

Our team coaching process

Our extensive experience and research in the area of team coaching tells us that certain key factors differentiate successful team coaching from ‘flash in the pan’ and faddish disappointments. One of those factors is the implementation of a robust yet flexible process.

1. We **engage** with the team, its leader and its stakeholders to discuss the coaching process. This includes helping the team to identify and engage its key stakeholders. Without their buy-in and perspectives, it’s far harder for the team and the coaching to serve the needs of the wider system. This phase is also critical in surfacing and addressing the hopes, aspirations and concerns participants have regarding the intervention itself – as well as answering any questions the team, its leader and its stakeholders might have that could hamper full engagement with the process.



2. We help the team **assess** the gap between its current state and desired state – in terms of performance, ways of working, etc. This includes identifying the various factors in and around the team that are helping and hindering its efforts to close that gap. We take a range of approaches, depending on the situation. These include:
 - One-to-one interviews with team members and key stakeholders
 - Running our High Performing Teams Questionnaire: the most in-depth tool of its kind, drawing perspectives within, above and below the team and from its key stakeholders
 - Psychometric profiling
 - Team members gathering data from within and outside the team
 - Team sessions to address key themes, tackle pertinent thought-provoking questions and share our observations of the team in action
 - In-depth executive assessments of the team leader and all team members

Individual responses are usually confidential, sometimes with the exception of the team leader and their immediate boss. It is generally in a team's interests to have open discussions about what is enabling and inhibiting the team's performance, but not all teams and/or stakeholders are ready for such openness at the outset.

3. We help the team decide and **align** on key actions to close any gaps in performance.
4. We provide varying levels of support, depending on the team, to help it **progress** against these key actions. This often includes specific recommendations, individual coaching, skills development and developing team members' own coaching skills – both to enhance their leadership of others and to increase the team's ability to coach itself going forward.
5. We work with the team and its stakeholders to **review** the team's progress. This often means re-running the various 'diagnostics' used in the 'assess' phase.

“With the support of LeaderSpace we truly created a new dynamic to the team that resulted in a structural change. It’s a dynamic with more trust, more transparency and, most important, the willingness to get out of the comfort zone - the area where improvements take place.”

Geert Swaanenburg, Sales Director, Heineken Romania