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# Team Coaching Methodologies

Facilitated By:  
Kathryn Kemp

**Alignment**  
**Goals & Strategies**  
**Accountability**  
**Proactive**  
**Decision Making**  
**Resources**  
**Team Leadership**  
**Trust**  
**Respect**  
**Camaraderie**  
**Communication**  
**Constructive**  
**Interaction**  
**Values Diversity**  
**Optimism**

*Authorized Facilitator of the*  
The logo for Team Diagnostic Assessment features a stylized globe with a blue and yellow color scheme. The text "Team Diagnostic" is in a bold, sans-serif font, and "ASSESSMENT" is in a smaller, uppercase, sans-serif font below it.  
**Team Diagnostic™**  
ASSESSMENT

# Introduction



From the organization's point of view, **teams exist to produce results in service of the organization's mission.** That is the measure that makes a difference. But output is only half of the story for teams that produce results. The most successful and most effective teams in producing results are also teams that have developed the ability to be *sustainable* as well.

Team coaching methodologies and The Team Diagnostic™ Assessment provide a benchmark for corporate teams and serve as a jumping-off point for important conversations. **In the end it is the team that will decide the course direction for the next phase of the journey.**

# Successful Teams



- According to John Katzenbach and Douglas Smith, there are 6 factors that represent the keys to success of any team. They include the establishment of:
  - Shared purpose or mission
  - Shared commitment
  - Shared performance goals and measures
  - Shared behavioral norms
  - Shared team practices
  - Clear roles

***“TEAMPLAYER: One who unites others towards a shared destiny through sharing information and ideas, empowering others and developing trust.” --Dennis Kinlaw***

# Cost of Unproductive Conflict



- Fortune 500 senior executives spend 20% of their time in litigation activities.
- Typical managers spend up to 30% of their time dealing with conflict.
- The turnover costs for an employee are 75% - 150% of their annual salary.
- 16% of employees report conflict with a supervisor as the main reason for leaving their last job.

Source: Lynne Eisaguirre, Workplaces that Work

# Team Coaching: What makes it unique?



- TEAM COACHING is a comprehensive process that creates high-performing, sustainable, and inspired teams.
  - Works with the team as a ***system*** as opposed to a collection of individuals.
  - Is a team coaching *process* as opposed to a team building *event*.
  - Emphasizes the leveraging of team strengths.
  - Provides teams with a common language and a clear process for implementing sustainable team change.
  - Measures results with a state-of-the-art instrument, the Team Diagnostic™ Assessment.

# Team Coaching: What makes it unique?



- **Why do organizations need “team coaching”?**
- Most organizations are built around teams, yet provide very little in the way of guidance, training, or support to make teams as effective as they can be. In the same way that organizations are investing in executive coaching and leadership development to maximize talent and improve results, more and more organizations are seeing the leverage possible by focusing on teams. Impact is multiplied.
- **How is team coaching different from team building?**
- Team building tends to be an event with the purpose of instilling team spirit. Many organizations discover that the spirit doesn't last and no sustainable change occurs as a result of time spent on team building events. The team coaching model is designed to sustain change over time.

# When is Team Coaching Appropriate?



**Clients use Team Coaching to address myriad issues. Following are some potential opportunities for Team Coaching to positively impact your organization:**

- The team is high-performing and is looking for its next innovative edge.
- The team is performing poorly or is in burnout.
- The organization is in transition.
- The organization is undertaking an important project.
- Team members engage in gossip, turf protection, bullying or other toxic behaviors that impact performance.
- New teams are forming and want to “start off on the right foot.”
- Communication issues impact performance and/or client relations.
- The team is struggling and does not know how to leverage the conflict into opportunity.
- A virtual team wants to improve the way it functions.
- The workforce is reduced within an organization.
- A cross-functional team wants to improve its work with shared deliverables.
- The organization wants to maximize the talents and skills of its team members to create sustainable results over time.

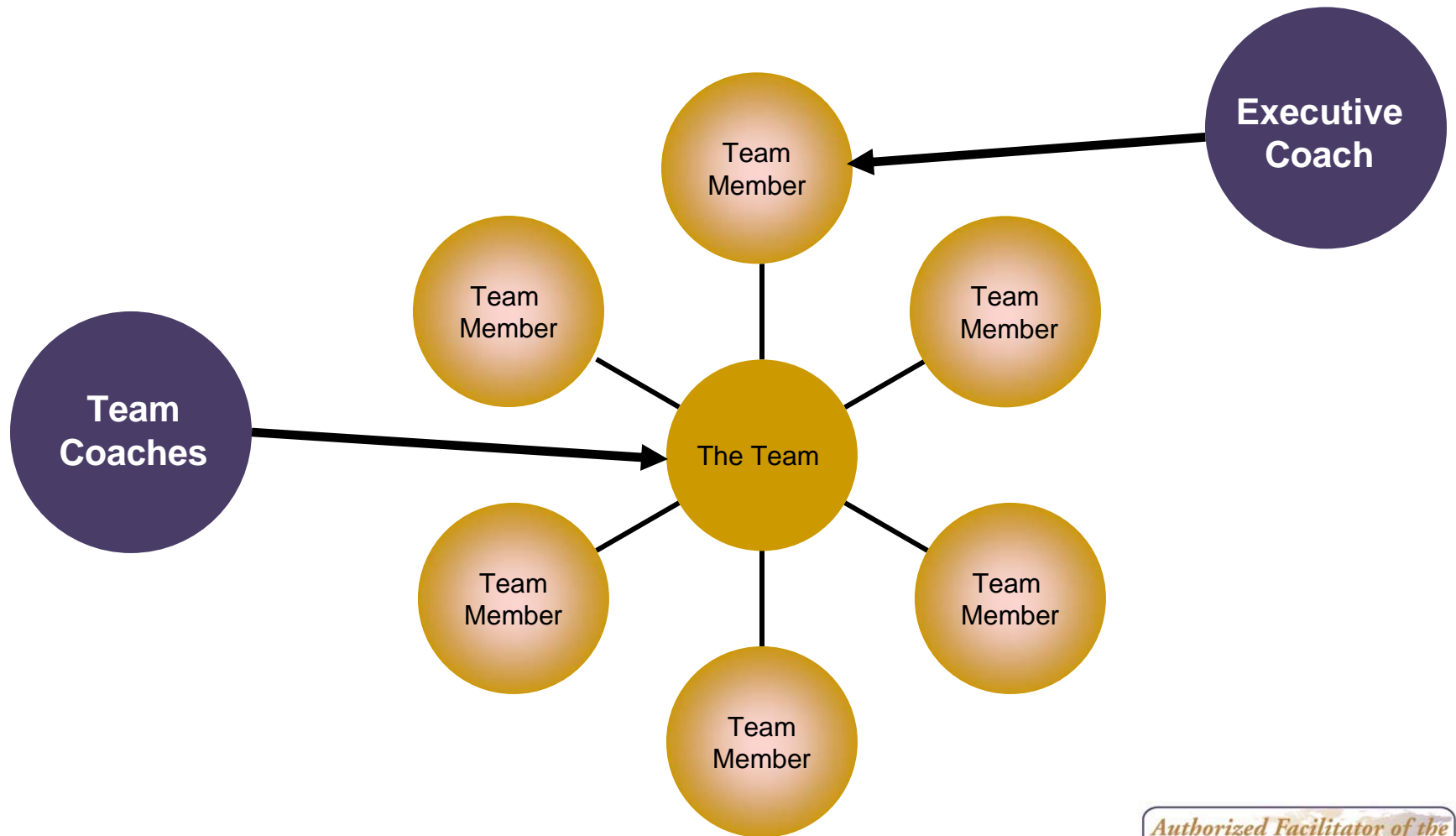
# Team Coaching Paradigm



	EAP/Counseling	Mentoring	Consulting	Executive Coaching	Team Coaching
<b>Type of Content</b>	Dysfunction and/or becoming whole	Driven either by mentor or mentee	Specific to service provider expertise	Decided solely by client	Co-created between coach and team
<b>Percent Expertise Imparted by Provider</b>	70% - 100%	70% - 100%	70% - 100%	10% - 30% (approach only)	30% (approach only)
<b>Balance of Power within Relationship</b>	Client relies on expertise of counselor	Client relies on knowledge, networks and expertise of mentor	Client relies on expertise of consultant	Coach facilitates the client's agenda without imposing coach's viewpoint or solution – co-active relationship	Coach acts as mirror; team becomes more powerful throughout the process as the system is revealed
<b>Service Delivery Approach</b>	As determined by counselor and client – typically weekly, bi-weekly or monthly.	Ad hoc or as needed unless part of formal company program	Project-by-project or periodically	As determined by client – typically weekly sessions over 3-6 month period	Team Diagnostic™ Assessment; 2-day facilitated retreat; 6 months of follow-up coaching; 2 <sup>nd</sup> assessment for benchmarking
<b>Time Context</b>	Past – Present	Future	Past – Present – Future	Present - Future	Present - Future



# Team Coaching Model



# Team Coaching Model



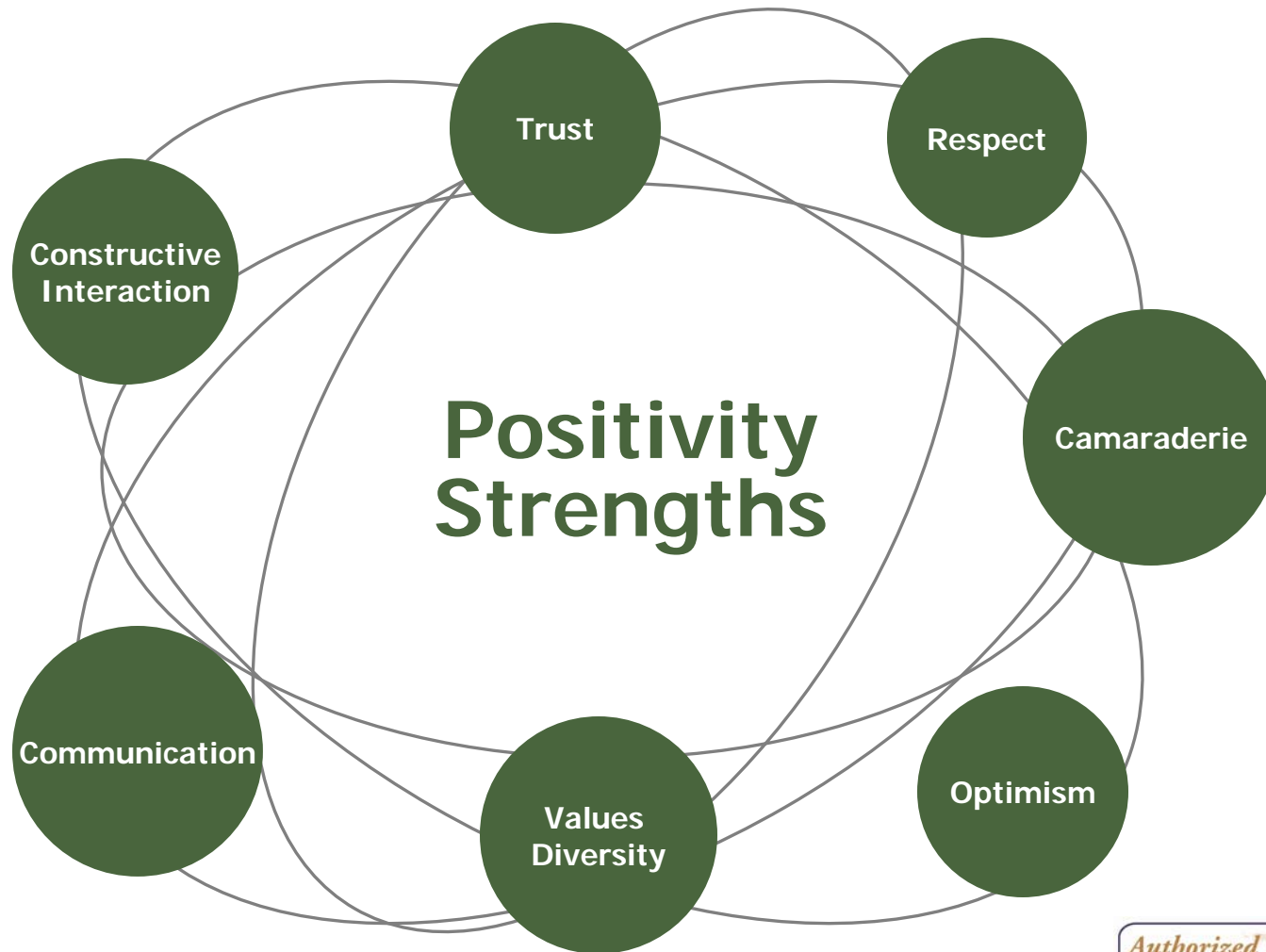
## ■ What needs to be in place for teams to excel?

- *"Teams exist to produce results."* Look at the factors that support the team's ability to be productive. The **Productivity** continuum.
- *"The culture of the team has the power to impact results in a generative way or in a negative way."* Look at the factors that create a positive environment. The **Positivity** continuum.

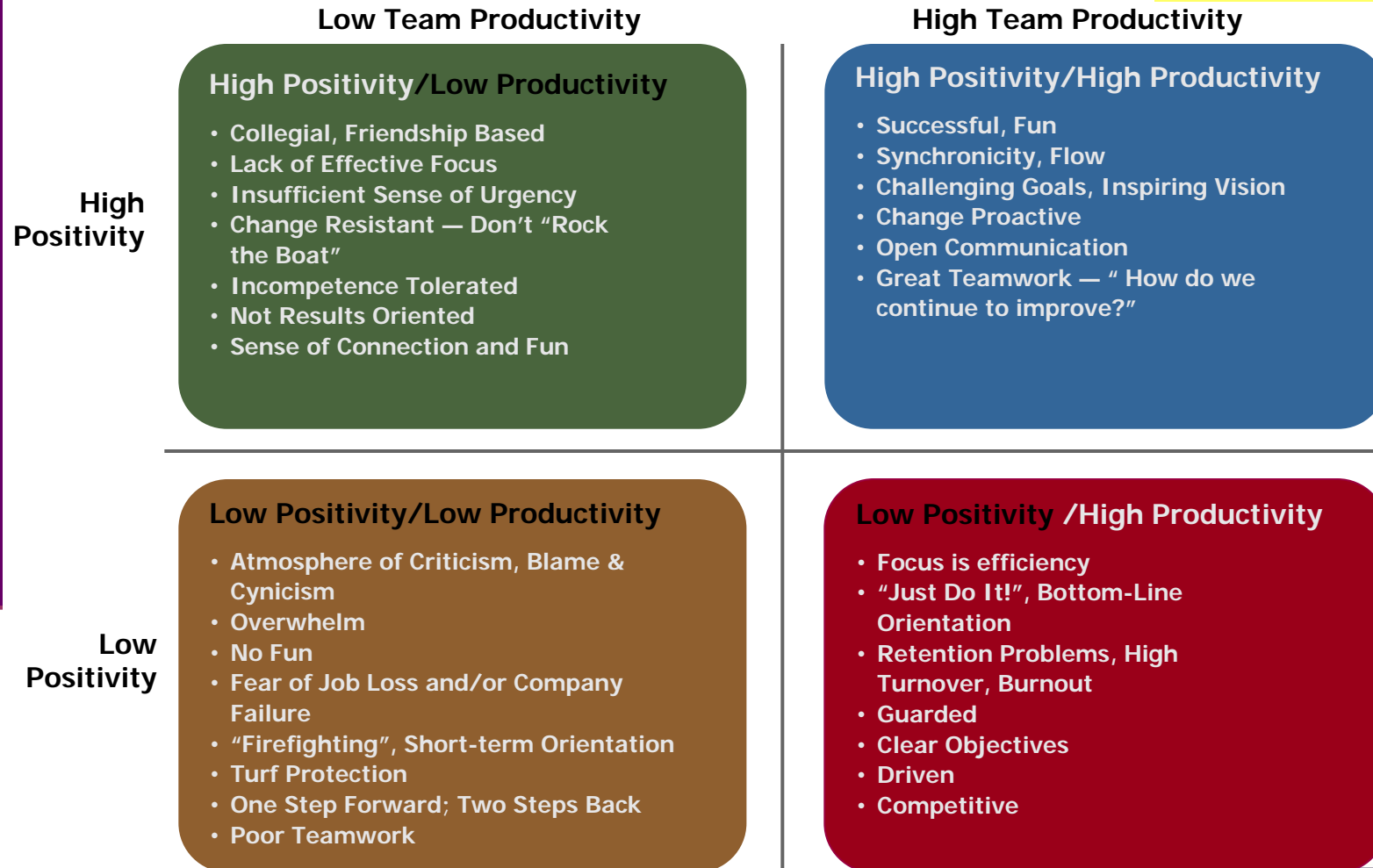
# Team Coaching is Strengths-Based



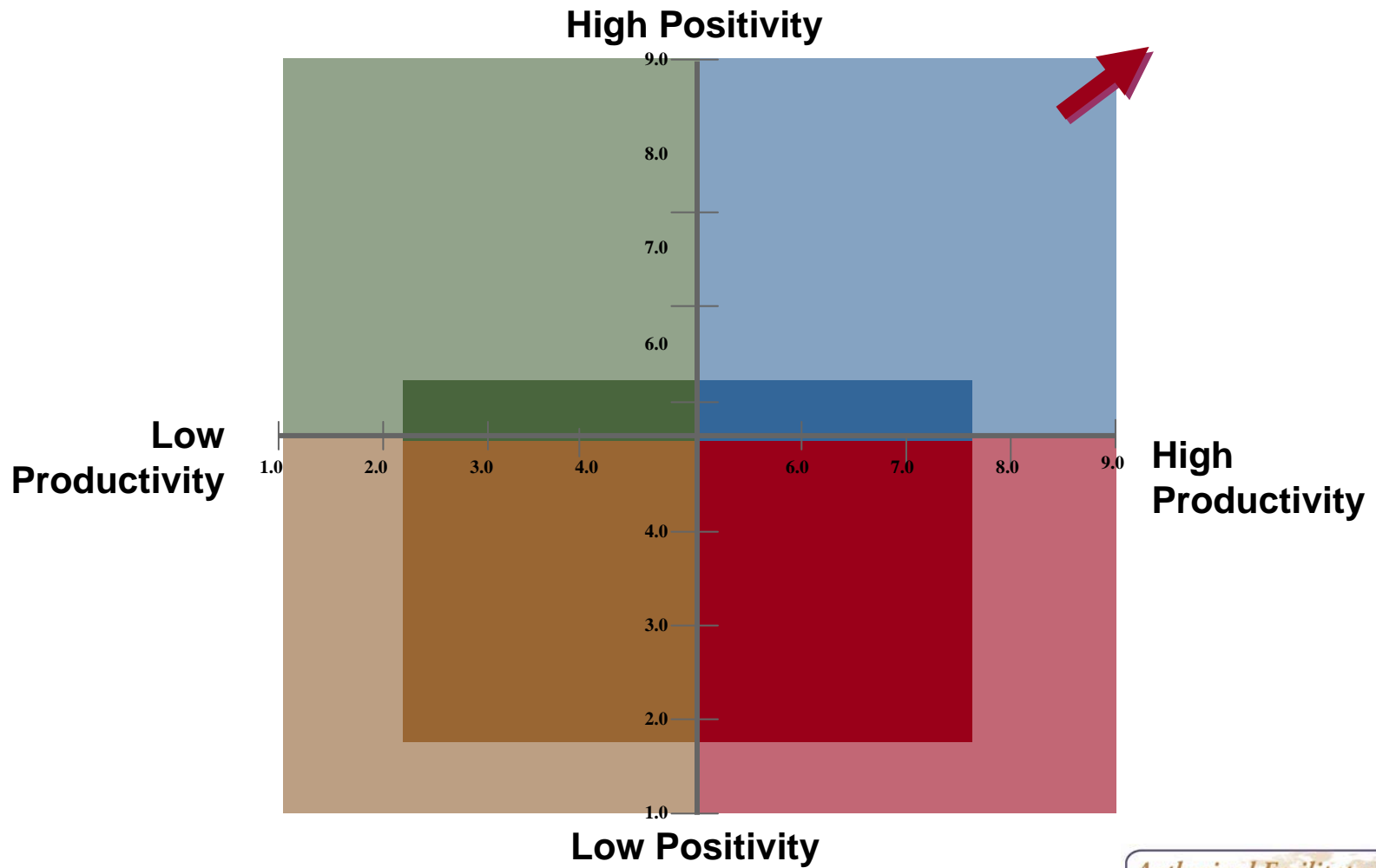
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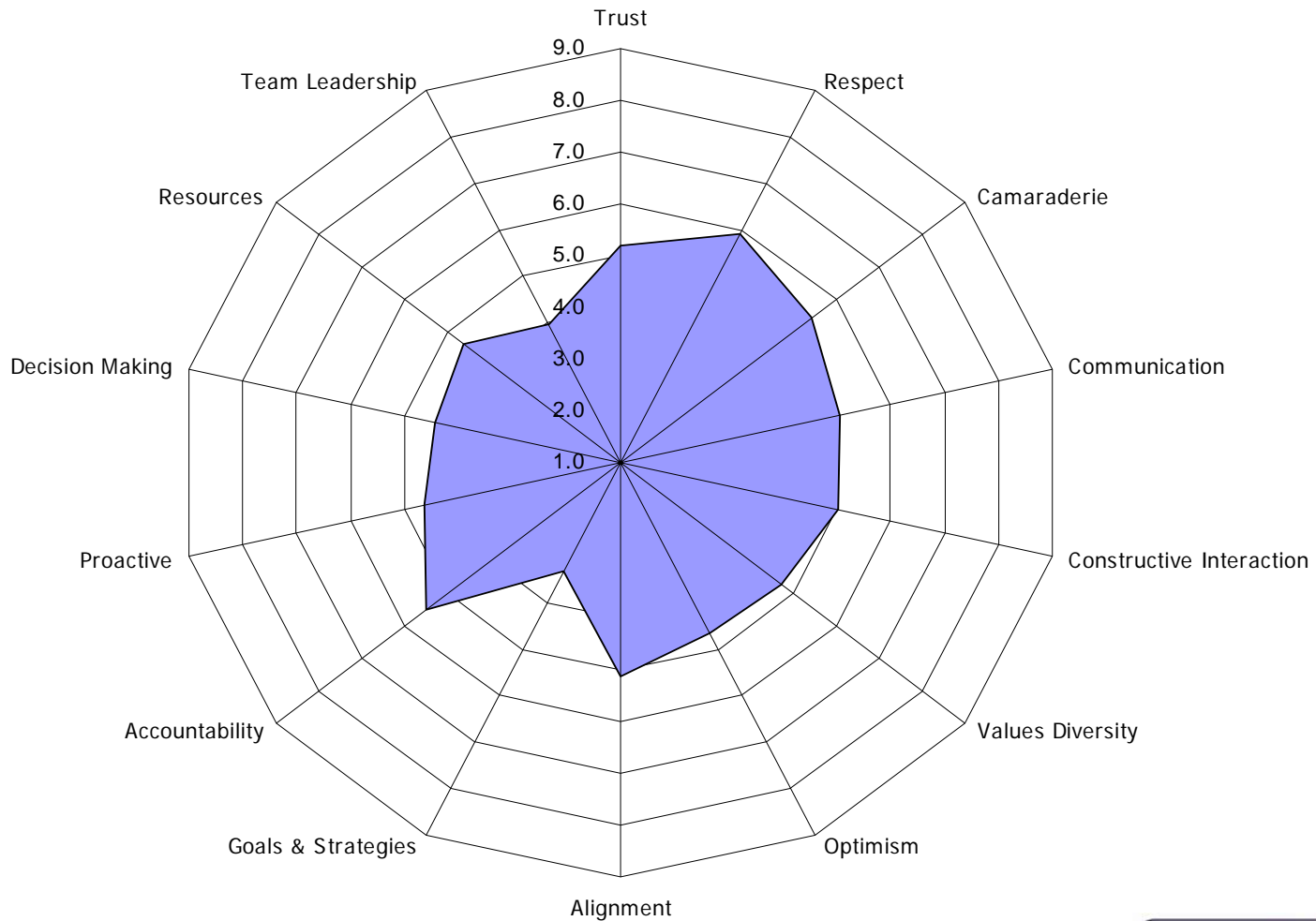
# Team Coaching Model



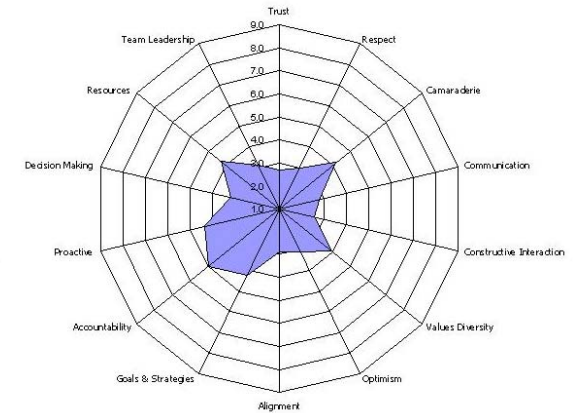
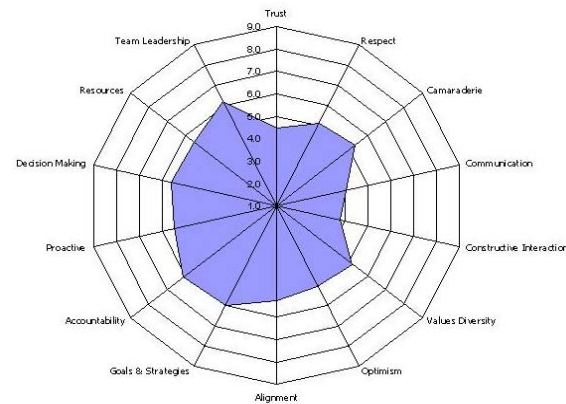
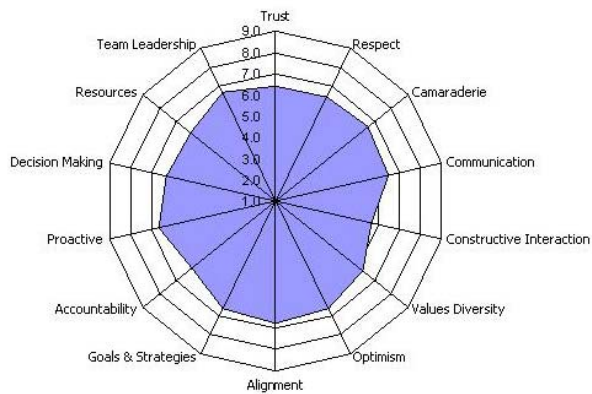
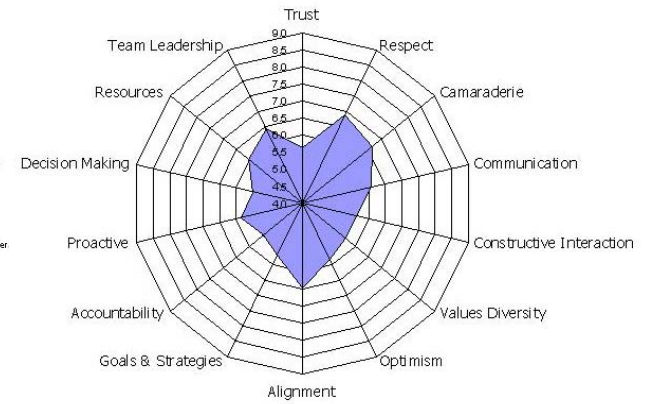
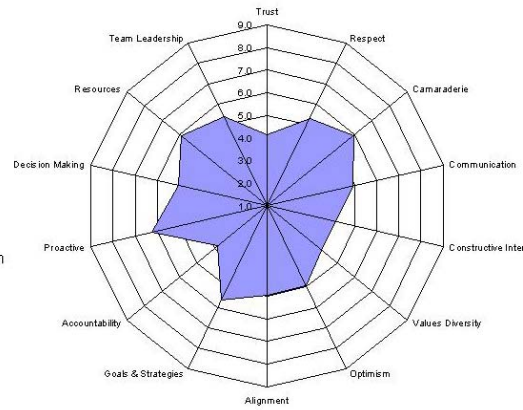
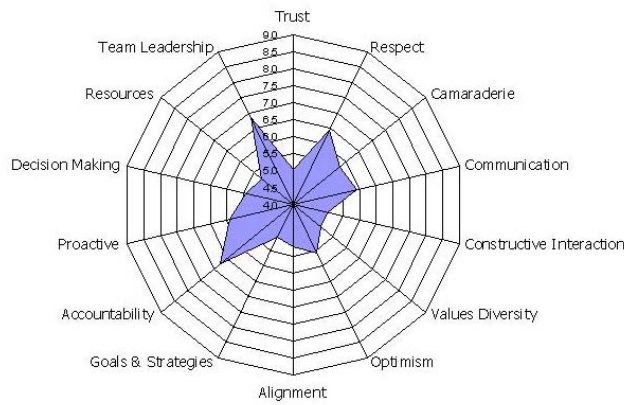
# Team Matrix Position



# Measuring Team Strengths



# Teams Have Many Different Strengths





# Teams Create Action Plans for Sustainable Results



Please use this action plan to identify steps you will take as a result of your Team Coaching and Team Diagnostic results. Evaluating the progress of your Team Action Plan will be a critical component of the follow-up coaching scheduled for your team.

<b>TEAM CHALLENGES</b> Identified from the team exercises and Team Diagnostic	<b>ACTIONS/CHANGES</b> What specific steps will the team take to address team challenges? Be specific.	<b>ACTION OUTCOMES</b> How will you know your actions made an impact? What will change?
1.	1.	1.
2.	2.	2.
3.	3.	3.

# Team Coaching is Results-Oriented



- **What results can I expect? What will my team learn?**
- The team learns a mindset and model for team effectiveness and skills to work more effectively as a team. In this model, the goal is “high performing, sustainable, and inspired teams.” All three dimensions are important. The team will uncover the issues and barriers to enhance team effectiveness. They will learn the fundamentals for changing the way they work together on an ongoing basis.
- **How do you measure team coaching success? What is the ROI?**
- The objectives of team coaching are aligned with specific organizational objectives. Three areas of potential benefit include: People, Productivity, and Profitability. Many companies prefer to identify intangible or perceived changes such as: improved teamwork and morale, accelerated effectiveness on the job, enhanced communication skills, or increased employee engagement.

# About the Facilitator



## **Kathryn Kemp, CPCC is a Team and Executive Coach known for:**

- Utilizing cutting-edge Team Diagnostic™ Assessment and associated coaching methodologies to create a system and spirit of communication that will sustain positive relationships and high productivity on teams.
- Connecting the dots between behavioral changes for Executives and their Teams and the impact of those changes on the bottom line.
- Inspiring high-performing Teams and Executives to seek the next edge of innovation.
- Showing people that teams have within them the means to excel and that “conflict” is an important part of any team’s growth cycle.
- Creating settings where real breakthroughs can happen consistently, guiding Team members safely through the most challenging conversations and remaining unflappable when people express distress and anger.
- Training coaches in the use of the Team Diagnostic™ Assessment and associated coaching methodologies, in person and on-line, as a Senior Faculty Member for Team Coaching International.
- Customizing each program to specific needs of clients. A partial client list includes Executives and Teams in such diverse companies as: Bank of America, Deloitte, Lee Hecht Harrison, Montage Resort & Spa, Hilton, Quorum Hotels & Resorts, University of California at Berkeley, Cal State East Bay, Wharton School, Dominican University, Peninsula Conflict Resolution Center and The Forest Foundation.