

Team Coaching

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Team Coaching

We use a coaching methodology that moves away from an intellectual discussion about the strategic direction and operational plan of the team and towards a knowledge-based, experiential process that allows the team to talk openly about the things they need as members of the team.

We use our experience and skills as coaches to challenge the confluence that may exist in the team and support each individual to strengthen their adult state.

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When a team works with us, they will experience stimulation, laughter, challenge and insight. There will be moments of impatience and frustration followed by movement, clarity and progress.

In our experience, senior teams currently seek support which addresses certain challenges they face. This model is a response to the needs that we have encountered both in the diagnostic phases of the work and whilst in the room with senior teams.

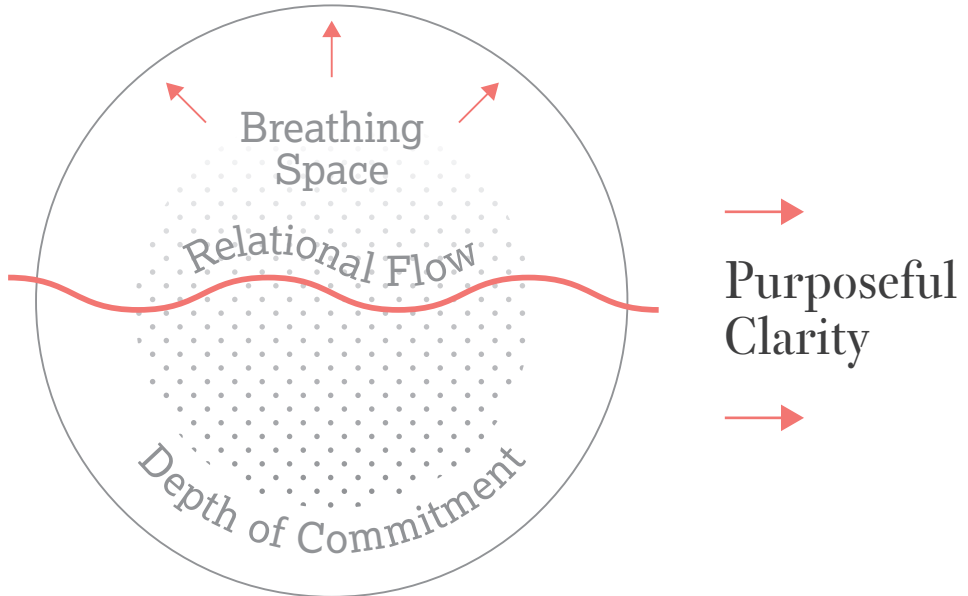
At a high level, we have noticed that relationships are generally of a lower quality than hoped for, teams often don't have enough time/space to discuss and prepare for the important things, they often lack clarity about purpose, plan and roles and all this can impact negatively upon execution. Therefore, we build our work on four important cornerstones:

Relational Flow

Breathing Space

Purposeful Clarity

Depth of Commitment



Relational Flow

The success of a team rises and falls on the quality of the relationships. If the relationships don't function and flow effectively, the team's ability to perform will become impaired. Relationships in teams are often of a poor quality. For a variety of reasons, people get hurt, become angry and frustrated, withdraw and become passive, externalise blame and seek to disrupt. They pull back, construct unhelpful 'fantasies' and rationalise their reasons to remain disengaged. Many of these people are highly intelligent, well-paid, experienced leaders.

In our team coaching model, we elevate relationships as the most important priority to be addressed in any senior team. We create methods and approaches that enable team members to reflect upon the quality of their relationships and take action to improve relationship flow.

We believe that there are four aspects of relational flow (ECOS):

Emotional capacity

How much space is there in the relationship for a range of emotions to be displayed? Are difference, disagreement and difficulty ok and managed well?

Clear exchanges

Requests & offers, seeking clarity, negotiating, contracting, feeding back, reviewing, learning, etc.

Openness to feedback

Giving and receiving.

Strengthen the Adult

Assuming equality, ownership, managing self (your own support), 'I want', 'I feel', 'I need', etc.

Breathing Space

One of the words that most often occurs in our diagnostic process is ‘time’. The majority of senior teams we work with observe that they don’t have enough time and yearn for more of it with the assumption that it’s out of their gift. Without adequate time, priorities are unclear, purpose is forgotten, decisions are short-term, strategic issues are overlooked, opportunities are bypassed, etc. Time is one of the most important resources that a team needs. It’s the oxygen that sustains life and the central nervous system of the team.

However, the request for time isn’t just about creating space for yet more transactional exchanges; it is also about wellbeing. Many teams we work with talk about the high levels of exhaustion, fatigue, stress and the impact this is having upon the relationships and their engagement. Breathing Space is also about making sure that everyone is healthy and energised and has the resources/support they need to cope with the demands and get the job done. When we work with a senior team, we demand time. We hold the team to account in relation to their commitment to each other and their purpose, therefore, we have meals together, we set aside the phones, we ‘check-in’ with each other, we slow things down. We create space to breathe.

Purposeful Clarity

Many senior teams have a lack of clarity about their purpose, plan and roles. Often, the leader feels exhausted by repeating what he/she feels is a crystal clear plan for the team and despite this effort, some team members remain unclear. Often the lack of clarity that exists with some team members is a coded way of them communicating that they don't have buy-in. Maybe they have not been consulted about the plan, and because they haven't been involved in it's creation, they feel it is out of touch. It is important that the personal values of team members are aligned to the team purpose.

We want to support senior teams to have clarity that is in touch and within reach. We want them to collectively discuss and understand their purpose, to translate this into a simple and articulate plan and to know who is responsible for the delivery of various aspects of the plan.

Depth of Commitment

Once relationships are functioning well and in flow, the team has regular breathing space, and there is clarity about the purpose, plan and roles, it is our experience that the execution will be more precise, targeted and effective. This is the result of a deeper level of commitment to each other, their team purpose, and the energy required to deliver on this.

During our work, we create regular time for each team member to reflect upon the process and discover tangible actions that they can quickly apply. Our role is to build individual and collective commitment and accountability to execute on actions agreed through the team coaching process. We challenge team members to consider their level of commitment to action and how they will hold each other to account on an ongoing basis.

Toward applies this model uniquely to every senior team we coach. We are committed to releasing the brilliance of every team.

We create space.
We develop leaders.
We coach teams.

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