

Group and Team Coaching

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Author of Effective Group Coaching

March 1, 2012

Overview of our session - Group Coaching in Organizations

- What is group and team coaching?
- How are they different to and similar than 1-1 coaching?
- Benefits of Group Coaching – for group members, organizations and coaches
- What it looks like
- Core tips for coaches working with groups (and/or teams)

Group Coaching Defined:

“Group Coaching: The application of coaching skills and principles to a small group for the purposes of personal or professional development, the achievement of goals, or greater self-awareness, along thematic or non-thematic lines.” – Jennifer Britton

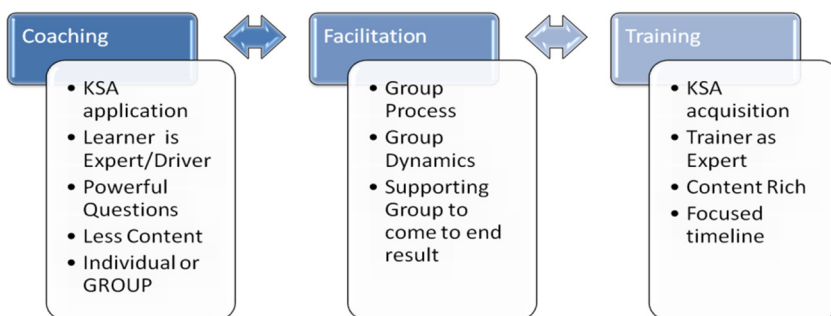
Group Coaching is an intimate conversation space, focused on goal setting, awareness building and accountability” – Britton in Choice Magazine, 2011

Many similarities exist between group and team coaching in terms of skills used. The focus may be different.

Team Coaching Defined:

- “ Helping the team improve performance and the process through which performance is achieved, through reflection and dialogue” (Clutterbuck, 2007)
- “Enabling a team to function as more than the sum of their parts, by clarifying its mission and improving its external and internal relationships” (Hawkins and Smith, 2006)
- “Team coaching needs to help a team move round the whole learning cycle of reflection, new thinking, planning an action and back to reflection. The team coach not only needs to be able to help the team reflect on recent past but enable the team to create new ways of thinking...The team coach needs to help the team strategize and plan new ways of engaging with collective challenges (Hawkins, 2011)

The Group Program Continuum (Britton, 2010)



NOTES:

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Key Differences with respect to :

- Size (Group Coaching Max 15 for ICF Credentialing purposes, Differences btw. In person/virtual)
- Team – Leadership (Formal/informal)
 1. Common Purpose and Vision
 2. Relationships that exist
 3. Roles
- Focus Areas
- Systems Coaching versus Coaching Individually

Similarities and Differences with 1-1 Coaching:

Similarities	Differences
<p>Group coaching leverages core coaching approaches and skills including:</p> <ul style="list-style-type: none"> • Holding the Client’s agenda • Flexibility • Focused on supporting client to deepen their awareness around an issue and take action • Accountability • Being Unattached to the Specific Outcome • Curiosity • Powerful Questions • Using Inquiry, Challenges, Requests • Confidentiality 	<p>Great group coaching fuses together coaching skills with:</p> <ul style="list-style-type: none"> • An understanding of group process • An understanding of adult education principles • An understanding of experiential education • Group Facilitation skills and experience

Benefits of Group Coaching (Britton, 2010)

Client	Coach	Organization
<ul style="list-style-type: none"> • Collective Wisdom • Multiple perspectives • Less didactic (back and forth questioning) • May have more chance to reflect • “Less on the spot” • Enables people to connect across geographic and industry boundaries 	<ul style="list-style-type: none"> • Leverages Time and Resources • Economies of Scale • Effects Change • Harnesses the Collective Wisdom of Groups • Scalability 	<ul style="list-style-type: none"> • Time • Money • Scalability • Affecting Change More Readily • Cross Functional Fertilization • Culture Change • Enhanced Retention of Learning

What would you see as benefits to your work? Your clients?

Group Coaching Examples	Team Coaching Focus Areas
<ul style="list-style-type: none"> - Work-life balance - Small business owners - Expatriates - Financial Literacy - New Managers/supervisors - Career Transition - Women’s Leadership 	<ul style="list-style-type: none"> - Leadership Strengths - Leadership Styles - Communication - Having Difficult Conversations - Feedback - Emotional Intelligence - Roles, Vision, Plans, Accountabilities

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Principles for Group and Team Coaching:

- Create Ground Rules or Ways of Working at the start
- Building Trust and Intimacy
- Small Is Beautiful
- It's about the conversation
- Change pace/Engage regularly
- The importance and comfort with silence
- Visual Anchor Points
- Confidentiality
- Encourage communication between sessions
- Accountability

Key Pitfalls:

Best Practices

1. Less Is More
2. Know Your Client
3. Discuss Expectations at start (Pre-program, 1st session)
4. Learning Styles
5. Create Ground Rules/Ways of Working
6. Back Up Bridgeline
7. Weekly Theme/Anchor Point
8. Remember the impact of coaching happens in between the sessions – Action and Accountability
9. On the phone/virtual: Provide Visual Cues Wherever possible
10. It's about the participants, not you!

What is one concrete step you can take to move forward with your own group coaching work:

As a result of today's session, I am going to.....



About Jennifer Britton, MES, PCC, CPCC, CPT:

As the author of *Effective Group Coaching* (Wiley, 2010), Jennifer weaves together her rich experience as a former manager with the UN, coach, trainer and performance improvement specialist. Since 2005 her Group Coaching Essentials program has been taken by hundreds of coaches around the world, supporting them to design and deliver their own group coaching work. Jennifer designs and delivers programs to the public, as well as corporate and non-profit groups, bringing a rich 20+ year history of high impact group and team facilitation in over 18 countries around the world. You can read many tips, tools and ideas at the Group Coaching Ins and Outs blog at <http://groupcoaching.blogspot.com> which Jennifer has hosted since 2005. Follow her at <http://twitter.com/jennbritton>.

Resources and Upcoming Programs:

Huggett, Cindy. *Virtual Training Basics*. ASTD Press: 2010. ISBN-13: 978-1562867027

Britton, Jennifer. *Effective Group Coaching*. John Wiley and Sons: 2010. ISBN-13: 978-0470738542

Clutterbuck, Dave. *Coaching the Team At Work*, Intercultural Press: 2007.

Schwartz, Dale and Ann Davidson. *Facilitative Coaching*. Pfeiffer, 2009.

Five Principles for Virtual Facilitation: <http://ezinearticles.com/?Five-Principles-for-Virtual-Facilitation&id=4996426>

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For more information and program descriptions, please visit <http://www.groupcoachingessentials.com>

The Effective Group Coaching Book will be available at 25% off cover plus postage for group members Visit

<http://www.groupcoachingessentials.com/pages/sigspecial>.

<p>Group Coaching Essentials (an ICF Approved CCE Program – offered monthly by phone 6.75 hours/CCEs) – http://bit.ly/9Q7oSc.</p> <p><u>March 2012:</u> Tuesdays 7-8:15 pm Eastern: March 20, 27, April 3, 10 and 17</p> <p><u>April 2012:</u> Thursdays 10:30 – 11:45 am Eastern: April 5, 12, 19, 27 and May 3, 2012</p> <p><u>Group Program Virtual Retreat (By phone):</u> 6 hours to take action on your program ideas, supported by structured activities to undertake and group conversation: Tuesday March 27 and April 3 (6-9pm both evenings) More info at http://bitly.com/zLdPBx</p>	<p><u>Group Coaching Intensive – 15 Hours of In Person Group Coaching Training</u> http://bit.ly/hccays</p> <p>April 13-14, 2012 – Toronto, CANADA.</p> <p>July 12 -13, 2012 – Huntsville, Ontario, CANADA</p> <p><u>Mentor Coaching Group</u> – for ACC and PCC renewals and portfolio routes: http://bitly.com/9NbDhl</p> <p>Fridays 12 – 1 pm Eastern starting March 23 (7 hrs group mentor coaching calls, 3 hours individual) Tuesdays 6-7pm starting April 17 (7 hrs group mentor coaching, 3 hrs individual)</p>
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Can't make it to one of our trainings in person? Bring us you. We are happy to travel and deliver a customized program if you have a group of 8 or more.

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