



Global Team Coaching Institute - by WBECS

Welcome to the Team Coaching Accelerator: Advance to the Leading Edge of Team Effectiveness

Why are we here?

- Team Coaching is the fastest growing aspect of the coaching and leadership development world.
- Every individual executive coach needs to be team literate to help their coachees develop their team.
- Coaching to deliver just personal development is no longer enough, to deliver the speed of change or return on investment.
- If you are not team literate you will be left behind.
- The world needs far more team coaches and Individual coaches, HR Professionals and leaders who can develop teams systemically.

**We need *you* to join us
on this journey.**

So what will we cover today?

- ✓ **Why** is Team Coaching the fastest growing part of the Coaching Industry?
- ✓ **What** makes teams effective and how team coaching enables that
- ✓ **What** are the benefits of team coaching
- ✓ **How** the Global Team Coaching Institute will help you

Good coaching starts with contracting...

.....so let's discover more about why you are here and what you and your world need from the next hour.

Why is Team Coaching The **fastest** growing part of the Coaching Industry?



The challenges are
in the connections...

CEO of large international organization:

“I have lots of coaches who coach my people and lots of consultants who consult to parts of my organization, but that is not where the challenges lie.

*All the real challenges in organizations are not in the parts or the people **but in the connections.**”*

In Hawkins 2017 “Tomorrow’s Leadership and the Necessary Revolution in Today’s Leadership Development” Henley Business School

We are still coaching 20th Century Leaders not 21st century collective Leadership

Twentieth century Leaders

- Heroic and individualistic
- Leading their own team and their people
- Expert in their sector
- Creating predictability
- Focussed on last and next quarter

21st century Leadership

- Collaborative and collective leadership teams
- Team leader needing to develop a team of collective leaders
- Leading partnerships across boundaries and across changing sectors
- Increasing the capacity to live with uncertainty
- Leading across 3 time horizons:
 1. Business as usual
 2. Innovating for tomorrow
 3. Future fore-sight

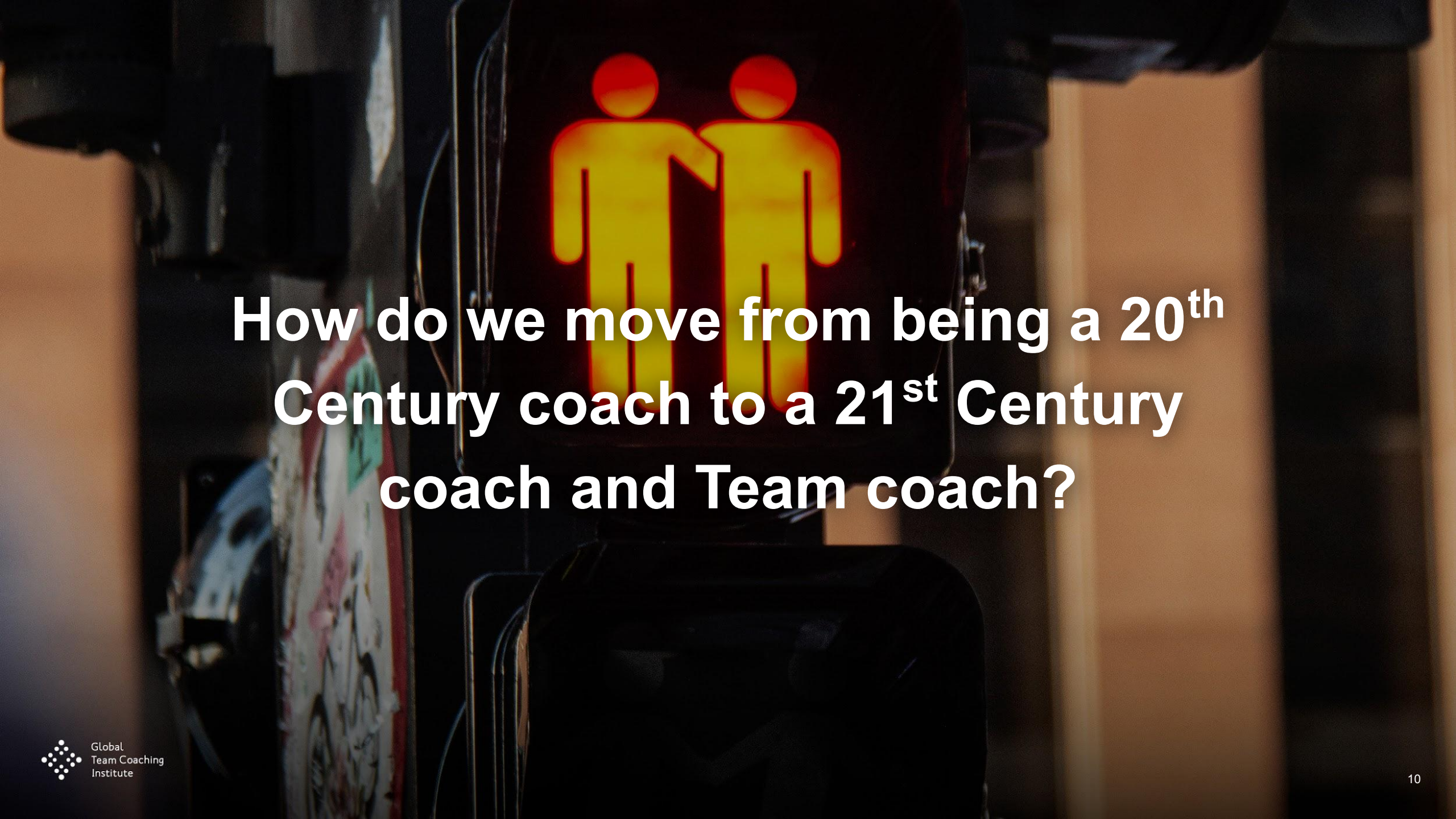


We need to coach connections and develop collective leadership not leaders.

Senior H.R. Director:

“We used to focus on changing what was happening in the space between our peoples ears. Now we have to focus on changing what is happening between people’s noses.”

In Hawkins 2017 “Tomorrow’s Leadership and the Necessary Revolution in Today’s Leadership Development” Henley Business School



**How do we move from being a 20th
Century coach to a 21st Century
coach and Team coach?**

20th Century coach

- The client is the person opposite them
- Focus: personal development
- Current problems
- Helping individuals to be better in their current role

21st Century Coach and Team Coach

- Partnering is service of all stakeholders
- Focus: creating greater beneficial value for all stakeholders
- Future challenges
- Helping individuals, teams and organizations become 'future-fit'

A woman with curly grey hair is sitting at a dark wooden table in a modern office setting. She is looking out a large window to her left, resting her chin on her hand. On the table in front of her is a laptop, a pair of glasses, and some papers. A potted plant is visible on the left side of the table. The background shows a bright, airy office space with large windows and blue vertical accents.

Where are you on this journey
and **how can we work together** to
accelerate your transition?



My **Wake-up** in 2012

**The need for Coaching to
Create Value beyond the
Individual**



Why is this team literacy and team development so important?

- Increasingly the most frequent issues that leaders and managers bring to coaching is: *how do I lead and develop my team?*
- To be a coach or leader in the 21st Century - you need to be team literate and skilled in enabling others to lead and develop teams



“You are either disrupting yourself, or someone else is - sitting still equals death.”

(Peter Diamandis – Singularity University)

Other disruptors to executive coaching

- **Coaching being re-insourced** - first to internal coaches and then to leaders and line managers.
- **Less clients** - All the large companies interviewed (Hawkins 2017b) said they would employ far less people in the next 10 years.
- **Coaching A.I.** - that has a bank of the world's best questions and can read the mood and emotions of the caller.
- **Millennial styles - coaching on demand, Peer Coaching and Self coaching**

Journey from Team Literacy to Team Coach



What challenges or passion makes you
really interested in being better equipped to
enable teams and team leaders?

Please put these in the Q&A box.

Why organizations need more effective teams

- “Organizational Performance is a “Team Sport”
 - *Deloitte Human Capital Trends report*
- Complex tasks require greater levels of collaboration
- The individual (heroic) leader model no longer functions
- Talent stays longer in effective teams
- As companies move to more virtual teams the overall performance of those teams will often decline



The Heroic Leader is dead. Long Live the Team!

“We still tend to think of achievement in terms of the Great Man or the Great Woman, instead of the great Group.”

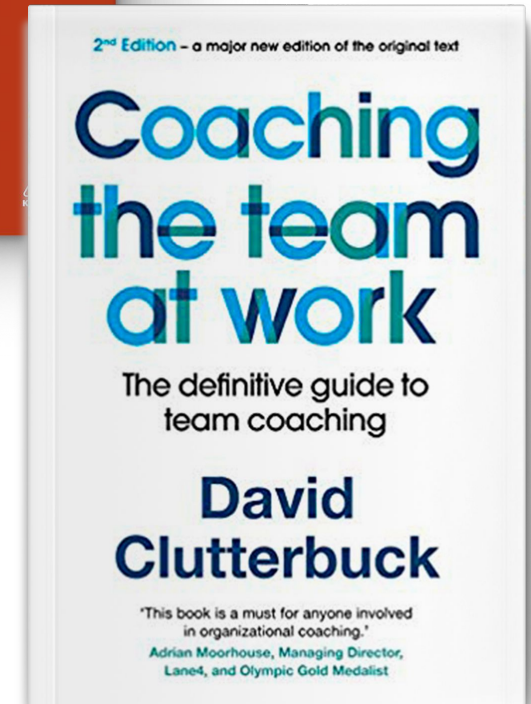
Bennis (1997)

“Not finance. Not Strategy. Not Technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare.”

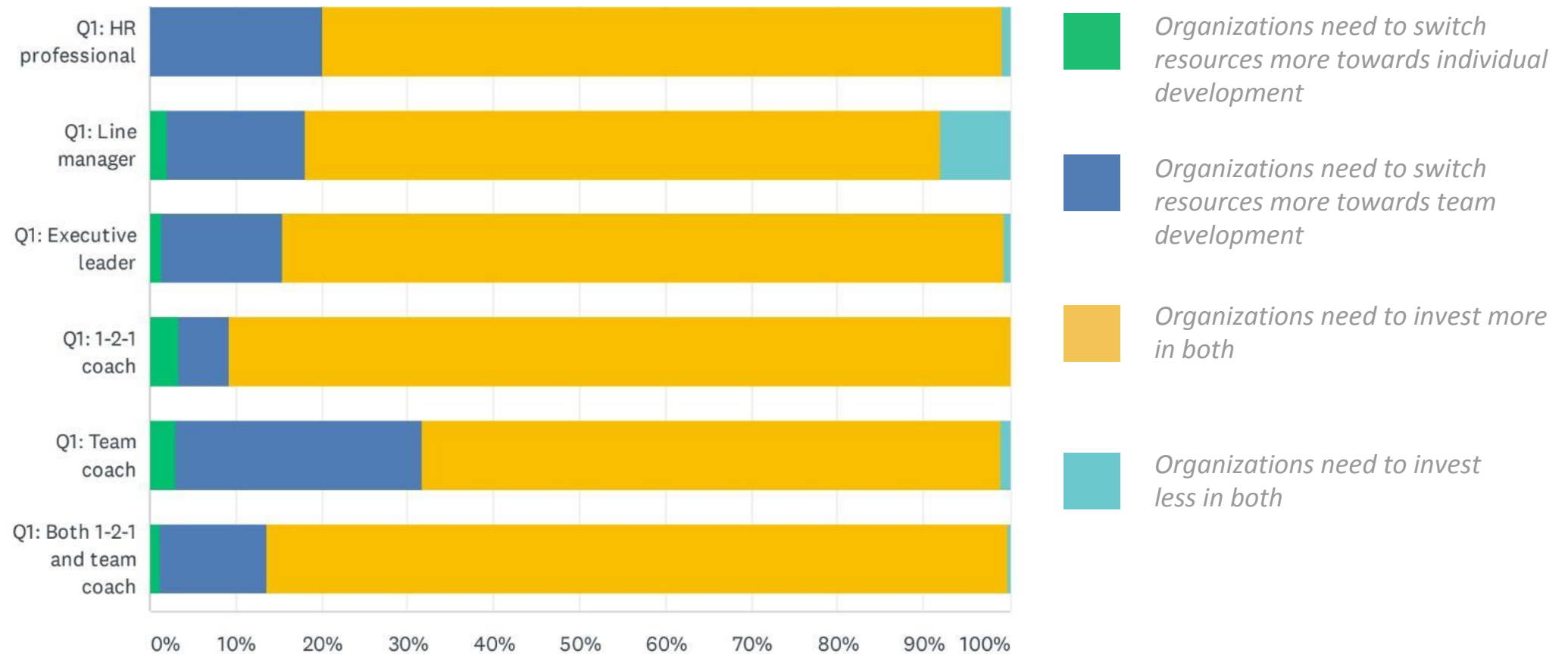
Patrick Lencioni (2002; vii)

The challenge for today's teams

- To become more than the sum of their parts
- Managing expectations of different stakeholders
- Both running the business and transforming it
- Being members of multiple teams
- Virtual, International and Multicultural teams
- To become more agile; adapting and innovating faster
- Creating alignment and engagement



Where do Organizations need to invest more: In Individual or Team development?



What makes teams **effective
and how Team Coaching
enables this?**

Team coaching **isn't...**

- A coach or leader individually coaching members of the same team

Or

- Team facilitation; team building; strategy “away days”; team training

Team coaching **is...**

Coaching the whole team in workshops and live in their team meetings and stakeholder engagements so the team:

- Is clear about its purpose
- Functions at more than the sum of its parts
- More effectively partners with all its stakeholders
- Becomes a learning team

Moving Beyond the High Performing Team

- **Team Performance** is about how and what we deliver now and in the short term to all our stakeholders
- **Team Capability** is about constantly innovating products and process and improving relationships and partnerships for the medium to long term
- **Team Capacity** is about how we become future-fit and co-create more value with and for all the team's stakeholders, working smarter not harder

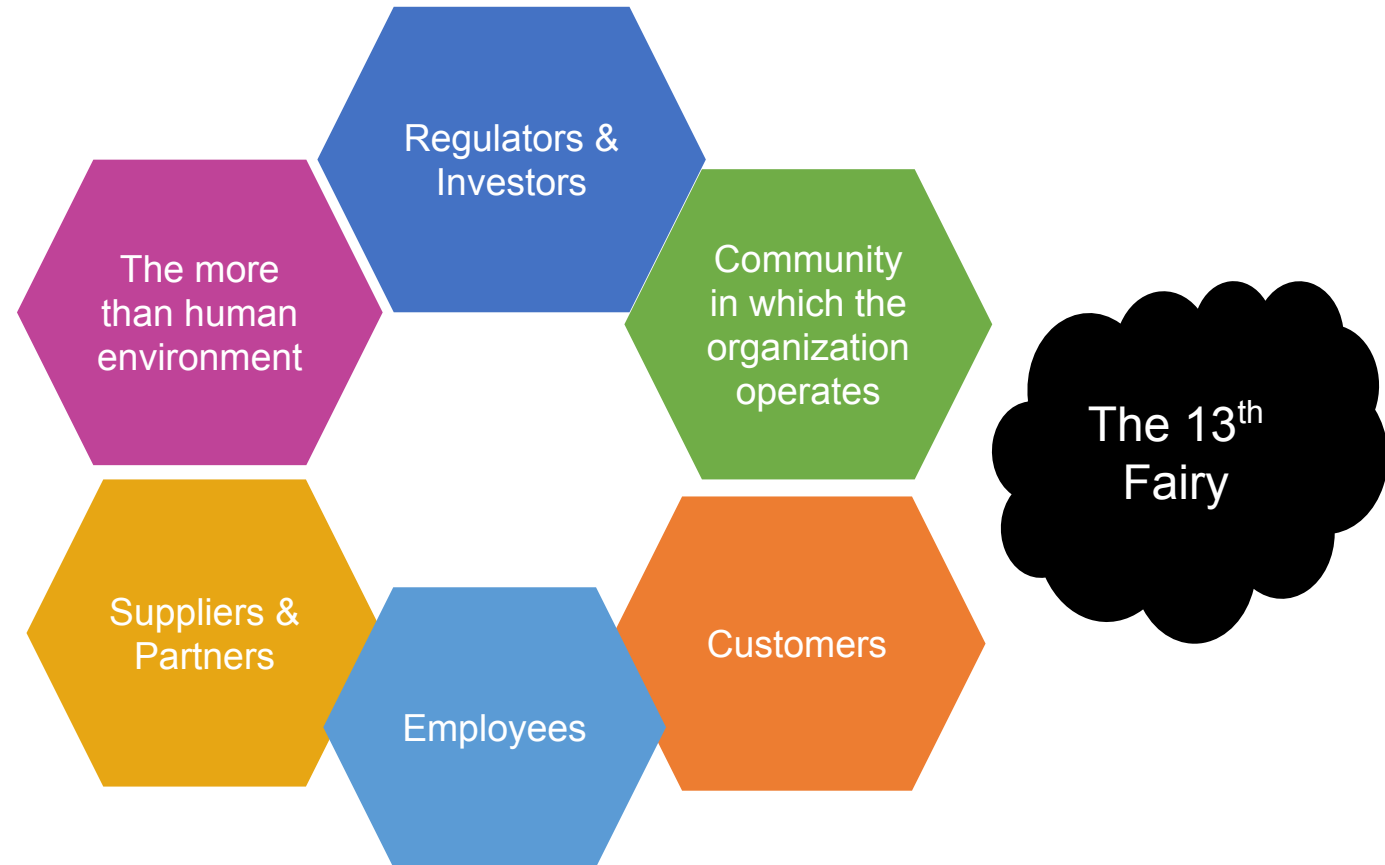
Bill Sharpe "Three Horizon Thinking"

Unlearning Three Limiting Beliefs:

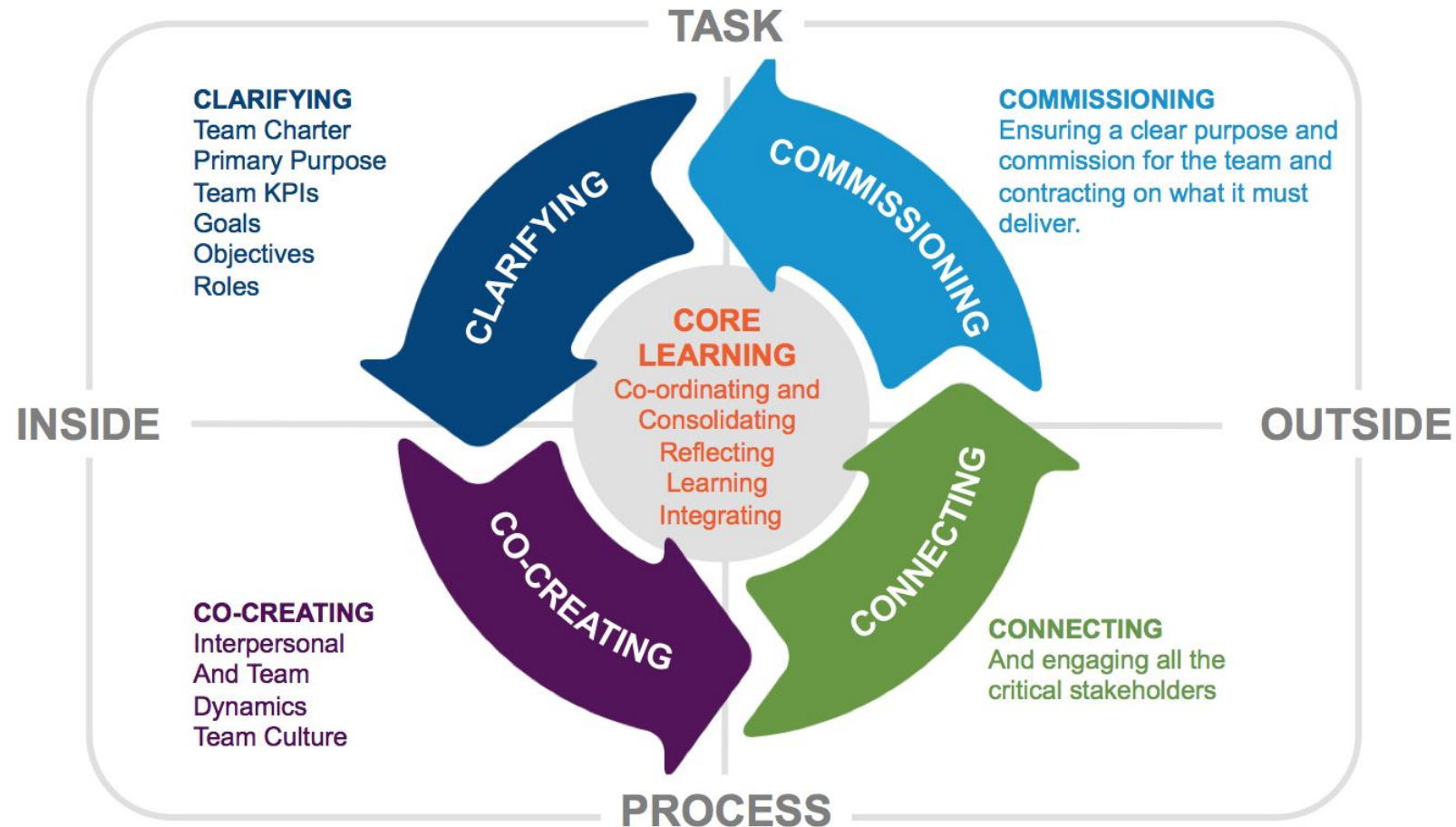
- A team with many individual high performers is a high performing team
- Becoming a high performing team is a place of arrival
- Team coaching is just about better internal functioning

The purpose of team coaching is to
enable a team to co-create greater
beneficial value with and for all
their stakeholders

**The team needs
to co-create value
with and for all
these Key
stakeholder
groups**



5 Disciplines of Highly Effective Teams and Boards



Some key questions every team needs to ask

- Who and what does our work serve?
- What do our future stakeholders need from us as a team?
- Whose support or sponsorship do we need to operate at our best?
- What can we achieve by collaborating together that we cannot achieve by working in parallel?
- What patterns and behaviours drive or hinder our collective performance?
- Who do we need to partner better with and how?
- How can we learn fast enough to keep ahead of change?
- What do we need to do today to ensure we thrive tomorrow?
- How do we take collective leadership?

Poll

- Please rate on a **scale of 1-10** your current capability in addressing the challenges of developing teams
- Then a second rating for where you think that score needs to be within the next 2 years



Also please start to put your top questions about the team coaching learning journey in the chat box.



**Let's explore your poll
responses, questions and
thoughts**

The **Benefits** of Team Development

Why in your role you might bring in a team coach?

- To become a team
- To help the team address the gap between current and future needs of stakeholders
- To enable the team to have conversations they need with each other and their stakeholders
- To help the team learn and create new ways of working together

Benefits of team development

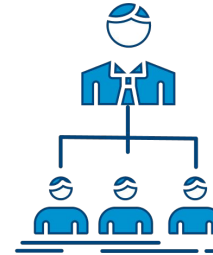
Teams



**Team
members**



**The
organization**



**Team's
stakeholders**



Three practices you can
take away from today and
use in your teams



Please choose one or two you will try out before the next session

1. Outcome based check-ins

If you attend meetings that lack focus, energy or are far too long start the meeting with each person in turn completing the sentence:

- “We need to leave this meeting having achieved.....”

2. Reframe the blame

If team members start blaming each other or people outside the team invite them to turn their blame into a direct request:

- “Jo never gives me the figures on time.”
- “What is your request to Jo?”

3. Get the team leader to draw their team symbolically

- rather than flood you with data so you feel as overwhelmed as they do.

Questions for you to grapple with before the next session

- How could you achieve a x5 increase in impact with your clients?
- How will you differentiate yourself from the 10,000 new coaches who join the profession each year? (or other leaders or HR Professionals)
- How will you energise your future coaching and leadership with continuous challenge that will radically raise the pace and scope of your own learning?
- What is the biggest difference this programme could make for you?

**How the Global Team Coaching
Institute will help you.**



Welcome to the Global Team Coaching Institute

Purpose Statement:

To grow the global capacity of people who can develop effective teams and the collective leadership needed to meet the great challenges of our world.



Welcome to the Global Team Coaching Institute

Purpose Statement:

The Global Team Coaching Institute brings together the expertise and experience of the world's foremost authorities on team coaching with the best and most diverse learners. The institute will be place where companies can come to search for and hire the best team coaches in the world.

Some of our Global Faculty from around the world



David Clutterbuck (UK)



Peter Hawkins (UK)



Ruth Wageman (USA)



Dr. Hilary Lines (UK)



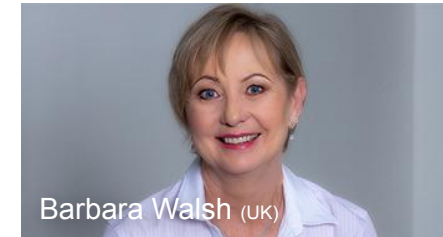
Krister Lowe (USA)



John Leary-Joyce (UK)



Tammy Turner (AUS)



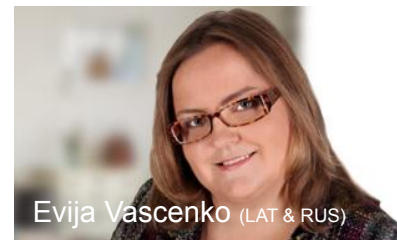
Barbara Walsh (UK)



Catherine Carr (Canada)



Paul Anwandter (Chile)



Evija Vascenko (LAT & RUS)

Associate faculty from South Africa, Japan, China, Singapore, India, Croatia, Serbia, Hungary, Romania, Portugal, Ireland

Journey from Team Literacy to Team Coach





What **each** programme provides



Team Coaching
Gateway - Foundation
Certification

Gateway - Foundation

- Understanding teams and team effectiveness
- **Being able to coach team leaders to better enable their teams**
- Being more effective in teams you lead or where you are a member
- Certificate in Coaching Team Leaders and enabling teams



Certified Practitioner
in Team Coaching

Practitioner

- Knowing all the key models, tools and processes of team coaching
- **Being able to coach team workshops, coach live in team meetings and design and coach team partnership events**
- Being more effective in teams you lead or where you are a member
- Accreditation as a team coach practitioner



Certified
Senior Practitioner
in Team Coaching

Senior Practitioner

- Knowing how to team coach a wide range of teams over nine months to a year
- **Being able to coach effectively in all five of the team coaching disciplines**
- Have developed your own signature approach to team coaching and have a great case study of your work
- Accreditation as a senior or advanced team coach practitioner

Gateway to Team Coaching: Foundation Certification



Module 1: Mapping the Field

Module 2: Understanding Teams and what makes them more and less effective

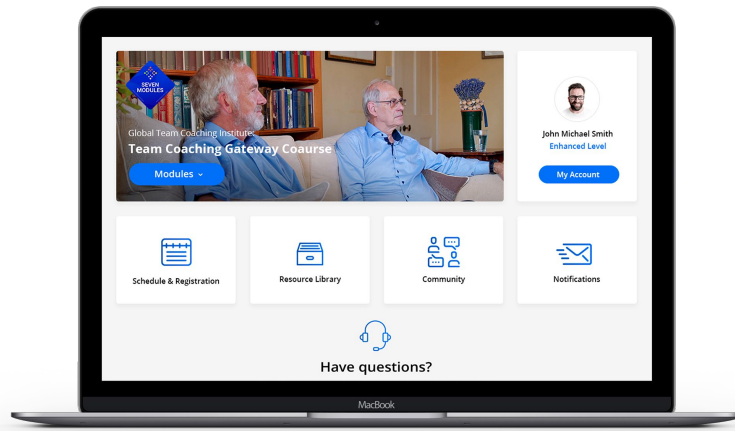
Module 3: Team Coaching models, tools and approaches

Module 4: Team Coaching processes – how to co-inquire, co-discover and co-design the team coaching journey

Module 5: How to incorporate models, tools and techniques of Team Coaching into your work

Module 6: How to partner with Team Coaches (co-coach and co-develop teams)

Module 7: Next steps in your journey of team coaching discovery



The modules will be led jointly by Peter and David with guest appearances from other faculty



Team coaching standards

All the leading professional coaching bodies are developing standards or competencies for team coaching

These standards have informed the development of this programme



So Please **join us** in growing the collective capacity of the world to respond to the great challenges of our time.

Become part of creating the new team coaching history.

www.wbecs.com/gateway