



## TEAM COACHING

### Objective

Teams are the main driving force behind every organization. Whether it's a functional team, a team of managers, or a project team, people get most done when they work together effectively. When members of a team don't work well together, performance and productivity can suffer. That's not good for anyone. Hostility, conflicting goals, and unclear expectations are symptoms of an unhealthy team. To avoid these harmful effects, you need be proactive about improving team performance. And even when a team is meeting its objectives, there's often room for improvement.

So how can we help your team to improve? With good team coaching (as distinct from individual coaching) we can support you to take your team to the next level. It's a valuable activity.

### Team coaching themes: the areas we work in

- **Team leadership:** focus on supporting leaders to lead their team more effectively.
- **Team objectives:** focus on clarity about their role as a team, what they can achieve together that they cannot do apart.
- **Team strategy:** focuses on enabling the team to develop practical and purposeful action plans that map out the iterative steps needed to achieve success as a team.
- **Team relationships and dynamics:** focus on supporting team members in understanding what is required of them to work effectively together as a team.
- **Roles and responsibilities:** focus on enabling team members to gain clarity on what is required and expected of them in their
- **Working as a 'top team':** focus on supporting teams to better recognise the strategic responsibilities of their role as a leadership team within the organisation.
- **Working through change, transition and ambiguity:** This focuses on enabling teams to understand how to work more effectively with high levels of complexity and change.
- **Building resilience:** focuses on supporting the team to develop 'resilience' in working under prolonged stress and pressure – and to support and lead others in doing so too.

### Structure

All of our team coaching programmes are bespoke in design; however they usually include the following phases:

- Phase one – we undertake effective 'contracting' with the organisation and/or the team leader on the 'business case and rationale' for the work we undertake
- Phase two – we arrange one-to-one sessions with each team member in order to clarify personal objectives, requirements and perspectives.
- Phase three – a 'launch' event. The focus of this event is the creation of the team's own 'development agenda' – which is owned by all of the team.
- Phase four – a series of workshops with the team over a period of time to embed learning and the new disciplines and behaviours required of the team.
- Phase five – review of learning and development needs that ensure sustainable development going forward.

Additional one-to-one sessions can be offered to individual team members as required in this process as a means of understanding progress and supporting individual development.