



# Team Coaching: A Systems Approach to Team Development

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# What's Your Experience?

## LEADERSHIP TEAM DEVELOPMENT

- What outcomes would you like to see more of in your team interventions?
- What concerns you about the overall effectiveness of “team building” or “coaching” initiatives?



# Defining “*Team Coaching*”

“An individual and team development process that uses an integrated combination of interventions to improve collaborative leadership skills, and team performance.”

Chuck & Cindy



# Why We're Here...

As organizations continue to struggle to find time to dedicate to team development...

Team coaching is emerging as a way to accelerate team cohesion and effectiveness.



## What We'll Cover...

- Some theoretical underpinnings
- Working model for team coaching:
  - Tools that support the process
  - Insights from 2 case studies of team coaching
- What's still missing?



# Team Coaching:

## *The Theorists*

Jon Katzenbach  
Alexander Cahet  
David Clutterbuck  
Marshall Goldsmith  
Patrick Lencioni  
Richard Hackman  
Ruth Wageman  
Mike Marquardt  
Victoria Marsick  
Robert Quinn  
Barry Oshry  
*Others??*



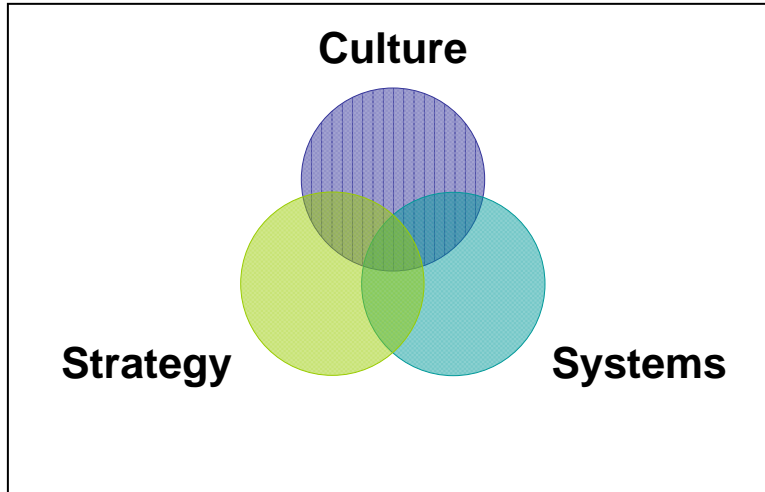
# Insights from the Team Coaching Literature

- Interventions that focus on task/process are more effective than those that focus on member/interpersonal relations.
- Improvement is best when done in real time - working on important issues.
- Initiatives are best in combination with consulting and facilitation.
- Learning and action should be integrated.

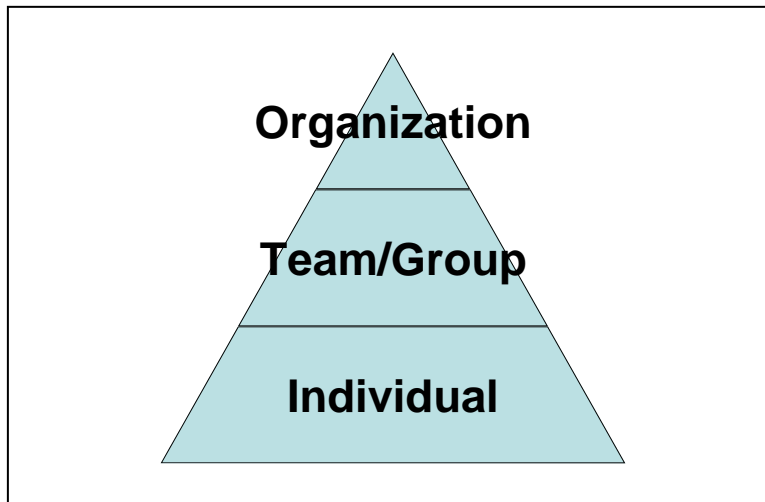


# The Systems Approach

## The Domains



## The Levels



## The Roles

Role	Intervention Focus
<i>Coach</i>	Motivation/ Values/ Behavior
<i>Consultant/ Facilitator</i>	Strategy/ Process/ Problem Solving
<i>Educator/ Mentor</i>	Competence/ Skill Building/ Shared Experience

# Team Coaching Model

1. Discovery Interviews (Starting Point)
2. Assessments (Pre- and Post Program)
  - Individual and/or Team
3. Kickoff & Closing Sessions (Senior commitment to engagement and action)
4. Sessions
  - Competence segments – “Gems”
  - Focus on *Individual* issues
  - Focus on *Organizational/Team* challenge
  - Group size – 6 to 8
  - Frequency – 1 to 2 times/month
  - Duration – 3 to 6 months
5. Individual Coaching (Between sessions)
6. Exchange with Direct Reports
7. Peer Coaching (Between sessions)



# Systemic Approach to Team Coaching



	Individual	Team	Organization
Interviews	x	x	x
Kickoff/ Closing	x	x	x
Assessments	x	x	x
Individual Challenge	x	x	
Organizational Challenge		x	x
Coaching	x	x	
Peer coaching	x	x	
Skill Training	x	x	
Exchange with Direct Reports	x		x

# Primary Tools

- Assessments:
  - ⇒ 360s, Lencioni, Inventory of Work Attitudes and Motivation (IWAM)
  - ⇒ Organizational climate survey
- Action Learning
  - ⇒ Focuses on improving questioning and reflection
  - ⇒ Proven to be a quick trust builder and demonstrates how we move too quickly to solution
  - ⇒ AL coach key component
- Peer Coaching
  - ⇒ Keep focus between sessions
  - ⇒ Accountability developed with peers
  - ⇒ Facilitates some longer-term relationships
  - ⇒ Room for confidential issues



## Team Coaching Client Range\*

- Noblis (formerly Mitretek)
- Department of Energy
- Booz Allen Hamilton
- Sparks Personnel
- Washington Group International
- ENSCO
- Maryland Transit Administration
- Arlington County Government
- Emerging Leader Institute (DC Children and Youth Investment Trust)
- Cosmetic Executive Women
- Children's Hospital

\* These are clients where we have used all or part of our model.

# Case Study #1 - Non-Profit

- **15** employees
- Intact Team: President, COO, CFO, Functional Directors
- Presenting issues: Tension between CEO/COO; lacking overall team cohesiveness and trust; clear vision
- How: Made it part of monthly staff meeting; various offsites to support it
- Success: Built team trust, surfaced process issues, clarified priorities



# Case Study #2 – Management Consulting Co.

- Single Department - **75** employees
- Cross Functional Teams: Middle to Senior Management
- Presenting Issues: Low employee morale, high turnover, lack of development and succession planning
- How: Comprehensive Team Coaching program used for Leadership Development
- Success: Turnover is trending downward, momentum to continue (follow-through in working groups)



# Quinn Sustainable Change Model

- Sustainable Change Requires
  - Changing **WHAT** we do...
  - Changing **HOW WE WORK TOGETHER...**
  - Changing **INDIVIDUALLY**

Quinn, Robert (1996) , *Deep Change, Discovering the Leader Within*, San Francisco, Jossey-Bass

# Current Measures of Success

- Creation of long-term peer coaching relationships & increased trust
- Sense of shared/common issues
- Highlighted key leadership skills
- Vehicle for culture change
- Time spent on “real/pressing” issues
- See immediate behavior changes
- Reinforcing system of interventions



# Why this Approach?

- Aligns with 21<sup>st</sup> Century Leadership Model
- Facilitates Paradigm Shift in Problem Solving (focus on problem vs. solution)
- Enables Peer Coaching Relationships to Develop
- Learning occurs *in community* – and through *action!*



# What it Takes?

## 21<sup>st</sup> Century OD Consultant

- Comfort with Senior level interface
- Integrated design skills
- Project management skills
- Coaching (1-1, action learning)
- Facilitation (group, off-sites)
- Consultant (strategy, process improvement)
- Instructor/Educator (teaching segments)



# Challenges

## Participant

- Opening up – sharing challenges
- Too much peer “sympathy” – won’t push back too hard

## Organization/Client

- Keeping focus on Systems vs. Individuals
- Impact Measurement/ROI

## OD Consultant

- Requires a multi-discipline OD practitioner
- Skill set tested on all levels



# What's Still Missing?

1. How else could we measure progress?
2. How do we balance individual, team and system intervention needs?
3. How do we keep the momentum when we leave?
4. How/where else could this be used?





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Back up Slides

# When to Use It?

- Intact or Cross Functional
- Leadership Development is Target
- When Challenges are Multi-layered (systematic)
- Everyone gets “same” experience
- Busy client system (between 60-70% of time is spent on “real” issues)



# Best Practices

- Max group size of 8
- Frequency/Length of Sessions
  - Biweekly
  - 3 hours (over lunch)
  - 3-6 months duration
- Strong Individual Commitment to action and accountability
  - Identify specific development actions (contract with peer coach or supervisor)
  - Offer coaching to each participant ( 6 sessions)
  - Emphasize the peer coaching component between sessions



# Key Success Factors (1)

- Senior Management Commitment
  - Participation in the process (checkpoints)
  - Ownership of the group challenges
- Steering Committee
  - Inside champions
  - Source of feedback/adjustment
- Internal Participant Commitment
  - Success correlated to group participation and engagement (it's apparent)
  - Face to face participation far more effective



# Key Success Factors (2)

- Safe Environment Key
  - Ground rules (“Vegas” Rule)
  - Key to sharing concerns and challenges
- Group Size and Composition
  - Keeping the groups to 8 people
  - Diversity of the groups was very useful
    - Level
    - Tenure
    - Global
    - Functional
    - HQ vs. Field



# Measurement Framework

Level	Type of Data
1	Reaction, satisfaction
2	Learning
3	Application of training
4	Business Impact
5	ROI
6	ROI (+ Intangible benefits)

Source: Adapted from Jack Phillips and Ron Stone,  
*How to Measure Training Results: A Practical Guide to Tracking the Six Key Indicators*

# Peer Coaching Foundation

- *Peer coaching is the wave of the future.* (Marshall Goldsmith)
- Action Learning accelerates the creation of trusting relationships among peer learning groups
  - Integrity
  - Competence
  - Caring



# Problem Solving *Mind-shift*

- We have reached the limits of conventional problem solving.
- Action learning creates a new problem solving mind-shift by:
  - Focusing first on gaining problem clarity
  - Accelerating the group formation process—  
"storming" is virtually non-existent
  - Empowering all participants—anyone can ask great questions.
  - Putting a premium on the presence of non-experts.
  - Integrating continuous improvement into problem solving
  - Learning through action and action thru learning

