



Coaching and Mentoring at Work conference

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Coaching at Work Conference 2013

Team Coaching:

A fresh look at the building blocks of (your) team coaching practice

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Who are we?



*Members of APECS Working
Group on Team Coaching
Accreditation*



Louise Buckle

Lead Coach
KPMG Advisory,
Management Consulting

Annette Gardner

Independent
Executive *and*
Team Coach

In the next hour we'd like to explore with you...

- Our perspectives on team coaching
- When team coaching is the right thing to do and when it isn't
- How KPMG uses team coaching

AND

- Get you thinking about your practice
- Help you build a picture of your team coaching signature
- Prompt you to take the next step in strengthening your practice



Who is in the room?



What hat(s) are you wearing today?
What experience are you bringing?

- **Practicing team coaches**

- “I’m still pretty new to this; I’m developing my practice”
- “I’ve been doing this a long time in different guises”
- “I’m an in-house coach coaching teams within my organisation”

- **Commissioners of team coaching**

- Team coaching **supervisors, researchers, trainers/educators.**
- **Just curious...**

We believe in...

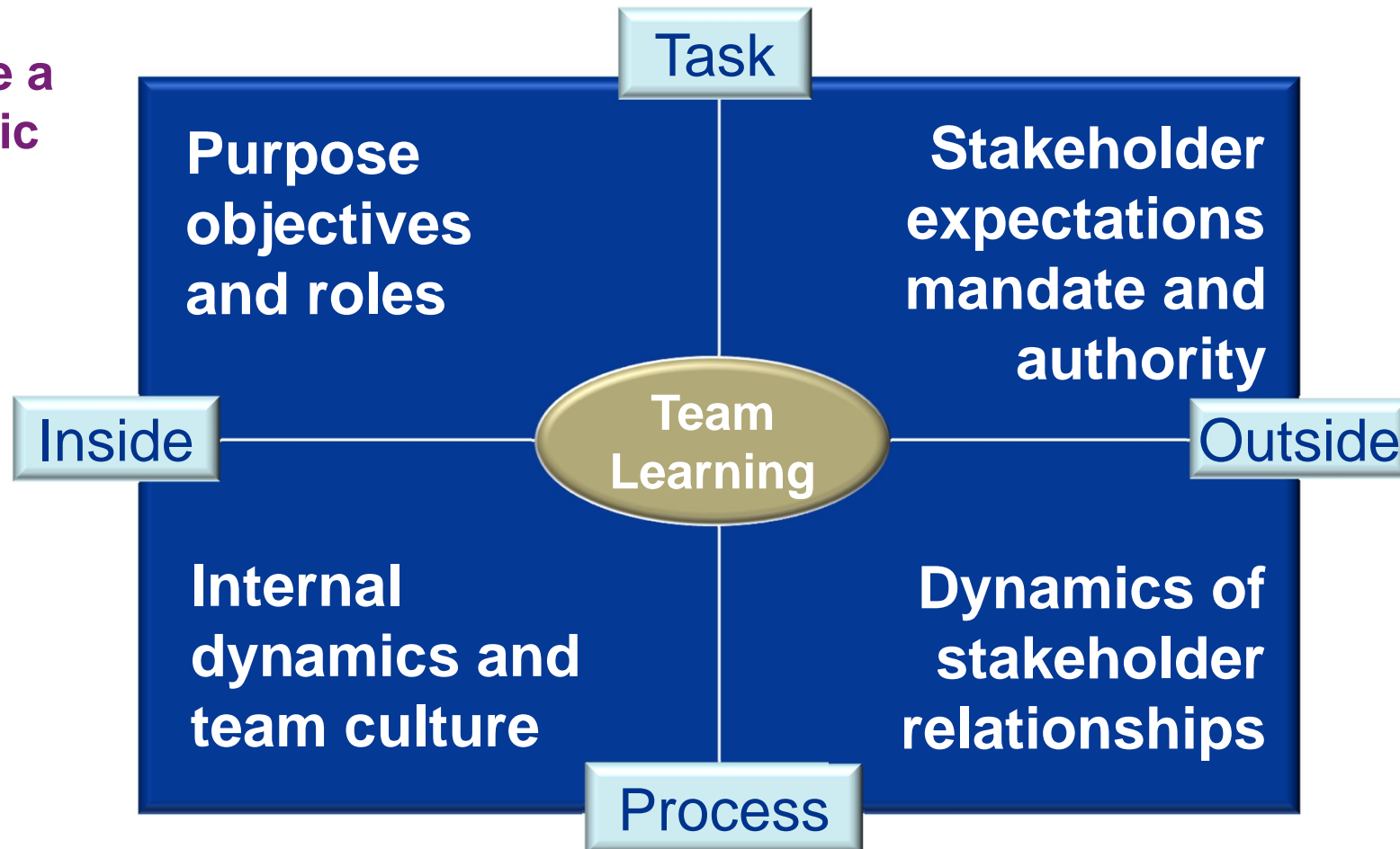
- A variety of approaches
- Aligning with our one to one coaching practice
- Using our relationships with teams
- Attending to both the individual and the collective
- Attending to the systems in which teams work
- Following an ethical code and having team coaching supervision

For us,
team coaching is:

‘coaching a group of two or more people with an interdependent or collective task to improve the effectiveness of their work together so that they are better able to deliver their core task’

At KPMG we opened up the dialogue about teams and team coaching using Hawkins' 5C framework.

We take a systemic view



Team Development Model
(Hawkins: Bath Consulting Group)

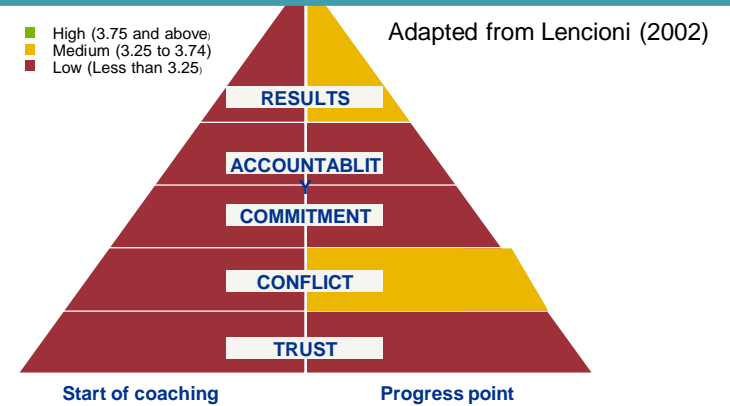
What does the practice of team coaching look like?

Team coaching in pictures

Team coaching occurs together and when apart, in formal and informal moments



Feedback points the way to things that need attention.



Team sculptures help surface the relationship dynamics



Team coaching happens while working the business issues not just on 'away days'



What are the signals that team coaching could be a good approach?



How do you decide if your client needs Team Coaching or something else?

What are the buying signals for 'team coaching'?

Our experiences of organisational priorities and drivers for team coaching include ...

At KPMG we use coaching for...

New Teams

Helping projects, re-structured teams, and acquisitions start well.

Moving from 'getting to know you', to 'performing and engaging in healthy conflict', to **'real trust & commitment to collective goals'** quickly.

Challenged Teams

Unresolved conflict costs your team and our business time and money.

Team coaching can help the team both **see and use its diverse resources** to respond to new opportunities.

People Engagement

Most people leave leaders not firms. Engaged staff are more productive.

Team coaching can help create **meaningful vision and clear behavioural contracts** that everyone wants to hold to, thereby moving from working group to team.

High Performing Teams

HPTs have **focus and execution**.

Team coaching can help you all stay focussed on your vision for the rest of the year.

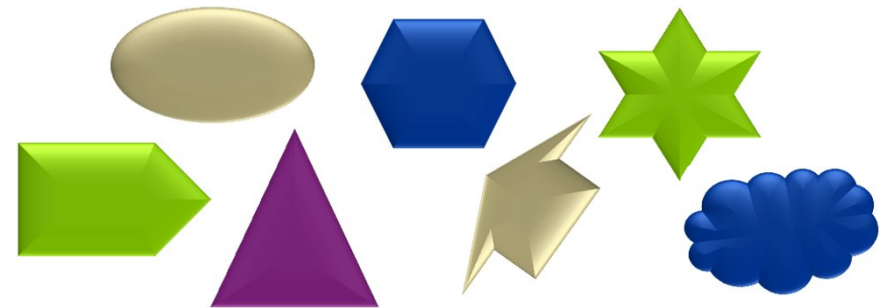
What might you achieve then?

Team
Coaching



What is the focus of your team coaching practice?

- **What kind of teams?**
- **With what business goals?**
- **At what levels?**
- **In what sectors?**
- **On what agendas?**
- **To what outcomes?**



Teams come in all shapes and sizes... ..and so do team coaches.

**What are you particularly good at?
How do you add value through your team coaching?**

What shapes your practice?

Frameworks, Research & Tools

- Organisational effectiveness
- Leadership and Teams
- Coaching
- Interpersonal & group dynamics
- Learning and change...

Your Personality & Values

- Who you are
- What you value
- Your self-awareness
- How you use your 'self'...

Your Experiences

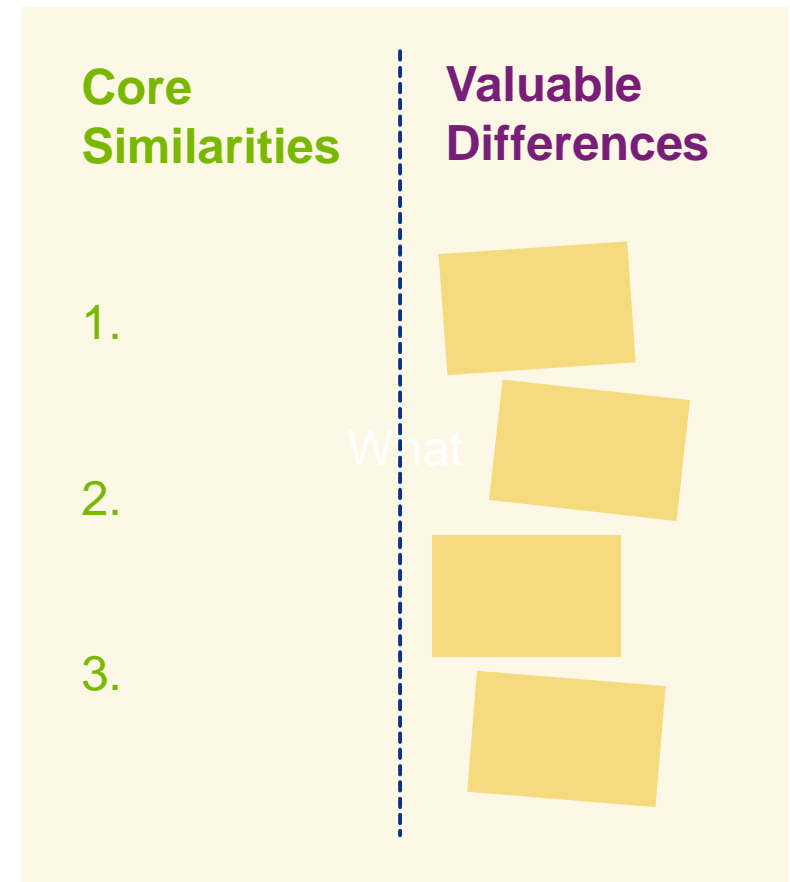
- Being in teams
- Leading teams
- Sponsoring teams
- How organisations use teams
- One to one coaching

Your Skills

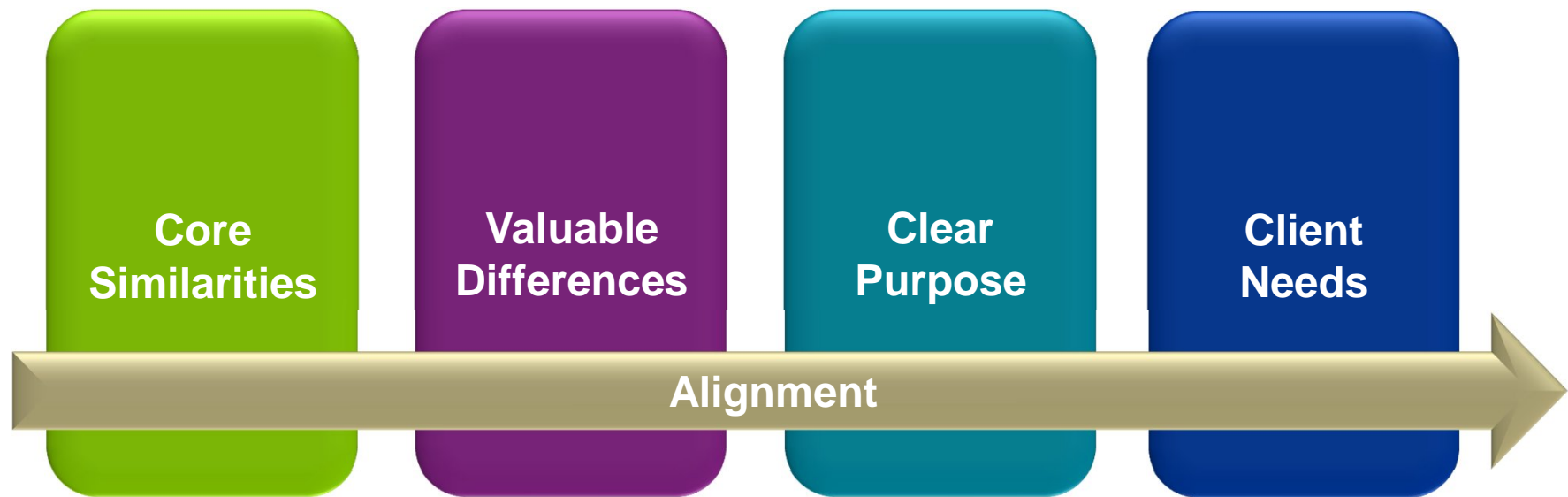
- Coaching
- Contracting
- Other group / team interventions
- Influencing & political skills...

Your practice: core similarities and valuable differences

1. Form a small group (3-5 people) and find a flipchart, some pens and some post-its.
2. Share what characterises your team coaching practices. Identify at least three things your practices have in common. Write these on your flipchart.
3. Help each other identify one thing that each of you is particularly good at and distinguishes your team coaching practice from those of the others in your group. Write each of these on a post-it and stick them to your flipchart.



Your team coaching signature



Bringing it all together to deliver authentic team coaching

Closing thoughts

- Team coaches will increasingly need to be able to articulate their team coaching signature
- What more could you do to strengthen and align your practice to deliver authentic team coaching?

- Team coaching involves many ethical challenges; we need to professionalise our practice
- APECS team coaching accreditation will create a quality framework within which diverse approaches will be welcome



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