



Program feedback:

Team Coaching Practitioner Survey 2023 Cohort 2

Session 8: Team dynamic, measuring success and your on-going development

Session 8 overview

Focus areas	Learning outcomes
Maintaining psychological safety	Managing ethics & confidentiality
Contracting and re-contracting	Choosing the appropriate tools
Managing team dynamics and enhancing the team's interworking	Identifying team purpose
Tips and techniques	Practicing creating interdependencies within a team
Integrating your learning	Positioning and selling team coaching in an organisation
Where to from here?	

What's Purpose?

1. It's the first pillar of PERILL
2. How the team defines what it is there to do
3. Discovery process we support the team in finding through its stakeholders, reflection and collectively sharing
4. It's the touchstone that guides the engagement, session and a place to always come back to
5. Nesting dolls – the organization, the team, the team coach(es), the session and the engagement

Note: all hidden slides are review and from other sessions.

Case Study Practice

Case study: Session 8

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 8

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

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

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

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

What impacts can they define and attribute to those changes?

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

Team Coach Development Plan

Your personal development plan as a team coach



Your skills



Your knowledge



Your business