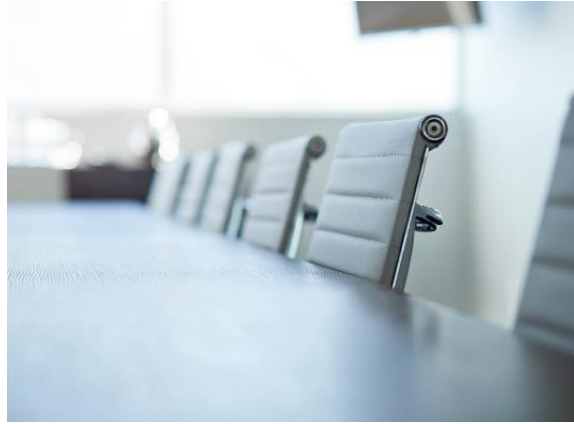# Leveraging ICF Team Coaching Competencies
In Your Talent Development Practice

Todd Hess
Inquiring Mind Coaching

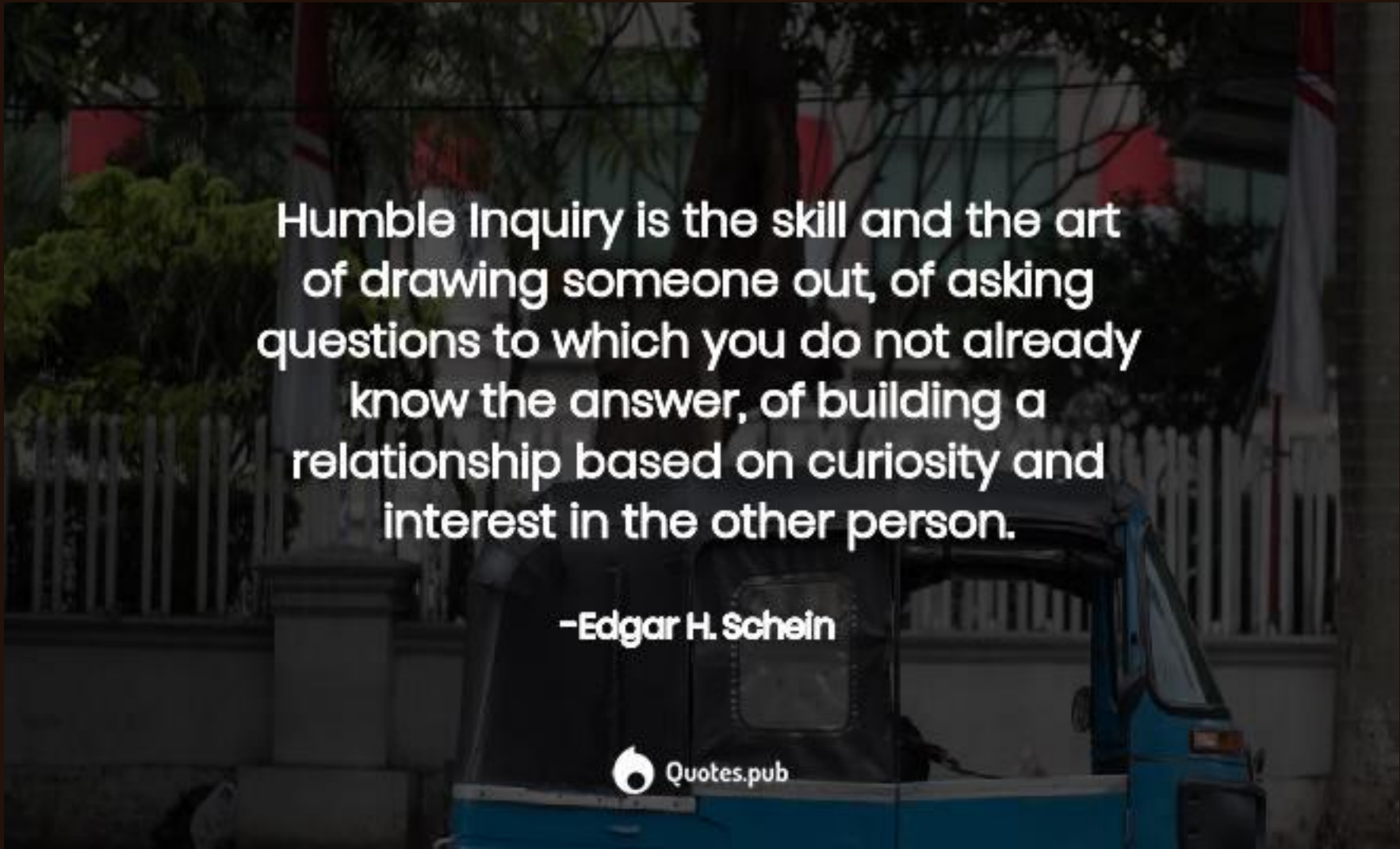# Objectives

What is Coaching

What is Team Coaching

ICF Team Coaching Competencies

Ways to Incorporating Team Coaching

"We see U.S. culture reinforcing tacit assumptions of pragmatism, individualism, competition, and status through achievement. These assumptions introduce a strong bias for getting the job done, combined with individualism, leads to a relative devaluing of relationship building, teamwork, and collaboration.... Given those cultural biases, doing and telling are all too often valued more than asking, listening, and relationship building."

Humble Inquiry Edgar H. Schein, Peter A. Schein

Humble Inquiry is the skill and the art of drawing someone out, of asking questions to which you do not already know the answer, of building a relationship based on curiosity and interest in the other person.

-Edgar H. Schein

Individual

Team

ICF — International Coaching Federation

What is Coaching

Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

Teams are Vastly Underperforming.

Don't collaborate effectively

Toxic culture

Seek problem team member

Team building training w/out behavior change

Develop the team leader

What is Team Coaching

Partnering in a co-creative and reflective process with a team on its dynamics and relationships in a way that inspires them to maximize their abilities and potential in order to reach their common purpose and shared goals.

ICF Core Competencies

A. Foundation

    1. Demonstrates Ethical Practice

    2. Embodies a Coaching Mindset

B. Co-Creating the Relationship

    3. Establishes and Maintains Agreements

    4. Cultivates Trust and Safety

    5. Maintains Presence

C. Communicating Effectively

    6. Listens Actively

    7. Evokes Awareness

D. Cultivating Learning and Growth

    8. Facilitates Client Growth

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Demonstrates Ethical Practice

- Coaches the client team as a single entity

- Maintains the distinction between team coaching, team building, team training, team consulting, team mentoring, team facilitation, and other team development modalities

- Demonstrates the knowledge and skill needed to practice the specific blend of team development modalities that are being offered

- Adopts more directive team development modalities only when needed to help the team achieve their goals

- Maintains trust, transparency, and clarity when fulfilling multiple roles related to team coaching

Embodies a Coaching Mindset

- Engages in coaching supervision for support, development, and accountability when needed

- Remains objective and aware of team dynamics and patterns

Establishes and Maintains Agreements

- Explains what team coaching is and is not, including how it differs from other team development modalities

- Partners with all relevant parties, including the team leader, team members, stakeholders, and any co-coaches to collaboratively create clear agreements about the coaching relationship, processes, plans, development modalities, and goals

- Partners with the team leader to determine how ownership of the coaching process will be shared among the coach, leader, and team

Cultivates Trust and Safety

- Creates and maintains a safe space for open and honest team member interaction

- Promotes the team viewing itself as a single entity with a common identity

- Fosters expression of individual team members' and the collective team's feelings, perceptions, concerns, beliefs, hopes, and suggestions

- Encourages participation and contribution by all team members

Cultivates Trust and Safety

- Partners with the team to develop, maintain, and reflect on team rules and norms

- Promotes effective communication within the team

- Partners with the team to identify and resolve internal conflict

Maintains Presence

- Uses one's full range of sensory and perceptual abilities to focus on what is important to the coaching process

- Uses a co-coach when agreed to by the team and sponsors and when doing so will allow the team coach to be more present in the team coaching session

- Encourages team members to pause and reflect how they are interacting in team coaching sessions

- Moves in and out of the team dialogue as appropriate

Listens Actively

▪ Notices how the perspectives shared by each team member relate to other team members' views and the team dialogue

▪ Notices how each team member impacts the collective team energy, engagement, and focus

▪ Notices verbal and non-verbal communication patterns among team members to identify potential alliances, conflicts, and growth opportunities

▪ Models confident, effective communication and collaboration when working with a co-coach or other experts

▪ Encourages the team to own the dialogue

Evokes Awareness

- Challenges the team's assumptions, behaviors, and meaning-making processes to enhance their collective awareness or insight

- Uses questions and other techniques to foster team development and facilitate the team's ownership of their collective dialogue
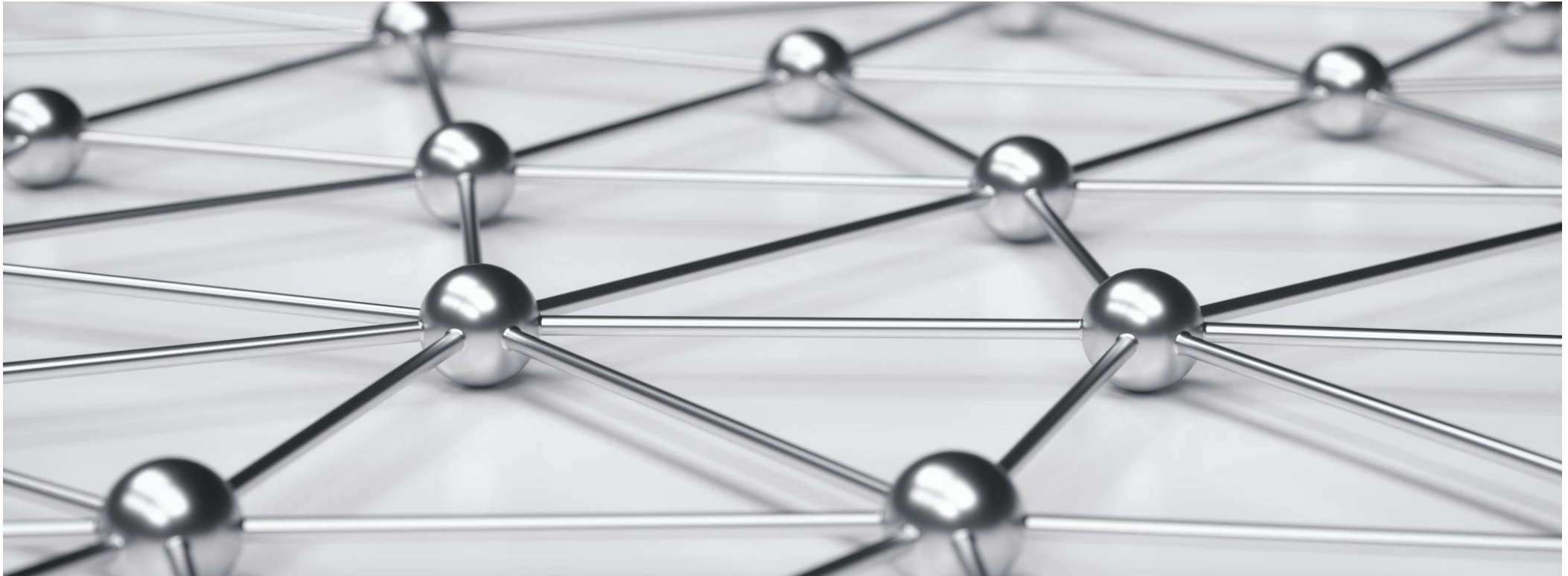
Facilitates Client Growth

- Encourages dialogue and reflection to help the team identify their goals and the steps to achieve those goals

What are examples of teams in your organization that would benefit from team coaching?
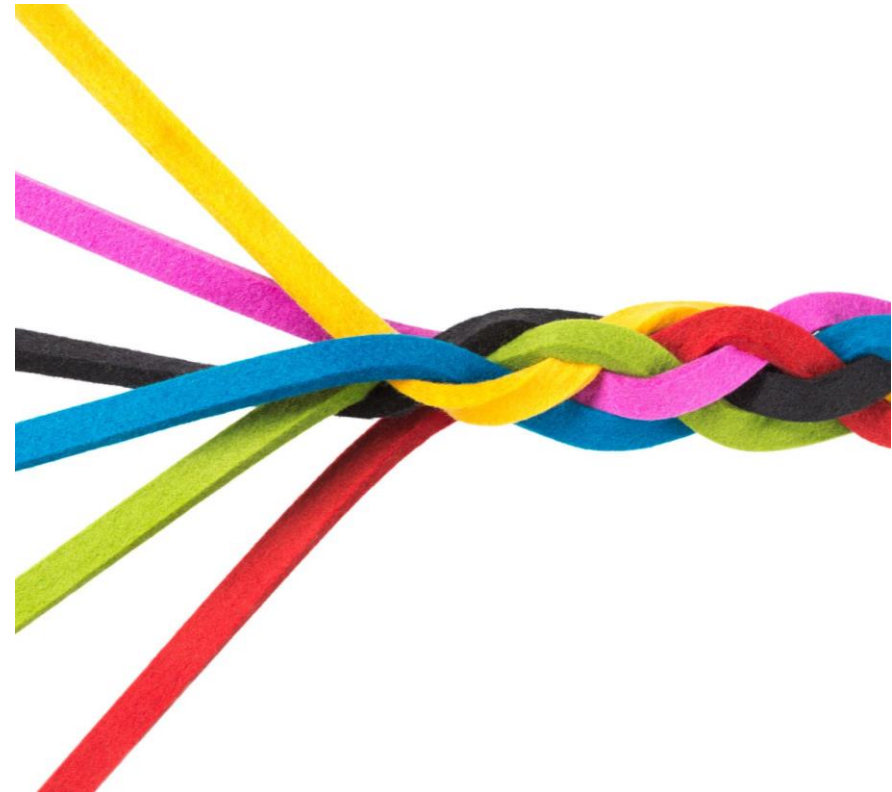
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Team Coaching

- Look for team development opportunities instead of individual development

- Common Purpose/Goals

- Suitable

- Agree on Intended Outcomes

- Establish the Roles

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Coaching in Talent Development

"More than 80% of organizations represented in the study said they plan to expand coaching"

Building Strong Coaching Cultures for the Future. 2019 HCI and ICF study

Incorporating Team Coaching in TD

1. Educate Senior Leaders

2. Identify Roles

3. Run a Pilot

4. Build a Coaching Culture

5. Measure Success

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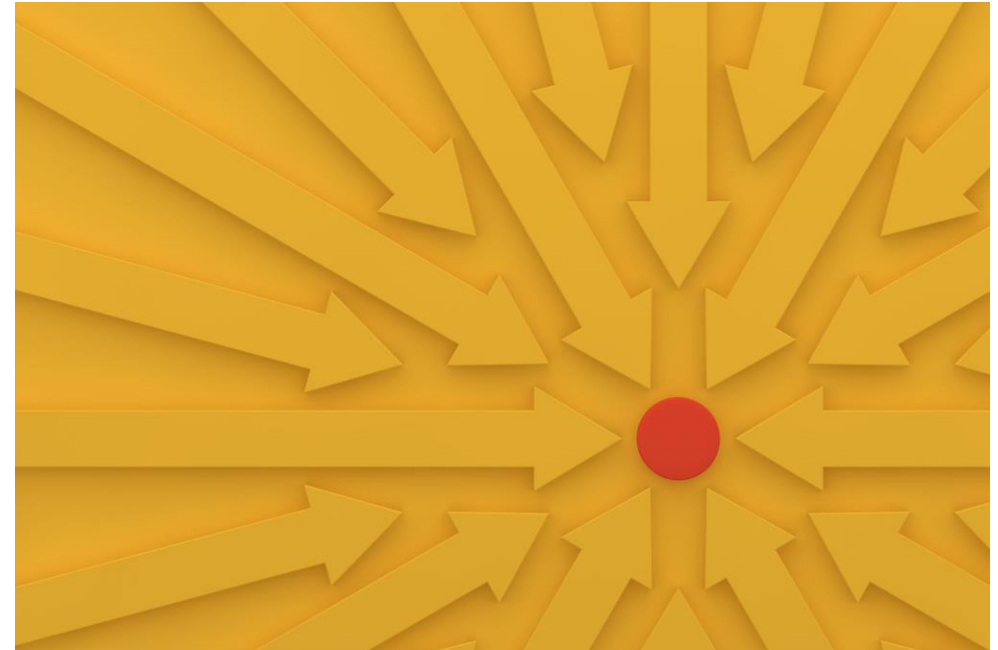
Thank you

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