

Waves of Team Coaching ©

Organisations and users of team coaching can leverage waves it generates 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.



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, what can you do as a senior leader, team leader, HR professional, or another user of team coaching, to ensure the benefits of your investment are maximised, and as many big waves as possible roll through your organisation.

- **Leverage the system** to support and maximise change - build wave machines. Seek input from stakeholders all the way through the engagement. Encourage feedback, build partnerships and encourage stakeholder advocacy.
- **Strategically choose teams** to generate the most waves – select teams that are highly influential, have many touch points. Or have multiple teams coached at the same time, and connect work between them. This is referred to as a “teams of teams” approach.
- **Use team coaching as an active OD and change tool** that can shift organisational direction. It can be used to embed structure and system changes, bring strategy to life, change culture and improve efficiency, increase engagement and wellbeing, and ultimately grow value for stakeholders.

Colm Murphy

colm.murphy@dynamicleadership.ie

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Helen Zink

helen@growtobe.co.nz

