

Expansion

Scaling the benefits of coaching for groups and teams

By Ginger Cockerham, MCC and DJ Mitsch, MCC



Coaching is a rapidly growing \$1.5-billion service industry embraced by companies and organizations globally. As the industry continues to grow and evolve, movement beyond the one-to-one executive coaching model typically offered at the highest levels of organizations to a more collaborative group and team model can provide an effective and scalable solution for expansion.

Group and team coaching facilitate:

- Achieving organizational goals;
- Increasing individual and team performance;
- Enhancing individual growth and development in the context of bene-

fitting the organization;

- Navigating through needed change in a coordinated and collective manner.

We are frequently asked by our clients to distinguish between group

and team coaching. As a result we have defined team and group coaching and developed a Venn diagram (next page) to illustrate key distinctions and similarities.

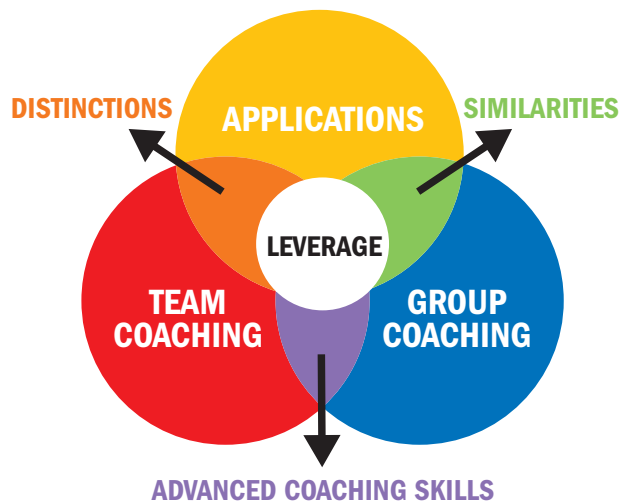
Group coaching is a facilitated group process led by a skilled professional coach and created with the intention of maximizing the combined energy, experience and wisdom of individuals who choose to join in order to achieve organizational objectives and/or individual goals.

Examples of coaching groups:

- Executive peer groups for encour-

Scalability

Group and Team Coaching



aging innovation and change;

- Independent sales professionals within an affiliated company;
- Executive women leaders in international organizations;
- Managers integrating coaching skills for effective team supervision.

Team coaching is a transformational process where a highly skilled coach partners with a team leader (the manager/executive) to enroll the members in an active learning environment, and coach the team as they work together to achieve a specific business outcome.

Examples of teams:

- Sales Teams (High Performing – need to stretch; Low Performing – need to boost; New Manager – needs to produce immediate impact).
- Leadership Teams (CEOs, division heads) setting strategies.
- Global Work Teams (often virtual).

Advanced Skills

Advanced coaching skills are similar and central for a coach working with groups and/or team members. If the intention is for individual group and team members to experience the same kind of impact and transformation that our one-to-one coaching clients experience, coaches must perfect and apply advanced skills.

An example of an advanced coaching skill is the core competency of active listening. In both group coaching and team coaching, listening actively has to occur on multiple levels. As the coach, you are listening to what is being said, what is not being said, who is missing from the conversation, what is the context, what is the awareness creating opportunity, what is the next step, and what do you intuit.

Gaining clarity on the similarities and differences in group and team coaching is important as more profes-

sional coaches seek to provide organizational coaching to more people at an affordable price point. We've highlighted four key distinctions in group coaching and team coaching:

- Choice vs. Enrollment (selection)
- Co-creation (with group) vs. Collaboration (team leader)
- Environment of Confidentiality vs. Transparency
- Personal Commitment vs. Team Accountability

Choice vs. Enrollment

In group coaching, choice is an essential ingredient to creating a vibrant group environment. When an organization rolls out a new coaching initiative, qualified managers and/or employees are invited to participate rather than being assigned. As a result, coaching groups start with an excitement and buy-in from all members.

In contrast, team coaching requires enrollment of members in existing intact teams. The team leader has to be a strong partner with his/her coach in advocating for the coaching model. To ensure the success of the team coaching process, the partner needs to be coached in advance and be able to articulate to team members the impact of coaching. The more transparent the leader is about his/her coaching experience, the easier it is to enroll others. The leader serves as a model others willingly follow.

Co-creation vs. Collaboration

In group coaching, co-creating the agenda is a key to full engagement by the group. The individuals in coaching groups:

- design their own personal goals and outcomes, consistent with organizational interests;
- commit to the coaching process;
- ask for what they want from the coach and the group; and
- support other group members by sharing their wisdom and resources.

Creating awareness about how distrust and fear can impact not only the overall team performance, but also the ability of each member to contribute their best effort, is a vital role of the coach.

An example of an awareness creating question: “If no one wins unless you all win, what do you personally need to change to make sure your team succeeds?”

In team coaching, adopting a collaboration model is paramount to success. True collaboration encourages introspection, shared leadership, and higher levels of problem solving.

Confidentiality & Trust vs. Safety & Transparency

Confidentiality and trust are essential at every level of coaching and especially so in a group coaching environment. It is imperative that coaches set up systems to assure that conversations, reporting and idea sharing are held in strict confidence.

Such systems may include outside conferencing systems, requesting that group members be drawn from different work locations, installing up-front agreements about what is shared internally, and most importantly asking for individual confidentiality commitments from all members of the group.

In a team, creating safety and transparency accelerates results. Members must be free to say what they see without retribution. The safety for team members to share authentically gives the coach and team leader insights to better under-

stand what is needed for the team to move forward. Transparency facilitates learning, exploration, and ownership of outcomes, whether positive or not. When team members can say, “Here’s what happened, and here’s what I believe needs to change,” then a team environment evolves that empowers team members to innovate, make better decisions and create effective outcomes.

Personal Commitment & Team Accountability

A personal commitment to actions and results is essential in a group to facilitate the outcomes individuals want and the results that the company has targeted. The power of a group is that when individuals make a commitment to their group members to take specific action, they are much more likely to follow through and do it. One group member made marketing calls for eight hours the

Team & Group Coaching Comparison

Group Coaching Focuses On:

- Choice
- Peer relationships
- Co-creating the agenda
- Environment of confidentiality & trust
- Commitment to action
- Coach holding agenda for group

SIMILARITIES Both Require:

- Masterful coaching
- Model: advanced skills
 - Presence
- Member collaboration
- Results/common focus
- Dynamic communication

Team Coaching Focuses On:

- Enrollment
- Team results/individual contribution
- Role/leader relationship
- Coach holds agreement process
- Relies on process
- Team innovations can include flexibility with agendas



“The first step is to create a strong team charter that lays the foundation for better collaboration.”

day before her group coaching meeting so she wouldn't have to answer why she didn't take the action on her commitment and could report that she had achieved her goal.

Accountability implies expectation and measurement. Depending on the leader as the problem solver, teams often defer responsibility and wait for the direction to come from

above. Shifting the team from being accountable to the leader, to being accountable to the team is the underlying objective. The first step in making this shift is to create a strong team charter that lays the foundation for better collaboration and accountability. With this code of conduct in place, it is easier for teams to manage agreements. In this

environment, there is more appreciation for the contributions of each member and a higher level of commitment to the team's success.

Rather than focusing solely on individual executives' personal development and performance optimization within organizations, coaches have the opportunity to coach key intact teams and/or groups of employees and managers to lift their performance and accomplish organizational initiatives. Sophisticated group and team coaching models accomplish what was once considered unattainable: scaling the benefits of coaching to an organizational level. •

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