

WHEN TO COACH A TEAM?

Creating more purposeful, powerfully connected and co-ordinated teams is something that every organisation and many leaders are contemplating investing in. But when should you make that investment? It can sometimes feel that no time is the right time!

There are teams in which change is contemplated or in train, and our HR business partners feel it's important to wait until the changes are completed before commencing investment in the team's performance. They don't want to waste investment on team members who are leaving, or leave out team members who are joining. And then there are teams where changes have just happened, there's a new leader, and new team members, settling into their roles and their HR business partners are concerned to allow them the time to focus on finding their feet in their individual roles before focusing on team performance. And even if the team is stable, when the organisation is facing into a challenging environment, perhaps one in which a leadership team is navigating considerable changes, then there is so much else that is already demanding leaders' time can they really make the time to focus on the team's performance?

So should we just wait for the ideal moment when the team is stable and established, and there are no challenging changes to be managed? Well, obviously I think not! In fact, I would suggest that in today's environment we might be waiting for that moment forever. Instead I would like to re-examine the implicit assumption that team coaching can only really be valuable when there is stability, and when team members have the time to spare for it.



Team coaching builds more capable team players. It will make this particular team stronger, more successful and more resilient, AND it will also enable each team member to 'team' more successfully in all of the other teams that they are members of now and in the future.

Team coaching improves performance. It enables team members to identify and successfully have the key conversations that will enable true high performance.

Team coaching helps deliver on purpose. By becoming more self-aware, and more able to authentically engage with the team's joint purpose each member will be more confident in sharing what truly drives them and what they need to consistently deliver at their best. They will be more open to and aware of the needs of others and confident that they can find ways of working which will deliver on the team's purpose and sustainably motivate the whole team.

Team coaching supports change. Above all, team members will be more capable of negotiating change successfully, including change in the team's goals membership and environment.

The success of the teams in our organisation is what enables individual success and drives organisational success. Investing in your team isn't something that can wait.

An insight from
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If you would like to know more about our approach to team coaching, and creating purposeful teams visit www.theocm.co.uk/teamcoaching or contact graham.clark@theocm.co.uk