

TEAMCOACHING

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High performing teams need clear direction, supportive frameworks, and the right people with good team KSA's (Knowledge, Skills, and Abilities).



When Teams Don't Work and what to do about it

By Peter Webb

Teams are an almost sacrosanct cornerstone of corporate culture and performance. Teams are assumed to get the job done more efficiently and creatively than individuals.

But research consistently shows that teams underperform. For example, out of 60 business teams observed by the Center for Advanced Research (CFAR) in Ann Arbor Michigan less than 25% could be classified as "high performing".

Sometimes the right people are in the team but there are problems with co-ordination and motivation. Sometimes there are "team destroyers" who should have been left off the team. And even when the team is cohesive, it's often in competition with other teams in the organisation.

So what does it take to put a "dream team" together? Here are 5 key factors:

1. Get the right people

It's vital to get the right people on board. Research shows around 60% of the performance of high performing teams comes from the knowledge that team members bring with them. Of equal importance is making clear who is on the team and who is not. That's the team leader's job.

2. Purpose and meaning

There must be a compelling reason for getting together and a meaningful direction - something worthwhile to achieve. And everyone must agree on what the team is supposed to be doing.

3. Planning and task coordination

Successful teams coordinate and synchronize activities and information, and establish task and role expectations for equitable work sharing.

4. Supportive organisation

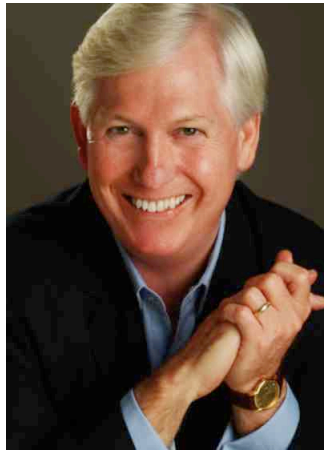
Reward systems, information systems, and strategic planning must facilitate teamwork.

5. Team KSA's

Just because the right people are on board doesn't mean they know how to communicate. Research shows team KSA's (Knowledge, Skills, and Abilities) contribute around 30% to high performing teams.

ITC Team Coaching

enabling better team processes



ITC Master Coach, Leadership Psychologist and Author, **Peter Webb**, has been facilitating individual and group development for over 30 years. He holds an Honours Degree in Economics (Organisational

Psychology), a Bachelor of Naturopathy (N.D.), and a Masters Degree in Applied Science (Psychology of Coaching).

ITC's Team Coaching Programs for business units, project teams, or executive groups have the following **benefits**:

- Ongoing support for the team leader.
- Just-in-time training of team processes relevant to the group's development stage.
- Upskilling of all team members in team KSA's (Knowledge, Skills, and Abilities).
- An on-call "referee" for intractable issues.
- Insight into individual and group behaviour in real time.
- Better team work on the task.
- An impartial judge of team progress.
- Encouragement of "positive deviance" as a way of harnessing team creativity and innovation.
- Facilitated team cohesion without typical limitators such as "group think".
- Short, sharp, effective intervention.
- Enabling individual and team accountability.
- Guiding a team that's "stuck".
- Timely observations of group process.
- facilitating the management of conflict.

"Teams need coaching as a group in team processes - especially at the beginning, midpoint, and end of a team project"

J. Richard Hackman, "Why Teams Don't Work", *Harvard Business Review*, May 2009, 99-105

ITC's Team Coaching Programs provide the following components:

- **Team leader briefing:** Meeting(s) with the team leader to upgrade team leadership techniques and frameworks.
- **Launch session team coaching:** Training in team KSA's (Knowledge, Skills, and Abilities) to help all members become oriented to and engaged with their tasks. Individual assessments may be incorporated such as the TMPQ (Team Management Profile Questionnaire) or MVPI (Motives, Values, and Preferences Inventory).
- **Midpoint session(s) team coaching:** Facilitating an ongoing review of what's working and what isn't, and how to correct the team's performance.
- **Endpoint session team coaching:** Reflecting on what went well or poorly to help members enhance their team KSA's for next time.
- **Team leader debriefing:** Meeting(s) with the team leader to reflect on individual and collective team performance.

Individual Team Coaching Programs can be tailored to suit a one-off engagement or a longer-term association with the team to maximize high performance outcomes.

All programs are highly cost-effective and offer considerably better value than one-on-one executive coaching.

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