

Session 7: Developing your coaching practice and working with the team

Session 7 overview

Focus areas	Learning outcomes
Ethics and standards Fostering psychological safety	Working with the team ethically and knowing when to get supervision
Team Norms	Agreeing norms with the team and fostering their psychological safety
Improving the team's relationship with its stakeholders	Practicing coaching the team to find where they can maximise working in partnership with their stakeholders
The commercial opportunities and making the case for team coaching	Developing your business canvas and pitching to a prospect to enhance your team coaching business

Ethics of team coaching

Ethics of team coaching

- Is it OK to coach both the team and some individuals within it? If so, when?
- Individual v collective welfare
- When should you advocate breaking up of a dysfunctional team and when try to mend it?
- Should you listen when the team leader or sponsor warns you off an issue that is blocking progress?

Where to explore
more

THE ETHICAL COACHES' HANDBOOK

A Guide to Developing
Ethical Maturity in Practice

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Team norms

Team norms



Team norms describe the way we think and behave towards each other and other people.
Norms may be:



Conscious or
unconscious



Intentional and
aspirational? Descriptive
(what people commonly do)
versus injunctive (what
people should do)



Social (beliefs about
what other people think
one should do) versus
moral (what one
privately thinks one
should do)

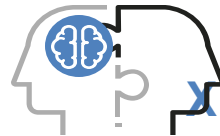
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 - Intentional and aspirational? Descriptive (what people commonly do) versus injunctive (what people should do)
 - Social (beliefs about what other people think one should do) versus moral (what one privately thinks one should do)

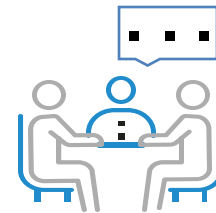
Example: Silence as a norm



Many people are uncomfortable with silence



Yet silence and reflection are essential companions



In a group or team that discomfort multiplies

Team norm examples



WE WILL LISTEN
WITH COURTESY AND
RESPECT



WE WILL TAKE JOINT
OWNERSHIP FOR THE
TEAM'S SUCCESSES
AND FAILURES



WE WILL EACH
PRESENT AS OUR
"BEST PERSON"



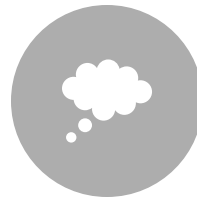
WE WILL BE
GENEROUS
TOWARDS EACH
OTHER



WE WILL GIVE EACH
OTHER THE SPACE TO
SPEAK AND
OURSELVES THE
SPACE TO REFLECT



WE WILL REPLACE
JUDGEMENT WITH
CURIOSITY



WE WILL NOT MAKE
ASSUMPTIONS ABOUT
EACH OTHER'S
MOTIVES
OR PERSPECTIVES



WE CAN OPENLY
DISAGREE WITH
EACH OTHER

Using team norms to create psychological safety



We will not make assumptions about each other's motives or perspectives



We will listen with courtesy and respect



We will take joint ownership for the team's successes and failures



We will each present as our "best person"



We will be generous towards each other

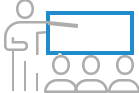



We will give each other the space to speak and ourselves the space to reflect



We will replace judgement with curiosity

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.

Team Purpose

What is Purpose?



It's the first pillar of PERILL

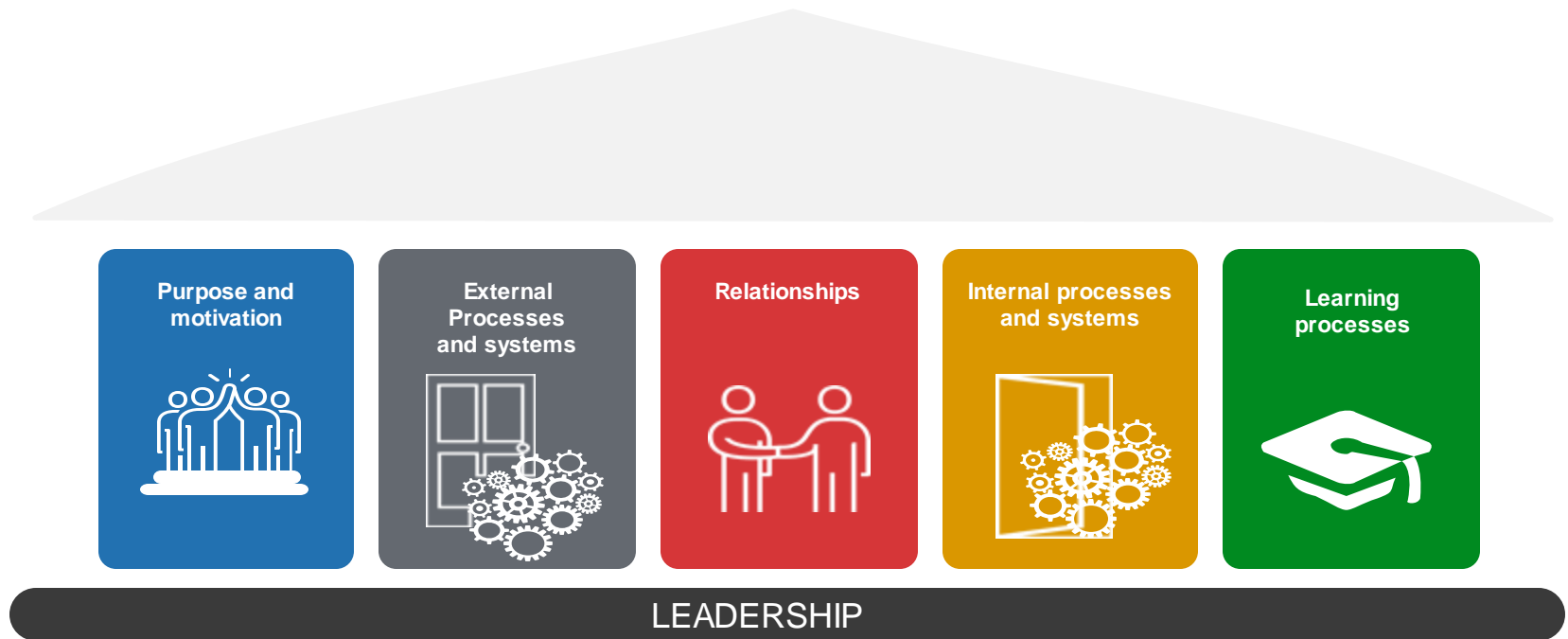
How the team defines what it is there to do

Discovery process we support the team in finding through its stakeholders, reflection and collectively sharing

It's the touchstone that guides the engagement, session and a place to always come back to

Nesting dolls – the organisation, the team, the team coach(es), the session and the engagement

6 pillars of the PERILL Model



Identifying team 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

Practice

Practice Session 7.1

Work with your group to support the coaches to prepare for the upcoming team coaching session.

Decide what to concentrate on for this session using all tools and/or diagnostics available to you.

Slide 1 - Practice Session 7.2

The team has had a couple of team coaching sessions and has identified that their relationships with stakeholders could be improved. By doing this, they hope to streamline internal processes, increase overall efficiencies and reenergise brand buy-in.

In this session, your task is to help Alice and her team consider and improve its connection with its stakeholders. Coach the team to look at the complexity of its relationships with stakeholders and the relationships between stakeholders. What are the threats and opportunities that lie in these interdependencies? How might the team position itself as a fulcrum for change in the whole system?

Slide 2 - Practice Session 7.2

Key stakeholders include:

- Alice's peers on Jabu's team: international sales manager, national sales manager, customer relations/public relations/corporate social responsibility
- The team's internal customers: in particular, the marketing and sales functions in each of the subsidiaries
- Other key internal stakeholders/influencers: finance, IT, HR etc
- The company's consumer customers
- The social environment. In the global fight against obesity, confectionary manufacturers are amongst the biggest "bad guys". A recent global comparison study of sugar in confectionary found that Sweet Dreams' best-selling products had the second highest sugar levels.

The business case for team coaching

Why organisations buy team coaching

- To improve some specific aspects of performance
- To make things happen faster
- To make things happen differently

Team coaching business model canvas

<p>KEY PARTNERS <i>(Who are/will be your key partners in value delivery and why will they be interested?)</i></p>	<p>KEY ACTIVITIES <i>(What are the key activities you need to do to reach your customers and deliver value?)</i></p>	<p>VALUE PROPOSITION <i>(What value do you create for your customers? What do you help them to resolve?)</i></p>	<p>CUSTOMER RELATIONSHIPS <i>(What relationships do you want to have with your customer segments? What can they expect from you? What do you already have and what do you still need to develop?)</i></p>	<p>CUSTOMER SEGMENTS <i>(Who are your most important customers for whom are you creating value?)</i></p>
	<p>KEY RESOURCES <i>(What key resources do you need to deliver your value proposition?)</i></p>		<p>CHANNELS <i>(What channels will you use to reach your customers? Which channels will you use to deliver your value proposition?)</i></p>	
<p>COST STRUCTURE <i>(What will be your costs, both fixed and variable? What key resources and key activities are the most expensive?)</i></p>		<p>REVENUE STREAMS <i>(How will you acquire revenue? Will it be one-off offerings, packages, subscriptions, support agreements, usage fees, etc.? How will you price your offering? What value will your customers be willing to pay?)</i></p>		

Some key issues to consider

- What sectors do you want to focus on? What special experience or knowledge will they value?
- What is your unique value add?
- What kinds of team do you feel most confident working with now?
- What kinds of team would you like to feel confident working with?
- What networks do you want to develop?
- How will you price your services?

Conversations to create team coaching opportunities

Which teams can you not afford to fail and why?

What teams do you have that want to change and improve - but somehow can't make it happen?

Which teams keep you or your CEO awake at night?

Where in this business is progress too slow?

What's the biggest change your key stakeholders would like to see in this team / this organisation?

Where could you experiment with team coaching with least risk and greatest potential gain?

Building your reputation

Case studies

Blogs

Articles

Social media connections

Research

Discussion

- Where are the commercial opportunities?
- How do you sell team coaching?
- How do you make the case for team coaching to a prospect?
- What are team coaching standards and team coaching supervision?