



**TEAM COACHING CIRCLE**

## **Case Study: Navigating Complexity of a Team Coach Role**



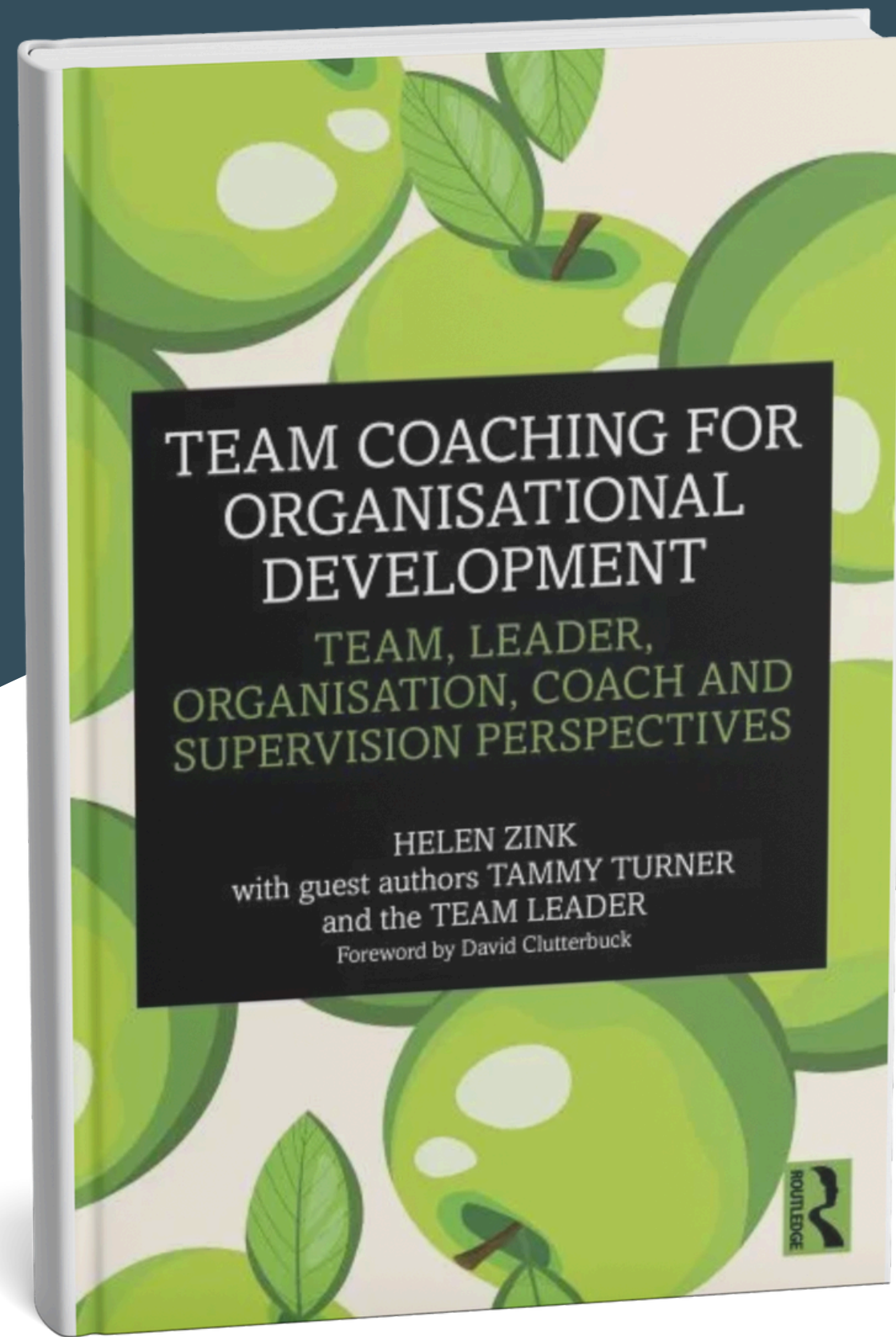


**Case Study:**  
**Navigating Complexity of a  
Team Coach**

# Agenda

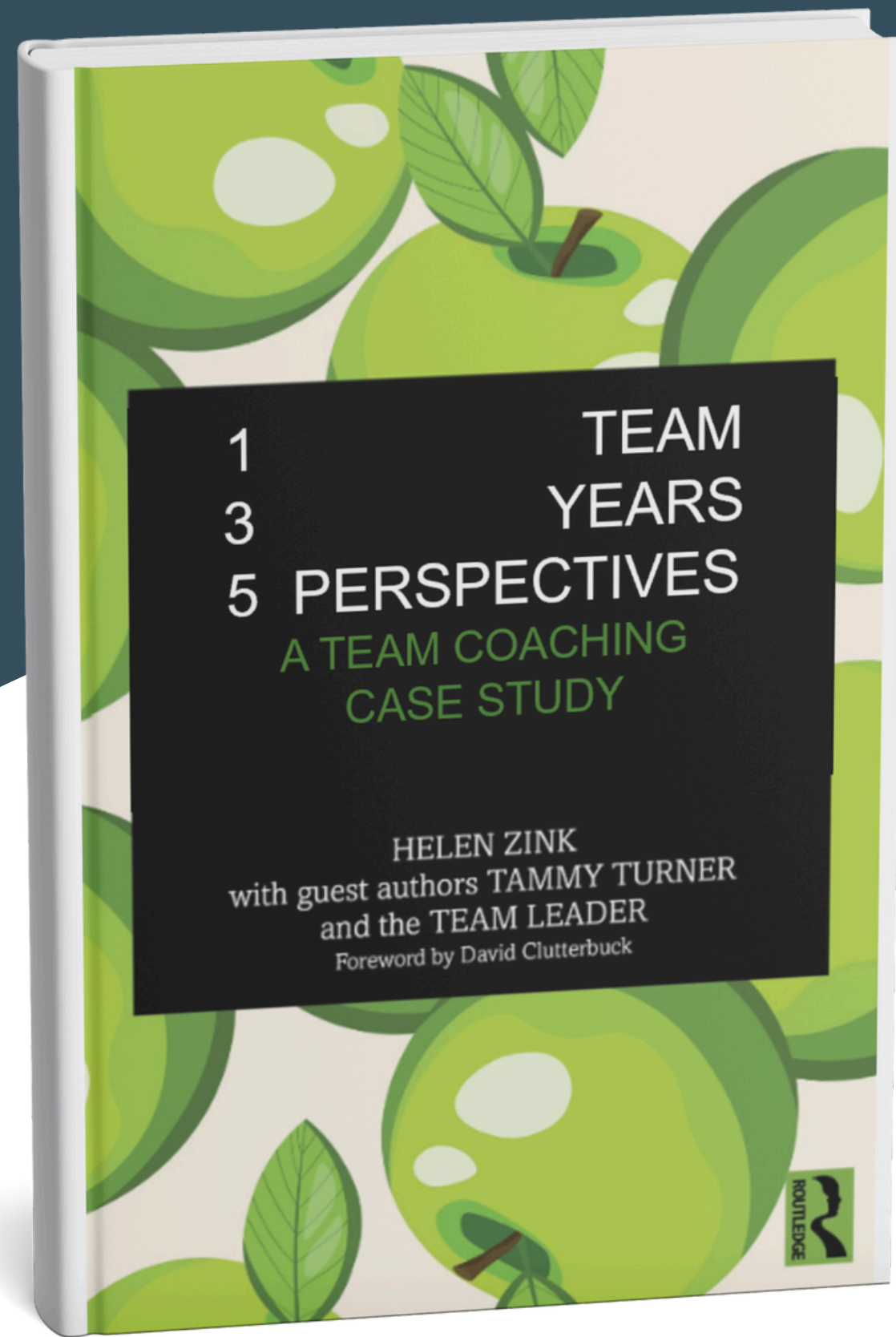
- **Case study: in brief**
- **Discussion & debrief**
- **What's next?**

# **Case study: in brief**



# The case



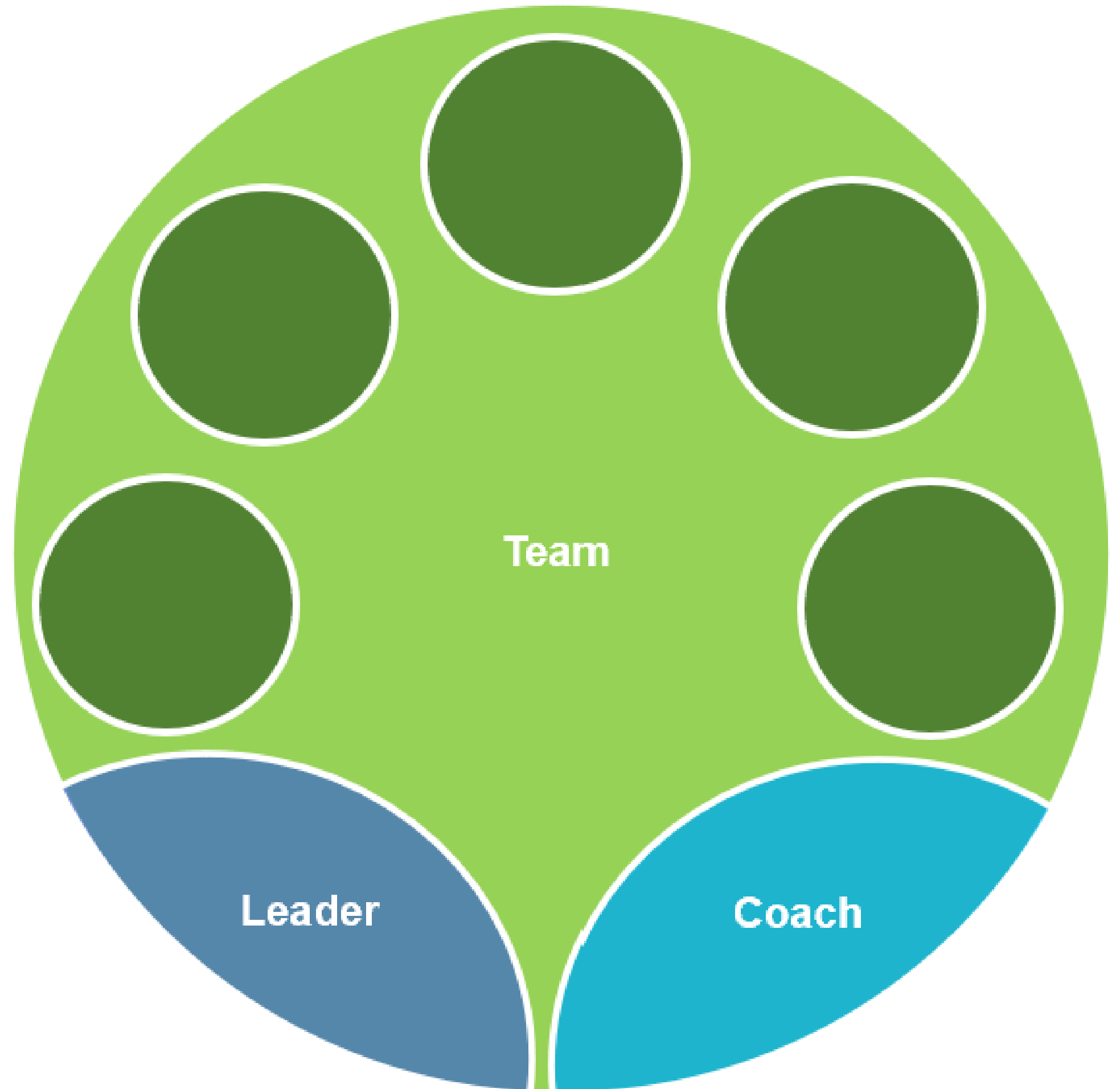


# Alternate



# 1

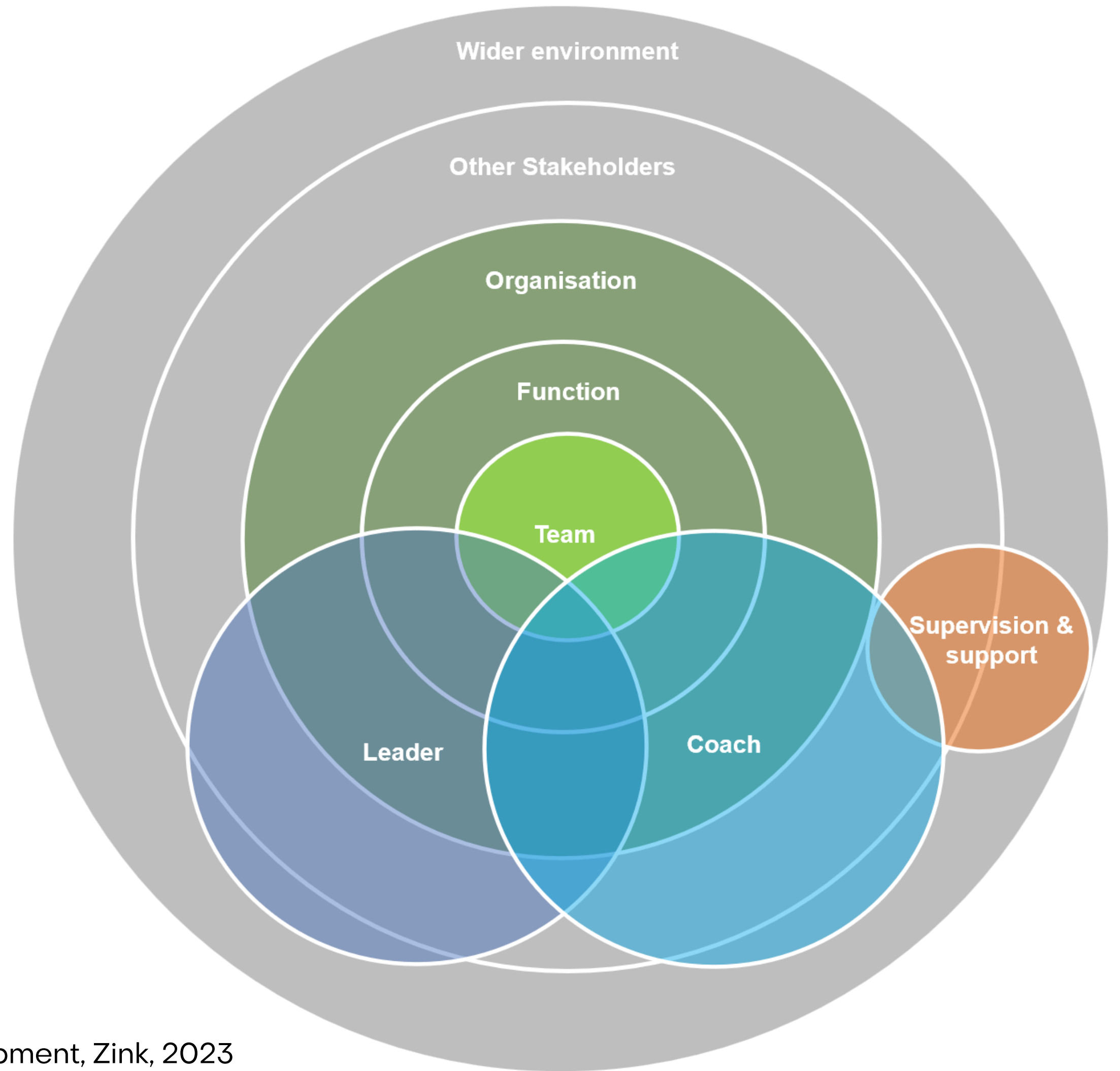
Team





# 1

## Team





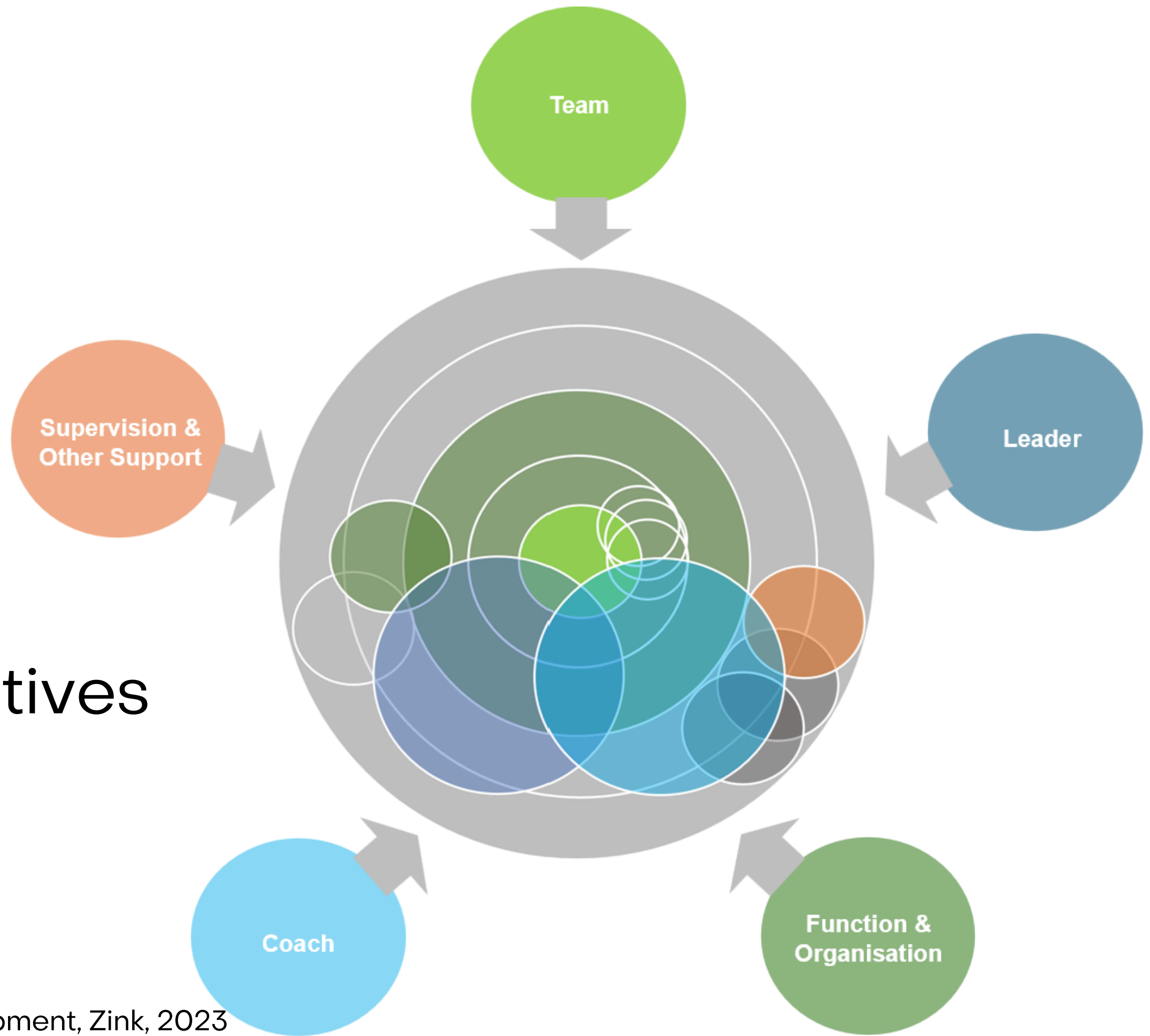
3

Years

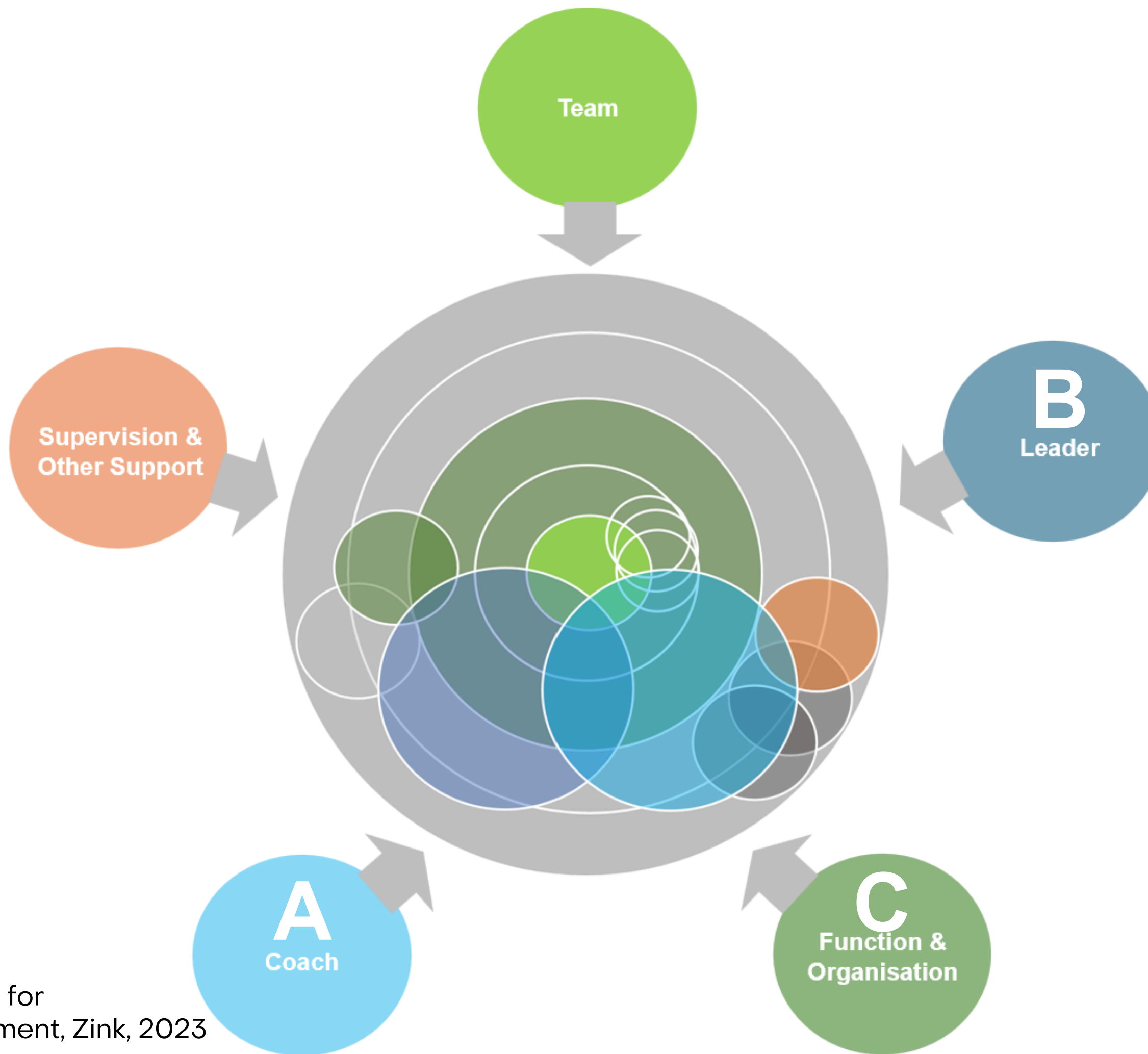




# 5 Perspectives



Source: Team Coaching for Organisational Development, Zink, 2023



Source: Team Coaching for Organisational Development, Zink, 2023



# Where next? Let's vote:

- A. The unique challenges faced by **internal coaches**  
Many also apply to external roles
- B. The pivotal role of **team leaders** in coaching interventions  
And the team coaches role in this
- C. How to effectively engage the **wider organisation**  
And the team coaches role in this

# BREAKOUT ROOM



## Scenario A

**What are the unique challenges faced by **internal coaches**?**

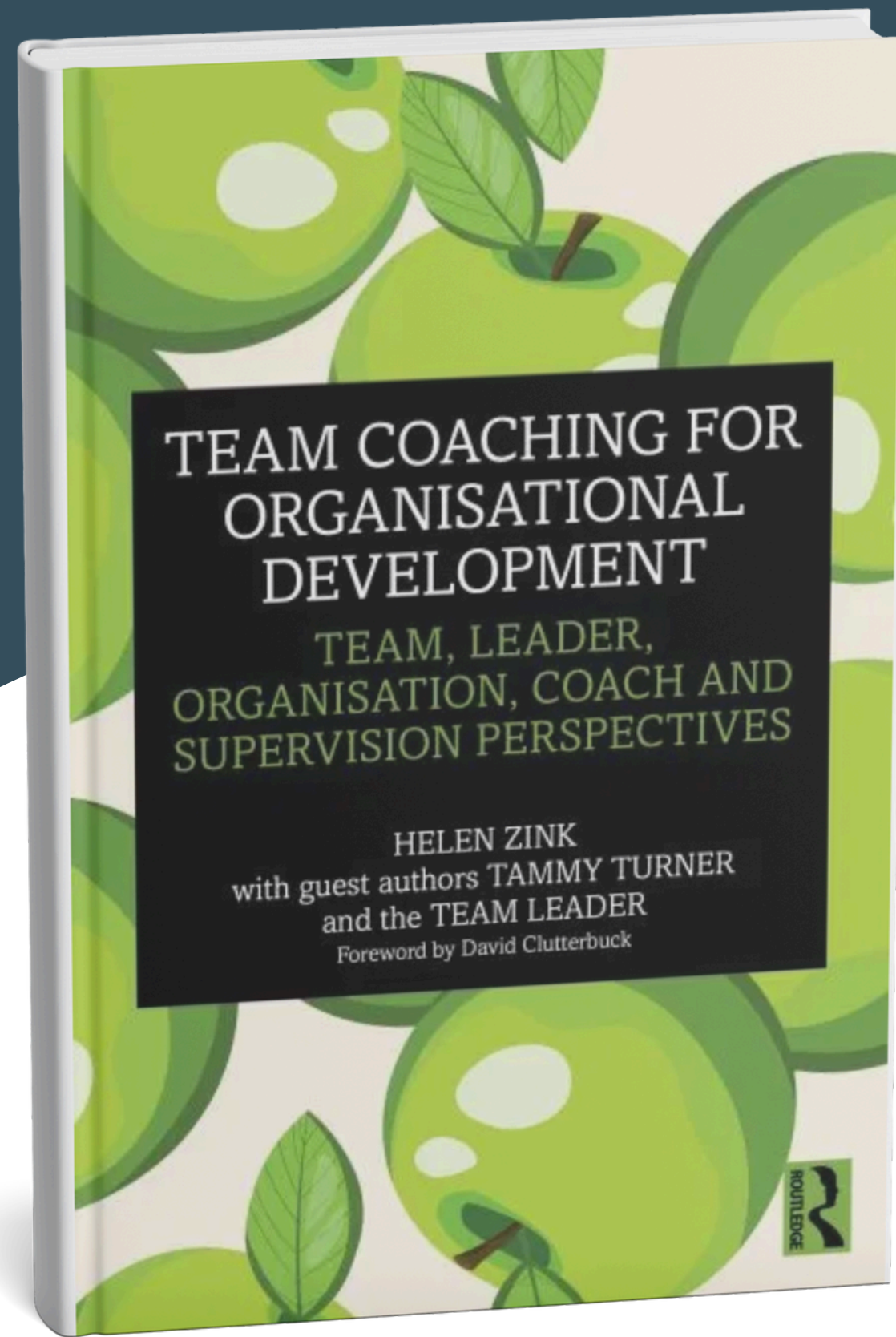
**What can external coaches learn from this?**



**What are the unique challenges faced by  
internal coaches?**  
**What can external coaches learn from this?**

“There are many reasons I slipped into  
unhelpful roles so easily...”

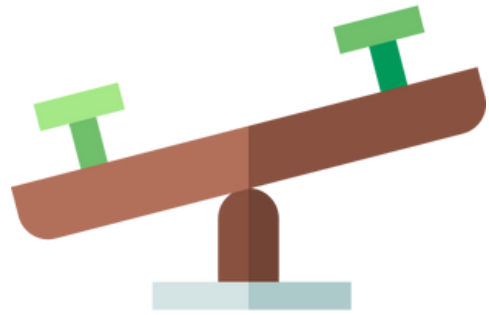
**Helen, team coach**



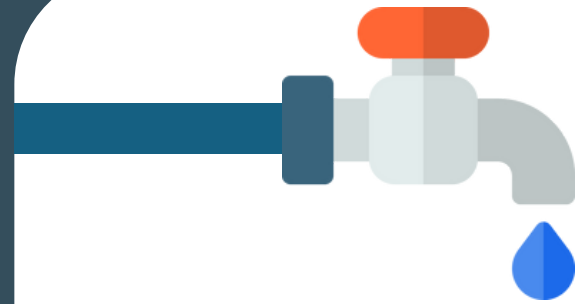
# Insights from the book



# What are the unique challenges faced by **internal coaches**?



There are advantages & disadvantages of an internal coach versus an external coach



On-tap one-to-one coaching in parallel with collective team development helps embed change



The coach is part of the team dynamic & system, may disrupt team dynamic



Experiment with co-coaching



Contract & re-contract expectations & roles with the team, leader, HR, all stakeholders



Take care with personal boundaries & watch for transference



“Teach the team to fish’ rather than fish for them



Coach self-awareness & self care is critical. Supervision & support in team coaching is critical.

# BREAKOUT ROOM



## Scenario B

**What is the role of a **team leader** in coaching interventions?**

**What is the team coaches role in this?**

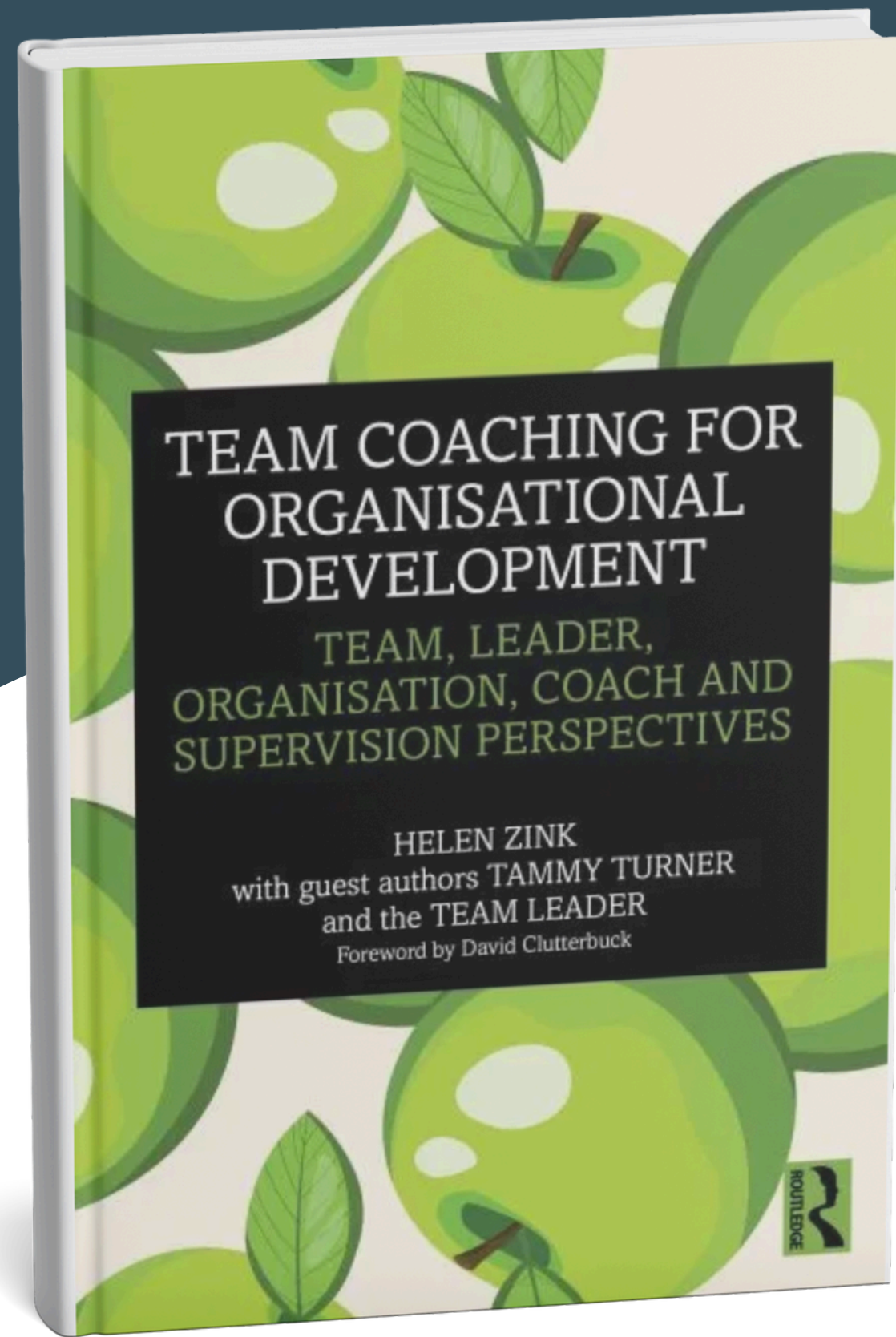


**What is the role of a **team leader** in coaching interventions?**

**What is the **team coaches role** in this?**

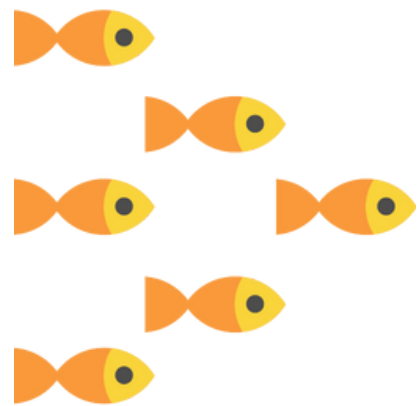
“As we set off on this journey I did not appreciate how much my leadership style would need to change.”

**Michael, team leader**

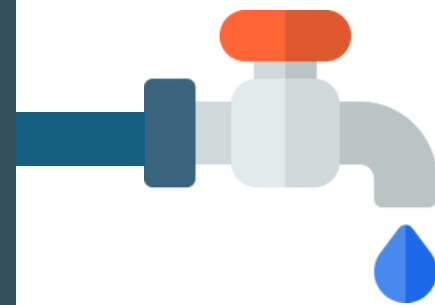


# Insights from the book

# What is the role of a **team leader** in coaching interventions?



Leadership style needs to be in line with team development direction



One-to-one formal or informal coaching & advice for leader is helpful to embed change



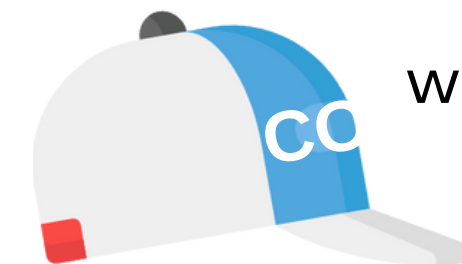
Agree how to give & receive advice between parties



Elicit support from leader's colleagues, boss & others to help support change



Leader needs to create their own style that works for them & their team



Leader as coach with team members in parallel helps embed change



# BREAKOUT ROOM



## Scenario C

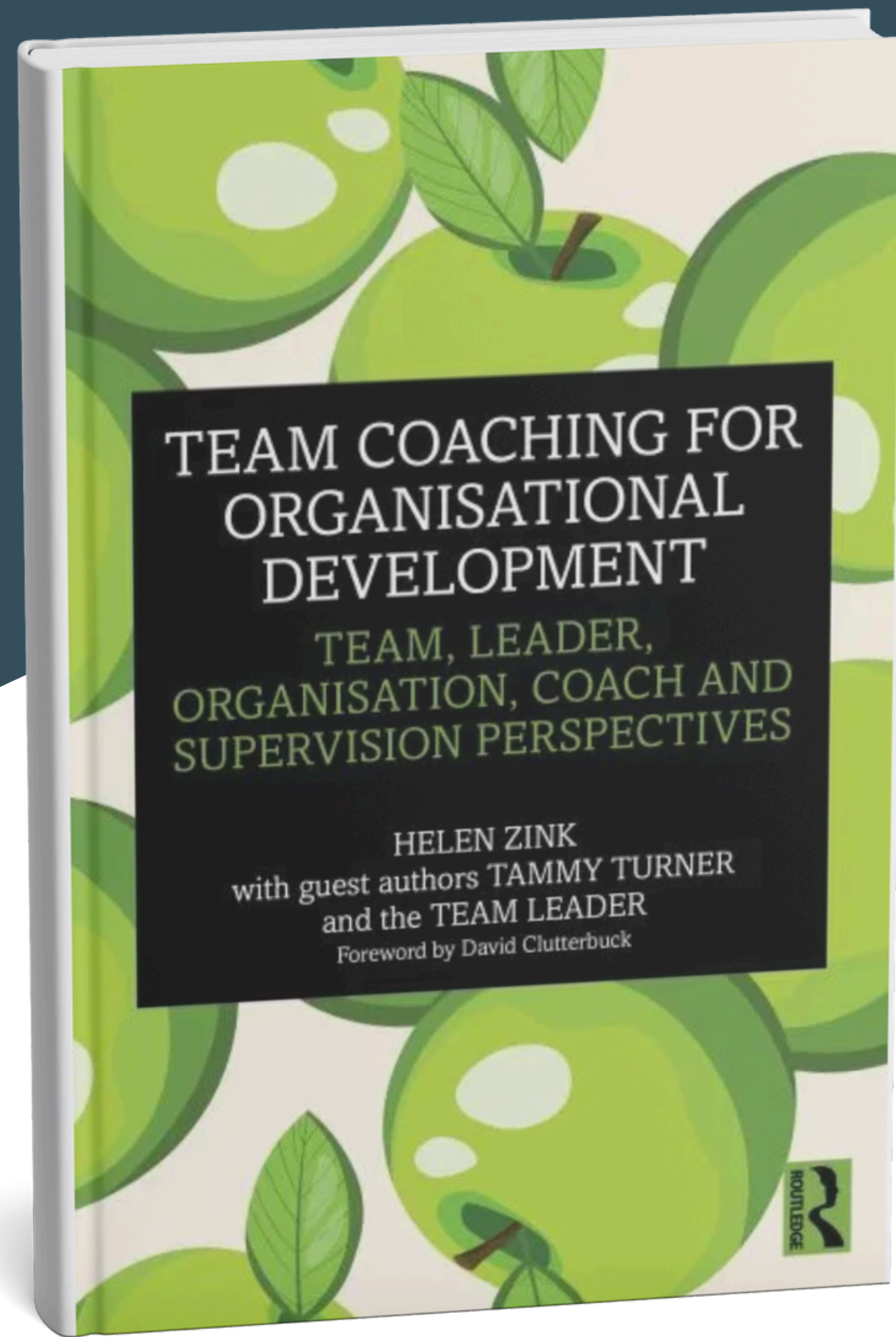
**How to effectively engage the wider organisation?**  
**What is the team coaches role in this?**

# How to effectively engage the **wider organisation**? What is the team coaches role in this?

“I wonder how different outcomes would have been if we had been directly involved throughout.”

**Sally, executive team**

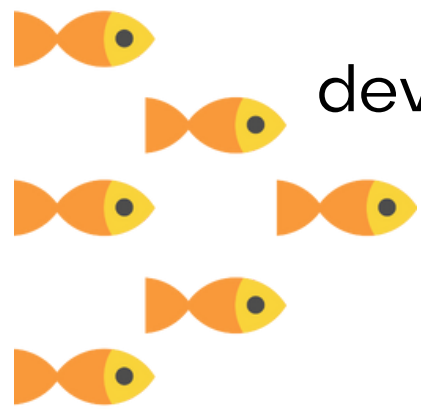




# Insights from the book



# How to effectively engage the **wider organisation**?



Ensure the team's development approach & models are aligned with the organisation's strategy approach



Involve stakeholders throughout, including setting goals, prioritising activity, progress & outcome measurement



Use stakeholders support throughout the development process



If the change anticipated is significant, manage it as a formal sponsored change programme



Involve stakeholders in formal measurement of tangible & intangible outcomes



Team development has a ripple effect across the organisation – use it to advantage

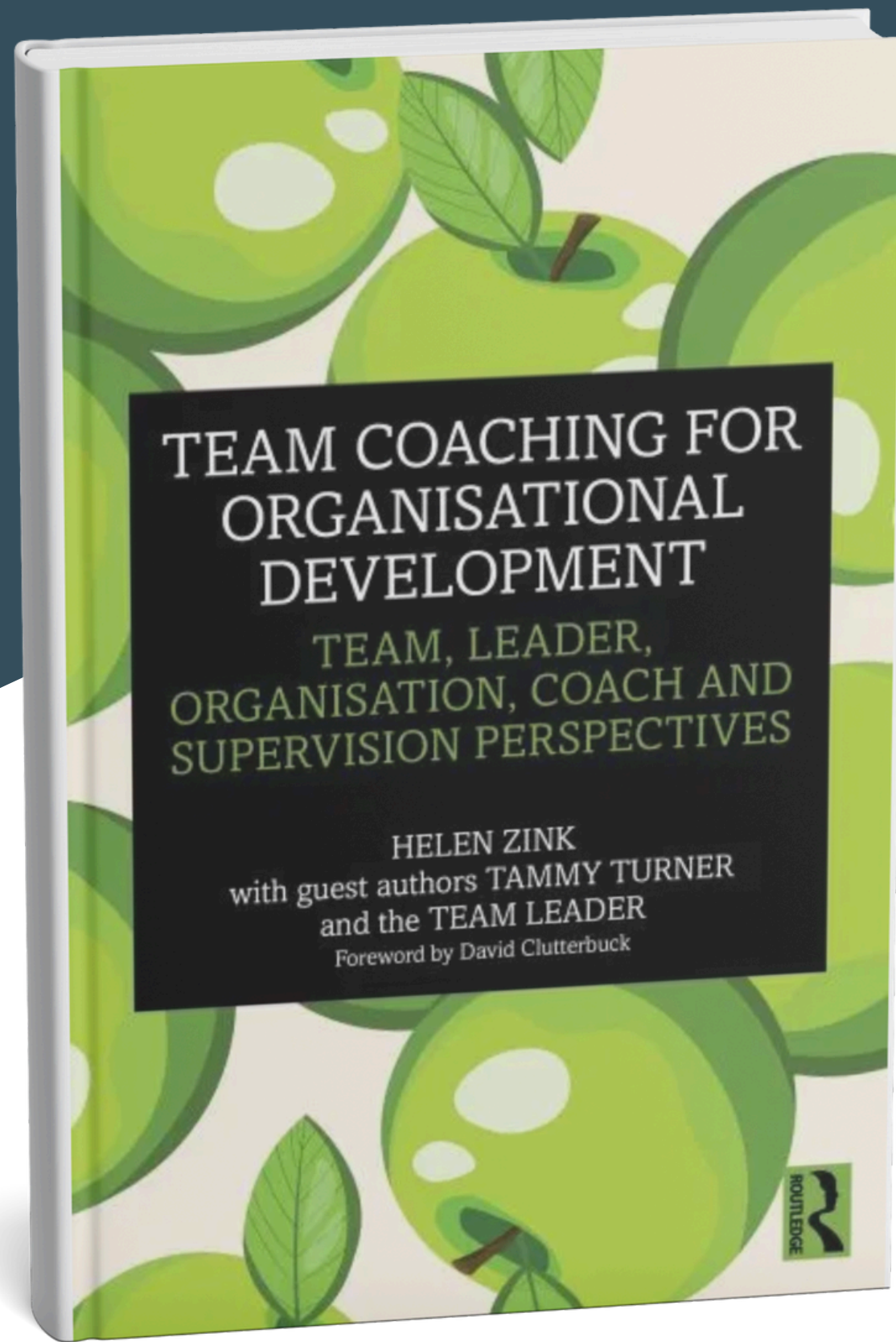


**Helen Zink**

Author & Team Coach

**Find Helen on LinkedIn:**





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# Complimentary resources



CIPD

## Why team coaching is an effective organisational development tool

Helen Zink explores how the method can be used to develop high-performing teams, bolster resilience and enable strategy

by Helen Zink 17 November 2023

[www.peoplemanagement.co.uk/article/1848078/why-team-coaching-effective-organisational-development-tool](http://www.peoplemanagement.co.uk/article/1848078/why-team-coaching-effective-organisational-development-tool)

## Coaching Perspectives



## THE CRITICAL ROLE OF TEAM LEADER IN TEAM COACHING - A CASE STUDY

by Helen Zink January 2024 | Issue 40

[www.growtobe.co.nz/resources/leaders&teams](http://www.growtobe.co.nz/resources/leaders&teams)

# See resources section for more:



SCAN ME

# *Upcoming* Team Coaching Circles



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## **Connect and Reflect 2024**

Year-End Review as Team  
Coaching Circle  
Community

16th of Dec



## **Team Coaching Tools**

Illuminating Opportunities for  
Growth in a  
Team Ecosystem

13th of Jan



## **Meet the Author**

Dorothy E. Siminovitch:  
Deepening Team  
Coaching Practice

27th of Jan

**Claim ICF CCE Units:**



**See you  
in 10 days!**