



Essential Elements of Group and Team Coaching:

Developing a Generation of Exceptional Group Coaches

ACTO Presentation – January 20, 2016

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Author: **From One to Many: Best Practices for Team and Group Coaching** (Jossey-Bass, 2013)

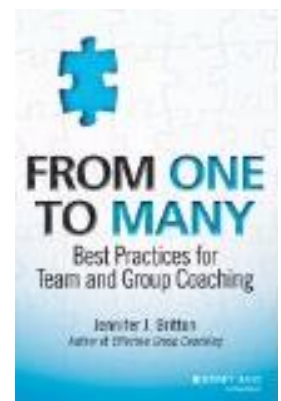
Potentials Realized | Group Coaching Essentials





Roadmap

- Current State
- What's working well?
- Core Knowledge Areas
- Pitfalls
- Stretch Areas





CURRENT STATE

WHAT IS THE CURRENT STATE OF YOUR TRAINING?





Group Coaching Defined

“Group Coaching: The application of coaching principles to a small group for the purposes of personal or professional development, the achievement of goals, or greater self-awareness, along thematic or non-thematic lines.”

Jennifer Britton

“Group Coaching is a facilitated group process that is led by a professional coach and is formed with the intention of maximizing the combined energy, experience, and wisdom of individuals who chose to join in order to achieve organizational objectives and/or individual goals.”

Ginger Cockerham, MCC

Team Coaching Defined

- “ A **sustained series** of conversations, supported by core coaching skills. The focus is on **goal setting, deepening awareness, supporting action and creating accountability.** The focus of the coaching may be on the team as a system and/or strengthening individuals in the team. Team coaching links back to business goals, focusing on results and relationships” (Britton, pp 18)





Team Vs Group

- Differences in:
 - Context
 - Role of relationships (and roles)
 - History and lifecycle
 - Role of leadership (and engagement of leader)
 - What's the focus of coaching: Individual/System?
 - What's at stake?
 - Accountability
 - Goals (individual/collective)
 - Role of Coach

Reference: Chapter 1: Team and Group Coaching: Related Sisters (pp. 19-25): From One to Many: Best Practices of Team and Group Coaching, Britton, 2015



Why is this important?

“Knowledge generation . . . primarily occurs in working teams. Individual learning is a by-product of what goes on in really innovative teams. But individual learning is not the goal. In fact, if it becomes the goal, you are in trouble.”

– Peter Senge quoted in Clutterbuck’s *Coaching the Team at Work*, 2007.



WHAT'S WORKING WELL?





Approaches

- Standalone Group Coaching
- As follow-up to training
- Embedded in with training
- Team Coaching
 - Virtual
 - In person
- Sustained Conversations with Team Focus
- Six Factors of High Performing Teams



Source: From One to Many: Best Practices for Team and Group Coaching



COACHING COMPETENCIES AND GROUP AND TEAM COACHING



Core Coaching Competencies

Setting the Foundation

- Ethics
- Establishing the Coaching Agreement

Co-Creating the Relationship

- Building Trust and Rapport
- Coaching Presence

Communicating Effectively

- Active Listening
- Powerful Questions
- Direct Communication

Facilitating Learning and Results

- Planning and Goal Setting
- Creating Awareness
- Deepening Learning
- Action and Accountability

The Eleven Core Coaching Competencies – International Coach Federation

www.coachfederation.org



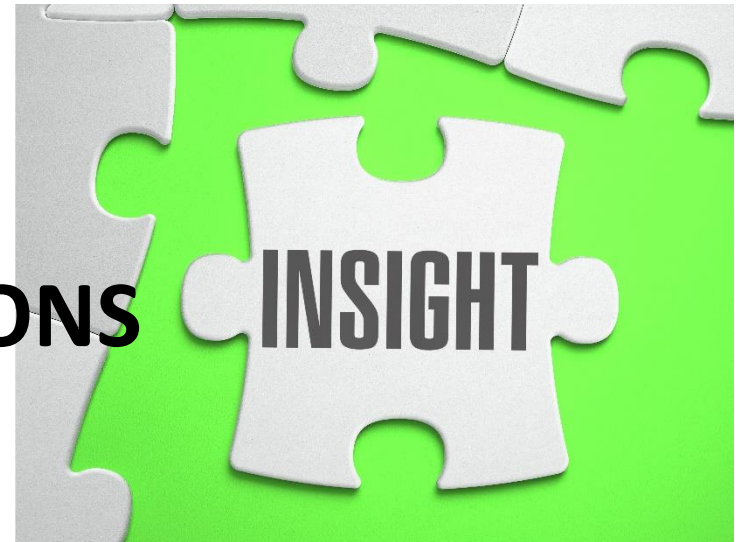
What Else?

- Understanding of Group and Team Process/Dynamics
- Experiential Education
- Adult Learning (Principles, learning styles)
- Working Across Differences
- High Performance/Team Effectiveness
- Facilitation Skills
- Leveraging Peer Processes



PITFALLS AND TRICKY ISSUES FOR COACHES

- * EXPOSURE TO GROUP/TEAM INTERACTIONS**
- * LACK OF PRACTICE**
- * MARKETING/
BUSINESS DEVELOPMENT**





Tricky Issues

- Working Across Differences
- Working with Different styles
 - Working with Conflict

Group Dynamics



- Tension with structure and fluidity
- Knowledge and mastery in related fields

Design



- Practice in safe spaces
- Exposure to variety of clients
- Chameleon Ability (Direct Communication)
- Working on Feet (Robust Toolkit)

Practice





WHAT CAN WE DO?

What success stories
would you like to
share with others?





As a result of today's session, what's next?





Resources

Britton, Jennifer. **Effective Group Coaching**, Wiley, 2010.

Britton, Jennifer. **From One to Many: Best Practices for Team and Group Coaching**, Jossey-Bass, 2013.

Clutterbuck, Dave. **Coaching the Team at Work**. Nicolas Bearly, 2007.

Cockerham, Ginger. **Group Coaching Blueprint**. 2011

Hawkins, Peter. **Leadership Team Coaching**. 2012.

Thornton, Christine. **Group and Team Coaching**. 2010



Resources

- Download Team and Group Case Studies at <http://www.from12many.com/resources.html> (use code 4411 when prompted)
- Group Coaching Ins and Outs blog – <http://groupcoaching.blogspot.com>
- Choice Magazine article April 2015 – Team and Group Coaching posted at <http://www.from12many.com/resources.html>



Upcoming Programs



In Person:

Group and Team Coaching Intensive – April 2-3, 2016 (19 CCEs):

Toronto

Phone:

**Group Coaching Essentials – 8.75 CCEs: Fridays 1:30 – 2:45 pm ET –
February 5 – March 4, 2016**

**Advanced Group Coaching Practicum (10 CCEs): Thursdays 12 – 1:15
pm ET March 31 – May 6, 2016**

Online:

**Virtual Facilitation Skills Intensive – a 15 hour Train-the-Trainer for
Virtual Programming (Thurs 12 – 3pm ET – Feb 4 – March 3, 2016)**

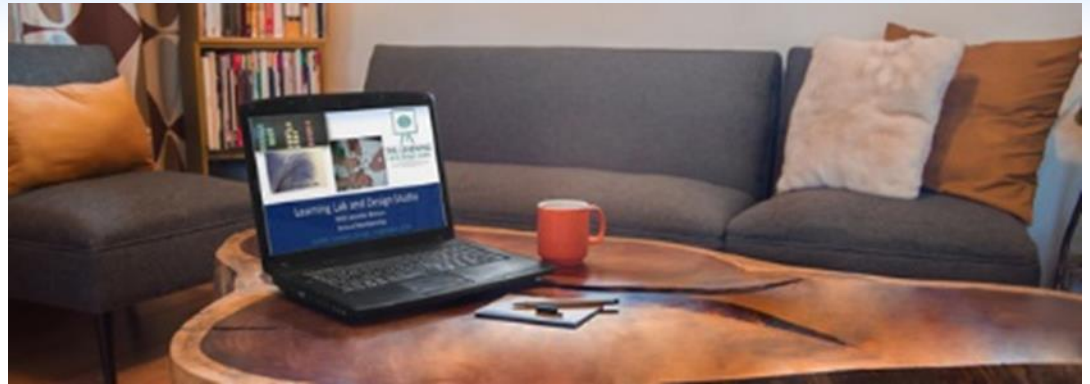


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OR

<http://bitly.com/llds2016>





Contact Us

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