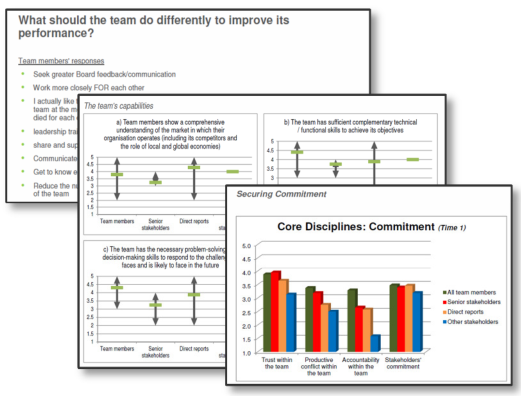
Our team coaching process

Our extensive experience and research tell us certain key factors differentiate successful team coaching from ‘flash in the pan’ and faddish disappointments. One of those factors is a robust, flexible process.

1. We **engage** with the team, its leader and its stakeholders to discuss the process. This includes helping the team to identify and engage its key stakeholders. Without their buy-in and perspectives, it’s far harder for the team and the coaching to serve the needs of the wider system. This phase is also critical in surfacing and addressing the hopes, aspirations and concerns participants have regarding the intervention itself – as well as answering any questions the team, its leader and its stakeholders have that might hamper full engagement with the process.

2. We help the team **assess** the gap between its current state and desired state – in terms of performance, ways of working, etc. This includes identifying the various factors in and around the team that are helping and hindering its efforts to close that gap. We take a range of approaches, depending on the situation. These include:

   - One-to-one interviews with team members and key stakeholders
   - Our High Performing Teams Questionnaire (see right): the most in-depth tool of its kind, drawing on perspectives within, above and below the team and from its key stakeholders
   - Psychometric profiling to ascertain individual habits, mind-sets, needs and “dark sides”
   - Team members gathering data from within and outside the team
   - Team sessions to address key themes, tackle pertinent thought-provoking questions and share our observations of the team in action
   - In-depth executive assessments of the team leader and all team members



   Individual responses are usually confidential, sometimes with the exception of the team leader and their immediate boss. It is generally in a team's interests to have open discussions about what is enabling and inhibiting the team’s performance, but not all teams and/or stakeholders are ready for such openness at the outset.

3. We help the team decide and **align** on key actions to close any gaps in performance.

4. We provide varying levels of support, depending on the team, to help it **progress** against these key actions. This often includes specific recommendations, individual coaching, skills development and developing team members’ own coaching skills – both to enhance their leadership of others and to increase the team’s ability to coach itself going forward.

5. We work with the team and its stakeholders to **review** the team’s progress. This often means re-running the various ‘diagnostics’ used in the ‘assess’ phase.

 www.leaderspace.com hello@leaderspace.com
Registered in England at: Harwood House, 43 Harwood Road, London SW6 4QP Company number: 6591839

Best practice: using teams to coach teams

Unless there's a very clear reason not to do so, we use at least two coaches when working with teams. Having two coaches in the room when the team comes together offers a number of benefits, delivering far more than twice the value of a single coach. For instance:

- It's all too easy for a lone coach to appear to be siding with either the team leader or the rest of the team. Two coaches can simultaneously represent the needs of the team, its leader and the wider system.
- Your team and its environment are complex. It would be naïve to assume a single consultant will grasp all of those complexities.
- Your team members' styles and needs vary. Our coaches' styles vary too. Having two coaches with different styles but a common ethos greatly increases the chances of a powerful coaching relationship.
- Your high-performing team deserves the support of one of our high-performing teams – in our work with teams we seek to role-model optimal team behaviours so your team can learn from what it's seeing, as well as what it's hearing and doing for itself.

Some of the changes we've helped create in teams

- A shift from silo-thinking to a joined-up organisation (e.g. at Heineken)
- Greater trust and commitment to the "shared endeavour" (e.g. at the Department of Health)
- A climate of healthy challenge where conflict is seen as productive not destructive or divisive (e.g. at Southampton Football Club)
- Greater clarity of roles and accountabilities (e.g. at Sabio, where our work included helping clarify the board's, shareholders' and Managing Director's roles, responsibilities and mutual expectations)
- Enhanced organisational resilience, helping the company survive a geopolitical crisis and simultaneous drop in the market (for a mining company)
- A clearer, more compelling sense of purpose and identity for themselves and their staff following a merger (at a professional services firm, where we worked separately with the leadership team and with them as they engaged their people)
- A more innovative approach to policy-making (at the Foreign Office)
- Enhanced stakeholder management (e.g. at Rolls-Royce and Nickelodeon)
- Increased value from the interface between the exec and non-exec (part of our work with a number of private sector and third sector clients)
- Improvements to team members' ability to lead and coach, and to their levels of emotional intelligence (where required)

"With the support of LeaderSpace we truly created a new dynamic to the team that resulted in a structural change. It's a dynamic with more trust, more transparency and, most important, the willingness to get out of the comfort zone to the area where improvements take place."

Geert Swaanenburg, Sales Director, Heineken Romania