

Team Coaching International

# TEAM COACHING SALES SUPPORT



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# Overview

The Team Coaching International, Team Diagnostic™ approach to working with teams is unlike any in the marketplace. What sets it apart from other methodologies is that it regards the team as a “system,” a living dynamic entity that has characteristics that transcend those of its individual members. The team is a system with spoken and unspoken rules, vision, ideas, blind spots, expectations, and even moods. The spirit of a team infects and influences the individuals and plays a significant role in how the team works together and ultimately, what the team produces.

In contrast, the current organizational and executive coaching paradigm tends to focus on assessing and coaching the team as a collection of individuals. In this traditional model, diagnostics are used to measure the characteristics and performance of individual team members. These individual diagnostics are then aggregated to form a team profile. The shortcoming of this approach is that the team is represented as discrete data points rather than the system as a whole. Team members view their results in a comparative fashion with an emphasis on individual differences. Attention is on “me” and “you” rather than “we”. The unique profile of the team as its own entity is lost. In summary, then, the Team Diagnostic™ coaching produces:

- ➡ *A **Mindset** that takes the focus off of individual team members’ relationships and shifts it to the team as a whole.*
- ➡ *A **Skillset** that provides team members with the essential disciplines necessary to be a fully engaged, sustainable team.*
- ➡ *An **Outcome** that focuses the team and provides a quantifiable way to measure performance and change over time.*



# The Model

The Team Diagnostic™ is a proven and practical tool used by more than 1,000 teams worldwide and is in 21 languages. The model on which the diagnostics are based is built on two fundamental dimensions. The Productivity dimension focuses on the team's capacity to get the job done. The Positivity dimension looks at how the team interacts, how the team collaborates; the culture of the team has tremendous impact on the ability of team members to work together effectively. The model defines seven separate productivity factors and seven positivity factors.

The seven team strengths that affect productivity and positivity are illustrated at right.



Another distinctive characteristic of the approach, as you can see, is that the model speaks the everyday language of teams. Ask a team where they are strong or where they need development and they are very likely to use words in this model. This constellation of strengths provides a complete picture for the work with teams.





## Client Testimonials

*"The Team Diagnostic™ systems-based approach to working with teams is breaking new ground in that it creates a mindset and skill set that takes the focus off of individual team members' relationships and creates a new perspective on the team as its own entity. The business case for the Team Diagnostic™ speaks for itself: 'a focused, aligned, committed, and high performing team.' I believe the model and diagnostic assisted me in creating a high performing team for a very critical project, which I am leading for Johnson and Johnson."*

— Marc Hooybergs,  
Engineering Technology Manager  
Noramco, A Johnson & Johnson Company

*"The workshop was well worth the time/effort. The Team Coaches were very well prepared, and they did a great job facilitating a candid discussion amongst the team. The workshop increased my comfort being candid with other team members."*

— Tim Geraghty  
Senior Vice President  
Bank of America

*"This was great! Really started the process of defining our team. The workshop was most valuable in getting management together collectively in one group and on the same page in defining our culture."*

— Rob Howell  
Senior Vice President  
Bank of America

## Objectives

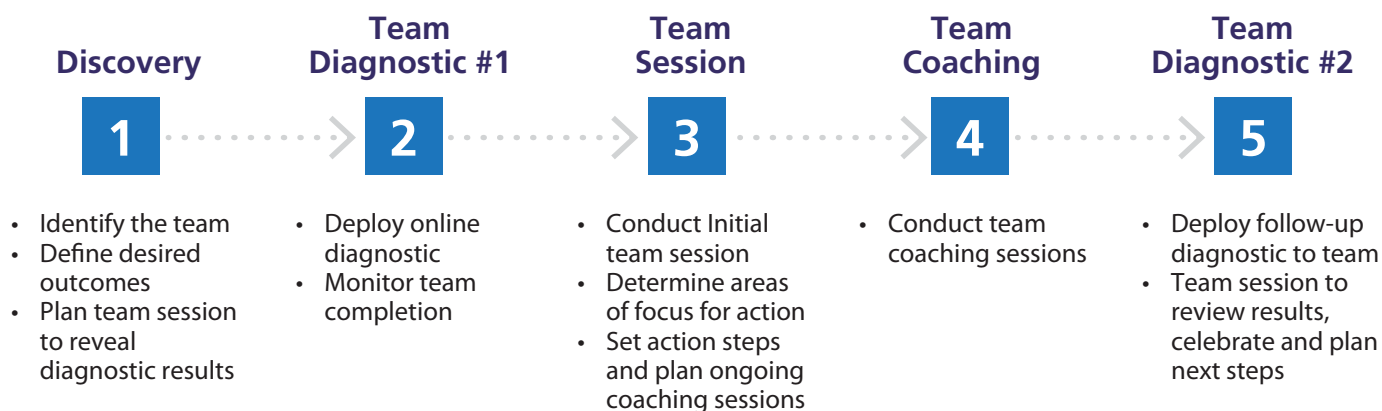
TCI team coaching solutions are designed to:

- Enhance the focus, alignment and commitment on the team as a whole
- Stimulate team member engagement and commitment
- Promote team co-responsibility and accountability for team change
- Assess the entire team, not the individuals that comprise it
- Identify concrete actions for improving team performance
- Develop a set of rules of engagement for teams around how the team will work together in an ongoing manner
- Keep the team on task by facilitating a set of focused discussions
- Build trust among the members of the team
- Ensure that issues are raised and that difficult decisions are made

# The Process

The diagram below depicts a six-month team coaching process. Working with team coaches, the client team is guided through a five-step process that creates alignment and accountability for maximum effectiveness. The methodology provides a range of team skills training and team coaching customized to each team. Throughout the process, we provide rigorous follow-up and accountability to reach team performance goals.

## *Team Coaching Five-Step Process*



## *Sample Agenda for a Two-Day Workshop*

### DAY 1

- Introductions & Icebreaker
- Context & Agenda
- Executive Sponsor Kickoff
- Best Team Exercise
- Team Diagnostic Model — Overview
- Experiential Exercise Using Team Diagnostic™ Model
- Team Results: First Layer — Matrix
- Lunch with a Partner
- Team Results: Second Layer Polar Diagram
- Team Toxins Explanation & Exercise
- Design the Team Contract/Rules of Engagement

### DAY 2

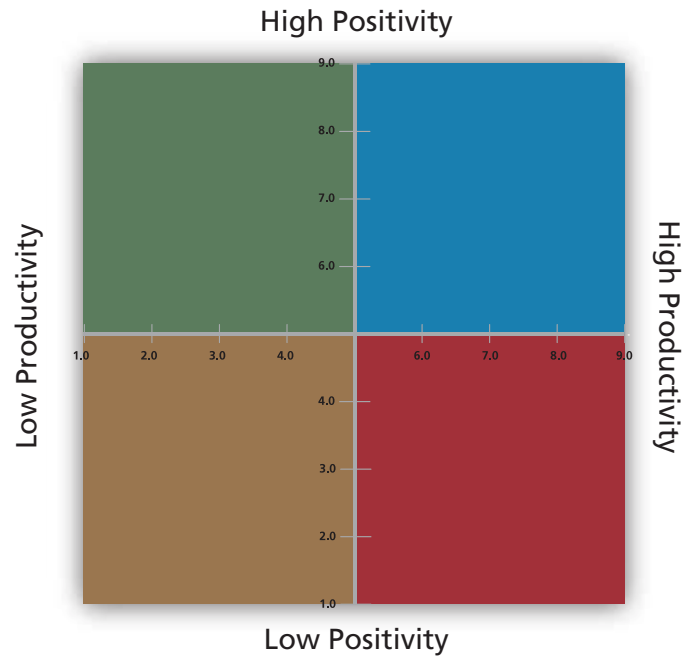
- Day 1 Debrief/Check-in
- Team Purpose Exercise
- Team Results: 5 Highest 5 Lowest (Positivity & Productivity)
- Positivity Perspective Exercise
- Lunch
- Open-Ended Responses — Working the Issues
- Next Steps — Planning, Designing Ongoing Process & Accountability
- Acknowledgment



## TEAM COACHING FORM

# Client Opportunity Planning

Select a client and complete the following questions for that client as it relates to the team coaching opportunity.



**Client / Prospect:**

1. Where would you place your client prospect on the quad diagram above?

2. Why did you put them there?

3. What does it mean to them to be in that place?

4. What is the cost for them to remain in that place?

5. Are they aware that they are in that place?

6. What are they doing about it now?

7. How would team coaching benefit them?

## TEAM COACHING FORM

# Client Opportunity Analysis

Complete the following for key clients and prospects as they relate to potential team coaching opportunities, based on what you know. Continue the exploration in follow-up meetings with your clients and prospects.



### *Client / Prospect:*

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### *Business Objectives & Drivers:*

1. What is the need that team coaching is expected to solve?

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2. Issues & Challenges for this Organization:

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3. Issues & Challenges for this Team:

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4. Team Coaching Value Proposition:

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# Frequently Asked Questions

## *Team Coaching*

### How do we define a “team” for the purposes of team coaching?

A “team” is an intact group of individuals characterized by two fundamental qualities:

- A common mission or goal. This mission or goal gives the team a sense of purpose and a shared identity.
- Interdependence. Team members contribute to the fulfillment of the team’s mission and depend on each other to achieve that mission.

Teams exist within a larger system and are formed to fulfill a specific function that is necessary for the organization’s purpose.

Teams are formed to produce results that individuals cannot achieve acting alone or independently. Teams are not merely collective; they are generative and inherently collaborative. Each team member makes an essential contribution to the performance of the team.

Smaller teams tend to have a stronger sense of identity, mission, and mutual dependence. Most teams in organizations number between 4 and 15, but size alone is not the determining criterion.

### Do we also work with work groups?

The Team Diagnostic approach works with work groups and teams. There is not a hard boundary separating the two. In work groups, members tend to act more independently and their contribution may be less critical to the results the work group achieves. In some cases, a work group is a team that simply has not found its compelling mission.

### Why do organizations need “team coaching”?

Most organizations are built around teams, yet provide very little in the way of guidance, training, or support to make teams as effective as they can be. In the same way that organizations are investing in executive coaching and leadership development to maximize talent and improve results, more and more organizations are seeing the leverage possible by focusing on teams. Impact is multiplied.

### What is the team coaching process? What are the advantages of this approach?

The process includes initial discovery work to understand the team situation. We follow this with the Team Diagnostic™ to measure the team's insights about how effectively the team works together. The output is the team's collective assessment of how productive and how positive they are about the team's work together.

The Team Coaching process includes a one or two-day session with the team to review the results of their diagnostic, learn about the team effectiveness model, and plan next steps. In this initial session, team members also learn skills that will support continuous team development.

Ongoing coaching of the entire team takes place in person or by phone, staged monthly, typically for six months. This provides a check-in that increases accountability and addresses the effectiveness of the action plan that was put in place.



## Team Diagnostic™

### How is the diagnostic conducted? How long does it take to complete?

The Team Diagnostic™ is an online questionnaire of 80 items combined with a short selection of customized, open-ended questions takes approximately 20 minutes to complete. This anonymous, online environment helps encourage candid responses and minimizes team member time.

### What are the main features of the model? What does it measure?

The model measures team strengths along two axes: the ability of this team to produce results, what we call the Productivity Factors, and the factors that create a collaborative, effective work environment, what we call the Positivity Factors.

### How does this compare to other diagnostics? How does it fit with the individual diagnostics we currently do like the employee engagement or employee satisfaction survey?

The Team Diagnostic™ creates a portrait of the team as a whole, different from other diagnostics that identify traits in individuals. The awareness of these personality traits and typology is useful for team members and for teams because it helps explain the one-on-one interactions on the team. The Team Diagnostic™ focuses on the team as a dynamic, living system. The holistic view of the team and its current state at the time the team takes the diagnostic all provide a rich complement to individual awareness.

### What languages are available? Can different team members choose their own, local language?

The Team Diagnostic™ is available in 21 languages. Team members are able to select the language of their choice. This flexibility is unique to the Team Diagnostic™.

### What distinguishes this team approach?

Our approach is a combination of a unique team model, a diagnostic based on that model and a coaching methodology to ensure results.

We work with the team as a system. This system based approach creates a mindset that shifts the emphasis from the individual on the team to the team as a whole. We believe in on-going team coaching as the means to create effective and sustained change.

The Team Diagnostic™ model is based on two fundamental premises: teams exist to produce results so we measure the team's strengths in areas of team productivity. And two, the environment in which the team exists has tremendous impact on the ability of the team to produce work. The model looks at factors that create positivity on the team. In all we look at seven factors that create the conditions for productivity and seven that create the conditions for positivity. By "positivity" we mean a work environment supports effective collaboration. The two dimensions represent the two fundamental areas of a team's work: what we do together, and how we work together.

There are shifts that take place during team coaching. The coaches are able to address issues as they occur, clarify goals, improve communication through feedback and honest dialogue, and identify action steps as they are discerned. There is profound learning that happens and leads to a new level of understanding and commitment with the team.

### How is this different from team building?

Team building tends to be an event with the purpose of instilling team spirit. Many organizations discover that the spirit doesn't last and no sustainable change occurs as a result of time spent on team building events. The team coaching model is designed to sustain change over time.

If the client is already doing executive coaching, how is this different? What benefits will this give them that they don't receive from individual coaching?

Team coaching is a strategic complement to executive coaching. The goal of individual coaching is improved performance and effectiveness at the individual level. The goal of team coaching is improved effectiveness at the team level. It is possible to improve team performance by focusing on an individual leader or the individuals on the team but it is indirect. In team coaching, we focus on the group as a whole. The intent is to reveal the team to itself, how the members interact with one another and how to do so more effectively and efficiently.

Shifting the whole team is more efficient than shifting individual components one at a time. The issues for teams are different than the issues for individuals. Issues such as trust, communication, and team dynamics can not be addressed at the individual level. The "in-the-moment" learning that can occur in a team coaching environment provides a way for the team to move to a new level through this intervention.

In the clients overall plan for improving effectiveness, how does team coaching fit in a total approach? What is the fit with leadership development? Is this a substitute?

What leadership development does for individual leaders, team coaching does for the team. Leadership development is designed to provide today's leaders with the mindset and skills to operate in an increasingly dynamic world. Team coaching emphasizes the shared responsibility on the team for the team's success and the results the team seeks to achieve. Team coaching provides a mindset and skills for team members to be effective in this same dynamic world, from a team perspective.

Who are the competitors? How do you compare? Why would a client pick your approach?

For sheer popularity, the largest competitor is Patrick Lencioni, author of *The Five Dysfunctions of a Team*. His model and assessment are widely available in bookstores and online. Many external coaches/consultants and internal coaches use his material. Team coaching is also gaining in popularity within the coaching profession. Currently there is no special training required.

Our approach provides a comprehensive, research-based model and coaches who are certified in the team coaching methodology and diagnostic. The diagnostic provides a portrait of the team that provides a foundation for dialogue and understanding, and a road map for team development.

Our approach assists teams in learning new ways of working together, allows the team to develop team competencies, and provides the support structure to help ensure that the team stays on track to produce results.

What results can I expect? What will my team learn?

The team learns a mindset and model for team effectiveness and skills to work more effectively as a team. In our model, the goal is "high-performing, sustainable, and inspired teams." All three dimensions are important. The team will uncover the issues and barriers to enhance team effectiveness. They will learn the fundamentals for changing the way they work together on an ongoing basis.

How do you measure team coaching success? What is the ROI?

The objectives of team coaching are aligned with specific organizational objectives. Three areas of potential benefit include: People, Productivity, and Profitability.

Many companies prefer to identify intangible or perceived changes such as: improved teamwork and morale, accelerated effectiveness on the job, enhanced communication skills, or increased employee engagement.

Our typical process provides “before” and “after” Team Diagnostic™ reports to show the impact of team coaching on the team. In addition we are a very strong advocate for a business case measurement as well. We work with teams to clarify a way to measure the effect, including milestones to help stay on track.

Describe expected outcomes from this approach to team coaching:

Team coaching solutions are designed to:

- Enhance team focus and mission alignment
- Identify concrete actions to improve team performance
- Keep the team on task and support sustainable change through follow-up coaching
- Establish behavioral norms; develop rules of engagement and team agreements for working together, especially where there is conflict
- Improve team member collaboration, engagement, and commitment
- Build trust, improve communication and feedback
- Ensure that issues are raised and that difficult decisions are made
- Provide a model and vocabulary for a new way of working as a team

**What sorts of teams are best suited for this approach? Can this be used with new teams? Teams in transition? Cross-cultural teams?**

The Team Diagnostic™ and coaching methodology work well with teams at every stage of their natural development. The diagnostic has been used with teams that are in the formative stage to establish a



clear initial baseline and train the team in a model for effective interaction in order to accelerate team cohesion. The approach has also been used successfully with cross functional and cross-cultural teams including global, virtual teams.

#### **What is this team model based upon?**

The model is based on Systems Thinking, Appreciative Inquiry, Positive Psychology, Emotional Intelligence and research from leading universities.

#### **What training do your coaches receive?**

To be an authorized Team Diagnostic™ facilitator, coaches complete a comprehensive training program. The training matches learning mode to learning need in a blended learning approach.

- Three-day in-person workshop which is the best place to practice coaching a live team,
- Two online, self-study courses for a deeper understanding of the model and its application to teams.

# Contact TCI

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*There is power in partnership.  
Together we are stronger.*