

- Quality relationships
- Meaningful work
- Inner harmony



EFL “Brieflet”: Engaging with Team Coaching

What is Team Coaching?

Direct interaction with a team intended to help members make coordinated and task-appropriate use of their collective resources in accomplishing the team’s work.
(Hackman and Wageman, 2005)

A comprehensive and systemic approach to support a team to maximise their collective talent and resources to effectively accomplish the work of the team.
(Carr & Peters, 2013)

As well as benefiting from individual coaching, the most successful teams - sports, military, organisational or other arenas - are also coached together. In order to achieve team goals, members need to understand, and work towards, one another’s skills and strengths, and share leadership and responsibility accordingly.

Over a period of time, the team coach regularly facilitates the team as they review and enhance the essential elements of their effective functioning. Before teams resume full ownership for their direction, the team coaching process harnesses and reinforces:

- Shared learning from team performance on key tasks and processes
- Team purpose, direction and culture
- Understanding, trust and shared responsibility for what drives, supports (and hinders) decision-making

*Knowledge generation ... primarily occurs in working teams.
Individual learning is a by-product of what goes on in really innovative teams.*
(P. Senge in D. Clutterbuck, 2007)

Effective team coaching also enhances:

- Team synergy and discretionary effort
- Team resilience and wellbeing (inc. the ability to manage conflict and crises)
- The use of co-coaching as a regular practice
- Powerful leadership of organisational culture
- Effective identification and support of future leaders
- Openness to the risks of experimentation and responsibilities for errors in the pursuit of learning, innovation and growth
- Shared responsibility for managing team performance and prioritisation

Senior leadership teams, like other teams, need expert help in learning how to become better at working together over time ... High spirited, independent minded thoroughbreds are often convinced of the rightness of their ways and are not responsive to correction - even by the lead horse.”

(Wageman et al in P. Hawkins, 2011)

What to consider when engaging a Team Coach

If you're thinking of engaging in Team Coaching and want it to be responsive to your team's unique needs at a specific point in time, ensure that the Team Coach:

1. Meets with you to:
 - a. Understand your organization's vision and values
 - b. Clarify what team coaching is and why you are asking for it at this time
 - c. Ascertain how the team currently operates
 - d. Identify the team champions and chafers
 - e. Clarify what outcomes are sought and how these will be measured
2. Considers meeting with, and possibly assessing, individual team members before working with the whole team
3. Observes and assesses the extent to which the organisational vision and values are understood and applied, particularly by the team to be coached
4. Proposes and delivers a team coaching plan which integrates the above, and with respect to the organisational systemic/multi-stakeholder perspective
5. Builds a challenging but safe group environment that demonstrates and promotes your organisational and team values
6. Provides for the sustainability of change by ensuring team accountability and commitment to operational objectives to be implemented during the team coaching period and beyond
7. Can describe how they will follow up with you as part of the process

*E hara I taku toa I te taki tahi, engari e taki tini
My success is not mine alone, but that of many*

(Maori Whakatauki/Proverb)

Sources for your further interest

Carr, C. & Peters, J. (2013) *The experience of team coaching: a dual case study. International Coaching Psychology Review*, Vol. 8, No.1, March.
Clutterbuck, D. (2007) *Coaching the team at work*. Nicholas Brealey International.
Hackman, J. R. & Wageman, R. (2005). A theory of team coaching. *Academy of Management Behaviour*, Vol.30, No. 2, 269-287
Hawkins, P. (2011) *Leadership coaching: developing collective transformational leaders*. Kogan Page.

Sam Farmer is Owner-Director of Enhance Facilitation Limited and strongly advocates that leadership is a team responsibility. He has led, facilitated and coached teams in large and diverse organisations for over two decades. Responsive to the nuances and dynamics within teams, Sam provides a safe environment for members to work together to engage with the challenges and risks that lead to meaningful goals. He is strengths-based in his approach and also provides in-field and remote psychosocial support to professionals working within the humanitarian sector and other high emotional impact contexts. Sam is a registered psychologist, receives regular professional supervision and is bound by the Psychologists' Code of Ethics.

Contact Sam:

T: +64 27 411 8522

E: sam@enhanceltd.co.nz

 [LinkedIn](#)

© Enhance Facilitation Limited www.enhanceltd.co.nz

Coaching

Psychosocial Support

Supervision