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Coaching in corporations

What does it
take to be a
**GREAT
CORPORATE
COACH?**

**SPIRITUALITY IN
THE C-SUITE**

**COACHING
to CULTURE**

**LEADERSHIP
COACHING**
It's not just one thing



TAKING CARE OF **BUSINESS**

What does it take to be a great corporate coach?

HOW DO ORGANIZATIONS decide that coaching is for them? Who is the decision maker inside the organization and how do they choose and implement a coaching program? How do coaches market and get into corporate coaching programs? What are the different types of coaching required in corporations? What qualifications and tools do you need to be a corporate coach? Join us as we explore coaching in corporations.

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TEAM & GROUP COACHING

Valuable modalities for today's organizational context

By Jennifer Britton, PCC, CPCC, MES, CHRL, CPT



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It's been several years since the last *choice* edition on team and group coaching, and the context in which many of our teams and groups operate has changed dramatically.

Think about what you were doing, and the conversations you were having, five years ago.

Terms like VUCA were just hitting our radar screens, a term now widely embraced across organizations to describe the Volatility, Uncertainty, Complexity and Ambiguity framing today's business context. The term "disruption" was not as commonplace. Edmondson's work on Teaming was just coming out into the world.

Today, teams continue to do more with less, and are often rapidly forming and disbanding. Team conversations today are often quicker and more fluid, aided by technology and influenced by Agile's rapid iteration, and the ongoing change of VUCA. This impacts our work as coaches, and continues to shape the types of conversations we are having. Even with all the changes, the fundamentals stay the same: coaching is a pause point for groups and/or teams to focus on the goals and relationships that are important to them, as they take action, and gain awareness. Our conversational touchpoints create the opportunity for pause, reflection, change and accountability.

This article explores group and team coaching in organizational settings, and is geared for coaches and leaders alike.

TEAM COACHING

The realm of teams continues to shift, and many teams have limited windows to hit the ground running, pivot, or accelerate what they are doing. Team coaching can provide a valuable "pause" point for teams to reflect, plan and act.

THE VALUE OF TEAM COACHING

While the specific value of team coaching ranges given the unique focus of each team, it is common for team coaches to hear these benefits raised from the process:

- Space for team to pause and reflect
- Prioritizing the need for focus
- Non-judgmental sounding board/space for dialogue
- Ability to mirror back to the team what is going on
- Strong focus on the outcome (defined by team)
- An enhanced focus on accountability, and making conversations about difficult items more commonplace

How does this feed into our building of a coaching culture? What do you see as opportunities for team coaching in your organization?

In today's context, "teaming" abounds, a term which Amy Edmondson uses to describe "... when people apply and combine their expertise to perform complex tasks or develop solutions to novel problems. Often a fluid process, teaming may involve performing with others, disbanding, and joining another group right away."

Capacity development has become a new norm for the team and group ecosystem within which coaches work. While sustainability has always been a part of our work, continued budget pressure puts capacity development, or the focus on helping teams and group members build their own internal capability, even more at the forefront.

Team coaches are engaged when new teams form, a new leader steps in, or teams are struggling. Team coaching is characterized by an ongoing series of conversations, the role of the team in shaping the process, and the team's ownership and follow-through on action steps. This can be in contrast to one-off team development initiatives.

While there is no "one" model or approach for coaching teams, most coaching approaches provide a focus

Considerations When Looking at Team Coaching

For organizations, teams and coaches looking to offer team coaching, there are several areas you will want to have some further dialogue around:

- How do we see team coaching differ from other team development initiatives?
- How do we support the confidentiality needed for the team coaching conversation?
- Is the team leader, organization, and team itself open to making the changes which emerge from these conversations?
- How will the team own the process?
- How do we ensure there is enough time dedicated to these conversations and this is prioritized?

on enhancing RESULTS (what the team wants to achieve) and RELATIONSHIPS (how the team operates, works through differences, and leverages strengths). Team coaches hold a focus on the goals set by the team, helping them move into action, and exploring the realm of awareness – beliefs, assumptions and values.

Many team coaching engagements evolve to support teams in developing their behavioral norms or team agreements, as well as creating a shared vision. Team coaches may also help teams identify their values and explore how these connect to organizational values. The conversation also helps to strengthen connection and relationships, while team members learn more about themselves, possibly through the exploration of strengths and styles.

Team coaching provides an opportunity for teams to build capacity in key areas such as team communication. This may take the conversation into the arena of Difficult or Courageous Conversations, communication styles, needs and preferences.

GROUP COACHING

Group coaching conversations take place with individuals from across an organization or business. These conversations bring together individuals from different teams or parts of the organization to explore issues they want coaching around. Typical examples of group coaching include coaching groups for new leaders in an organization, or for high potentials.

There are many benefits with organizational group coaching, for the coaching client, the organization and the coach. These range from supporting culture change and creating a coaching culture, to cross-functional fertilization or the sharing of ideas across parts of an organization. Group and team

POSITIONING GROUP COACHING

There are many ways group coaching can be positioned, including:

- As a stand-alone program – exploring common, or different issues
- As a follow-up to a current training initiative
- As part of a learning design, positioned as follow-up or a way to sustain the conversation and support
- Integrating your coaching approach into training and workshops
- As a standalone to facilitate conversations across the silos which exist in an organization

Given that group coaching is a series of conversations that take place over time how might you position this work?

coaching also provide important vehicles for scaling the coaching conversation, bringing coaching to more people across the organization, at a lower price point.

Many team coaching engagements evolve to support teams in developing their behavioral norms or team agreements, as well as creating a shared vision.

The clients, or participants of group coaching conversations, highlight that they like the opportunity to connect with others from across the organization. They also note the value of the “collective wisdom” created by being and dialogue, and the multiple perspectives that different peers bring to the conversation. Finally, many clients note that coaching provides an important pause in today’s overly busy world.

Benefits coaches identify in this work range from the ability to scale

the coaching conversation, as well as leveraging your time so you can bring the coaching conversation to a greater number of people.

Before you add group coaching to your mix, you will want to consider building in time and budget for a pre-call, in which the coach can meet with each participant. You will also want to consider whether you form peer groups or bring together people at different levels. It’s common that organizations “tap individuals” for group coaching; for example, all new managers. Note that mandating people’s participation is not an effective way to engage people and often leads to coachability issues.

What do you see as the opportunities for bringing groups together for a coaching conversation?

In closing, team and group coaching continue to rise in popularity. Against the backdrop of today’s business context, change is usually affected by more than one person. As such, these approaches for coaching many are likely to be important vehicles for affecting change and building capacity. What are the opportunities to cultivate these conversations? •