaching
- Shifting Marketplace Conditions

Evolution of Team Coaching

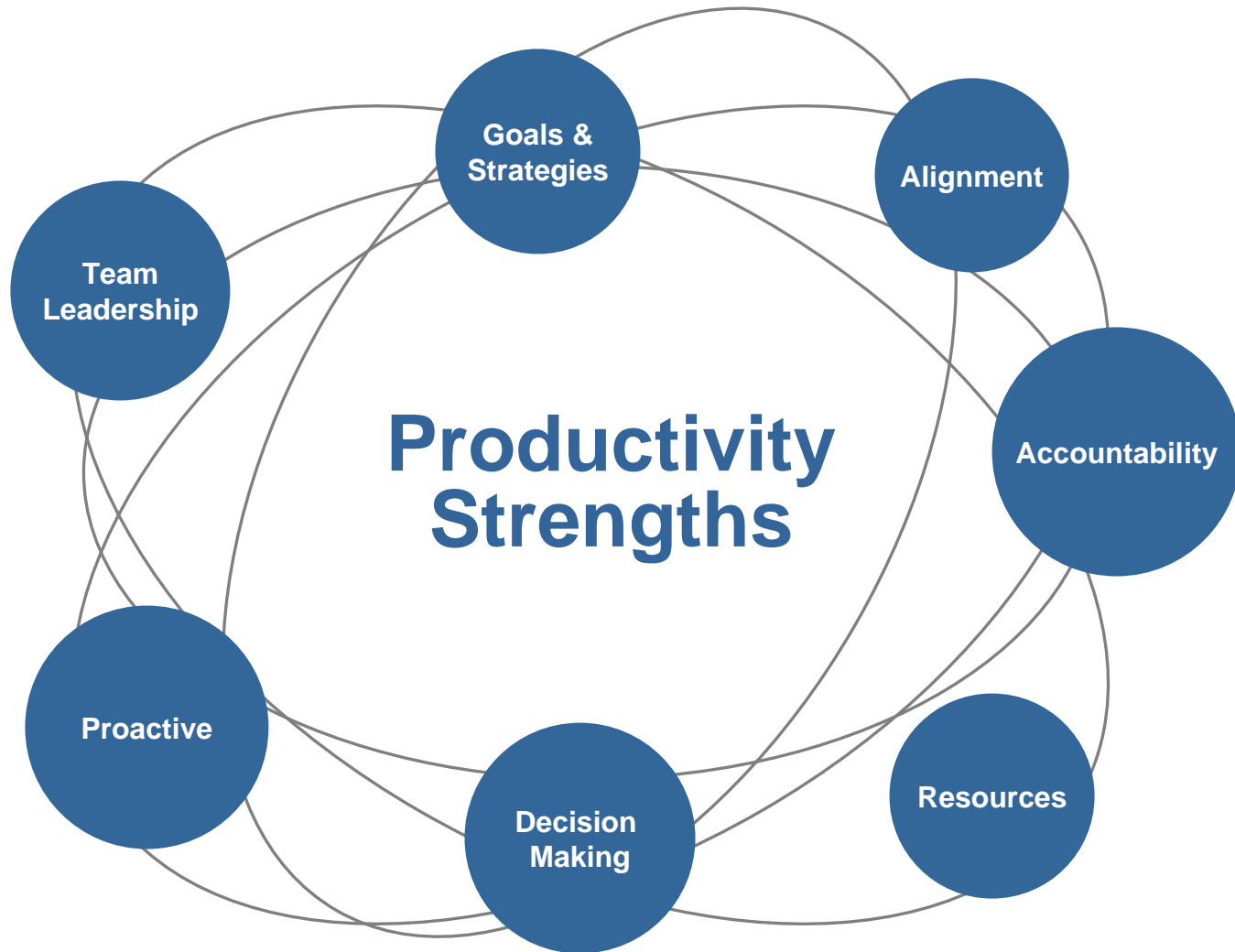
- Team Building Events
- Jon Katzenbach & Douglas Smith, “The Wisdom of Teams”
- Leadership/Team Leader Development
- Individual Personalities and Roles
- Emergence of coaching/executive coaching

Team Coaching Model

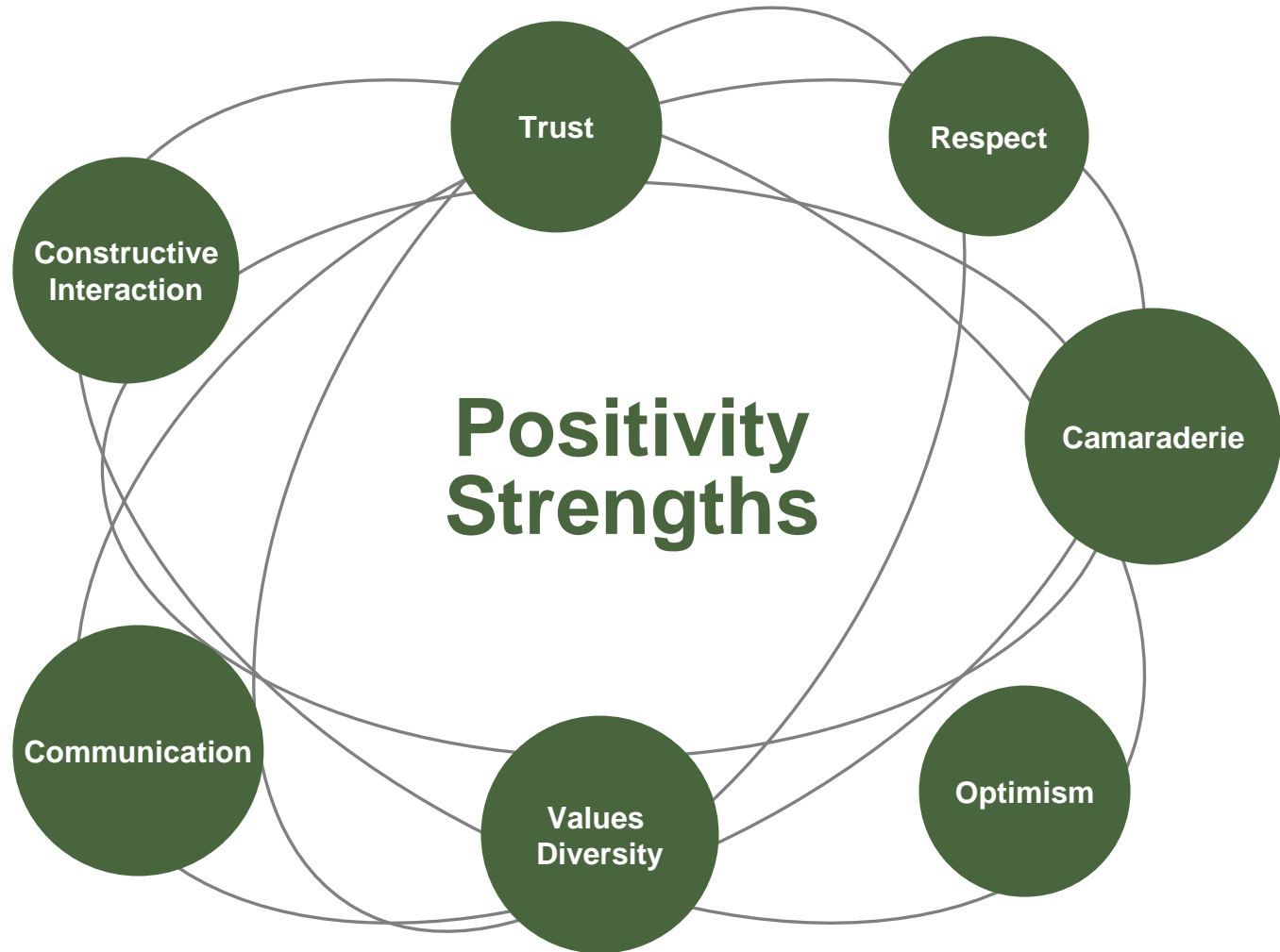
What needs to be in place for teams to excel?

- *“Teams exist to produce results.”* Look at the factors that support the team’s ability to be productive. The **Productivity** continuum.
- *“The culture of the team has the power to block or unlock results.”* Look at the factors that create a positive environment. The **Positivity** continuum.

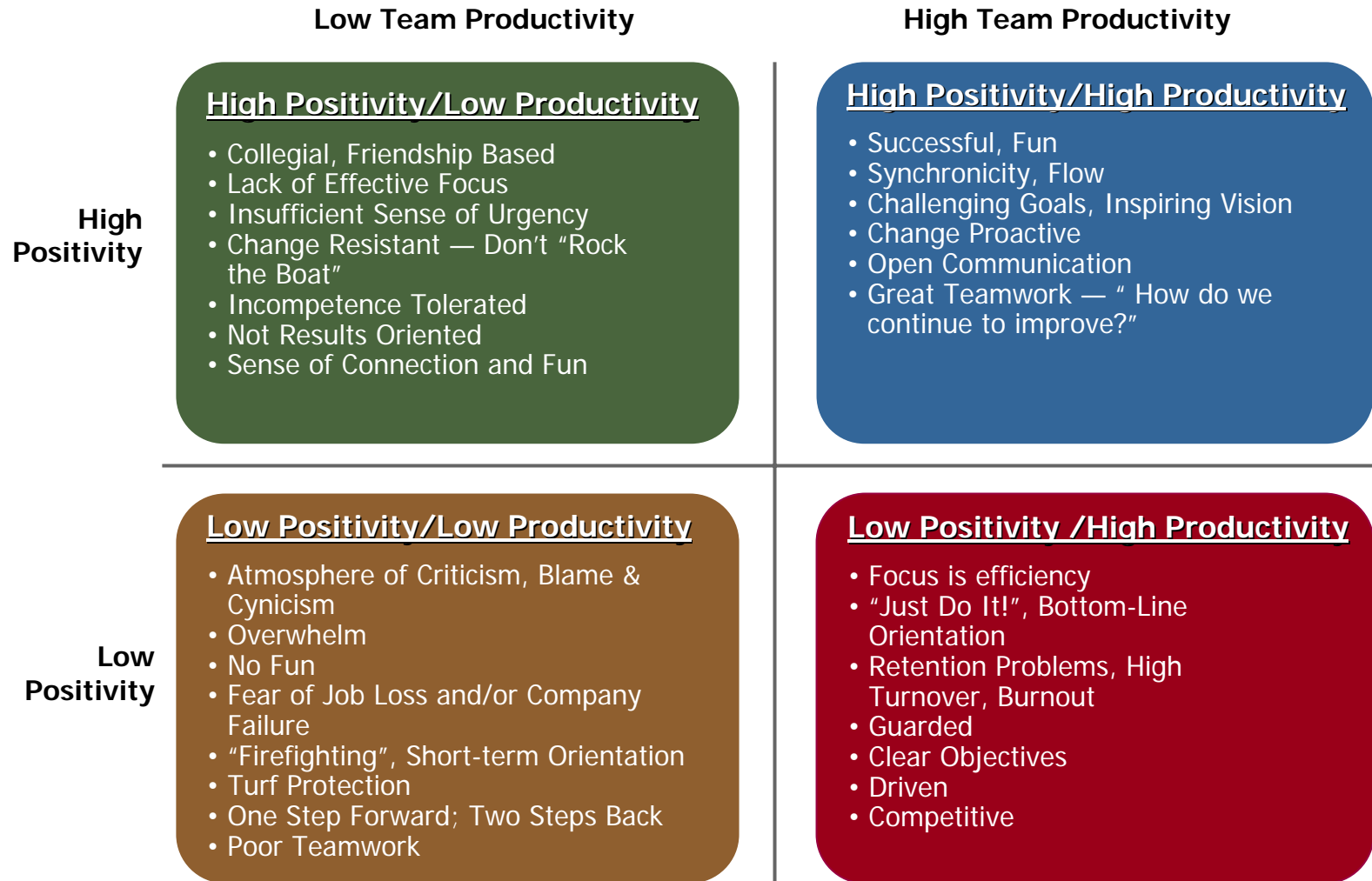
Team Model — Productivity Strengths



Team Model — Positivity Strengths



The Four Quadrants



Four Guiding Principles

First Principle: Teams exist to produce results.

Second Principle: The team is a living system.

Third Principle: Team members want to be on high performing teams and want to contribute.

Fourth Principle: The team has within it the means to excel.

Traditional View vs. Systems View

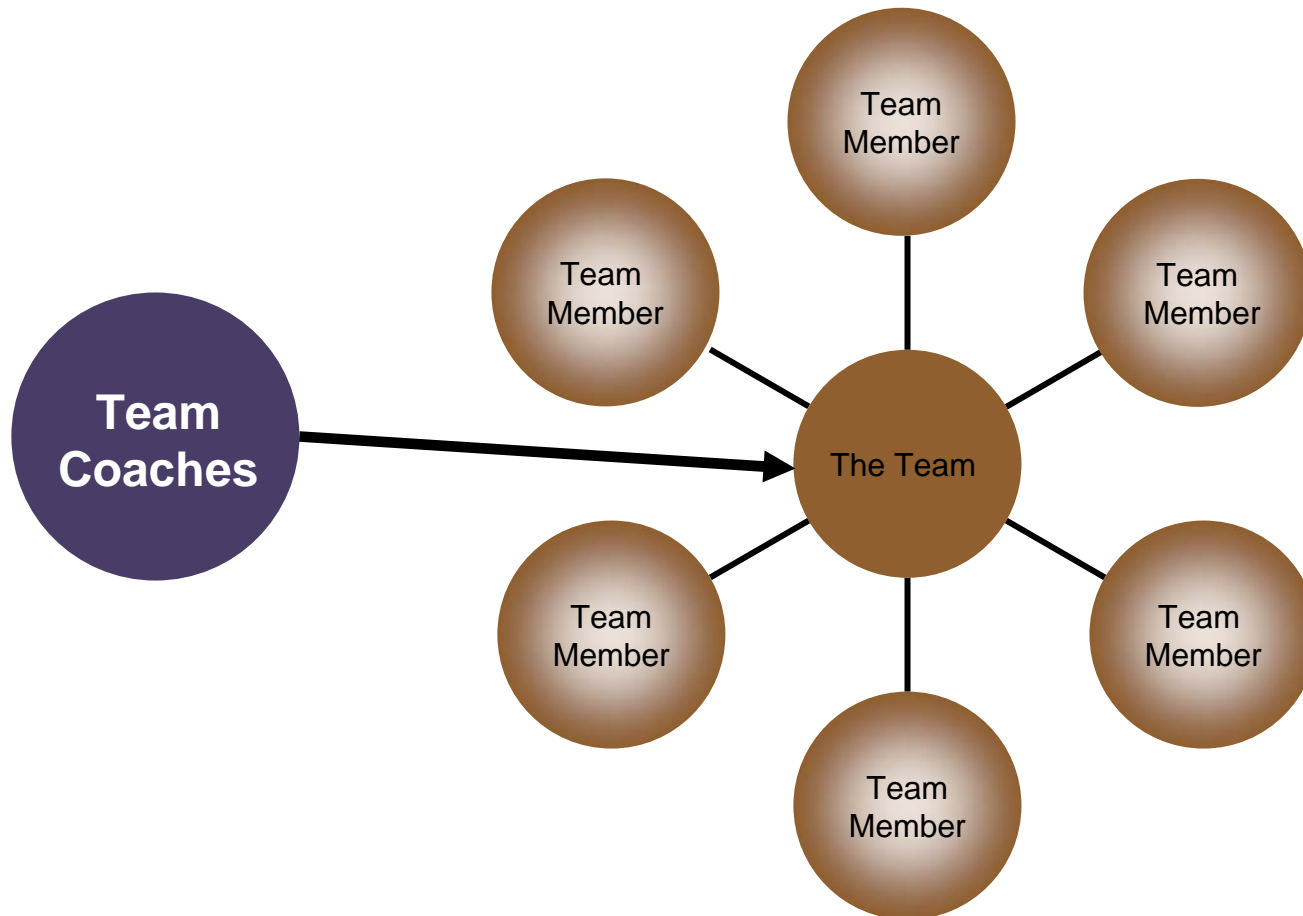
- Most team coaching views the team as a collection of individuals.
- In the traditional approach, the objective of the coaching is to increase the performance of the team by improving the performance of individuals.

Team as System

“No two minds ever come together without thereby creating a third, invisible intangible force, which may be likened to a third mind.”

Source: Napoleon Hill, “Think and Grow Rich”

Systems/Team Coaching



Role of the Team Coach

Team Intelligence Competencies

1. Reveal the system to itself.
2. Pay attention to the energetic field in which the team is operating.
3. Highlight and celebrate deep democracy.
4. Listen for the urge—what is trying to happen?
5. Reinforce co-responsibility.
6. Increase Positivity; reduce negativity.

Team Coaching Skills

The Skills you already know with your individual clients except now the “client” is the system—the team itself

- Model Transparency
- Normalize the current state
- Name the energetic field
- Be enormously curious. Be fascinated

Practical Tools and Tips

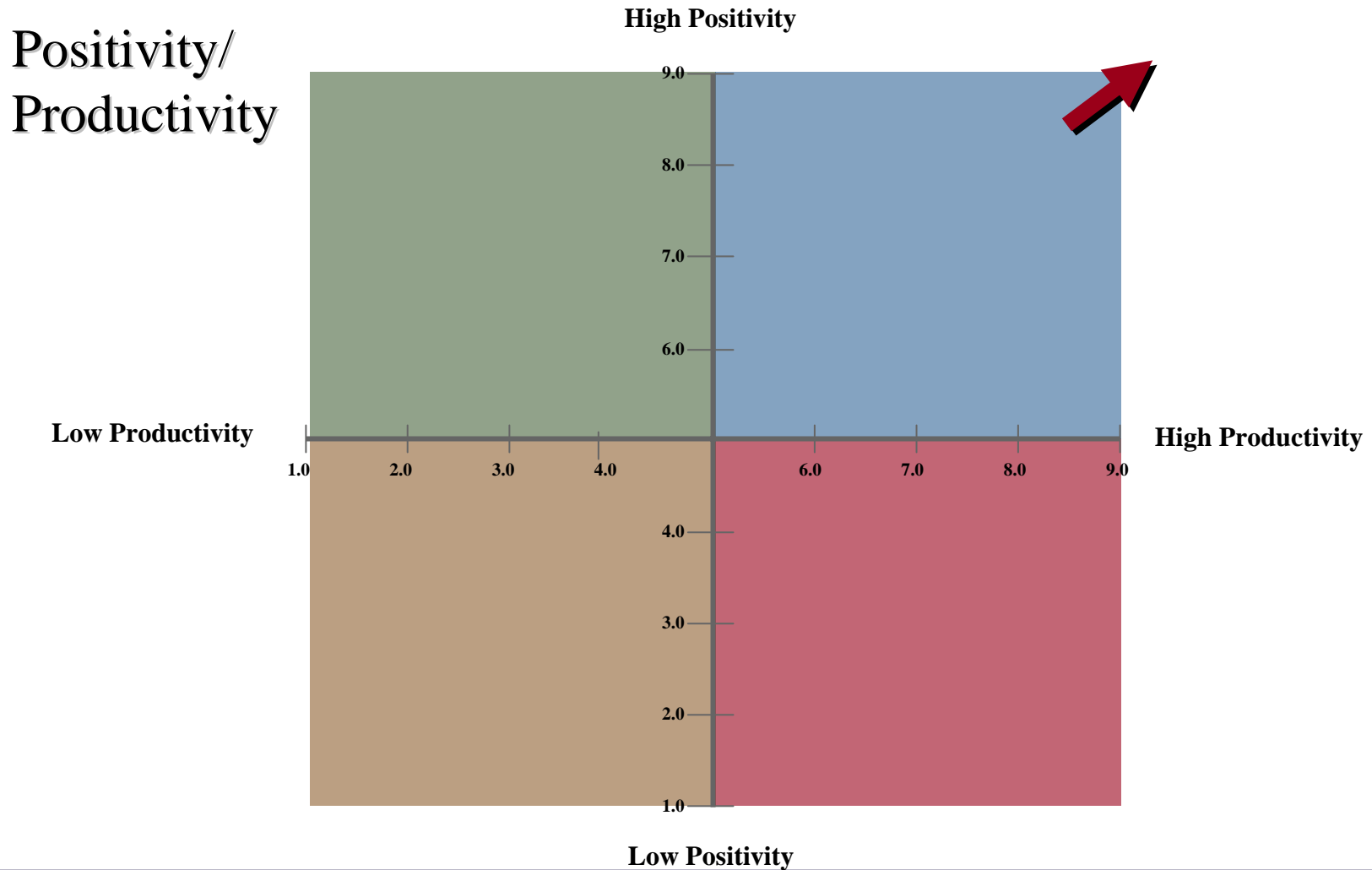
- You, as the Team Coach, must create an opportunity for the team system to “reveal” itself to itself.
- Create safety up front by working with the team to design a team contract.
- Brief the team leader in advance about the concept of coaching the system and what it means to their leadership style.
- Use coaching disciplines of holding accountability and action.
- Begin the team coaching dialogue by having the team choose a productivity or positivity factor on which they would like to work.
- Trust the system to be “self-correcting.”

Create Safety

Team agreements / a Team Contract

- What culture do we want to create?
- What will help this team to flourish?
- What will we do when there is conflict, pressure to perform?
- How will we know this is working? What behaviors will we observe?
- How will this impact our productivity?

Team Matrix



Contact Us



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