



Team Coaching

Session 4: Preparing to coach the team

The team coaching framework

Preparation

Scoping and
contracting

Process skills
development

Coaching
conversations

Process
review

Process
transfer

Outcomes
review

Team coaching process framework

Step	Team coach's action	Team's action
1. Preparation	Establish what performance means in this context Establish how ready the team is for coaching	Consider willingness and readiness for coaching
2. Scoping and contracting	Clarify goals and timescales How will we measure the outcomes of coaching?	Understand and commit to specific performance goals – task, learning and behaviour
3. Process skills development	Help the team acquire basic skills of learning dialogue	Commit to and practice skills of learning dialogue
4. Coaching conversations	Lead the coaching dialogue	Create reflective space – calm time for coaching dialogue and for subsequent reflection
5. Process review	Briefly review coaching process at end of each session Review in more depth every third session	Give open feedback about the coaching process, and think about how could they make it more effective
6. Process transfer	Assist team to take more leadership of coaching conversation	Take more leadership of coaching conversation
7. Outcomes review	Assist team to evaluate what has been achieved through coaching Give feedback on team's presentation to more senior management	Take responsibility for the outcomes of coaching and reporting them back to more senior management.

Contracting with:

- Sponsor
- Team leader
- The team individually and collectively
- Yourself
- Your co-coach

How do we move from “contracting” to “enlarging”?

Interviewing tips

Some things to observe:

- How do you create trust for the interviewee?
- How you maintain the focus on information gathering without slipping too far into coaching?
- How honest do you think the interviewee is being?
- What recurrent themes, patterns and polarities do you see?
- How do you work together as a team coach pair?

Questions to the team leader

- What are team strengths and weaknesses?
- What is the balance between positive and negative conflict within the team?
- Does the team understand its collective and individual strengths and weaknesses?
- Does the team have a collective will to achieve?
- Is there strong alignment between the goals of the team and the goals of the coachee?
- Is there strong alignment between the values of the team and the values of the manager?
- What is the capacity of the team for open discussion?

Some starting questions to the team

- What did you do collectively this week that did or didn't meet your collective ideal?
- What did you do collectively this week that took you substantially towards achieving a key team goal?
- How do you think you score individually and as a team in terms of self-honesty?
- What's the personality of this team?
- How is leadership distributed in this team?

Psychological safety

“Individuals’ perceptions about the consequences of interpersonal risks in their work environment. It consists of taken-for-granted beliefs about how others will respond when one puts oneself on the line, such as by asking a question, seeking feedback, reporting a mistake, or proposing a new idea.” Amy Edmondson (2013)

Difference between Psychological Safety and Trust

(Turner.T, 2019)

PSYCHOLOGICAL SAFETY

Is a group construct

Measures if it's ok to openly share concepts and make mistakes

Measured by team members - they 'know' if the environment is safe

Gives you as a contributing team member the benefit of the doubt

TRUST

Is an individual construct

Measures if another can be counted on to do what they say they'll do

Measured by an individual about the other

You give the other person the benefit of the doubt for getting things done

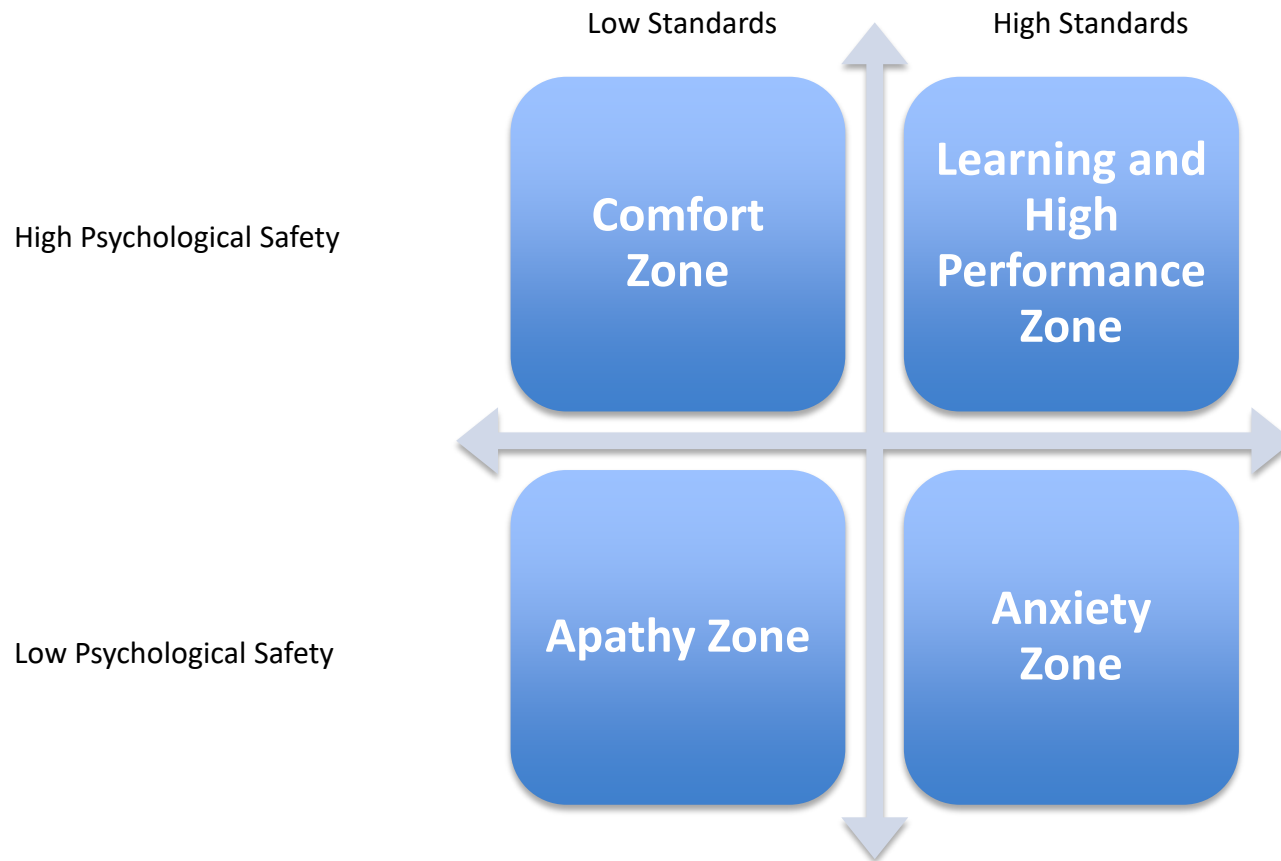
Manifestation of psychological safety

- Presence
- Listening
- E-I to E-We
- Asking and offering help
- Equality of voice
- Diversity of contribution and opinions
- Respect
- Staying with the uncomfortable
- Pace is considered

Why relevant to team coaching?

- Project Aristotle
- Team effectiveness - key psychological component
- Path to candid and meaningful conversations and change
- Its contagious within teams of teams and wider system

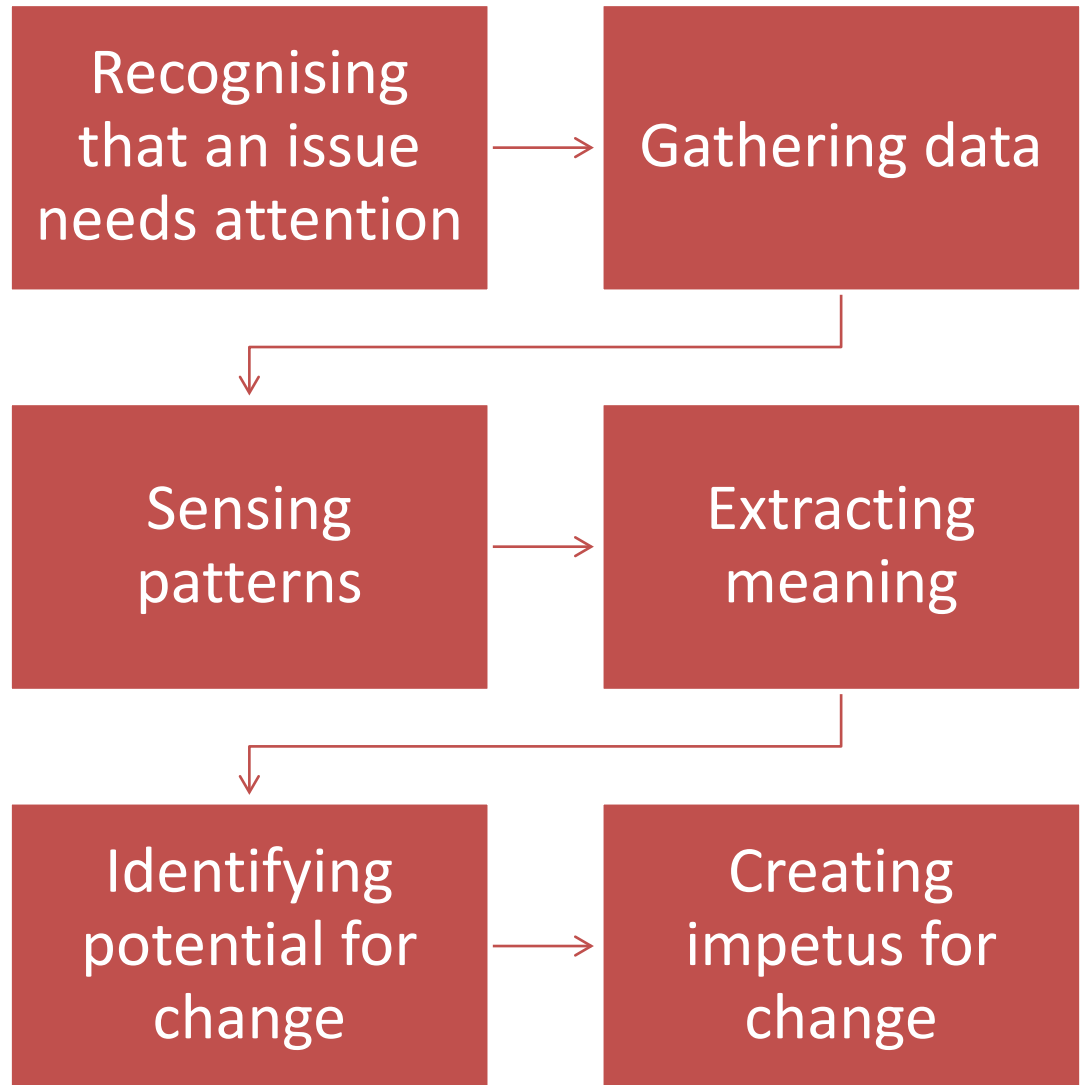
How psychological safety relates to performance standards (Edmondson, 2019)



Psychological safety norms

- Suggestions are considered gratefully and not ridiculed
- Criticism is given and received with goodwill – it's a sign of helpfulness
- Everyone's contribution is valued
- People with greater authority, experience or knowledge are open to new ideas and different perspectives
- Questions are seen as important in evaluating what the team is doing and why
- Raising concerns will not result in being victimised or punished
- The team are all committed to learning together

Six steps of team diagnosis



Three aspects of purpose

- The team purpose – as defined by the team and its stakeholders and influencers
- The purpose of team coaching
- The purpose of a team coaching session