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The difference between team and group coaching

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ICF International Coaching Federation

www.tpcleadership.com

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- Top Team Coaching, Executive Coaching, Cultural Change
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Goals of this workshop

- **Teams and groups** in a complex world

- The **difference** between team coaching and group coaching
  - **Team coaching**: skills, methods, and when to use it
  - **Group coaching**: skills, methods, and when to use it

- **Questions** and answers

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Question for you

What do you believe is the difference between team and group coaching?

What questions are you holding in relation to team and group coaching?

Break-out rooms

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Teams and groups in a complex world

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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

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A growing demand for team and group coaching

Harnessing the power of teams and groups in our age

- Diffusion of **matrix** organizations
- Increased **complexity** in decision making
- **Agile** methodologies & self-managing teams
- Servant leadership and **participative** leadership
- **Learning organization** paradigm

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Learning Organizations

> "The only sustainable competitive advantage is an organization's ability to learn faster than the competition."
>
> Peter Senge

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Individual Learning

- Accumulating knowledge through training, self-study
- Developing experience through practice
- Reflecting on actions and outcomes through coaching
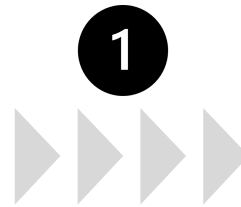- etc.

1

Organizational Learning

- Codifying practices into policies
- Structuring ways-of-working into best practice guide
- Articulating behaviors into culture
- etc.

Consolidating personal knowledge into organizational knowledge

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Individual Learning

- Accumulating knowledge through training, self-study
- Developing experience through practice
- Reflecting on actions and outcomes through coaching
- etc.

Increased Individual Performance

1

Organizational Learning

- Codifying practices into policies
- Structuring ways-of-working into best practice guide
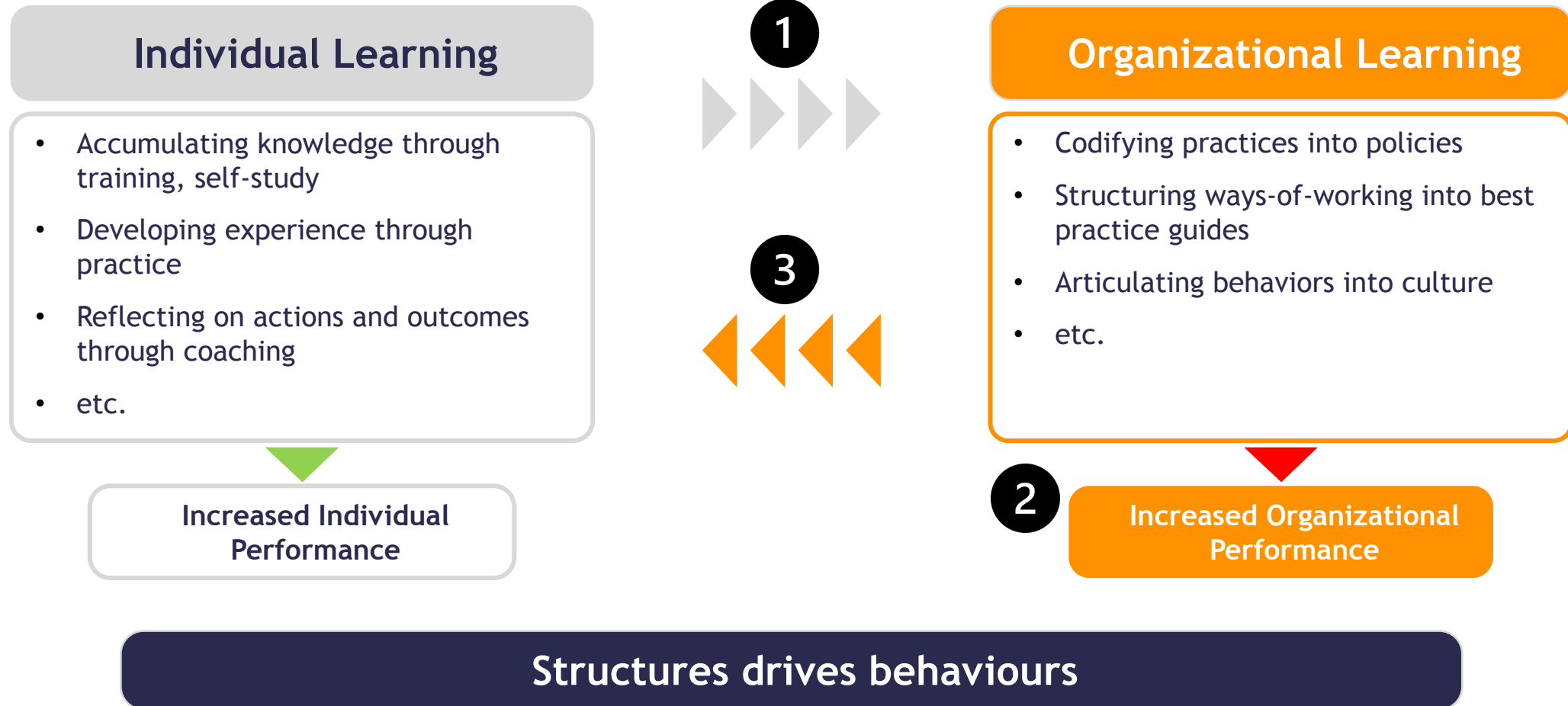- Articulating behaviors into culture
- etc.

2 **Increased Organizational Performance**

Connecting learning and performance

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Introducing Learning Organizations
How does organizational learning impact individual learning?

Individual Learning

1

Organizational Learning

- Accumulating knowledge through training, self-study
- Developing experience through practice
- Reflecting on actions and outcomes through coaching
- etc.

- Codifying practices into policies
- Structuring ways-of-working into best practice guides
- Articulating behaviors into culture
- etc.

3

Increased Individual Performance

2

Increased Organizational Performance

Structures drives behaviours

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Challenges in the use of team and group coaching

Confusion between concepts and methodologies

- **Leader-centric view** of change: relying too much on individual change to generate organizational change

- **Confusion** between groups and teams

- Challenges in defining **boundaries** between the two methods, and with other methods

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The difference between team coaching and group coaching
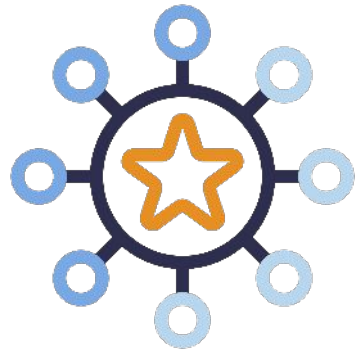
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Team vs group

Teams

"A team is a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable."

Source: Katzenbach and Smith, The Discipline of Teams

Groups

There are parts,
There is a relationship between the parts,
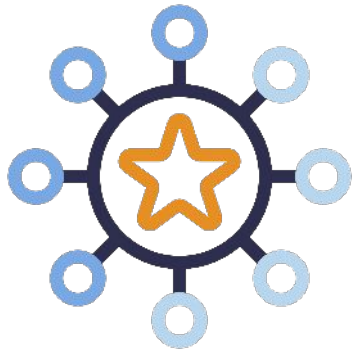*There is an organising principle*

Source: Jarlath F Benson, Working more creatively with groups

Team vs group in coaching

Teams

- Team leader and direct reports measured against a shared goal
- Team of teams
- Self-managing teams

Groups

- Learning group focusing a shared theme to be addressed or competency to be developed
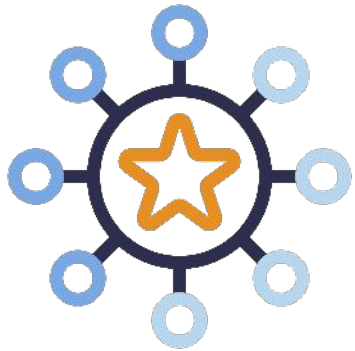
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Team coaching vs group coaching: definitions

Team coaching

Supporting and challenging a team to maximise their performance, learning and enjoyment over time in service of meaningful organisational and system objectives

Source: TPC Leadership

Group coaching

A collaborative and time-limited small-group process in which a professionally trained coach uses coaching principles and approaches to work with a group of individuals on their own personal goals and / or outcomes

Source: Nacif (2021) *Group Coaching for Wellbeing in a Community Context*

Team coaching
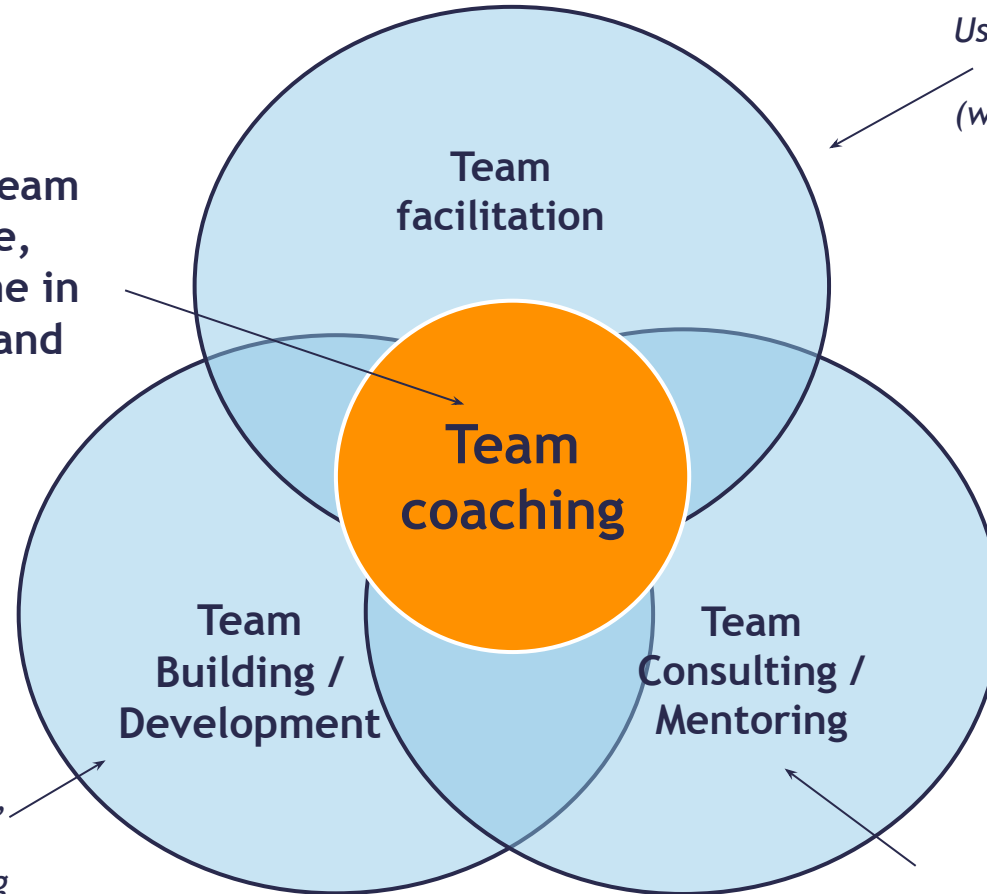
Skills, methods, and when to use it

	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.

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Team coaching skillset

Use of a process to create an
agreed output
(working through an Agenda,
Chairing, Co-ordinating,
keeping to task)

**Supporting and challenging the team
to maximise their performance,
learning and enjoyment over time in
service of clear organisational and
system objectives**

**Team
facilitation**

**Team
coaching**

**Team
Building /
Development**

**Team
Consulting /
Mentoring**

*Developing trust, 'team-ness',
Collaboration, EI,
relationships, ways of working
(the values and qualities that
the Team holds for itself)*

*Providing inputs that support
the development of team
performance
(From Team Vision and Goals
to Communication Protocols
and Meeting Processes)*

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Source: TPC Leadership

An integral view of teams

"I/Me/My"

Thoughts, dreams, emotions, physical sensations, cognitive processes of each person

Physical body, appearance, brain, neurobiological function, behaviour of each person

INTANGIBLE, SUBJECTIVE

OBSERVABLE, OBJECTIVE

Individual Internal

Individual External

Collective Internal

Collective External

Relationships, culture, community, shared worldviews, morals, beliefs, stories/narratives within the team

Organizational processes, structures, goals, decision rights, systems, spaces, etc.

Source: adapted from Ken Wilber

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"We/Us/Our"

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Team Performance Curve

Performance impact (y-axis)

Team effectiveness (x-axis)

Labels on curve: **Working Group**, **Pseudo Team**, **Potential Team**, **Real Team**, **High Performing Team**

This is a group that consistently outperforms similar equivalent teams. Individuals have complete commitments to the common goals of the team & take full ownership of performance.

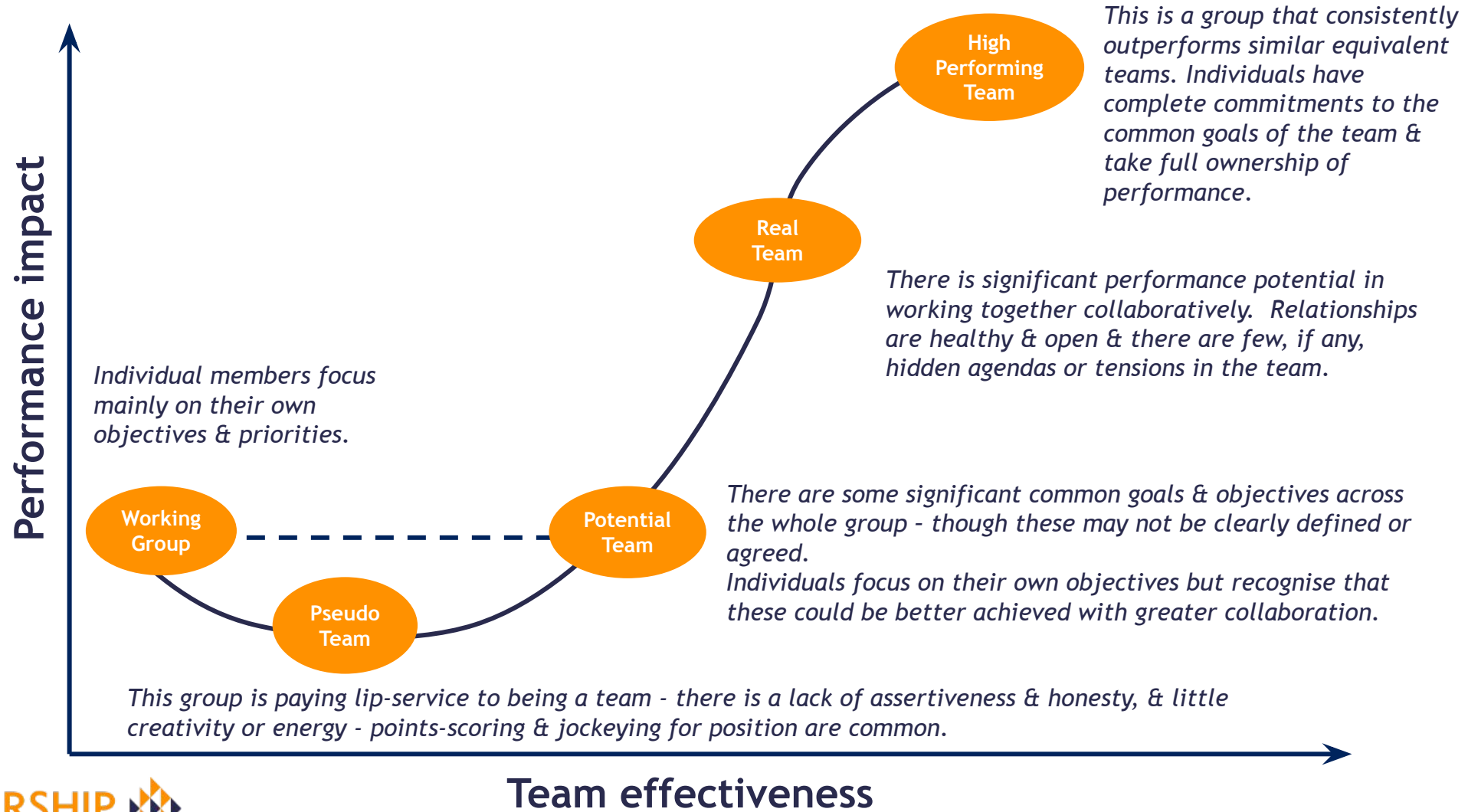*There is significant performance potential in working together collaboratively. Relationships are healthy & open & there are few, if any, hidden agendas or tensions in the team.*

Individual members focus mainly on their own objectives & priorities.

There are some significant common goals & objectives across the whole group – though these may not be clearly defined or agreed.
Individuals focus on their own objectives but recognise that these could be better achieved with greater collaboration.

This group is paying lip-service to being a team - there is a lack of assertiveness & honesty, & little creativity or energy - points-scoring & jockeying for position are common.

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Individual coaching vs Team coaching

What's different?

- Higher number of **variables**
- Broader **contracting** process
- **Confidentiality** can be more complex
- Building collaboration and **consensus**
- Building **trust** within a collective
- Team **dynamics**
- **Roles** and responsibilities
- **Decision** making process
- Holding a team not just an individual to **account**

5 core elements

1. Consultancy
2. Design
3. Contracting
4. Delivery
5. Evaluation

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ICF Competencies for team coaching: additional skills

Examples

Competency 1: Demonstrates Ethical Practice
+ Coaches the **client team as a single entity**
+ Maintains the distinction between team coaching, team building, team training, team consulting, team mentoring, team facilitation, and other team development modalities
+ Demonstrates the knowledge and skill needed to practice the specific **blend of team development modalities** that are being offered
+ Adopts more **directive team development modalities** only when needed to help the team achieve their goals
+ Maintains trust, transparency, and clarity when fulfilling multiple roles related to team coaching

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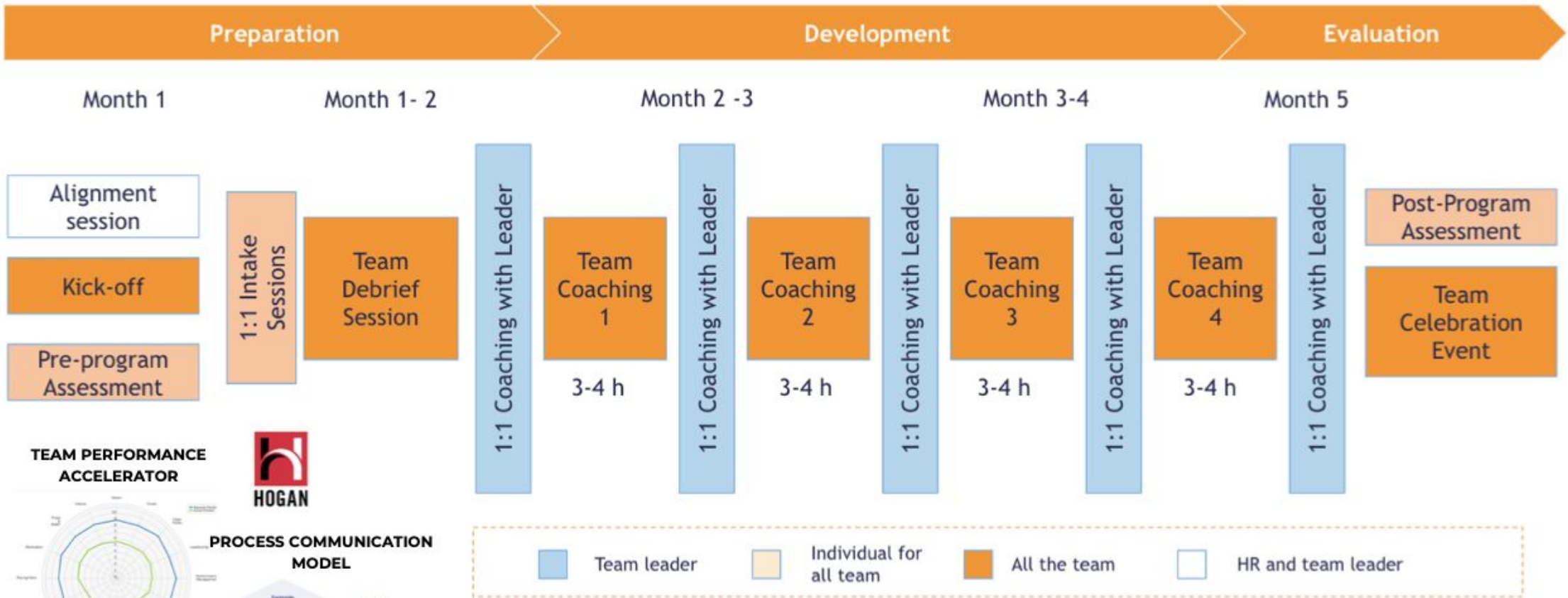# ICF Competencies for team coaching: additional skills

Examples

Competency 3: Establishes and Maintains Agreements

+ **Partners with all relevant parties**, including the team leader, team members, stakeholders, and any cocoaches to collaboratively create clear agreements about the coaching relationship, processes, plans, development modalities, and goals
+ Partners with the **team leader** to determine how ownership of the coaching process will be shared among the coach, leader, and team

Competency 4: Cultivates Trust and Safety

+ Partners with the team to develop, maintain, and reflect on **team rules and norms**
+ Partners with the team to identify and resolve **internal conflict**
+ Uses a **co-coach** when agreed to by the team and sponsors and when doing so will allow the team coach to be more present in the team coaching session
+ Moves **in and out of the team dialogue** as appropriate

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Preparation		Development		Evaluation

Month 1	Month 1- 2	Month 2 -3	Month 3-4	Month 5

Month 1

Alignment session

Kick-off

Pre-program Assessment

TEAM PERFORMANCE ACCELERATOR

HOGAN

PROCESS COMMUNICATION MODEL

Example

mbti. **Myers-Briggs Type Indicator®** **Profile** European Edition

Month 1- 2

1:1 Intake Sessions

Team Debrief Session

Month 2 -3

1:1 Coaching with Leader

Team Coaching 1

3-4 h

1:1 Coaching with Leader

Team Coaching 2

3-4 h

Month 3-4

1:1 Coaching with Leader

Team Coaching 3

3-4 h

1:1 Coaching with Leader

Team Coaching 4

3-4 h

Month 5

1:1 Coaching with Leader

Post-Program Assessment

Team Celebration Event

Legend:
- Team leader
- Individual for all team
- All the team
- HR and team leader

We use team performance surveys to evaluate your team climate and performance before and after the program. When needed, we integrate personality profiling to help you understand the unique strengths each team member brings and the possible role your diversities may play in your team dynamics.

Team Coaching

Benefits vs individual coaching

- Aglin goals and objectives
- Balance focus on goals and tangible results
- Work on systems and processes that enable personal change
- Resolve interpersonal conflicts
- Agree on most effective leadership style
- Collectively address stakeholders management

When to use it (examples)

- Develop the performance of a real team
- Visioning and strategy articulation
- Driving organizational change programmes
- Conflicts and luck of trust that get in the way of performance

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Group coaching

Skills, methods, and when to use it

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Group coaching

"A collaborative and time-limited small-group process in which a professionally trained coach uses coaching principles and approaches to work with a group of individuals on their own personal goals and / or outcomes" Nacif (2021)

In group coaching participants:
- are united and engaged through the shared commitment to work on the same topic or to develop the **same competency**
- have **individual goals**
- commit to agreed **ways of working**
- can rely on the **resources available** in other members of the group

Core elements of group coaching

Length of the journey:
no specific length, but there are benefits of running sessions over time

Group dimension:
typically 3-8 coachees per coach; the small number is ideal for trust development, the emergence of group dynamics, and individual attention to each participant
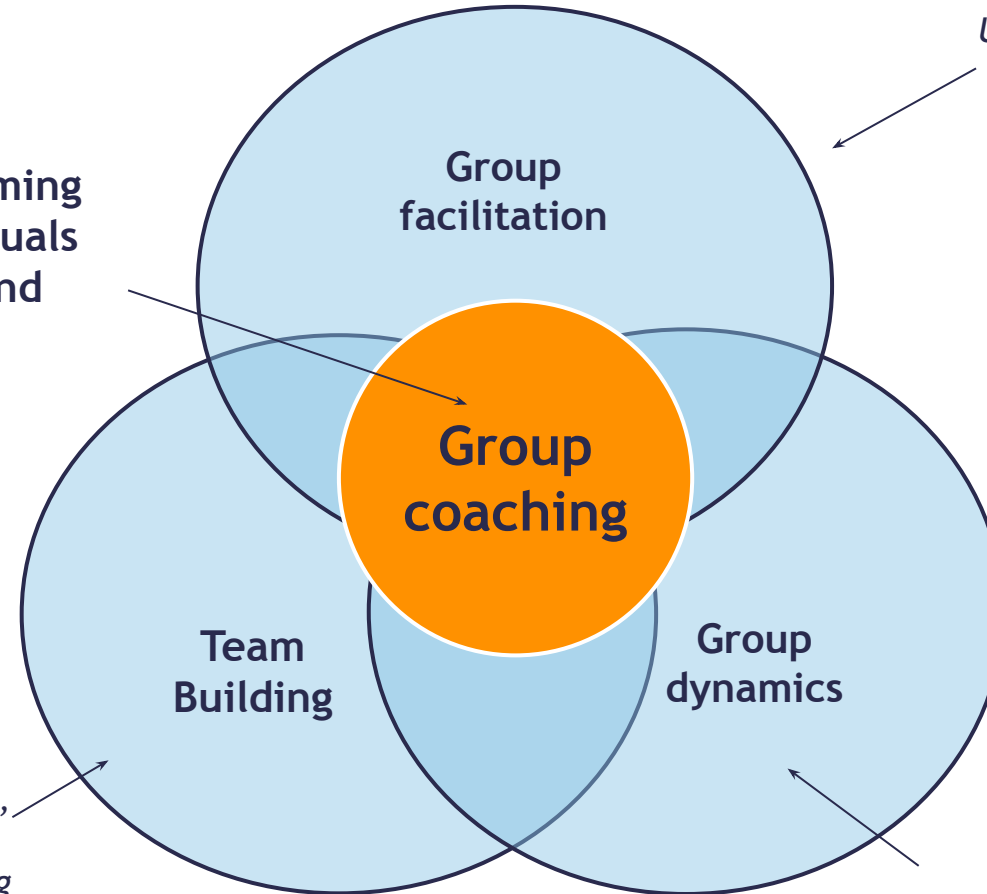
Group dynamics:
Group dynamics are an important element to be leveraged, enabling the coachees to test their ideas and behaviours in the moment in relationship with others

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Group coaching skillset

A collaborative group process aiming to support and challenge individuals to achieve personal learning and performance goals

Using semi-structured and emergent processes to create an agenda and deliver agreed upon outcomes

Group facilitation

Group coaching

Team Building

Group dynamics

Developing trust, 'team-ness', Collaboration, EI, relationships, ways of working (the values and qualities that the group holds for itself)

Providing inputs that support the development of trust and effective communication as the group evolves (i.e. inclusion, assertion, collaboration)

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Individual coaching vs Group coaching

What's different?

- Different individual goals
- Goal setting process
- Broader contracting process (with the group and with single individuals)
- Confidentiality is more complex
- Building trust within a collective
- Group dynamics and safety
- Holding individuals to account in a group setting

5 core elements

1. Consultancy
2. Design
3. Contracting
4. Delivery
5. Evaluation

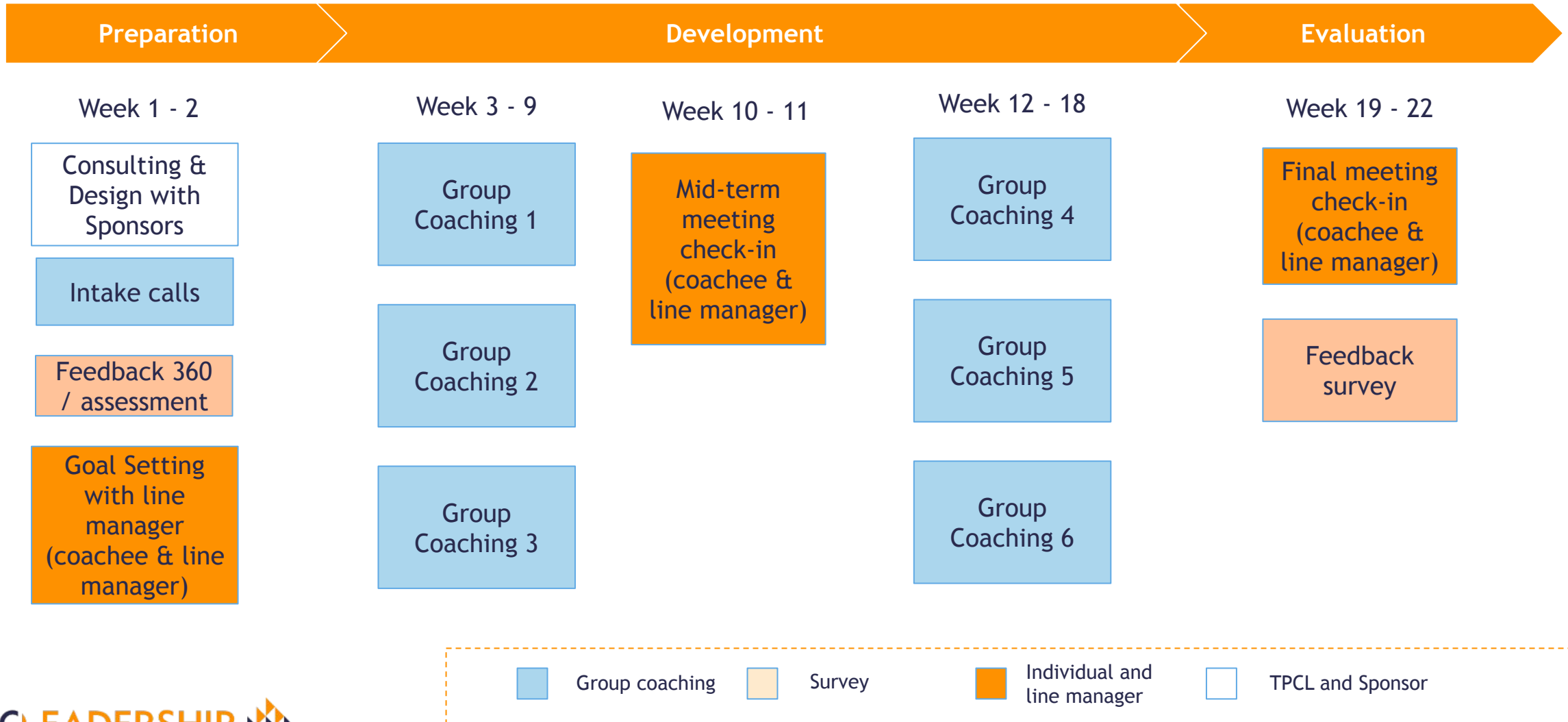TPCLEADERSHIP

Group coaching
An emergent process, supported by available facilitation and development techniques

Some techniques used in group coaching

- Structured questions exercises (i.e. goal setting / action planning templates and processes)
- Guided imagery (i.e. Wisdom with hindsight, Ideal self, Creative mentors, etc.)
- Fishbowls
- Peer-coaching (with a defined set of questions)
- Action learning / peer-consultation processes
- Action inquiry
- Journaling or Tableau de Bord
- Accountability buddies

The range of possible techniques is virtually infinite, and it depends on the creativity and experience of the coach, and on their capacity to co-create ad-hoc processes for the group.

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Group coaching journey (example)

| Preparation | Development | | | Evaluation |

Week 1 - 2

- Consulting & Design with Sponsors
- Intake calls
- Feedback 360 / assessment
- Goal Setting with line manager (coachee & line manager)

Week 3 - 9

- Group Coaching 1
- Group Coaching 2
- Group Coaching 3

Week 10 - 11

- Mid-term meeting check-in (coachee & line manager)

Week 12 - 18

- Group Coaching 4
- Group Coaching 5
- Group Coaching 6

Week 19 - 22

- Final meeting check-in (coachee & line manager)
- Feedback survey

Legend:
- Group coaching
- Survey
- Individual and line manager
- TPCL and Sponsor

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Group Coaching

Benefits vs individual coaching

- Leverage on the **resources** of the group (feedback, support, etc.)
- **Role modeling** building psychological safety
- Sharing **best practices**
- **Normalising** challenges
- Creating a **common language** about competencies

When to use it (examples)

- Supporting **cultural change**
- Embedding a **new competency model**
- Develop a **specific competency** in a homogenous group
- **Integrate new behaviors** after a content-based training
- **Cross-contamination** and diffusion of best practices

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Questions and Answers

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