



# THE VALUE OF TEAM COACHING

2022 Team Coaching Buyers' Guide

Ashley Libby Diaz  
Caroline Duffy  
Carol Fogarty  
Giusy Laurenziello

***“Coaching develops the identity and creativity of teams to reach their potential.”***

Sir John Whitmore, *Coaching for Performance*



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***“A team is not a problem that needs to be analyzed and solved but a potential to be unfolded.”***

David Meier, *Team Coaching with the Solution Circle*

In these turbulent and tumultuous times, organizations rely on strong, cohesive teams to perform at the top of their game and to provide resilient leadership and innovation. When disruptions are constant and competitive advantage can be fleeting, organizations need their teams to be more flexible, agile, dynamic, resourceful, resilient, and creative than ever.

As Colin Price and Sharon Toye say in *Accelerating Performance*, “Performance depends on the ability of teams to efficiently harness resources, experiment, and innovate ahead of the market. But – and it’s a big but – many teams struggle.”

**Great performance, leadership, and innovation don’t just happen because organizations need them. Teams need to be set up to succeed.**

“Innovation is dependent upon people being willing to offer their ideas and to combine their different ideas with each other. Without an environment of psychological safety, that simply doesn’t happen,” says Amy Edmondson, Novartis Professor of Leadership and Management at Harvard Business School.

**Coaching is a stabilizer and an enabler.** It creates a psychologically safe container for teams to build trust, develop working relationships, collaborate and innovate, be creative, and find wellbeing, thereby enabling vital teamwork to be done: the work organizations need to sustain and thrive in these unpredictable times.

**So just what is team coaching?**

We subscribe to Team Coaching Studio’s definition:

***“Partnering with a team to unleash its collective power, purpose, and potential to connect and collaborate.”***

It’s short, sweet, and filled with possibility!

***“Coaching is a radically different approach that puts the power firmly in the hands of the team, whereas other team interventions are often more about engaging an expert.”***

Georgina Woudstra, Team Coaching Studio

## WHY TEAM COACHING

At the core of all coaching lies a partnership built on 1) trust that coachees have what it takes to make meaningful change and 2) commitment from coaches to evoke and elicit increasing depths of awareness that stimulate action and enable change.

There are as many possibilities for team coaching as there are reasons to seek it. So what might you see, hear, or experience that says, “This team could benefit from team coaching.”?

While team coaching is often called on when teams need to improve performance, other reasons to think team coaching include major team transitions, significant problems, differences in perspective, failing decision making processes, and undesirable team behaviors.

No team is immune from challenge. Executive and senior leadership teams, cross-functional teams, boards of directors, trustees, committees, and all manner of other teams whose work is interdependent can face a myriad of issues from frustrating to destructive, from fleeting to pervasive, including:

- **Lack of connection and coherence in global, virtual, and / or hybrid work environments**
- **Interpersonal differences and power struggles causing conflict and / or withdrawal**
- **Dysfunctional dynamics, behaviors, habits, patterns, processes, and more leading to under performance and lackluster results**
- **Slow and / or poor decision making**
- **Resistance to change and inaction, even after decisions and commitments are made**

Certain events and circumstances can trigger, aggravate, or heighten such issues, like:

- **Increasing pressure from stakeholders to produce big results**
- **Rapid growth or change stretching organizational cultures and operating systems**
- **Turnover, leaving teams feeling like they’re stuck on “Groundhog Day,” repeating the same things over and over**

A culture that is built on rewarding individual performance also makes teaming and collaboration difficult. Head nodding takes place in the room, virtual or in person, but once outside, there is little if any action. When everyone is focused on themselves and their own needs, why would anyone ever come together, unless it suits their own goals and needs.

Whatever the symptoms – missed deadlines, decreased productivity, low morale, and the list goes on – signal cultures built on fear, a lack of trust and safety, ineffective communication, and the need for alignment built on the right incentives: the incentives that reward behaviors organizations needs to prosper.

What is needed to slowly right the ship? Clarity and cohesion, and team coaching can help.



***“I have no question that when you have a team, the possibility exists that it will generate magic, producing something extraordinary. But don’t count on it.”***

J. Richard Hackman, Harvard Business School

## THE VALUE OF TEAM COACHING

Team coaching offers a wealth of possibilities to teams and their organizations. It adds true value to organizations by guiding teams to function more effectively, so they can collaborate and co-create the future.

How so? Good team coaches have the training, experience, confidence, and ability to meet teams wherever they are, no matter how heated or ugly it is.

When team coaches meet teams where they are and sit with them in their space, they will take the team on a journey of establishing safety and trust. This happens through increasing awareness and enabling and empowering new choices and actions that can change the trajectory of teams and set them off in new, more powerful directions.

But teams have to be ready, willing, and able to embark on the journey.

“Psychological safety and courage are simply two sides of the same (immensely valuable) coin. Both are – and will continue to be – needed in a complex and uncertain world,” says teaming researcher and expert Amy Edmondson,

**But what about teams that are just not stretching, increasing in capability, or living up to their potential and want to go from good to great?**

There is always more to learn and more space to grow. Even effective teams know there is opportunity to improve processes and performance, heighten learning, and tackle new challenges or bigger work.

Here are some examples of how team coaching can add value:

- **Team coaching enables team members to connect and interact. Team coaches observe relationships, notice disconnections within systems, and offer opportunities to reconnect, identify interdependencies, and collaborate in an effort to create alignment and growth.**
- **Team coaching helps to make sense around what it means to build trust, working relationships, teamwork, collaboration, creativity, and wellbeing.**
- **Team coaching builds clarity and alignment around shared purpose, goals, objectives, roles, responsibilities, strategy, and processes.**
- **Team coaching identifies and systematically removes barriers to team performance and success.**

It goes without saying: The value of team coaching is far greater than the cost or investment. **The value of team coaching extends beyond teams, reaching both internal and external stakeholders and creating ripple effects within and beyond organizations.** Over time, sufficient and sustainable team growth can make team coaching a nicety, not a necessity.

**“Where 1-to-1 coaching is about the quality of the conversations between coach and client, team coaching is about the quality of conversation between team members.”**

Allard de Jong, Team Coaching Studio

## WHAT GREAT TEAM COACHING LOOK LIKE & HOW TO FIND IT

In stark contrast to other team interventions like team training, team consulting, and team facilitation that tend to be highly formulaic and prescriptive in nature, team coaching has a different flavor. Great team coaching, which can be evocative at times and provocative at others, is characterized by a potent mix of these five highly-effective team coaching benefits:

<b>EXPERIENTIAL</b>	Team coaching is an interactive experience that has the potential to influence both feelings and emotions, as well as enhance knowledge and skills. It goes beyond traditional learning and drives deeper levels of change.
<b>EXPERIMENTAL</b>	Team coaching encourages teams to experiment with new ways of interacting, managing dialogue, dealing with issues, making decisions, and so much more. This lightness and play helps to sustain psychological safety and facilitates growth and commitment to change.
<b>EMERGENT</b>	The issues that present initially as the focus of team coaching are often not the core issues teams need to address. Team coaching is a partnership, and team coaches show up to that partnership ready to create awareness, work with what emerges, and support teams to navigate their territory and find satisfactory outcomes and results.
<b>EDGY</b>	Team coaching encourages teams to honor and express that which often hides below the surface in “polite” cultures and access their learning edge, where they can feel frustrated, challenged, and stretched. Through this, teams find new possibilities and ways of working.
<b>ENERGIZING</b>	So many teams, regardless of organizational level, feel overwhelmed with the pace, volume, and complexity of their environment. Team coaching creates a safe space for teams to step back and emotionally and energetically declutter in order to recharge.

But not all team coaching interventions nor team coaches are created the same. While many coaches claim to be team coaches, only those who are properly trained, skilled, and practiced in the art of team coaching tend to have what it takes to enable teams to unleash their collective power, purpose, and potential to connect and collaborate.

When exploring, seeking, or selecting team coaching, we recommend:

- **Asking for team coaching credentials, qualifications, and experience.**
- **Understanding the underlying team coaching philosophy and approach.**
- **Ensuring alignment between team coach and team, including teams’ goals and needs.**

***“There is no ‘one size fits all’ approach to team coaching, because every team is different. The only way to judge the value and benefit of coaching is through the lens of the team.”***

Sebastian Fox, Team Coaching Studio

## HOW TO GET THE MOST FROM TEAM COACHING

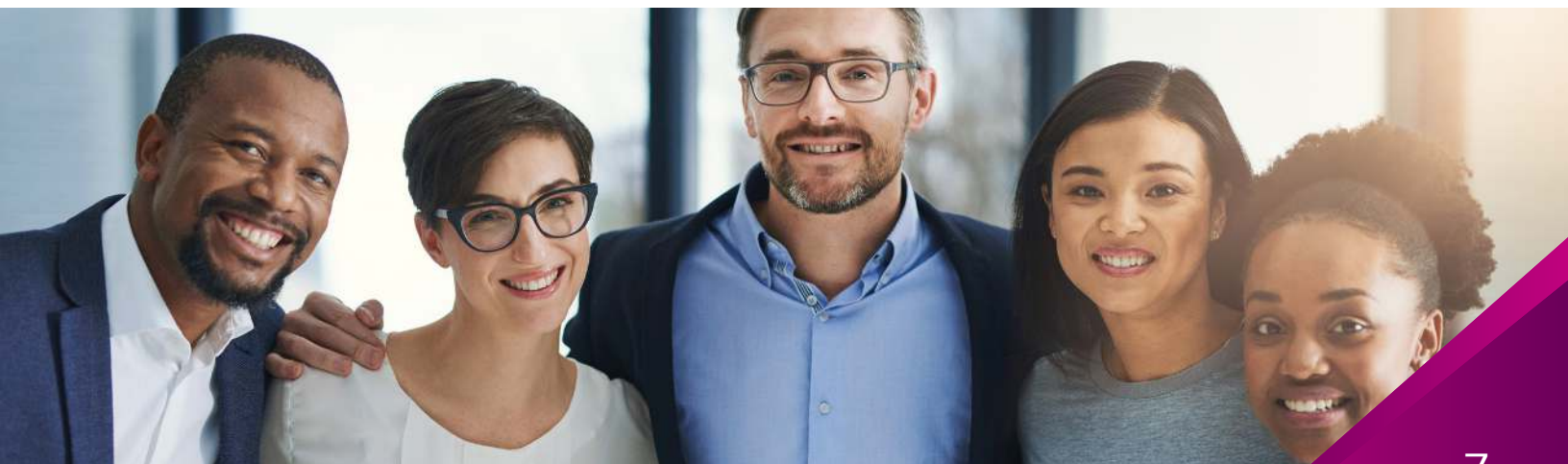
**As team coaching is a partnership between team coach and team and the value of team coaching can only be as great as the partnership, finding the right chemistry and fit between team coach and team is crucial to getting the most from team coaching.** Team coaches differ in style, stance, presence, and personality. As these key factors can affect chemistry, fit, and ultimately team transformation and growth, taking time to understand and choose based on these factors can make the difference between mediocre and great team coaching.

Equally important is ensuring that team hopes, wishes, and expectations for team coaching are aligned with the team coaching offering. A lack of a commonly accepted definition of team coaching makes this even more important, as not all team coaching is created equal.

Good team coaches will continuously contract with the teams they coach, not just at the beginning of the engagement to set the terms of the agreement, but also throughout the team coaching journey. Team coaching is always guided by teams, based on teams’ overarching goals for coaching, as well as goals for each coaching session. With team coaching, it’s particularly important to ensure coaching is grounded in team goals, not the goals of one or two individuals on the team.

Giving feedback along the way is also critical to getting the most out of team coaching. Good team coaches will enable teams to create new levels of safety, trust, awareness, dialogue, and action. If there are ways team coaching or the team coaching partnership could improve or be better, teams should feel empowered to share what is and isn’t working, as well as experiment with ways to make team coaching more effective.

Other elements of team coaching such as assessments, tools, and frameworks can add value to the team coaching journey, if they are right for team circumstances and used at the right time. Skilled team coaches will know when to introduce diagnostics and resources that can help to advance the coaching work and team awareness and action.



***“A good team coach can take a team to the next level. They can provide a huge ROI, because effective teams do so much.”***

Joel Digirolamo, International Coaching Federation

There is no doubt that improved performance pays dividends for teams and their organizations and stakeholders and that team coaching can help teams improve their performance. That in itself makes team coaching important and relevant in today's organizations and organizations of the future.

And, in our experience, team coaching can have an even greater, more lasting impact. **Team coaching creates the conditions teams need to achieve sustainable growth, continuous learning and development, and ever greater fulfillment and success.** In today's chaotic, fragmented, and ever-shifting virtual / hybrid world, team coaching is poised to help organizations build connected and resilient cultures, maximize impact for current and future stakeholders, and leave a positive legacy for future generations.

Whether you're leading, part of, or privy to a team that is struggling, that wants to improve its performance, or that believes in the power and potential of collaboration but needs help to realize or maximize it, turn to team coaching.

**A world of possibility opens up when teams are able to truly connect, gel, and thrive. Team coaching makes that possible.**

**Partner with a qualified team coach today, and see where the future leads!**





# WHAT BUYERS OF TEAM COACHING ARE SAYING

***“If I look back to when we began team coaching, I don’t see that same team anymore. Our trust has increased, and we have performed brilliantly in a really challenging market.”***

Operations Director, Retail Company

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***“We engaged a team coach to help our senior leadership team collaborate better. As a result, we have created an open culture and become a resource to our employees. Our company was recently voted the best place to work in the country, a direct result of team coaching.”***

Chief Operating Officer, Healthcare Company

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***“Team coaching has helped our leadership team communicate better and develop the confidence to examine issues, have difficult conversations, and reach much better decisions.”***

Headmaster, Primary School System

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***“Team coaching fostered openness, transparency, and communication and enabled our team to gain an understanding of how each member contributes to our team’s overall success.”***

Executive Director, Engineering Company

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***“After team coaching, we continue to see concrete and constant benefits: We have a better understanding of how we think and process information as a leadership team, and we can now zero in on the best approach to resolve the challenges our industry is facing in less time.”***

Chief Executive Officer, Private Wealth Management Company

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***“Team coaching made us more accountable, provided valuable insights about how we work together, allowed us to work on - not in - our business, helped us improve our communication, enabled involvement of our whole team, and contributed to our overall success.”***

Managing Director, Private Asset Management Company

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***“Before team coaching, no one understood each others’ issues and problems. Team coaching gave us collective understanding and created the support and buy-in we needed.”***

Chief Executive Officer, Medical Center

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***“Team coaching has yielded a vantage point that has enabled us to resolve communication issues underpinning long-term - five- and 10-year plus - relationships. Our executive team has had amazing light-bulb moments that are paying dividends thanks to team coaching.”***

Chief Executive Officer, Professional Services Company

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***“After team coaching, our team communicates better, fosters growth opportunities more effectively, and meets mutual goals more efficiently. Our collaboration, customer service, and business objective, priority, and policy alignment have improved. Most importantly, we have raised our bottom line due to our team coaching successes and business results.”***

Chief Executive Officer, Industrial Services Company

# THE VALUE OF TEAM COACHING

## 2022 Team Coaching Buyers' Guide

Ashley Libby Diaz, Caroline Duffy, Carol Fogarty, and Giusy Laurenziello are an international team of certified coaches and Team Coaching Studio 2022 Team Coaching Diploma candidates. A mix of external and internal coaches, they came together to explore the value of team coaching. Their experience, research, study, and dialogue with fellow team coaches and buyers of team coaching led the foursome to create the 2022 Team Coaching Buyers' Guide. As believers in the power and potential of teams and the short-term and long-term value and benefits of team coaching, they are committed to furthering the emerging field of team coaching through their work.

To connect with Ashley, Caroline, Carol, and Giusy, reach out on LinkedIn. For more on team coaching qualifications, visit [TeamCoachingStudio.com](http://TeamCoachingStudio.com), [CoachingFederation.org](http://CoachingFederation.org), and [EMCCGlobal.org](http://EMCCGlobal.org).



**Ashley Libby Diaz**  
External Team Coach  
Grow Mode Coaching  
Colorado, United States  
[Find Ashley on LinkedIn](#)

**Caroline Duffy**  
External Team Coach  
Aube Coaching  
Belfast, Northern Ireland  
[Find Caroline on LinkedIn](#)

**Carol Fogarty**  
External Team Coach  
Vitamin C Coaching  
Fleet, England  
[Find Carol on LinkedIn](#)

**Giusy Laurenziello**  
Internal Team Coach  
Novartis AG  
Basel, Switzerland  
[Find Giusy on LinkedIn](#)