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

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

GroupCoachingEssentials.com
COACHING COMPETENCIES AND GROUP AND TEAM COACHING

Where are your strengths as a team and group coach?
## Core Coaching Competencies

<table>
<thead>
<tr>
<th>Setting the Foundation</th>
<th>Co-Creating the Relationship</th>
<th>Communicating Effectively</th>
<th>Facilitating Learning and Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ethics</td>
<td>• Building Trust and Rapport</td>
<td>• Active Listening</td>
<td>• Planning and Goal Setting</td>
</tr>
<tr>
<td>• Establishing the Coaching Agreement</td>
<td>• Coaching Presence</td>
<td>• Powerful Questions</td>
<td>• Creating Awareness</td>
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<td></td>
<td></td>
<td>• Direct Communication</td>
<td>• Deepening Learning</td>
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<td></td>
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<td>• Action and Accountability</td>
</tr>
</tbody>
</table>

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

Group Dynamics

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

Design

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

Practice

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

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

Online:
Join us at the Learning Lab and Design Studio - 6 and 12 month group
Friday calls starting January 29th
LearningLabandDesignStudio.com
OR
Contact Us

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