Growing Effective Teams: Coaching Approaches for Team Success

John Campbell & Jason Pascoe
References:


Solve the puzzles as quickly as you can.
What are some key lessons about team effectiveness that you can draw from this exercise?
Global Framework of Coaching in Education

Ref: van Nieuwerburgh, C. and Campbell, J. (2015)
EDUCATIONAL LEADERSHIP

- Coaching for Aspiring Leaders
- Leaders using a ‘Coaching Approach’ 1:1 or with teams
- Leaders as Coaches
A Team...

"...a small group of people with complementary skills who are committed to a common purpose, performance goals and approach which they are mutually accountable".

Reference: Katzenbach & Smith, The Wisdom of Teams
Teams and Groups

Team
- Common Goal
- Interdependence
- Continuity
- Accountability

Group
- Common interest
- Little or no Interdependence
- Little or no Continuity
- Little or no Accountability

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Performance and Well-being

High Well-being

Low Performance

Acquiescent

Flourishing

High Performance

Low Well-being

Distressed Dysfunctional

Distressed Functional

Source: Grant, 2016
Team Coaching =

- Team Coaching = using a coaching approach to help teams succeed

- “Coaching Approach” = bringing the best elements of individual SF coaching to a multi-voice, multi-perspective team context

- Elements of Coaching =
  - outcome focus – ‘what’s wanted’
  - strengths/resource focus
  - small step movement
  - sustainable progress
Helping Teams Succeed Roles...

• **Team Leader:** will generally have some kind of formal for team performance and wellbeing

• **Team Member:** responsible for contributing to team performance and wellbeing

• **Team Process Consultant:** assists a team by helping to explore the various process that impact team performance and wellbeing.
Helping Teams Succeed Roles...

- **Team Facilitator**: assist team to explore and successfully work through specific team topics

- **Team Technical Consultant**: assists a team with specific expertise to help a team improve performance in specific areas
5Ps of Team Effectiveness...

- Purpose
- Projects
- People
- Processes
- Patterns

Ref: Campbell (2017)
Team Snapshot 1

Purpose

- Our team is clear on its purpose

Project

- Our team is clear on its goals

People

- Team members are clear about what they are supposed to do & how they contribute to achieving the team goals
- Our team is characterised by high levels of trust
- People understand and respect the differences that each member brings to the team
How many squares?
The 3 Legged Stool of Team Thinking

- Data
- Structured, visible framework

Interpersonal Skills
- Listening
- Questioning
- Agreeing/Disagreeing

Ref: Campbell (2017)
The GROWTH Coaching Framework is...

- **G** Goals
  What do you need to achieve?

- **R** Reality
  What is happening now?

- **O** Options
  What could you do?

- **W** Will
  What will you do?

- **T** Tactics
  How and when will you do it?

- **H** Habits
  How will you sustain your success?

- **Results**
  Celebrating the results

- **Relationships**
  Building the trust

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Ref: Campbell, J. (2016)
Agreement Gradient

1. Endorse
2. Agree with a Reservation
3. Mixed Feelings
4. Disagree but Can Support
5. Disagree Can’t support

When high performing teams talk together....

- Positive: negative  5.6:1
- Inquiry : advocacy  1:1
- Self: Other  1:1

• Reference: Losada & Heaphy, 2004
Ideal Team Member

**Working Knowledge Factors:**
- Experience
- Problem solving ability.

**Teamwork Factors:**
- Openness
- Supportiveness
- Action orientation
- Positive personal style

What’s been interesting and useful to you from today?
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References:


