Team & Group Coaching

for the Evidence Based Coaching Symposium

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Presentation for

FIELDING
GRADUATE UNIVERSITY

Group Coaching

One (or more) coaches to many individuals

Team Coaching

One (or two) coaches with a collective

Group Coaching	Team Coaching
Individual focus ("I" focus)	"We" focus
Individual goals	Collective goals
Group agreements for how they want to work during the coaching process	Team agreements for how they want to work together during the coaching process Team agreements for how they want to work together in the long term
Individualized action steps and accountability	Collective action steps and accountability Potential for individual accountability

Britton, J. (2019). Coaching many: team and group coaching. In D. Clutterbuck et al. (Eds.), *The Practitioner's Handbook of Team Coaching* (pp. 24-35). London and New York: Routledge.

Designing an Alliance is crucial for both Group & Team Coaching

Part One: Culture/Atmosphere

- What is the culture, space or atmosphere you want to create (on the team, for this group, for the learning)? How would you know you had that?

- What would help us to thrive?

- How do you want to behave together when things get difficult, or when there is conflict?

Part Two: Co-Responsibility and Accountability

- What can this group (your team) count on from you?

- What will you each commit to for one another? How would you know you had that?

Adapted from Organization & Relationship Systems Coaching program by CRR Global.

Coaching Approach

Group

- Agenda is often pre-determined
- More directive
- Questions allow individual reflection and insight

- Be mindful of group dynamics to assure psychological safety
- Facilitate interaction between/amongst participants

Team

- Team sets the agenda
- Less directive
- Hold the space for the team to gain systemic insight
- Questions designed to promote dialogue

Thank you!

For more information please contact us

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	Group Coaching	Team Coaching
Similarity to 1:1 Coaching	ICF Core Competencies are foundational (ethics, trust/safety, presence…) • Evokes reflection for the individual, individual determines how they change as a result of the coaching and commits to action (transform learning & insight into action) • Having participants focus on inner-game/WHO they are rather than just WHAT they are learning	ICF Core Competencies are foundational (ethics, trust/safety, presence…) • Strong emphasis on co-creating the coaching agreement; client-focused agenda; creating awareness about and for the team by encouraging a spirit of curiosity collectively • Focus on the inner-game of the team rather just the outer-game of what they are doing • Tools/models are emergent based on the team's agenda

Difference from 1:1 Coaching (commonalities between group & team coaching)	• One to many – a variety of individuals
	• Be mindful of group dynamics including the emotional field
	• Use Designed Alliance as a tool
	   o HOW they want to be and work together
	   o Specifically spending time on if things get difficult or if there is conflict, how as a group do they want to address this
		• One to many – though as one system
		• Be mindful of group dynamics including the emotional field
		• Use Designed Alliance as a tool
		   o HOW they want to be and work together
		   o Specifically spending time on if things get difficult or if there is conflict, how as a group do they want to address this

Participants	• Many clients/coachees (the individuals) • May or may not be in the same organization; may or may not know each other	• One client/one set of coachees (the team) • A team = Common purpose; interdependent; shared outcomes and accountability (may be a leadership team, project team, etc.) *(not just a workgroup that has parallel roles)*
Stakeholders	Not applicable, except perhaps for sponsor	Stakeholder perspectives are essential for team coaching
Agenda	• Clients/coachees enroll in what is often a pre-determined agenda • More focused on content, models, tools, etc. that are pre-determined in advance of session	• Team leader and team co-creates the agenda with the coach • Coach brings in content, models, and tools that are in service of the agenda – this is continuously emergent
Process	Individuals experience and participate in coaching simultaneously – Coach poses powerful questions to the group and uses active listening reflecting back to create awareness for the entire group	An intact team participates in coaching as a collective – Coach poses questions to the team and the team engages in dialogue; We coach the collective (revealing the system to itself as system is naturally intelligent, generative and creative)
Impact: Emotional, Social &	• Increases Emotional Intelligence primarily • May expand Social Intelligence	• Positively impacts Emotional and Social Intelligence • Also expands Relationship Systems Intelligence (RSI)

	Group Coaching	**Team Coaching**
Relationship Intelligence		
Impact: Learning	• Group coaching is different from training due to the reflective nature and emphasis on exploring and expanding mindset in addition to skill-building and behavioral change. Group coaching focuses on WHO the participants are (inner game) in addition to WHAT they need to change (outer game). • Often the participants learn coaching skills – experience coaching each other through guided activities (peer coaching)	• The members of the team learn how to communicate more skillfully with each other so they can accomplish what happens during coaching on their own sustainably • The team learns together about WHO (inner game) they are and need to be as a collective to achieve WHAT the organization needs (outer game) • The idea is for the team to be able to coach themselves at the conclusion of the coaching engagement
Assessments	Assessments are individual-focused and the individuals may share results with others to compare and adapt, though still individuals focused • Leadership Circle (or other 360s) – may be debriefed as a group and can individuals set their own development plans • Leadership Circle also has a Group Report • Everything DiSC (Workplace, Productive Conflict, Agile EQ, etc.) • 5 Behaviors Personal Development • Myers-Briggs Type Indicator	Assessments are team focused. The team is assessed as a collective and makes sense of the information together • Leadership Circle Collective Assessment (CLA) • 5 Behaviors of a Cohesive Team (Wiley) • Table Group's Team Assessment • Integro's Team Alignment Survey • Team Coaching International (TCI) Team Diagnostic • Team Connect 360 (AoEC) • Team Diagnostic Survey (Wageman)
How we apply	• We work with multiple couples simultaneously for learning experiences (e.g. The Power of Play, Productive Conflict with DiSC, etc.) • We work with groups within an organization to improve collaboration (team building), explore mindset/build skills, solve problems, make culture change, etc. • We work with groups of people that do not know each other to expand more self-awareness, emotional intelligence, etc. (e.g. Overcoming Immunity to change)	• We work with one couple at a time so they can achieve change specific to their situation • We work with interdependent teams that determine the changes they want, how they want to measure the success of the coaching, and to achieve their agenda

	Group Coaching	**Team Coaching**
Examples	- A particular coaching experience: e.g. Overcoming Immunity to Change - Expansion of Emotional and Social Intelligence: e.g. DiSC or Myers Briggs (this may help a specific group of people work more effectively with each other through new awareness) - Development programs: Inquiry based learning experience (e.g. manager as coach development) - Action Learning or Appreciative Inquiry: Working with a group of people for culture or broad change (affinity groups, focus groups, etc.)	- Meet the team where they are at - May include bringing in models such as: 5 Behaviors of a Cohesive Team - Laura Hauser's 4-Lens Team Coaching framework & Shape Shifting Team Coaching model - ORSC Tools: - Lands Work - Deep Democracy - Constellations - Bringing Down the Vision - Systemic Team Coaching
Qualifications	Group coaching is not the same as individual coaching and requires having skills and experience for working with systems. One possibility is Organization and Relationship Systems Coaching (ORSC).	Team coaching is highly specialized. Our belief is that specialized development is required. Some possibilities include (in order of what we feel to be depth and robustness): Organization and Relationship Systems Coaching (CRR Global) Global Team Coaching Institute Team Coaching International Through David Clutterbuck Through Peter Hawkins