Building Trust Ethically in Teamcoaching

ICF – International Coaching Week

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Why the Topic?

- Popularity, demand of teamcoaching from clients
- Popularity, eagerness of teamcoaching from coaches
- Clarity around teamcoaching terminology
- Clarity around teamcoaching – fits and no-fits
- Number of parties involved
- Context of interventions, creating effect

-> easily a bumpy road...

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The Teamcoaching Cycle

1. Focus, Building the connection (TRUST!!!), Contracting (Legal and Sponsor: Leader of the Team / LM / HR, L&D...)

2. Pre-work: The TEAM and its Context (Stakeholders: Team Members, Direct Reports, Partners, Suppliers, Clients, Colleagues...

3. Meeting the Team (Leader and Team Members), Contracting (again!), Interviews

       Analysis and Beyond the Data: Themes, Issues, Stuff...

       Involving the Team to explore these

       Goal: - what they resonate with

                        - what interests them

                        - what concerns them

                        - what is not solved yet

4. Execution and Engagement

5. Evaluation, Celebration, Learnings

When Client orders teamcoaching

- What do they mean by teamcoaching? Why teamcoaching?
- What do they experience? What is the situation?
- Is it a Team we would work with or a Group?
- What are we hearing out – which modailty would fit best?
- When we talk to the Leader/LM of the team – is there alignment with our brief?

Team Development Modalities

- Team Building
- Team Training
- Team Consulting
- Team Mentoring
- Team Facilitation
- Team Coaching

Team or Group?

- How do they work?
- What are their processes like?
- How much are their results depending on each other?
- Do they have common / shared goals?
- How do they realize these?
- What are the responsibilities of the members?
- What tasks do they perform together and what individual?

INTERDEPENDENCE

The Trinity of Checking...

- Never take anything for granted – but double check!
- Always double check and iterate:
  - ➢ Brief of the Sponsor, HR, L&D, Line Manager...
  - ➢ 'Reality' shared by the Leader of the Team
  - ➢ 'Reality' you experience with the Team
- Your own expertise and professionalism

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The Trinity of Checking...

- Test the brief on who gave it (where they see the team and issues from, what do they mean by....)

- Test the brief on the leader of the team (alignment or contradictions to original brief...)

- Test the brief on the TEAM (members)

Never hesitate to go back and clarify!!!

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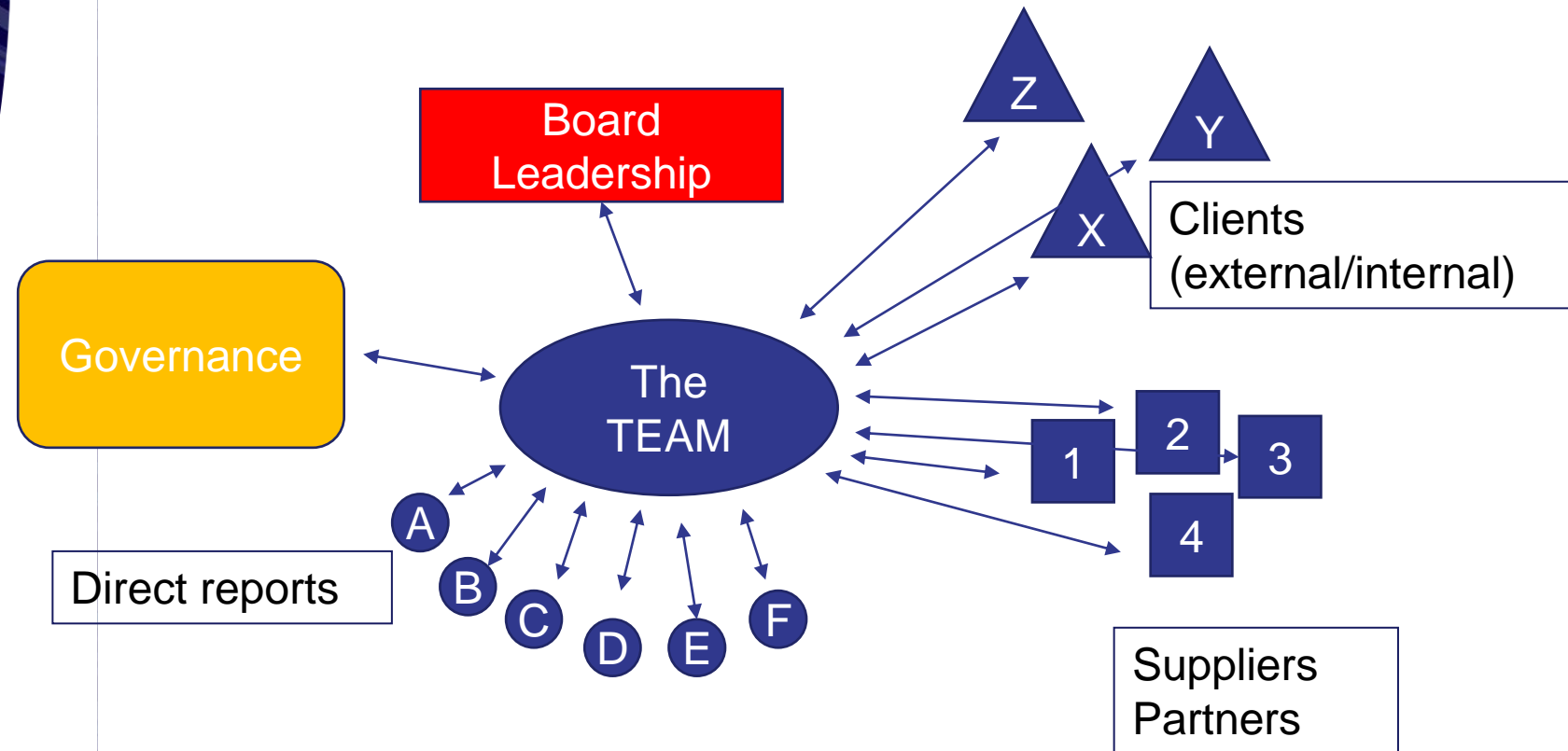
The Interviews with the TEAM

- Prepare for it with the Leader (and Sponsor, related Stakeholders if necessary)
- Have a structure but leave room for further, unexpected insights
- Decide on who to interview with
- Prepare the findings (data) and leave room for uncertainty

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The Interviews with the TEAM

- Individual or Team level
- Reality kicks in – compromise with caution:
  - ➢ Leader / Every individual member of the team
  - ➢ Leader / Team members
  - ➢ Old ones / New ones
  - ➢ Different functions (sub-teams)
  - ➢ Opinion leaders
- No chance to interview – be transparent and the first session will be the interview…

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Q & A?