

About Team Coaching with Jill Malleck, Epiphany at Work

Full Span Coaching™ for Teams is a powerful method to bring about change in an organization through directed personal change in its leaders. It is based on the theories of both group development and individual growth. Each person on the team is required to take accountability for their own behaviours AND for their impact on the group. When the coaching is applied to a leadership team, their consistent and shared mindset and behaviours are seen by the rest of the organization as an effective way to lead.

Teams are an integral part of your organization, and a proven way to tackle complex and interdependent work. They are also the best way to promote organizational learning and behavioural change (Katzenbach & Smith, 1993). When the team in question has leadership responsibility, their shared learning as the ability to impact the culture of your organization.

In studying the creation and maintenance of high performance cultures, Kotter & Heskett (1992) say: “Excellent leadership from the top seems to be the essential ingredient in cases we studied – leadership usually provided by a very small group of people.” Others have noted that what leaders say and do has a cascading impact in the organization. Ulrich & Lake (1990) suggest that “management practices institutionalize the way people think and behave.” And, much like pop culture icons in the larger societal context, there is evidence that leaders, whether they like it or not, “Model the Way” (Kouzes & Posner, 1987). In other words, leader’s behaviours are copied and emulated throughout the organization.

Malleck, 2013, unpublished white paper

How Full Span Team Coaching Works

Like individuals, teams have a unique, but often predictable, path of development. One of the best known team theories is Tuckman’s “*Forming, Storming, Norming, Performing*” - but there are many other developmental theories that apply to team development. Other organizational experts have provided models on high performance teams (Lencioni, Katzenbach & Smith). The Team Coaches (Jill Malleck, Hannah Brown) are well-versed in these theories, as well as Integral theory, other Organization Development research and Human Systems Dynamics.

The Team Coach assesses the Current State of a team, and helps them to identify a compelling Future State that creates energy for change. Together, the team and the Team Coach set the goals of the coaching program. In monthly Coaching Sessions team members learn together and try new behaviours, processes and practices. In-between the coaching meetings, all of them try new things to demonstrate a change in the “real world of work.” The Coach facilitates team meetings to see what’s changing and to support the sustainability of the new behaviours.

Most teams are coached for 6 months – some for a year. A shorter program is possible if the team has just one behavioural change they can agree on.

In leadership teams especially, the Team Coaching is often delivered concurrently with individual, personal Integral Coaching. Each team member can then focus, in private, with their coach, on something that they want to work on in order to have even greater success in the team’s shared topic. This allows each person to develop a specific and targeted leadership skill unique to them.

Integral Coaching for Teams is different from traditional “teambuilding” because it is not an event-based process, nor does it happen outside the context of every day work and business challenges. Instead it is based on human and systems development theory about what it takes to change behaviours and to sustain the change.

<p>Entry</p>	<ul style="list-style-type: none"> • 1 hour meeting with CEO/Sponsor • Set initial expectations and possible team topics • Assess team's readiness for change and the best approach • Receive background information and desk-read materials (i.e. business plans, strategy)
<p>Choice of Focus Meeting</p>	<ul style="list-style-type: none"> • Orientation meeting with team (2-3 hours): Coach facilitates • Collective shaping of topic "what do we want to work on?" • Clarify roles of leader and coach and accountabilities of members • Begin assessment - whats working, what's not, industry overview
<p>Coach's Assessment</p>	<ul style="list-style-type: none"> • One-on-one interviews with team members about topic area • Coaches observe team at work (in a meeting) • Coaches prepares initial recommendation for team about growth goals
<p>Set Team Program</p>	<ul style="list-style-type: none"> • Team meeting 2.5 to 3 hours to validate assessment and agree to goals • Name Current Way of Functioning and New Way of Functioning • Examine goals and set success measures • Team members enter into Self-Observation period
<p>Team Coaching 4-6 Modules</p>	<ul style="list-style-type: none"> • Cycle of development begins - one 2.5 or 3 hour meeting per month • Coach facilitates and teaches - gives team members homework (New Habits) • Competencies are built "on the job" and learnings are journaled • Sponsor supports team and models behaviours; keeps others informed
<p>Leader(s) Coaching</p>	<ul style="list-style-type: none"> • Sponsor always receives individual coaching once a month 1 hour • Topic is tied to leadership of team and increasing capacity to sustain changes • Confidential and personal • Team members may receive individual coaching (optional)
<p>Close and Evaluation</p>	<ul style="list-style-type: none"> • Team self-evaluates progress with Coach • Survey based on agreed-upon success measures • Plans created for continued focus under Sponsors coaching • Close includes celebration and sustainability practices