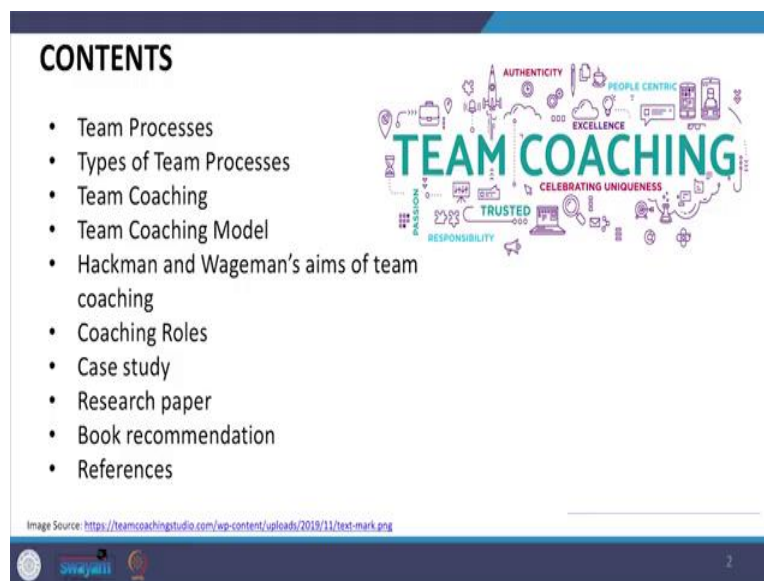


Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology – Roorkee

Lecture – 43
Understanding team Processes and Team Coaching

In this session, we will talk about the understanding the team processes in the team coaching is there. Under this session, we will have the team processes that is what is the team processes are there.

(Refer Slide Time: 00:24)



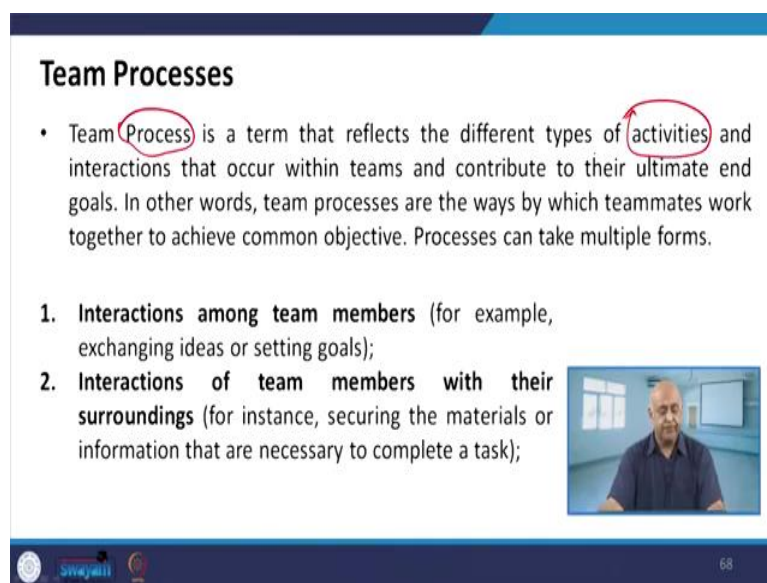
Types of the team processes team coaching, team coaching model, Hackman and Wageman's aims of team, coaching, coaching roles and as a result, the case study, research paper, book recommendations and references is there. In the previous sessions we have talked about that is, the role of the leader is as a coach is there. That is a coaching is to be done. So now, whenever we are talking about the steam processes.

The different types of activities and interaction because the word is used is a process. So, definitely there will be the activities. So, it is not a single task oriented the process rather than it is the number of task is there. So therefore, in that case, it is the activities in that will be having between the team. And the ultimately, the goal is to making sure that is the team members they are able to interact with each other as much as possible.

In other words, team processes are the ways by which the teammates work together to achieve the common objective that I am sure that is the deal so, far. You are very clear that is, this is for this purpose of this team object use. So, processors can take multiple forms and interactions among the team members. For example, exchanging ideas or the setting goals are there and whenever there will be the interactions among the team members.

So, they will be going for this type of these, exchanging ideas is there. And the team members with their surroundings for instance, materials or information data necessary to complete a task. So that is becoming very, very important is there.

(Refer Slide Time: 02:27)



Team Processes

- Team **Process** is a term that reflects the different types of **activities** and interactions that occur within teams and contribute to their ultimate end goals. In other words, team processes are the ways by which teammates work together to achieve common objective. Processes can take multiple forms.

1. **Interactions among team members** (for example, exchanging ideas or setting goals);
2. **Interactions of team members with their surroundings** (for instance, securing the materials or information that are necessary to complete a task);


68

So, in this team processes because first is about the interactions among the team members is there. And then the interaction of the team members is there with their surroundings are there. If, in the both the cases, if they are able to make the proper activities number of activities, if the activities are properly designed then definitely in that case, they will be able to make this actions proper.

(Refer Slide Time: 02:52)

Team Processes

3. **Actions of a single team member that have direct or indirect implications for the remaining members** (for example, seeking to understand colleagues' strengths and improvement opportunities, as well as the role of each person in the team).
 - Team processes are not about getting the work done, but rather about the interpersonal leverages teams can capitalize on to get the work done. You can look at team processes as the interpersonal context in which teams carry out their work.



swayamii 69

So, team process actions of a single team Members that have direct or indirect implications for the remaining the members are there. For example, seeking to understand the colleague's strengths and improvement opportunities. So, therefore, in that case, how to understand the colleagues' strengths are there and improvement opportunities are there. So, therefore, is, as the role of each person in the team is important.


They understand that is the role of each team member is very-very important. Team processes are not about getting the work done, but rather about the interpersonal leverages the team can capitalize on to get the work done is there. So therefore, in that case, it is becoming the very-very much necessary that is the interpersonal leverages are to be derived from this particular team processes.

(Refer Slide Time: 03:52)

Team Processes

3. **Actions of a single team member that have direct or indirect implications for the remaining members** (for example, seeking to understand colleagues' strengths and improvement opportunities, as well as the role of each person in the team).
 - Team processes are not about getting the work done, but rather about the interpersonal leverages teams can capitalize on to get the work done. You can look at team processes as the interpersonal context in which teams carry out their work.

For instance, the act of coordinating your share of the work with your colleagues is a team process; whereas doing the actual work is not a process – it's simply work being carried out.



swayamii 69

And here we can look at the there is the interpersonal context in which the teams carry out their work for instance, the act of coordinating your share of the work with your colleagues is a team process. Whereas doing the actual work is not a process, it is simply work being carried out. So, a very beautiful example has been given here. That is the you share the work with your colleagues.

So, therefore, in that case, it is becoming the process is there. because team process is there. Because it is not that it is you are doing your job only or he is doing his job only, if the person is doing his job only whether the yourself or your team members then that there is nothing like a process. There is nothing like a team even because in the isolation you are doing your own job and if you are doing your own job, only then how we can say that is becoming the team processes.

(Refer Slide Time: 04:47)

Team Processes

$$\text{Potential Team Effectiveness} + \text{Process Gains} - \text{Process Losses} = \text{Actual Team Effectiveness}$$

- **Process Gain** is getting more from the team that you would expect according to the capabilities of its individual members.
- **Process loss** is getting less from the team than you would expect based on the capabilities of its individual members.

Image Source: <https://www.semanticscholar.org/paper/The-prevalence-and-magnitude-of-social-loafing-in-Naicker/587c05c0e5fa1453>

5

So, potential team effectiveness is there. Process gains so, process losses and the potential team effectiveness is there. So, very graphically very nicely has been explained that is the process gain is getting more from the team. that you would expect, according to the capabilities of it, is individual members. So, naturally, it will depend on the individual members of that particular the team.

That is the how those members are there and process loss is getting less from the team. Then you would expect, based on the capabilities of it is individual members. So, when then that is whatever, it is capabilities are there and less that the team members process. So, gains manners process loss will be that is the capability of the team which is, you are gaining they

are able to do and the process losses means capability of the team members which they are not able to do.

So, ultimately, how much do you gain? And whatever you gain and the potential team effectiveness is there. So, team effectiveness in the process gain that will find identifies the potential team effectiveness. That is the how much time will be effective, so, many times it might be possible. It is the process; gains are the having the minus then the then less than the process losses.

And if the process gains are less the capabilities which the team members have and what is required to have, they are having the less. So then, definitely in that case it is a process loss, so, most of them are not having that particular capability. So, they will be having the very high process losses is there. So, while the process gains are less because the capabilities are less.

(Refer Slide Time: 06:46)

Process Loss

- **Coordination loss** consumes time and energy that could otherwise be devoted to task activity.
 - **Production blocking** occurs when members have to wait on one another before they can do their part of the team task.
- **Motivation loss** is the loss in team productivity that occurs when team members do not work as hard as they could.

Coordination Loss Motivational Loss

↓

Process Loss

Image Source: https://teamworkmakethedreamwork.weebly.com/uploads/2/14/8/7/24889411/212639_orig.jpg

swayamii 71

So, ultimately it will be the potential team effectiveness minus this process loss so which is not there and because there are the process losses there. So then that potential of the team effectiveness that will be very low. Coordinating loss consumes time and energy that could otherwise be devoted to the task activity. And the production blocking is occurs when the members have to wait on one another before they can do their part of the team task is there.

So, there here it will be very important. That is the whatever the task activity is there. That coordination is very becoming very-very important, but if the coordination loss is there, so

then definitely between the two team members. If they are not able to coordinate with each other, what will be there? They will not be able to manage the time and there will be the loss of energy.

So, therefore they will not be able to complete the task. Similarly, the production blocking is there. That is occurs when members have to wait on one another before they can do their part of the team task. So, therefore, CPM part, critical path, method and program, evaluation, review technique is there. So, the activities which are going to be the parallel if they are not completed the task which is finished earlier.


That will be which is dependent. So, then that will be ideal and then the ideal time that will be the losses. So that will be the production blocking will be there. Motivational loss is the loss in team productivity that occurs when team members do not work as hard as they could. And therefore, the team members, those who are supposed to work on that particular task with the high motivation.




But there is no motivation as a result they will take time and their productivity will be affected. So, in the case, if there is a motivational loss, is there then that ultimately there will be the team process loss has to be there. So, whenever the coordination loss is there and motivational loss is there ultimately what is that is that is affecting the overall gain of the team building is there?

(Refer Slide Time: 08:49)

Types of Team Processes

- The list of team processes that can take place in any team is rather long. Goal setting, conflict management, information elaboration, coordination, planning, knowledge sharing, and mutual help are just a few examples.
- Multiple studies show that the large majority of team processes fall into one of **three major categories**:
 - **Transition**
 - **Action**
 - **Interpersonal.**
- In turn, each category is composed by a few facets, and each facet encompasses specific processes.



   72

The list of team processes that can take place in any team is rather long. Goal setting conflict management, informational, elaboration coordination, planning, knowledge sharing and mutual help are just a few examples. So, therefore, in that case, whenever we want to get the these the work from the team members. So, we should be able to handle the goal setting conflict management, information, elaboration coordination, planning, knowledge sharing and other mutual help further doing certain jobs.

Now, these multiple studies show that the large majority of team processes that fall into one of the three major categories: transition, action and interpersonal is there. So, it is very important that when we are studying about the team processes. So, we have to understand. What is the transition? What is the action and the interpersonal affects are there? A few facets with each facet encompass specific processes are there.

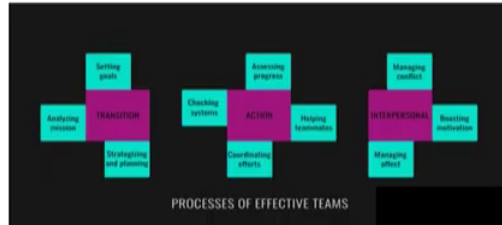
So, actually, each category that will be having the specific processes. So, in these three major categories will be also having the three processes and the team members they should be able to fulfill these categories by performance. So, there has to be a smooth transition, action and interpersonal relationship is there. But many times, practically that is not happening and if it is not happening that will be loss to the organization or the loss to the team or the production loss will be there of the team loss will be there.

So, you have to be very careful whenever you are going to be the member of the team. You have to also understand how many people are they dependent on me. So, if few people are dependent on you, you cannot that sacrifice for the time so, you have to perform

(Refer Slide Time: 10:52)

Types of Team Processes

- Together, these broad categories of processes are the foundation of a well-oiled and functional team. With effective team processes in place, a team can achieve more with the same resources – the team is more than the sum of its parts. Ineffective team processes or a disregard for a category of processes lead teams to achieve less with the same resources – the team is less than the sum of its parts.



<https://managingframework.com/wp-content/uploads/2020/04/processes-of-effective-teams-managing-life-at-work.png>



So, in the theme processes together these broad categories of processes are the foundation of a well-oiled in the function team. With effective team processes in place, a team can achieve more with the same resources. The team is more than the sum of it is parts that we have seen in the definition of the team is there. Ineffective team processes are disregard for a category of processes, lead teams to achieve less with the same resources.

So therefore, in that case, the investment is same, but achievement is less, the team is less than the sum of it is parts. So, therefore, in that case the team will be the less than whatever is totally is there. So, here we talk about, for example, the transition is there so, setting goals, analyzing missions and strategic and planning is there whenever we are talking about the action. So, in assessing progress and the checking systems are there.

These are the processes of the effective teams are there. And the coordinating effects are there helping teammates are there whenever you are talking about the interpersonal. So therefore, managing conflict and managing effect and the posting motivation. So, these will be the the different processes that is transmission, action and the interpersonal and that will be effective overall team processes.


So, if you want to go for the effective overall team processes, we have to focus on these dimensions and in these dimensions ultimately, we will be able to give the results are there.




(Refer Slide Time: 12:27)

Transition Processes of Effective Teams

- During transition processes your team prepares for the work ahead. This preparation usually entails looking both **forward and backward**. It also entails **considering both task aspects and interpersonal aspects**. There are **three main facets** to this category of processes .

1. **Analyzing teams' mission and purpose** (your team defines and understands its main job, identifies the resources available to do the work, speculates about potential challenges and roadblocks to the achievement of goals, and lists sources of support and attrition from the company or environment);
2. **Setting goals** (your team identifies, specifies, and prioritizes goals and sub-goals to accomplish its mission and purpose);
3. **Coming up with an overall strategy and plan** (your team comes up with an action plan, creates milestones to achieve its tasks, defines contingency plans in case something goes wrong, and strategically plans to surpass anticipated roadblocks).






74

So, during transition processes, your team prepare for the work ahead and this preparation usually entails the looking both forward and backward. It also entails considering both task aspects and the interpersonal aspects and there are the three main facets to this category processes. Analyzing teams' mission and purpose, your team defines and understand it is main jobs, identifies the resources available to do the work.

Speculates about the potential challenges and the roadblocks to the achievement of goals and least source of the support and attrition from the company or environment is there. So, therefore, ultimately, you have to see that is what is your team is a main job is there and how they are going to analyze this particular job. Their mission and purpose have to be clear if their mission purpose is clear that is what the team wants.


Then definitely they will be support to you and the company environment will be positive. Setting goals, your team identifies, specifies and prioritizes goals and sub-goals to accomplish its mission and purpose is there. And therefore, in that case it is always that is the specifying and prioritized goals that has to be in design. The coming up within overall strategy and plan, your team comes up with an action plan, creates milestones to achieve its tasks.




And defines contingency plans in case of something goes wrong. So therefore, we with the overall strategy and plan they have to come out. So, if there is anything which is going wrong then they have to surpass the anticipated road blocks is there.

(Refer Slide Time: 13:52)

Action Processes of Effective Teams

- During action processes your team seeks to create and maintain the conditions that are necessary to do its job effectively. Action processes, thus, relate to how well your team is working, not to what your team is working on. Effective teams have **four facets** of action processes functioning well.
 1. **Assessing progress towards goals** (your team checks whether its work is progressing according to the plan and whether the strategy still makes sense, identifies the factors that may put the team off-track, and makes the necessary adjustments);
 2. **Checking how well the systems are functioning** (your team ensures it has the necessary resources to work well and to achieve its goals, by looking internally – team members' knowledge, time, etc. – and externally – company financial support, appropriate inflow of information or materials from other teams, changes in external regulations, etc.);






75

Now, the action process of effective teams during action processes your team seeks to create and maintain the conditions that are necessary to do it is job effectively. Thus, relate to the how well your team is working, not to what your team is working on. So, effective teams have four facets of action processes functioning well the assessing the progress towards goal. Your team checks, whether it is work is progressing according to the plan and whether the strategy still makes sense.

Identifies the factors that may put the team off-track and make the necessary adjustments. So therefore, in that case, we have to keep on progressing on that is, what is the plan is there? And there, we have to also identify the factors when we are able to identify the factors that will put the team into the proper track and necessary adjustments can be made, checking how will the systems are functioning?

Your team ensures it has a necessary resource to work well and to achieve it is goal by looking internally team members, knowledge time, etcetera and extremely company financial support, appropriate inflow of information or materials from the other teams. Change in the external regulations are there. So therefore, all these checklists which have been prepared so, this checklist they are supposed to solve.

Because unless and until they are not able to making the proper checklist. Then how they will be functioning. And they might be the barriers, there might be even not barriers there might be the supporting the processes which will be creating more effective team process. So, this

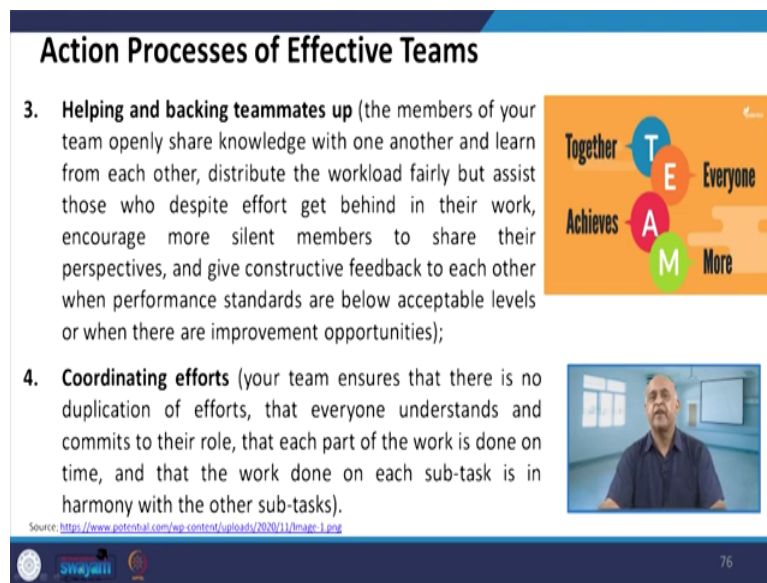
checklist is very, very important. Unless and until there is no checklist then it will be very difficult that how the team members knowledge time etcetera.

And externally company financial support, appropriate inflow of information material how it will work. And if you want to make this smooth functioning of that is the internal sources vis-a-vis these external factors. Then, therefore, definitely there is requirement for this purpose of the support of this the checklist is necessary.

(Refer Slide Time: 16:14)

Action Processes of Effective Teams

- 3. Helping and backing teammates up** (the members of your team openly share knowledge with one another and learn from each other, distribute the workload fairly but assist those who despite effort get behind in their work, encourage more silent members to share their perspectives, and give constructive feedback to each other when performance standards are below acceptable levels or when there are improvement opportunities);
- 4. Coordinating efforts** (your team ensures that there is no duplication of efforts, that everyone understands and commits to their role, that each part of the work is done on time, and that the work done on each sub-task is in harmony with the other sub-tasks).



Source: <https://www.potential.com/wp-content/uploads/2020/11/image-3.png>

76

Helping in making the teammates of the members of your team openly share knowledge with one another and learn from each other. Distribute the workload fairly but assist those who despite effort get behind their work and they encourage more silent members to share their perspectives and give constructive feedback to each other. So, here it is not only that checklist you are checking and then identifying whether the person is able to work or not.

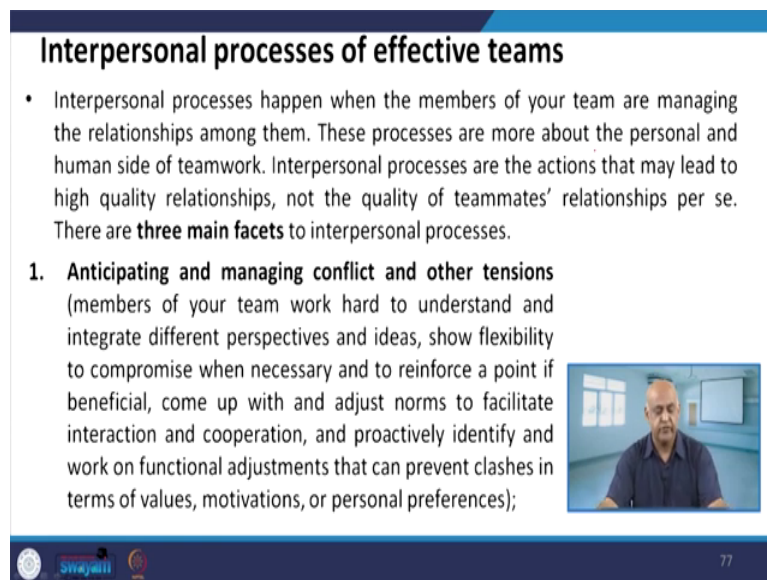
But you have to also see that is the how these the teammates are making up to help another team. So, if they are sharing, they are sharing their perspectives and therefore each other with the performance standards are below acceptable levels. So, whatever is expected, benchmarking practices then there will be requirement of certain improvement is required coordinating efforts are there.

There is no duplication of efforts that everyone understands and commit is to their role that each part of the work is done on time and that the work done on ease of task is in harmony with the other sub task is there. So, therefore, whenever there is any work with the time on

the harmony with the others of tasks are there. So that that is to be completed and if they are having the proper harmony and coordination.

I am sure in that case that will be having the on the action process of the effective teams will be resulted.

(Refer Slide Time: 17:45)



Interpersonal processes of effective teams

- Interpersonal processes happen when the members of your team are managing the relationships among them. These processes are more about the personal and human side of teamwork. Interpersonal processes are the actions that may lead to high quality relationships, not the quality of teammates' relationships per se. There are **three main facets** to interpersonal processes.

1. **Anticipating and managing conflict and other tensions** (members of your team work hard to understand and integrate different perspectives and ideas, show flexibility to compromise when necessary and to reinforce a point if beneficial, come up with and adjust norms to facilitate interaction and cooperation, and proactively identify and work on functional adjustments that can prevent clashes in terms of values, motivations, or personal preferences);

swayamii 77

So, it is, it is necessary teams are working with the all the efforts of coordination. Now, interpersonal processes of the effective teams are there. Whenever we are talking about the interpersonal process happen when the members of your team are managing the relationship among them. These processes are more about the personal and human side of teamwork. HR aspect is there, this is about the HR aspect.

So, inter personal processes are the actions that may lead to the high-quality relationships. Not the quality of teammate's relationship and experts say there are three main facets to interpersonal processes are there. Anticipating in managing the conflict and other tensions, because every team member is coming with the different individual personality. And therefore, they their moral values, ethical values, emotion, states, their team building approach that will be different.

So, members of your team work hard to understand and integrate different perspectives and idea, show flexibility to compromise when necessary and to reinforce a point if beneficial come up with the energies norms to facilitate interaction. So, therefore, in that case, these all

team members they should come out with the interactions and co-operations and proactively they identify and work on functional adjustments.

Whenever they are having the functional adjustment that can prevent clashes in the teams of values and motivations and personal preferences will be there.

(Refer Slide Time: 19:06)

Interpersonal processes of effective teams

2. **Boosting motivation and confidence** (members of your team recall and talk about past accomplishments, celebrate small steps toward big goals, encourage one another even when difficulties seem insurmountable, and remember each other of all the steps already achieved when they get stuck on a challenging goal);

3. **Managing affect and emotions** (members of your team turn fear of failure into commitment and enthusiasm using encouraging words and actions, help each other surpassing frustration and dealing with stressful times, and show that they are pursuing something together and that they really care about each other).

The diagram shows a sequence of four boxes: 'Transition Processes' (yellow), 'Action Processes' (blue), 'Transition Processes' (yellow), and 'Action Processes' (blue), all contained within a larger blue box labeled 'Interpersonal Processes'. A red oval labeled 'Teamwork Processes' is connected to the right side of the 'Interpersonal Processes' box. A horizontal line with arrows at both ends is labeled 'TIME' below it.

Source: <https://player.sli.de/player.com/93/10862232/data/images/img16.png>

78

Boosting motivation and confidence, members of your team recall and talk about past accomplishments. Celebrate small steps towards the big goals, encourage one another, even when difficulties seem in here that is insurmountable and remember each other of all the steps already achieved when they get stuck or a challenging goal is there. So, therefore, in that case here that confidence and motivation.

That is that that is quite a big goals and crazy or another, even when difficulty seems to be the insurmountable then definitely all steps needed to be achieved for this particular purpose. Managing effect and emotions are members of your team turn fear or failure into commitment and the enthusiasm using encouraging words and actions help each other, surpassing frustration and dealing with the stressful times and show that they are pursuing sometimes together and they really care about each other.

So, therefore that is the affect that cognitive, cognitive impact on the team members is very much necessary. Whenever you are having the cognitive effect on your team members then definitely in that case it will be the always the encouraging words and actions will be there.


And whenever there will be the encouraging words and actions definitely there will be affection and emotional binding.

And once there is an emotional binding and affection is there because it is not manipulated artificial affection and emotions, rather than it is understanding. It is a understanding between these team members. That is the if I have some problem, so, my teammate is there who will help me and therefore, in that case there is always whenever there is such type of problems. Where the teams are not that much affected and emotional.

So then definitely they will be having the support to each other which will create the affect and emotions. So, create the affect and emotions is there.

(Refer Slide Time: 21:10)

Definition of Team Coaching	
Authors' Name	Definition
Hackman and Wageman	describe team coaching as: 'direct interaction with a team intended to help members in the co-ordinated and task-appropriate use of their collective resources in accomplishing the team's work.'
David Clutterbuck	defines team coaching as: 'Helping the team improve performance and the processes by which performance is achieved, through reflection and dialogue.'
Chuck & Cindy	describe team coaching as "an individual and team development process that uses an <i>integrated combination of interventions</i> to improve collaborative leadership skills, and team performance."



Now, we will come to the coaching part is there Hackman and Wageman, describes a team coaching as a direct interaction with a team intended to help members in the coordinated and task appropriate use of their collective resources in accomplishing the team's work. David Clutterbuck, defines steam coaching is the helping the team improve performance and the processes by which the performance is achieved and through reflection and the dialogue.

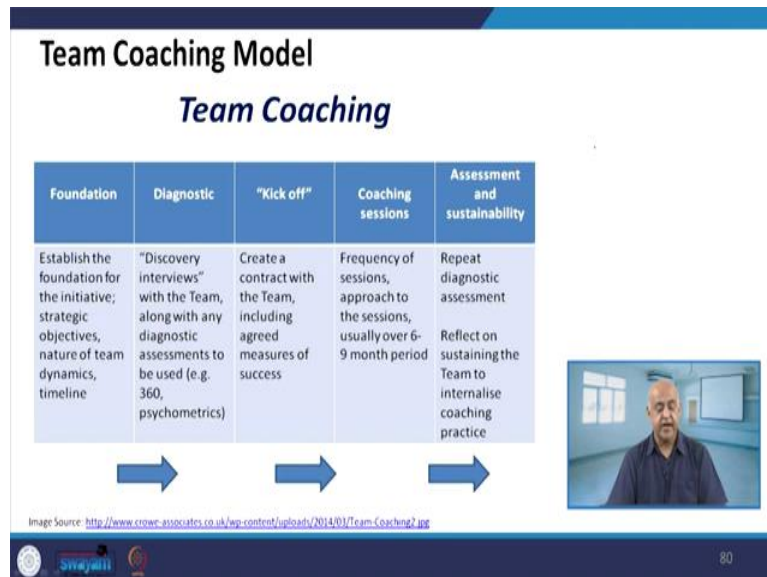
So therefore, in that case, it is the collective resource in accomplishing the teamwork is there which we always keep on saying and therefore the Hackman and Wageman this definition which we are always using. And David's definition that is, the helping to improve team performance and the processes. So, this we follow and in which performance is achieved, through reflection and dialogue is concerned.

So, this second definition also is becoming practically very, very useful and we are using this particular definition. The third definition given by this Chuck and Cindy is described. Team coaching is an individual and team development process and that uses an integrated combination of interventions to improve collaborative leadership skills and the team performance is there.

So, it is always that integrated common interventions, interventions to improve collaborative leadership skills are there. So, these interventions for the developing the collaborative leadership skills as we have talked about the interventions in the beginning also and this type of the interventions which we are we are using. So, then those will be having the collaborative supporting the collaborative leadership is there.

So, we have to be very careful while selecting the interventions. Interventions are required to be the productive interventions means methods, technique, tools whatever you want to teach are getting the learned by the person. So that has to be very, very supportive.

(Refer Slide Time: 23:11)



Team coaching model is a foundation, diagnostic, kickoff, coaching sessions and assessment and sustainability is there. So, foundation establish the foundation for the initiative, strategic objectives, nature of the team dynamics and timeline is there. So, there here in the foundation it is the what is the objective is there. That objective and goal so that goal has to be decided. And you are having the different team members now these team members will be performing.

So, here you have to see that is this nature of the team dynamics that is has to be followed and whenever you are making these discovery interviews with the team along with any diagnostic assessment to be used 360-degree, psychometric use will be there. And create a contract with the team, including agreed measures of success. So, therefore you will be creating a team. Coaching sessions will be their frequency of sessions approach to the sessions, usually over 6 to 9 months period.

And a repeat diagnostic assessment is there. Reflect on the sustaining the team to internalize coaching practices is there. So, therefore, in that case, the very important point is that is about the whatever the adjustment to be used 360-degrees. So, 360-degree psychometrics is used, so, you are taking the opinions of all and whenever you are considering the all, you will be able to develop that the understanding that what type of the coaching is required.

And what type of the coaching has been used. So, create a contract will be there and assessment and sustainability of this particular type of the coaching. That will be very-very important so on sustaining team to internalize the coaching practice is there and whenever you are having these coaching practices, you will be having the proper team on the effectiveness. So, please always go for this team coaching because whatever decisions are taken on the basis of these analysis.


You have taken certain decisions, but those decisions are to be tested with the period of time and when you are having the that period of times testing. So, that through the help of this coaching sessions, usually over to 6 to 9 months period which is a very long period and therefore these team members are required to develop those particular processes.

(Refer Slide Time: 25:40)

Team Coaching Model

- **Foundation:** Establish the foundation for the initiative; strategic objectives, nature of team dynamics, timeline.
- **Diagnostic approaches**
 - Often initial 1-1 confidential meetings with Team members to find out what works well about the team, what doesn't and why; to establish their ideas on approaches that will work, and how they could be measured
 - Going into a Team development initiative of any kind without these having the opportunity to engage with the team is very hard.

In terms of "diagnostic assessment" approaches, personality and behavior assessments like Insights are good tools for improving a team's understanding of its own dynamics, and they give team members a better understanding of why they react to their colleagues in certain ways.



81

So, in the foundation for the initiative, strategic objectives, nature of team dynamics and timeline is there. Diagnostic approaches are often initial one to one confidential meeting with the team members to find out what works well about the team? What does not and why? So, to establish their ideas or approaches that will work and how they could be measured going into a team development initiative of any kind.

Without this having the opportunity to engage with the team is very hard. This diagnostic assessment, you see, approaches, personality and behaviour assessments, like the insights are good tools for the improving a team's understanding. So, indeed this I have mentioned in the previous sessions also, this diagnose and the analysis of the teams. So that leader is required to be very perfect about this and he has to do this diagnosis.


And the analysis because the whatever the results will come know. So that results will be based on this diagnosis also. Naturally, so therefore, he has to be very-very careful about the diagnosis and the analysis is there and whenever these having the better understanding. So that is why their colleagues even if they have done this some diagnosis and analysis, but not into that depth.

So that is how these correct colleagues are the same or different, as compared to in this context. So, therefore, this reaction to colleagues is very-very important. And whenever this reaction to colleagues is as the diagnostic is there one to one. So then, definitely, it will giving the much realistic results will be there.

(Refer Slide Time: 27:22)

Team Coaching Model

- "Kick off"
 - Focus on the wider organizational aspect, as well as the team challenge.
 - Create Team contract, including the metrics and assessment for the programme (individual and team).
 - Determine areas of focus and commitment for the sessions
- Ongoing Coaching sessions
 - Group size – 6 to 8 is the ideal size for a team, with a maximum of around 11/12
 - Frequency – around once monthly
 - Duration – often around 6 months, though can be shorter or longer



82

So, focus on the wider organizational aspects as well as the team challenge is there and the creative contract, including the metrics in assessment for the program, determines the areas of focus and commitment for the sessions are required. Ongoing coaching sessions will be group size 6 to 8 is the ideal size for a team this I have mentioned earlier also. However, the 15 to 20 has been mentioned to be a team member.


But at a time that is for the coaching purpose it is 6 to 8 is required and with a maximum around 11 to 12 and the frequency around once a monthly on duration, often after around 6 months. though, can be shorter or longer is there. So, therefore that will be the ongoing coaching sessions will be there.

(Refer Slide Time: 28:05)

Team Coaching Model

Decision on how to run the sessions in terms of level of formality. Action Learning set approach focuses on improving questioning and reflection of team members and is proven to be a quick trust builder, but some sessions may be more formal than others, where a Coaching tool is used, like Insights or Belbin, or a Team Coaching wheel.

- Assessment and sustainability:
 - Its important to review the "distance traveled" of the Team coaching project for the whole Team and the individuals in it, and the strongest way to do this is to repeat the baseline assessment, whether its a 360 or psychometric. Its important to look at ways beyond the Team Coaching project that the reflective practice of the Team is sustained; e.g. regular reviews using Learning set principles, ongoing peer coaching.



83

Decision on how to run these sessions in terms of the level of formality. Actions learning set approaches, focus on improving the questioning and reflection of team members and whenever it is proven to be a quick trust builder. But some sessions may be more formal than the others. So, therefore a coaching tool is used like insights or Belbin or a Team coaching wheel is there. So, these tools are to be noted carefully.


That is the insights or Belbin and or a team coaching wheel. So, whenever you are having this team coaching wheel or the insights or Belbin is there. Just so, this coaching tool can be used and the assessment and sustainability are important to review the distance travelled of the team coaching project is there. For the whole team and individuals in it and the strongest way to do this is to repeat the baseline assessment, whether it is a 360 or psychometric.

It is important to look at ways beyond the team coaching project and that the reflective practices of the team is such an example is regular reviews using learning state principles ongoing peer coaching is there. So, therefore, this assessment and sustainability has to be there.

(Refer Slide Time: 29:18)

Main differences between Team Coaching and related forms of development			
Team Coaching	One-to-one coaching	Team facilitation	Team building
Emergent within the team	Coachee-led	Facilitator-led	Consultant-led
Extended period of intervention	Series of sessions	Series of short interventions	One specific intervention, eg 1-2 day 'event'
Thinking based	Incorporates cycles of feedback and action Spans business, job and personal issues	Conversation based	Action-based
Focus on building longer-term skills and capacity	Focus on improving effectiveness	Focus on current/sp ecific problems	Focus on behavior, relationships and collaboration

Image Source: <https://www.employment-studies.co.uk/system/files/resources/files/mp08.pdf>



Basically, whenever we are talking about the main difference between the team coaching and related forms of the development is there. So, team coaching, one to one coaching, team facilitation and the team building is there. So, team coaching is the emergent within the team, extended period of the interventions is there, thinking based is there. So, these interventions can be the structure based by changing the organization team is there.

So that can be also one intervention is there. One to one coaching will be the coachee-led, series of the sessions are there. So, there is one person only incorporate the cycles of feedback in action Spans business, jobs and personal issues will be there. Team facilitation will be facilitator-led, series of the short interventions, conversation based. Consultant-led, one specific intervention example 1-to-2-day event is there an action based is there.

And therefore, in that case that will be the team building will be there. And now the thinking based is there, incorporate cycles of the feedback and the action spans business, job and personal issues are there one to one coaching. And while, in the case of the team coaching, it is a focus on building the longer-term skills and the capacity is there. So, while in the case of this the one-to-one coaching is focus on the current specific problems are there.

So, coaches this incorporates incorporation cycle of feedbacks know. There is a spans business are there. So, therefore business, as I mentioned, always that is economic recession is concerned or the other this, we have seen recently we are seeing that is any natural problems are there. Then in that case definitely these business spans will be go ups and downs.

So that then that will be and maybe for the one single organization also. So then personal issues will be there, so, focus on the improving the effectiveness is there and current specific problems are there. In team facilitation it is the always you will find that is we have to make this particular type of this support to the organizations. So that they are able to get the always the better performance is there.

So, ultimately team processes that will be giving you the results, which will be helping you from the purpose of the coaching is concerned.


(Refer Slide Time: 31:35)

Hackman and Wageman's Four aims of team coaching

1. **Coaching functions:** a coach should provide three distinct functions.

- **Motivational coaching** addresses the effort of the team and encourages process gains such as shared commitment to the group and minimizing process losses such as 'social loafing'. Coaching by the team leader can motivate members to devote themselves to the teamwork and share workload (Parker, 1994).
- **Consultative coaching** addresses performance strategy and fosters the invention of new ways of proceeding with the work that is aligned with the task requirements. Denison et al. (1996) found that successful leaders facilitate flexible problem-solving and team development.

<https://www.employment-studies.co.uk/system/files/resource/files/mg88.pdf>



85


Hackman and Wageman's four aims of the team coaching are the coaching functions now a course should provide three distinct functions. There is a motivational coaching is there, consultative coaching is there and the educational coaching is there. So, such as a shared commitment to the group and minimize the process losses such as the social loafing is there. So, coaching by the team leader can motivate members to devote themselves to the teamwork and the share workload is there.

So, here it is always important that is whenever you are giving this step of the coaching, you are having the motivational processes is there. In the consultative coaching is concerned strategy and fosters the intervention of the new ways of proceeding with the work that is aligned with the task requirements. Denison et al 1996 found that successful leaders facilitated flexible problem-solving and team development is there. So, therefore, in that case, it will be consultative will be there that will be flexible and the problem solving is there.

(Refer Slide Time: 32:28)

Hackman and Wageman's Four aims of team coaching

- **Educational coaching** fosters the development and appropriate use of team members' knowledge and skill. Team leader coaching increases team psychological safety which in turn increases learning behaviours and improves members' skills and knowledge (Edmondson, 1999).
- 2. **Timing of coaching:** Specific elements of team coaching are most effective when carried out at specific intervals of a team's life cycle. They proposed that motivational coaching is more helpful at the beginning of a performance period, consultative coaching at the mid-point of a performance period and educational coaching when the performance activities have been completed.
- 3. **Team tasks:** For coaching to have a positive effect on team performance, it needs to focus on the most salient team performance processes for a given task.



86

In the educational coaching, fosters the development and appropriates use of the team members' knowledge and skill. So, team leaders coaching increases team psychological safety which in turn increases learning behaviours and improves the members' skills and knowledge. Second, is the timing of coaching, it is very, very important. There is a specific element of the team coaching are most effective when carried out at the specific intervals of a team's life cycle.


They proposed that motivational coaching is more helpful at the beginning of a performance period. So, there here it is the because what is happening is that is the in the beginning if the person is highly motivated then he will be having the high level of learning. So, consultative coaching at the mid-point of the performance period and educational coaching when the performance activities have been completed.

The team's task are for coaching to have positive effect on the team performance. It needs to focus on the more salient team performance processes for a given task is there.

(Refer Slide Time: 33:30)

Hackman and Wageman's aims of team coaching

- 3. Team Task (Cont.):** For example, if a team were assigned with moving materials, then the only process that is required is the level of effort that team members expend. Focusing coaching on other processes that are not needed, or are constrained, would be ineffectual and may even decrease team performance as it would redirect employees' time away from the most important process needed to complete the job successfully.
- 4. Team design:** Teams need to be well structured and supported in order for competent coaching, which focuses on the three functional areas highlighted above, to be most beneficial. Poor coaching interventions aimed at poorly structured and supported teams will be more detrimental than beneficial for team performance.



87


And as a result of which we will find that is that this team task, for example, were assigned with the moving materials then the only process that is required is the level of effort that team members expand. Focusing coaching on other processes that are not needed or are constant, would be ineffectual and may even decrease from performance, as it would redirect employees time away from the most important processes which is required to do the job successfully.

This team design is very, very crucial part because it should be very well structured and supported in order of competent coaching, if the team design is not properly structured then definitely that will not be effective so which focus on three functional areas to be most beneficial. And poor coaching interventions aimed at poorly structured and supported teams that is to be avoided and will be more than the beneficial for the team performance is there.

(Refer Slide Time: 34:28)

Reich distilled five fundamental coaching roles

1. **Consultant** (problem-focused intervention due to urgent product or process related needs)
2. **Supervisor** (problem-focussed intervention due to high authority of the coach)
3. **Instructor** (problem-focussed guidance to impact knowledge and expertise)
4. **Facilitator** (coaching as a loose, independent relation that focuses on the offer of specialized services by the coach) and
5. **Mentor** (coaching as voluntary, sometimes emotionally-related interaction that focuses on mental support, environmental protection and non-expert task-related help).



88


So, for Reich distilled five fundamental coaching roles that is the consultant, supervisor instructor and the facilitator is there and the mentor is there. So, problem focused intervention due to urgent product or process related needs. Supervisor intervention due to high authority of coach. Instructor, a problem focused guidance to impact knowledge and expertise. Facilitator, independent relation that focuses on the offer of specialized services by the coach.

And the mentor is there, voluntarily, sometimes emotionally-related interaction that focuses on the mental support, environmental protection and the non-expert task-related help is there.

(Refer Slide Time: 35:05)

Clutterbuck (2009) proposed that team coaching could be used to:

- **Improve** some specific aspect or aspects of team performance: the coach makes sure the team are asking the right questions, at the right time, in order to achieve the shifting requirements. It also helps improve the leader's ability to manage the performance of individuals.
- **Make things happen faster:** team coaching can help a team move rapidly through the stages of development that may be hindered without a coach due to mistrust, poor communication, and avoidance of important but less obvious questions.
- **Make things happen differently:** where culture change is accompanied by individual and team coaching, the pace and depth of the change will rapidly increase by supporting people as they come to terms with new attitudes and behaviors.



89

The Clutterbuck in 2009, proposed that team coaching could be used to improve some specific aspects or aspects of the team performance and the coach make sure the team are

asking the right questions at the right time, in order to achieve these shifting requirements. It also helps improve the leader's ability to manage the performance of individuals.

Make things happen faster, can help a team move rapidly through the stages of development that may be hindered without a coach due to mistrust poor communication and avoidance and therefore it is important but less obvious questions is there. So, make things happen differently where the culture change is accompanied by the individual. And the team coaching, the pace and depth of the change will really it will be going to be there.

Rapidly increased by the supporting people and they will come to the terms with the new attitudes and the behaviours are there.


(Refer Slide Time: 36:01)


Case Study: NHS South East Coast

Challenge

- Coach and OD consultant Hilary Rowland was asked by Steph Hood (Director of Communication and Engagement at NHS South East Coast) to undertake team coaching with one team that was experiencing tension and frustration, and a lack of team identity, values and behavioral norms. Steph wanted the team to undertake team coaching, as she wished for something more enduring and longer term, which would pay more dividends in the long-run as opposed to team building or team facilitation. Team coaching was selected as a way to develop the team in real time and real life rather than in a one-off short fix. The team coaching inputs spanned a period of nine months.

Image Source: <https://careers.secamb.nhs.uk/>





90

So, on basis of this we can understand, it is the how you are coaching and the timely coaching and the interventions in the coaching are very, very important.

(Refer Slide Time: 36:16)

Case Study: NHS South East Coast

Impact of Team Coaching

- The coaching that was delivered focussed on helping the team think about how they sustained their already high performance. Initially, the team had difficulties with getting beyond the 'forming' stage of development, as there were high numbers of vacancies and high turnover rates, which meant that there was little sense of stability. The team felt disjointed and people were worried about upsetting one another. As the team had grown quickly, they had not given sufficient attention to management issues and the systems and procedures needed to function effectively. The team also seemed to suffer from a lack of confidence in its own ability, and was looking for someone to come in from the outside to help to fix it. A mixture of development techniques were used including Appreciative Inquiry, MBTI and 360 degree feedback. Though these the team became more confident and started to communicate more effectively.



(Refer Slide Time: 36:17)

Case Study: NHS South East Coast

- They had honest conversations and were able to identify some shared thinking and agreement on core issues. Through the 360 feedback and MBTI, they became more self-aware and more supportive of one another. 360 feedback was very effective at giving team members a chance to feed back about others in a safe and confidential environment, and also receive honest and constructive feedback themselves. This increased members' confidence by realizing what others appreciated and valued in them and their work.
- Facilitation skills were used throughout the coaching to enable discussion to flow. As a coach, it was important to remain impartial and independent and give a holistic team overview. The team had to set time aside to focus on the work. A number of benefits were noticed following the team coaching session, such as:




(Refer Slide Time: 36:18)

Case Study: NHS South East Coast

- a better sense of 'team' with less tension and unhappiness
- changes in recruitment and turnover so it is not the same group that the coaching began with, but the core has remained consistent
- a clear set of team values and behaviors with which to identify
- a greater sense of confidence in abilities to address issues that arise
- a greater extent of individuals taking personal responsibility
- a desire to continue developing and a willingness to engage with real issues affecting team development

Questions:

1. If, you were hired as team coach, what measures and strategies you have adopted to raise the confidence of team members?



93

As usual, this is the case study now which will be helping you to understand impact of the steam coaching. And if you were hired as a team coach, what measures and strategies you adopted to raise the confidence of the team members?

(Refer Slide Time: 36:29)

Research Paper

Leadership & Organization Development Journal
Vol. 24 No. 4 2012
pp. 344-364
© Emerald Group Publishing Limited
0143-7729
DOI: 10.1108/LOR-08-2011-0073

Team coaching and innovation in work teams


An examination of the motivational and behavioral intervening mechanisms

Vincent Rousseau
School of Industrial Relations, University of Montreal, Montreal, Canada
Caroline Aubé
Department of Management, HEC, Montreal, Montreal, Canada, and
Sébastien Tremblay
School of Psychology, Université Laval, Quebec, Canada

Received 5 August 2011
Revised 5 March 2012
10 May 2012
Accepted 11 May 2012

Purpose

The goal of this study is twofold. First, we investigate the positive effect that team coaching may have on team innovation. This study was designed to advance the knowledge regarding innovation in team settings by integrating the team coaching framework proposed by Hackman and Wageman (2005). Second, building on the functional perspective of leadership, we examine the motivational and behavioral intervening mechanisms through which team coaching may exercise a positive effect on team innovation.



94


So, it is a very interesting question and this is the research paper. Team coaching innovation in work teams is there. Motivational and behaviour inventing mechanism.

(Refer Slide Time: 36:39)

Research Paper

Design/methodology/approach
 Based on a multisource approach, data was gathered from 97 work teams (341 members and 97 immediate supervisors) in a public safety organization.

Findings
 Results of structural equation modeling analyses indicate that the relationship between team coaching and team innovation is mediated by team goal commitment and support for innovation. Specifically, team coaching has a direct effect on support for innovation and an indirect effect on this behavioral team process through team goal commitment. In turn, support for innovation may improve the implementation of successful team innovation.




95

(Refer Slide Time: 36:42)

Research Paper

Practical implications
 In a global competitive context, innovation represents a key leverage to generate a competitive advantage. Team leaders who engage in coaching behaviors toward their subordinates are likely to foster innovation within their work team. Thus, organizations may benefit by designing and implementing interventions aimed at developing team leaders' coaching skills and encouraging them to consider coaching as a core managerial responsibility.

Originality/value
 On the whole, this study highlights the role of team coaching as a key leverage to stimulate successful innovation in work teams and the motivational and behavioral mechanisms that intervene in this relationship.



96

So, here we will find that is the how you will be having this study. It is helping us to develop the teamwork in the organization. And how different interventions have been implemented.

(Refer Slide Time: 36:54)

Book Recommendation

The Practitioner's Handbook of Team Coaching

Authors: Richard Boston and Andrew Armatas
Publisher: Routledge; 1st edition (13 May 2019)
Language: English
Paperback: 554 pages
ISBN-10: 1138576921
ISBN-13: 978-1138576926

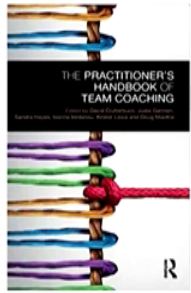




Image Source: https://images-na.ssl-images-amazon.com/images/I/41RGFF8Y3tL_SX313_BO1,204,203,200.jpg

swayamii 97

Finally, this is the book that is the practitioners handbook of the team coaching is there.

(Refer Slide Time: 37:04)

Book Recommendation

The Practitioner's Handbook of Team Coaching provides a dedicated and systematic guide to some of the most fundamental issues concerning the practice of team coaching. It seeks to enhance practice through illustrating and exploring an array of contextual issues and complexities entrenched in it. The aim of the volume is to provide a comprehensive overview of the field and, furthermore, to enhance the understanding and practice of team coaching. To do so, the editorial team presents, synthesizes and integrates relevant theories, research and practices that comprise and undergird team coaching. This book is, therefore, an invaluable specialist tool for team coaches of all levels; from novice to seasoned practitioners. With team coaching assuming an even more prominent place in institutional and organizational contexts nowadays, the book is bound to become an indispensable resource for any coaching training course, as well as a continuing professional development tool.

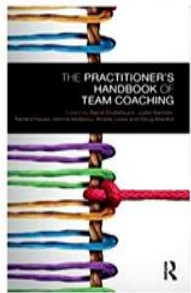




Image Source: https://images-na.ssl-images-amazon.com/images/I/41RGFF8Y3tL_SX313_BO1,204,203,200.jpg

swayamii 98

And from here you will get the tips that is how the steam coaching is helping you and to for the team coaches of all levels from the novice to the season practitioners. This book is helping and more prevalent place in institutional and organizational context. This book will be helpful.

(Refer Slide Time: 37:22)

References

- Clutterbuck, D., Gannon, J., Gannon, J., Gannon, J., Gannon, J., & Gannon, J. (Eds.). (2019). The Practitioner's Handbook of Team Coaching (1st ed.). Routledge. <https://doi.org/10.4324/9781351130554>
- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
- Rousseau, V., Aubé, C. and Tremblay, S. (2013), "Team coaching and innovation in work teams : An examination of the motivational and behavioral intervening mechanisms", Leadership & Organization Development Journal, Vol. 34 No. 4, pp. 344-364. <https://doi.org/10.1108/LODJ-08-2011-0073>
- Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.



And you can go with these particular references that is, these are the references from where this material is referred or you can go this with these references in detail. So that you can have the in depth the study for the purpose of the; for coaching in the team building is there. Thank you.