

# Team Coaching

## TNM Coaching

The TNM Coaching group is a global alliance of coaches and experts, providing team coaching & accelerated leadership development since 1999. With over 150 experienced coaches across the world, working in more than 20 languages, TNM is the world's premiere coaching and training network devoted to transforming organisations and evolving leadership through coaching and development.

## TNM approach to team coaching

Team coaching addresses the factors that impede group and team performance and optimise the essential conditions for team effectiveness. In our experience, team coaching enables deep, profound learning. Individuals benefit from the combined wisdom of each other as well as from the coach who runs the process. This collective genius can represent decades of professional and personal experience.

During the team coaching process the team can expect to:

- Achieve alignment on team goals and their contribution to business strategy
- Improve team dynamics, increasing awareness about themselves and about their colleagues
- Enhance collective problem-solving and decision-making
- Foster a sense of responsibility and accountability
- Recognise opportunities and be encouraged to try out new things
- Realise the team's full potential

We recommend team coaching for:

### **Intact teams:**

Team coaching creates alignment between individuals and the team's/organisation's goals, enhances collective proactivity and understanding of individual strengths and accountabilities.

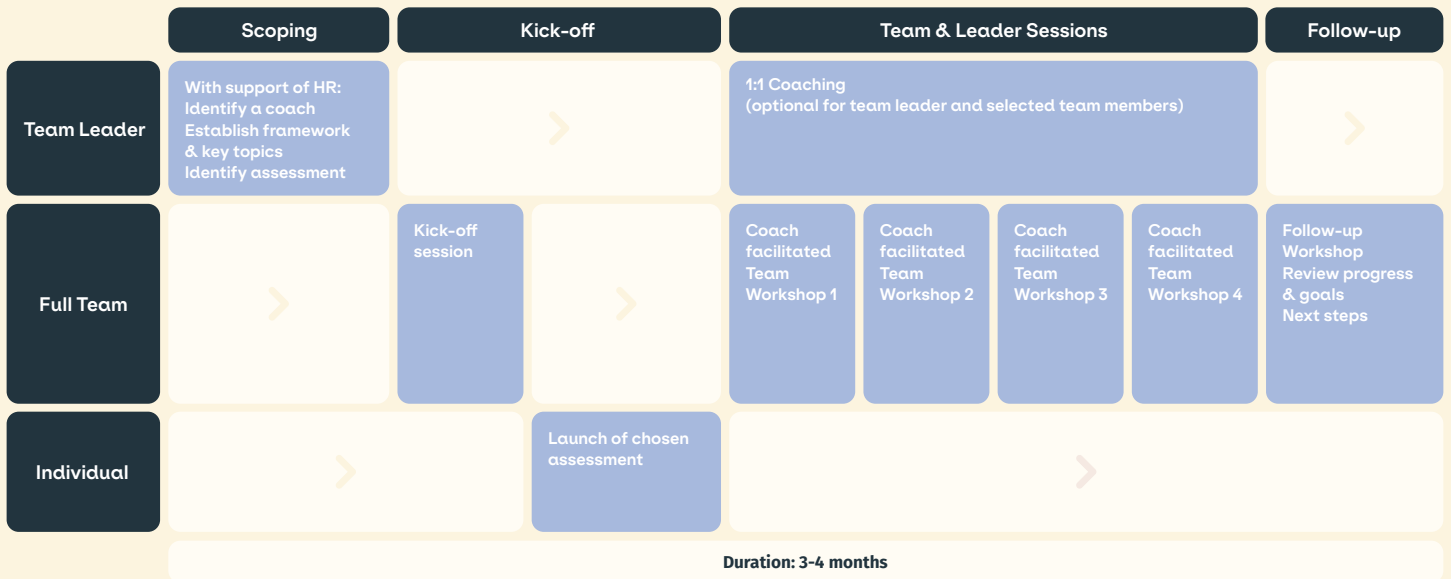
**Groups of individuals** who are working on a project together and facing similar challenges: Group coaching supports individuals to share their goals, draw on each other's expertise and different perspectives, make powerful choices and take affirmative actions, being supported by both the group and the coach.

## Team Coaching Program

A team coaching program is built around the needs of the team and their objectives in having a team coach. As a result, the program can take various formats, agreed during the scoping phase of the program. Common elements include:

- A short kick-off to introduce the team coach and the program
- An initial assessment, which provides a baseline for the team and informs the agenda of subsequent team coaching sessions
- A series of team workshops, facilitated by the team coach and focused on the key issues inhibiting their performance. For new teams this may be as simple as a single workshop to agree team purpose, outputs and ways of working, with a follow-up to review progress; for others it may involve more sessions to work through specific issues.
- Team coaching may also be accompanied by one-to-one coaching for specific team members.

# Example Team Coaching Journey



## 1. Scoping Phase

When a need for team coaching arises, TNM Coaching, in collaboration with the HR sponsor and/or the team leader, agrees the objectives for the team coaching, its scope and format. The coach recommends an assessment tool, either using a particular team diagnostic or a simple survey of team members to get their current views of the team and issues facing them.

## 2. Kick-off

The program kicks off with a brief introduction (often done within an existing team meeting). The coach meets the team, introduces the team coaching journey, goals and objectives and invites participants to complete the assessment.

## 3. Team & Leader Sessions

The team coach facilitates a series of workshops, with the number and content designed around the needs of the team (as identified in the scoping phase).

Workshops are a combination of:

- facilitated working, e.g. on team purpose, outputs and ways of working
- team observation and feedback, where the team coach observes the team in action, providing feedback to challenge behaviours and ways of working and encourage continuous improvement

The coach assigns “fieldwork” to enhance the learning and development of the team.

The aim of the team coach is to turn their learning from the workshops into action, and to practice and integrate key learnings into the way in which they operate as a team.

**Optional extra:** One-to-one coaching sessions for the team leader and/or selected team members to work on their individual needs to support the team.

## 4. Follow-up

Follow-up meeting with the Full Team 6 weeks after completion of the Team Sessions to review progress, goals and ensure alignment on next steps. Wrap-up session with HR and sponsor.

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