

A Practice Analysis of Team Coaching

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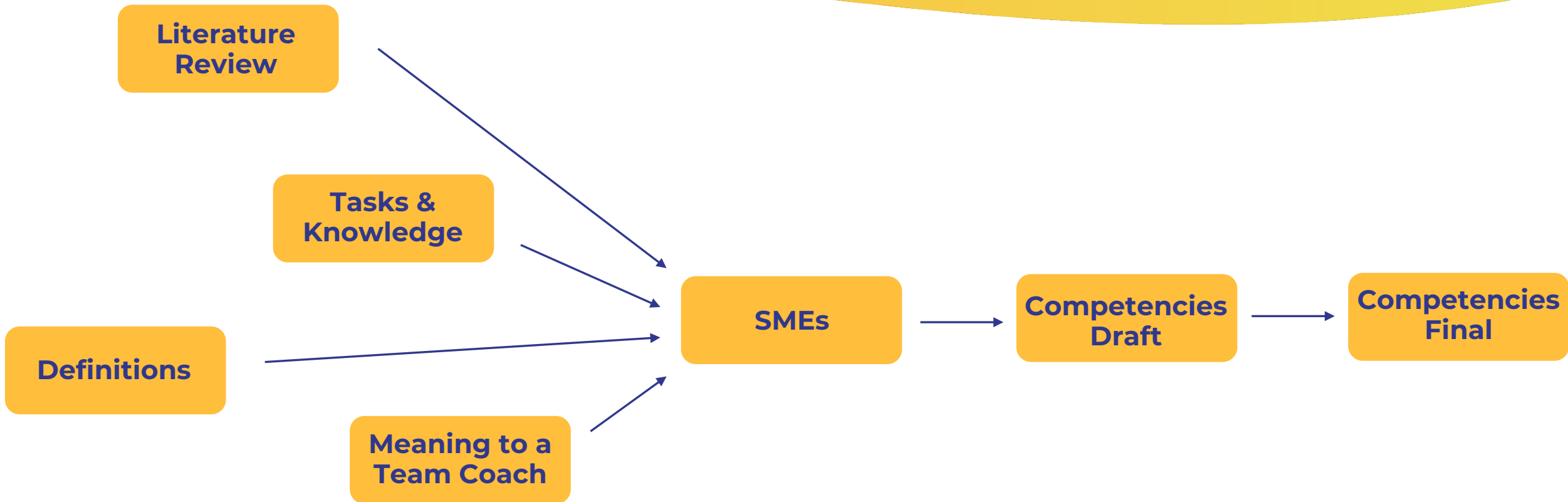
Gage M. Ammons

International Coaching Federation

Goals

- Determine Team Coaching Competencies
- If Data Shows, Build Upon Existing Core Coaching Competencies

Team Coaching Practice Analysis



Team Coaching Practice Analysis

Literature Review

Widdowson, L., Rochester, L., Barbour, P. J., & Hullinger, A. M. (2020). Bridging the team coaching competency gap: A review of the literature. *International Journal of Evidence Based Coaching & Mentoring*, 18(2), 35-50.

Tasks & Knowledge

Definitions

Meaning to a Team Coach

SMEs

Competencies Draft

Competencies Final

Team Coaching Practice Analysis

Literature Review

Tasks & Knowledge

Definitions

Survey 1: Requesting Definitions (n=233)
Coding, Draft Definitions
Survey 2: Reaction to Draft Definitions (n=47)
Final Definitions

Meaning to a Team Coach

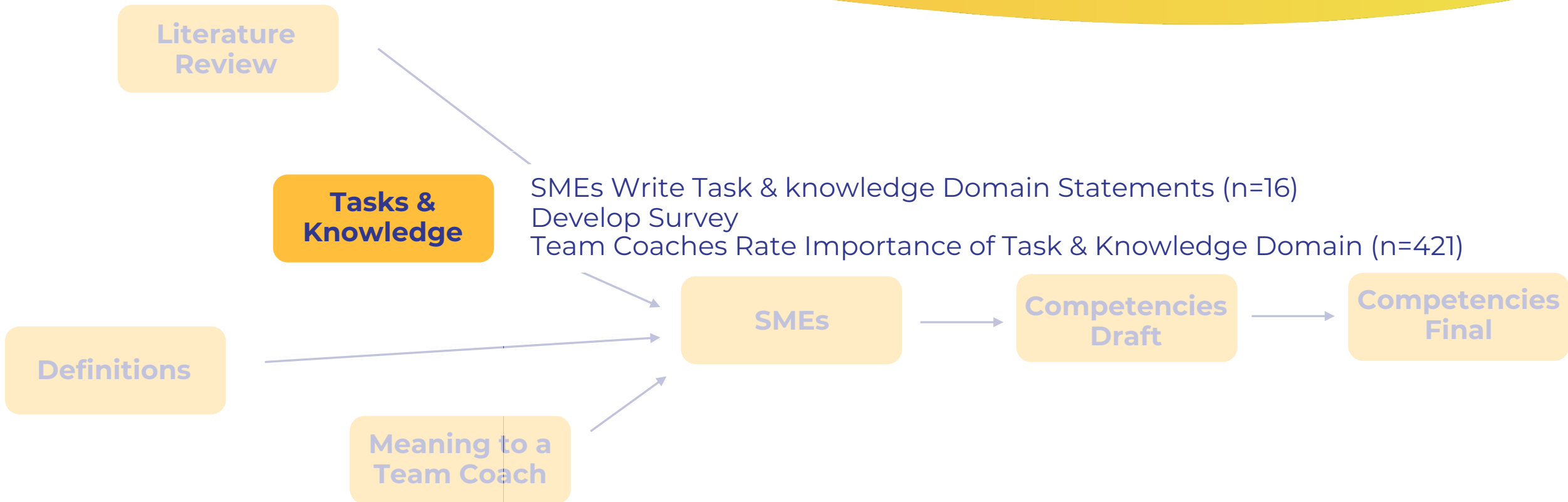
Competencies Draft

Competencies Final

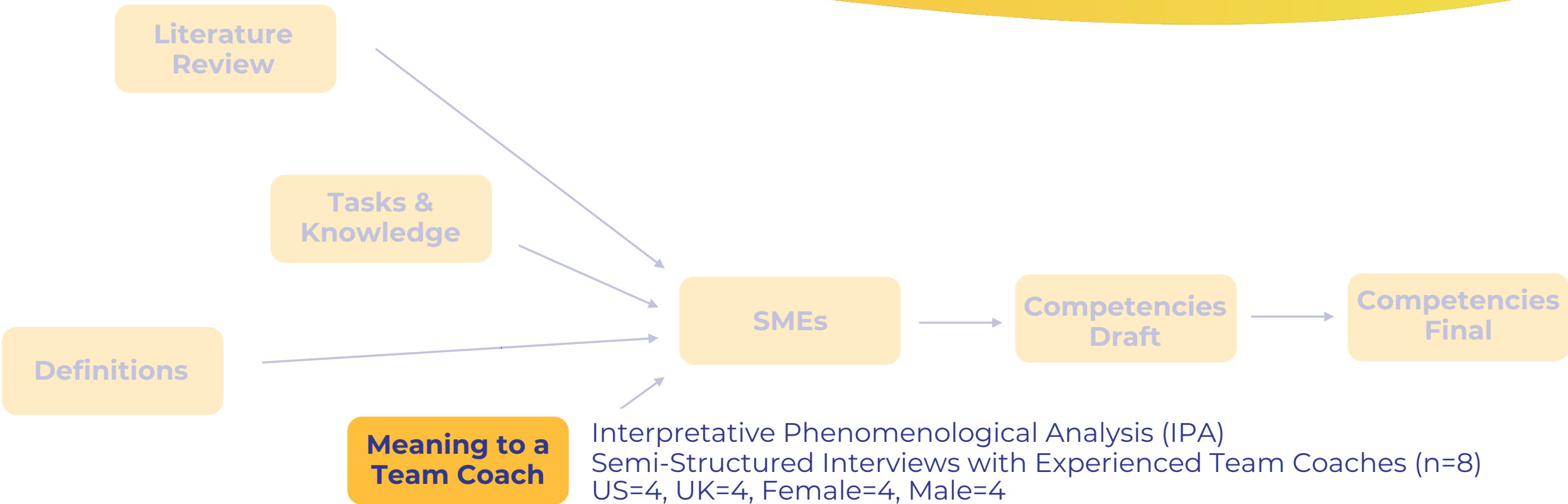
Definitions

- **Team:** A group of people with a common purpose and shared goals, who work interdependently in a shared context
- **Team Facilitation:** Engaging a team through guided participation to discover, foster, and apply insights to enhance team processes and effectiveness
- **Team Coaching:** Partnering in a co-creative and reflective process with a team and its dynamics and relationships in a way that inspires them to maximize their abilities and potential in order to reach their common purpose and shared goals
- **Group:** A collection of people with something in common
- **Group Coaching:** Partnering with a group of individuals who share a common interest, learning experience, or skill where the coach and other group members offer support and inspiration to maximize individual abilities and potential

Team Coaching Practice Analysis



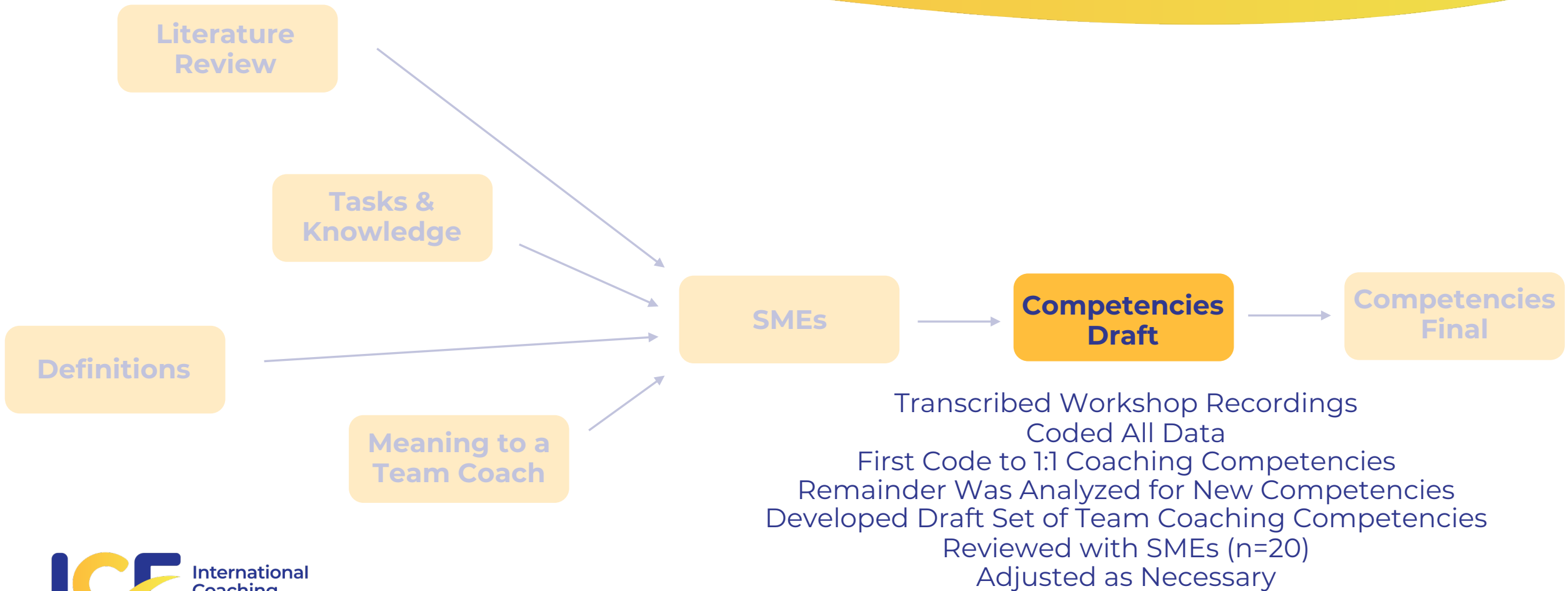
Team Coaching Practice Analysis



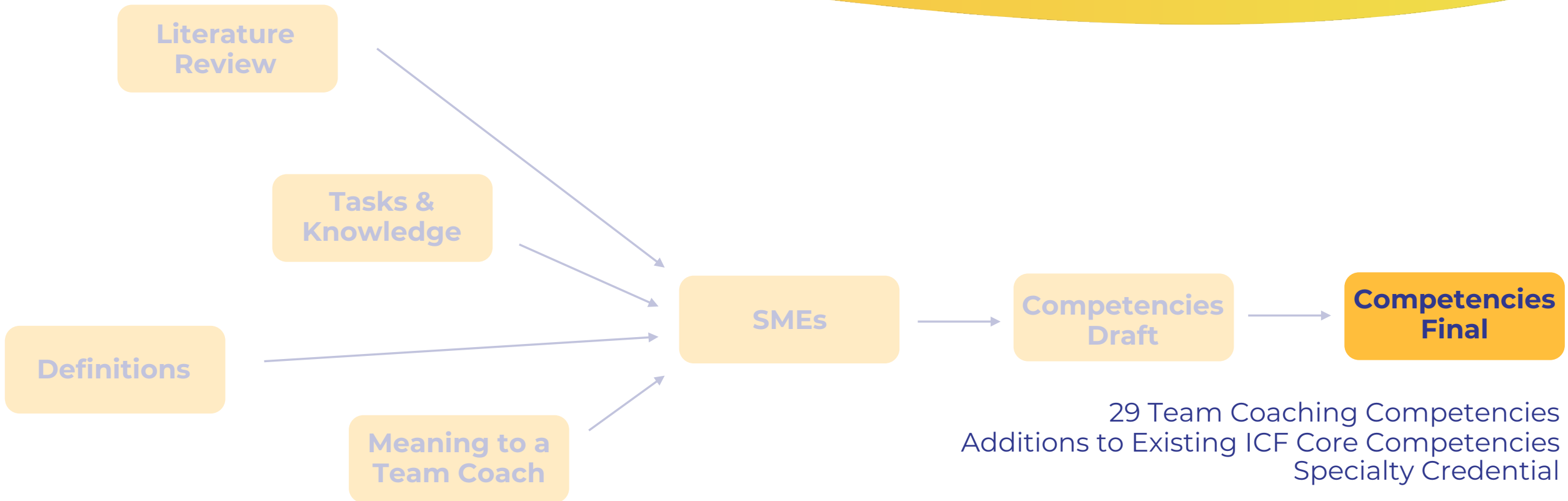
Team Coaching Practice Analysis



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Team Coaching Competency Examples

- Coaches the client team as a single entity
- Remains objective and aware of team dynamics and patterns
- Promotes the team viewing itself as a single entity with a common identity
- Uses one's full range of sensory and perceptual abilities to focus on what is important to the coaching process
- Moves in and out of the team dialogue as appropriate

Team Development Modalities

Team Development						
Longer term, involves many modalities, many topics						
	Team Building	Team Training	Team Consulting	Team Mentoring	Team Facilitation	Team Coaching
Time Frame	Short, 1-5 days	Short, 1-5 days	Widely variable	Staccato, hours over a long period of time	Short, 1-5 days	Longer term, months
Process	Exercises	Work with the team through a curriculum of material	Consultant shares expertise	Mentor shares	Facilitate dialog	Team and coach partner
Growth Area	Enhanced relationships	New knowledge or skill	Additional insights	New knowledge	Clarity	Achieved goals; Team sustainability
Team Dynamics; Conflict Resolution	Minimal	Minimal	Minimal, advisory	Minimal	Minimal	Integral
Expert; Ownership	Instructor	Trainer	Consultant	Mentor	Facilitator and team	Team

Team coaches may use additional modalities beyond coaching when necessary. This may be done overtly or discreetly.

Team Coaching Themes

- More Complex than 1:1 Professional Coaching
- Team Development Term Covers all Modalities
- Team is the Client
- Team as a Single Entity
- Importance of Team Dynamics
- Use of a Co-Coach
- Observe, Provide Feedback
- Team to be Self-Sustaining
- Importance of Supervision

Coaching vs. Facilitation

- Why Use Facilitation?
- Why Use Coaching?
- Switching Between Facilitation and Coaching

<https://coachingfederation.org/team-coaching-competencies>

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