Session 1: Complex Adaptive Systems

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Session 1: Overview

Focus areas	Learning outcomes
Overview of team coaching in CAS	Team Coaching within a complex adaptive system (CAS) using PERILL
Difference between modalities	Distinguishing between team coaching and other interventions, such as team building and team facilitation
What's required of you as a team coach?	Defining the role and competencies of the team coach
Overview team coaching framework	Learning how to apply the team coaching framework to be used with your practice team
When not to coach a team	Determining team readiness and using the team readiness tool with your team

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Session 1: Resources

Resource
Team Coach Development Plan
Team Coaching Framework
Team Readiness Tool
PERILL Model

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Team Coaching in CAS

A team is:

A small number of people with complementary skills, who are committed to a common purpose, set of performance goals and shared approach for which they hold each other mutually accountable. The common approach includes ways of effectively meeting and communicating that raise morale and alignment, effectively engaging with all the team's key stakeholder groups and ways that individuals and the team can continually learn and develop. (Katzenbach added to by Hawkins)

What makes a team?

- Common purpose
- Usually part of some social structure
- Communications are more structured
- Acknowledged processes and ways of working
- Accept personal discomfort or disadvantage for the collective benefit
- Support one another
- People are adaptable in the roles they play
- People are accountable to one another

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Three questions to define a team*

- What can we do together that we can't do (as well) apart?

- What do we need or what do we want to achieve that requires us to be more than the sum of our parts?

- What is the nature of our interdependency?

* After Hawkins, 2011

Defining team coaching

- Clutterbuck: (2009) "Helping the team improve performance, and the processes, by which performance is achieved, through reflection and dialogue"

- Hawkins:& Smith (2006) "Enabling a team to function at more than the sum of its parts, by clarifying its mission and improving its external and internal relationships"

- Turner, T. (2018) "A facilitated process that enables an organized group of people the opportunity to experience how to learn together through honest dialogue and consistent reflection to enhance both themselves and the system."

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A brief overview of PERILL

Helps teams distinguish between symptoms and causes

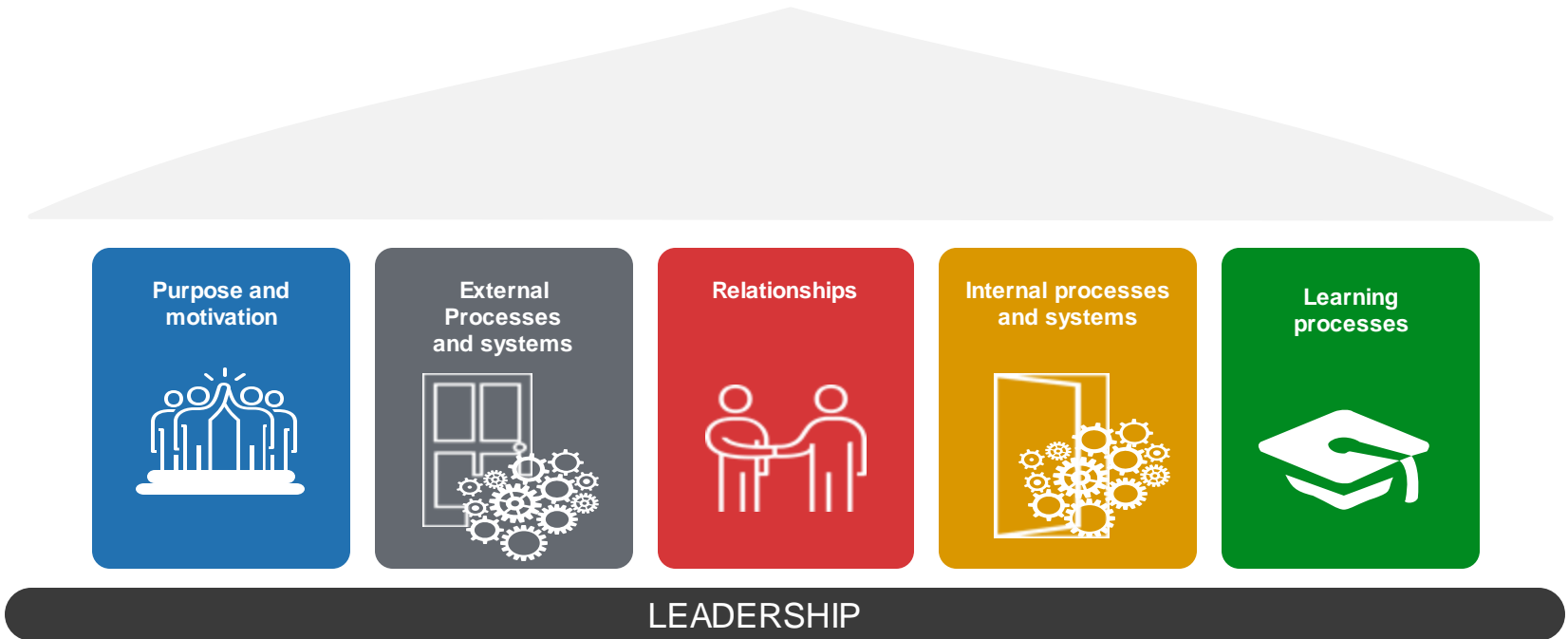Identifies the patterns that lead to high or poor performance

Puts the team in control of the discovery and analysis process, rather than the coach(es)
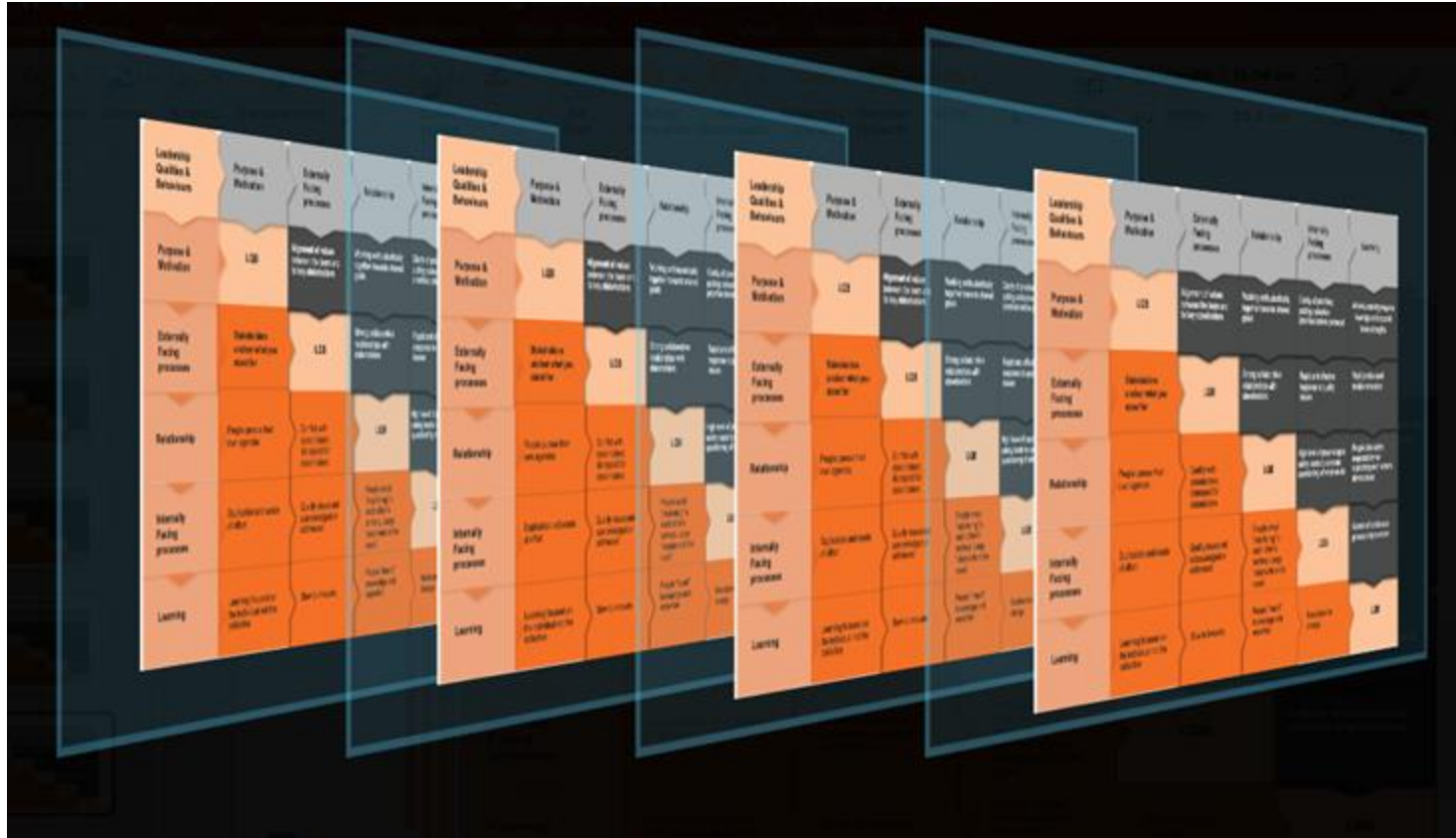
Can be built into the team's long-term routines

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4 pillars of the PERILL Model

Purpose and motivation | External Processes and systems | Relationships | Internal processes and systems | Learning processes

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Linking PERILL to CAS

Modalities

What intervention does a team need?

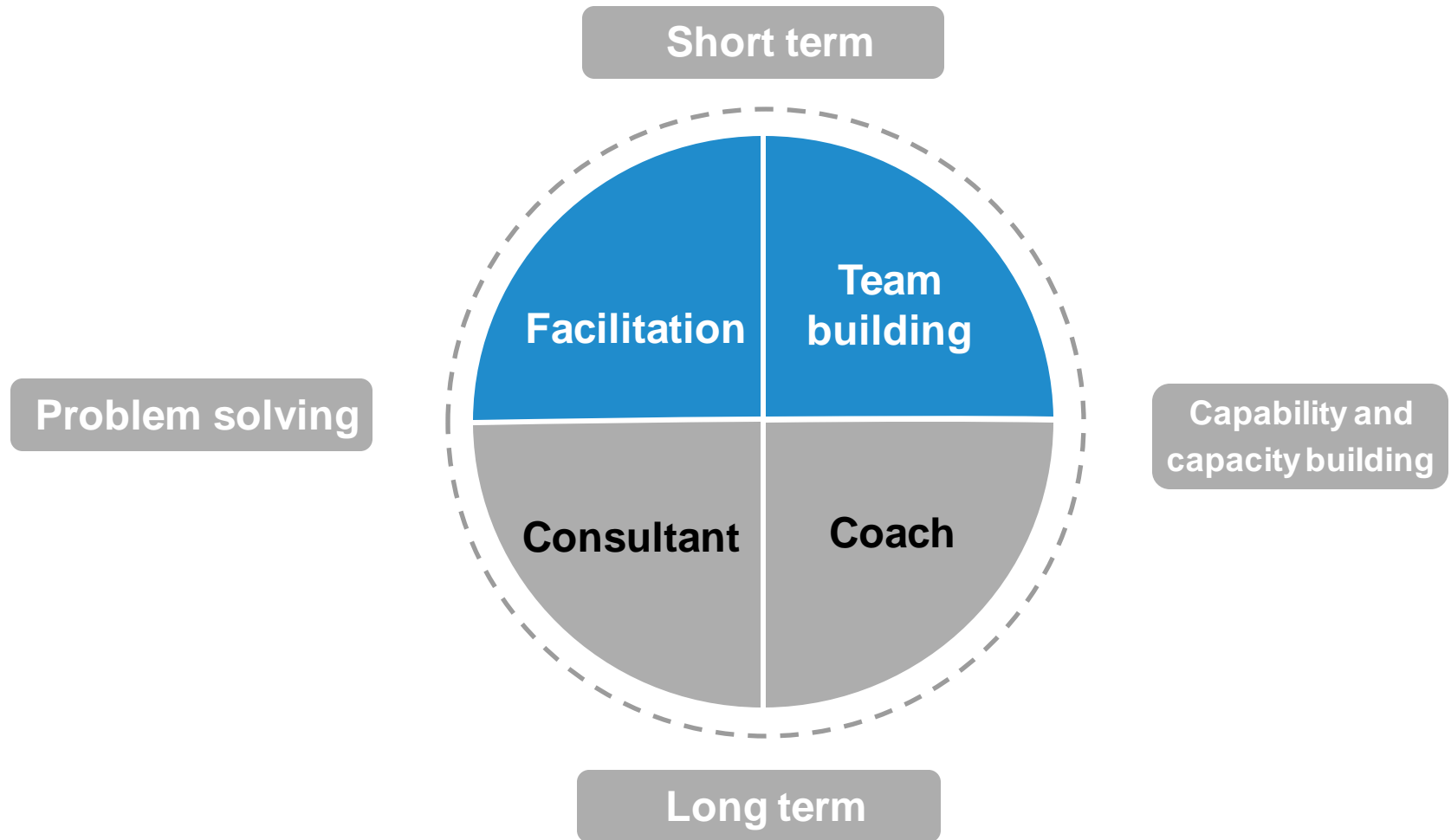Team coaching   Team building   Team facilitation   Consultancy

1-2-1 coaching for the team leader   1-2-1 coaching for the team members

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Mapping team interventions

Team coaching v team facilitation

- Team facilitation is staying with a process.
- Team coaching is staying with the conversation.

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Team coaching v 1-2-1 coaching

- Scope
- Confidentiality
- Reaching decisions
- Conflict

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Who is a Team Coach?

Competencies of a team coach

- Contracting
- Diagnosing
- Attending to the group or team (listening and observing)
- Working with team systems (dynamics of the group or team)
- Working with sub-groups
- Giving feedback (with the emphasis mostly in helping the team generate its own feedback)
- Generating powerful questions (with the emphasis on helping the team generate its own powerful questions)
- Helping the team achieve collective mind-shift
- Helping the team explore its identity and narrative
- Helping the team build psychological safety
- Helping it develop skills of collaboration, conflict management
- Helping the team develop a coaching culture

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Core roles of team coaches

Supporting the team to

- Define its purpose and priorities

- Understand its environment

- Identify and tackle barriers to performance

- Build the team learning plan

- Help the team grow confidence in themselves and their leader

- Develop the systems, skills and behaviours to internalise coaching

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Developing yourself as a team coach

Team Coach Development Plan

Your skills   Your knowledge   Your business

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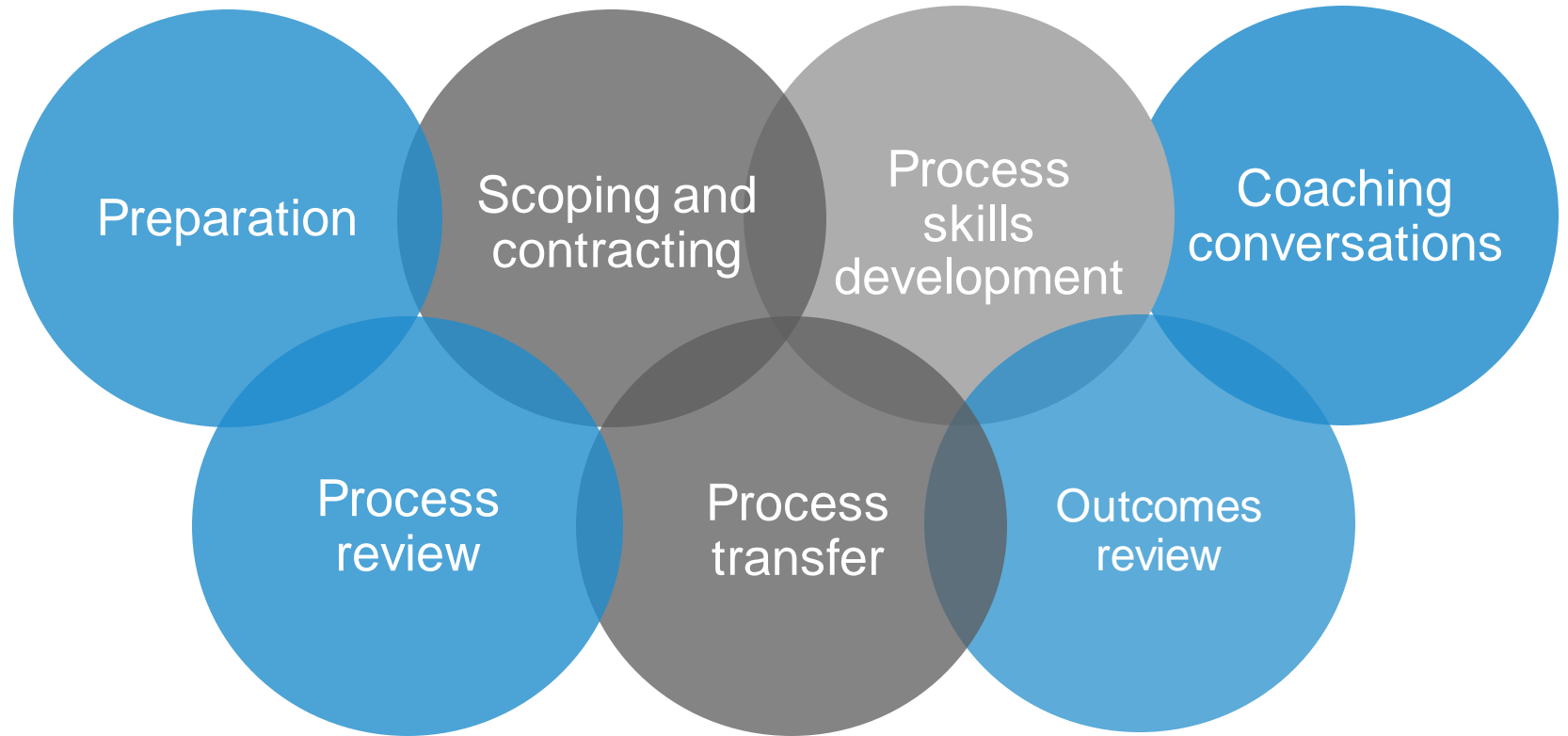International

Pair conversation:

Given the current ecosystem, what's required of you as a team coach to deliver Team Coaching?

What strengths will you take from another modality into Team Coaching?

Tool: Team Coach Development Plan

Coaching the team

The team coaching process

Preparation

Scoping and contracting

Process skills development

Coaching conversations

Process review

Process transfer

Outcomes review

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Team coaching framework

Steps	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.

Preparation

- Interviews
- Surveys
- Observation
- Contracting in all its forms

Preparation: How is Discovery phase different to the Diagnostics phase?

- The purpose of the **discovery phase** is to understand the "big picture" of the team – its context, purpose (to the extent that the purpose is clear) and the challenges it faces.

- The purpose of **diagnosis** is to dig deeper into the interdependencies of the forces that drive the team towards more effective or less effective collective performance.

- PERILL can guide both processes (see handout *How to use PERILL in discovery and preparation stage*)

Scoping and contracting

- What are our expectations of ourselves and each other?
- What will success look like?

Six steps of team diagnosis

Recognising that an issue needs attention	→	Gathering data	→	Sensing patterns

Creating impetus for change	←	Identifying potential for	←	Extracting meaning
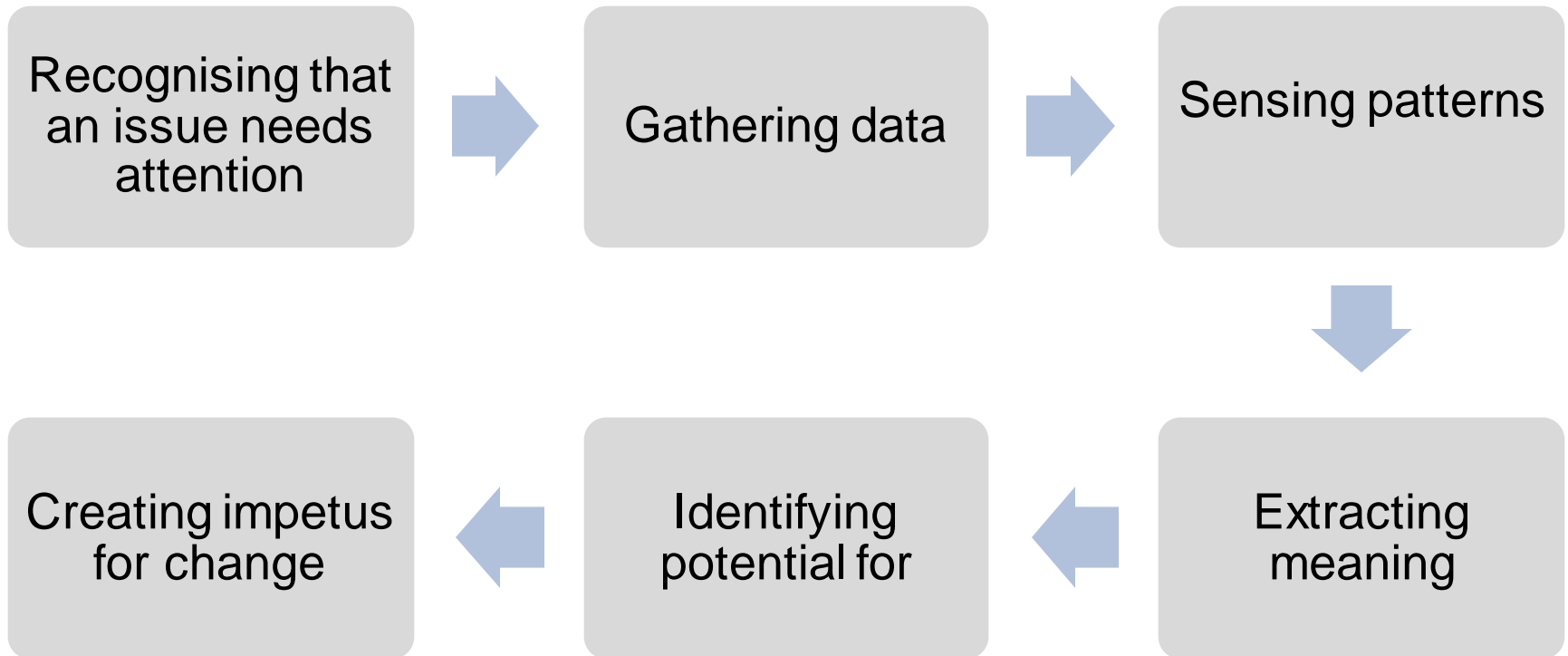
Process skills development

- What skills and insight does the team need to make best use of team coaching?

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The team coaching conversation

1. Contracting: what responsibilities do we have to each other?
2. Overarching goal
3. Define the issue. Why is it important now?
4. Context: Understand the system(s)
5. Redefinition
6. Seeking individual and collective mindshift
7. Alternative ways forward
8. Decisions – including deciding not to decide
9. Re-contracting

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Process review

- How are we changing the way we think, behave and decide?

Process transfer

- The team gradually learns to coach itself…

Outcomes review

- What has the team learned?

- What are the next steps?

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Is the team ready? When to say NO

10 reasons to say NO

No compelling rationale for being a team and have little interdependence

When it is too large to be a real team

When only the leader wants team coaching to happen

When the team leader is ineffective

When the team expects you to rescue them, find the solutions and/or won't take responsibility for the process or the outcomes

When the team has no prospect of acquiring the resources it needs to succeed

When you are a stakeholder in the team

When you have close relationships with some members of the team, but not with others

When the team's problems are pathological

When you are too invested in them succeeding

Team Readiness tool
(refer workbook)

- Would you ask them to complete the questionnaire as it is?

- Adapt it (if so how)?

- Discuss the questions in open forum?

- Work through the questions in one-to-one interviews?

- Not use it at all

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Small group conversation:

If you were brought in as a team coach and you felt the team wasn't ready, what could you do?

Tool: Team Readiness Tool

Before Session 2

- Download your materials
- Be sure to read the Sweet Dreams case study
- Investigate your team to practice with, if you haven't already
- Learning groups

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