

Waves of Team Coaching ©

Team coaches can leverage waves of team coaching and create even more positive impact across organisations and stakeholders.

Why talk about waves

Waves of team coaching came about when the results of two completely independent research projects, conducted on opposite sides of the world, we compared. One was a planned research study based in Ireland, focused on work with three teams over a year. The other was an in-depth retrospective reflection of a three-year team coaching case study in New Zealand. In both cases, empirical results were collected, along with verbal feedback and reflection from multiple stakeholders and multiple different perspectives.

Stakeholders in both studies had a lot in common. Both sets of stakeholders said:

- The effectiveness of teams being coached increased.
- Team members had more confidence, were more resilient and engaged, and relationships within the team and with stakeholders improved.
- Team coaching not only benefitted the teams being coached, it benefitted everyone the team was in contact with – the benefits spread and the waves of team coaching reached stakeholders.

“Leadership was shared more, and we saw more of team members. This was very constructive and improved their deliverables to us. This helped us do our jobs better.”

Susan, C-suite and key stakeholder

“Our team coaching work played a big part in the team surviving both professionally and personally as environmental factors hit us hard.”

Michael, team leader.

What generates waves

The benefits stakeholders observed in both cases are valuable for organisations. What specific characteristics of the team coaching approach generated value?

In both pieces of research waves were formed through:

- Growth individual and collective self-awareness within the team – use of diagnostics, observation and feedback.
- Influence of team coaches, using themselves as a tool of change – role modelling, creating space, and encouraging micro-coaching moments to keep the team on track.
- Building relationships between team members and other stakeholders – spending time together and having quality conversations.

How to create tsunamis

Given there are waves of team coaching, as a team coach, what can you emphasise to ensure benefits of your work are maximised, and as many big waves as possible roll through organisations you partner with.

- **Involve stakeholders** – build wave machines. Seek input from stakeholders all the way through the engagement. Encourage feedback, bring them into team sessions, build partnerships and encourage stakeholder advocacy.
- **Micro-coaching moments** - bring team coaching to life within BAU. Work with teams in short bursts between formal team sessions. Encourage peer coaching between team members, and support leaders to take on “leader as coach” roles. Find ways to reinforce work done in sessions to enable teams to keep on track in a volatile, demanding and uncertain BAU environment.
- **Support psychological safety** - build confidence and momentum. Role model, spend time contracting and re-contracting and living team norms. Support the team to find practical ways to hold psychological safety in BAU.

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