



## Team Coaching

## Program feedback:

<https://turnerinternational.live/practitioner-survey>

# Session 6: Working with the team

# Team coach as a source of psychological safety

- Use of names
- Listening and summarising
- Non – judgemental
- Highlighting and ensuring that all voices are heard
- Noticing and calling out patterns of interruption - talk over, yes but, jokes, eye rolls
- Empowering the team to work with emotions
- Use of self

# Use of self

- Use of Self is the choice by the coach (in awareness) to share their somatic experience (emotion or felt-sense) arising from the impact of the coachee in the here and now.
- As a team coach, we are part of the system and we are a valid source of data and reflection.
- “Use of self” involves courage, self awareness, being vulnerable, giving voice to other intelligences , and not being attached to being right,
- It is in service of creating psychological safety (support and challenging)

# Techniques for the team to role model psychological safety

- Use of self (by team members)
- Team agreements/norms
- Team holds itself to account
- Use of coaching skills by team members

# Case study: Session 6

Three months on from the first team coaching engagement, Alice's team has made considerable progress. Jabu, the director has visited to congratulate the team on the quality and productivity improvements he can see and given approval to bring in another member on a temporary contract, with a view to making the position permanent when the headcount freeze is relaxed. This pep talk has had mixed reactions.

Now that the team are operating better together, introducing a new team member has brought up mixed emotions, but the team members are very different in their attitudes towards sharing their feelings. For Angelique, feelings and expressing feelings are paramount. For Ravi and Stefan, the opposite is true. Alice finds herself somewhere in the middle.

# Case study: Session 6

What will energise the team to employ its emotional strengths to embrace the new team member positively? How do they maintain the psychological safety they've built? Your task is

- 1) to help the team recognise how much it has advanced and
- 2) support the team in exploring how they might include the new team member.

# Measurement and review

# Reviewing a session

How well did we  
role model  
coaching  
behaviours?

What changed for  
this team?

What didn't  
change?

What dynamics  
(e.g. subgroups,  
avoidance of  
issues) did we see?

How smooth were  
our handovers?

What challenges  
did we meet and  
how did we  
address them?

What lessons can  
we draw now?

What do we need  
to reflect upon?

What do we want  
to thank each  
other for?

# Two perspectives on measurement

## *Fluid*

Continuous review

Forward looking

Capacity/ propensity

## *Snapshot*

“Annual report”

Backward looking

Performance

## Measuring the impact of team coaching

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Does the team have greater understanding of its internal and external context/dynamics, in so far as it affects performance?

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Does it have greater clarity of what it wants/needs to do as a result?

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What actions have they taken? What are they doing differently?

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What impacts can they define and attribute to those changes?

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Can these impacts be assessed from multiple perspectives?

# Where is the team on the journey to a coaching culture?



Does the team create and value time for reflection?



How much genuine listening happens?



How willing are team members to address difficult issues?



Does the team generate powerful questions that stimulate different thinking?



Does everyone take responsibility for collective learning?



Is there an atmosphere of curiosity and willingness to experiment?

# Outcomes from team coaching



Specific performance improvements (planned and unplanned)



Enablers -- each of the pillars; team learning plan; strategic plan; improved processes



Learning – collective and individual self-awareness; tools and techniques; approaches; new ways of thinking



Emotional – collective self-confidence; sense of self-efficacy

# Thank you for listening

## David Clutterbuck

David Clutterbuck Partnership

Woodlands, Tollgate, Maidenhead, Berks, UK, SL6 4LJ

iPhone: +44 (0)7710 170019

Skype: david.clutterbuck1

Twitter: Mentor2mentors

E-mail: david@davidclutterbuckpartnership.com

Website: www.davidclutterbuckpartnership.com