



How Does Team Coaching Power Performance?

At a glance – Questions to Discuss with your Team

Instead of using a survey, a team leader can use this to help prompt meaningful team discussion on the 5 elements.

TEAM TASKS

- What is the purpose of the team?
- What is the team's history?
- What are key elements of the team's vision and strategy and objectives – how much are these jointly owned?
- What's clear and what is unclear in your goals, roles and processes?

STAKEHOLDER EXPECTATIONS

- Who does the team serve?
- What do these stakeholders need from the team, now and in the future?
- What are the key external challenges the team faces?
- What future challenges are on the horizon?

TEAM LEARNING

How well does the team collectively learn, adapt to new challenges, and support the learning of its members?

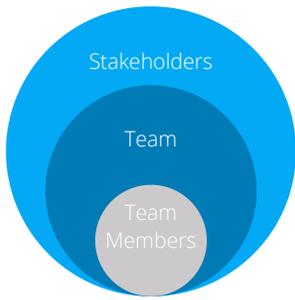
TEAM DYNAMICS

- Who is in the team and who needs to be?
- What 3 words describe the culture and dynamics in the team, now and desired?
- What is not spoken about?
- How is conflict handled? Decisions made?
- What works well and what could be better?
- What do you as Team Leader need to change?

STAKEHOLDER RELATIONSHIPS

- What is the nature of the relationship between the team and key stakeholders?
- What data do you have to inform this?
- How far does each team member represent the whole team when engaging stakeholders?
- Which stakeholders are you not engaging enough?

TEAM SELF-ASSESSMENT



Ideally, teams are not only high performing, they are also creating high-value for the stakeholders they serve.

There are five elements to high-value creating teams:

1. Meeting Stakeholder Expectations
2. Fulfilling Team Tasks
3. Optimizing Team Dynamics
4. Partnering with Stakeholders
5. Embedding Team Learning

PROCESS:

- Each team member is asked to individually complete this assessment.
- Once completed, the team is encouraged to share their results with each other and discuss as a group.
- During the team debrief, it is recommended the team identify 2 key aspects:
 - What is working well / strengths of the team and the way it performs
 - Areas that need to improve by doing better or differently

INSTRUCTIONS:

A. Team members are asked to score each of the 18 indicators on a 1(low) to 5 (high) scale.

- 5 = The team is a role model or exemplar that others could study in this area.
- 4 = The team does this consistently well.
- 3 = The team does this well sporadically but is not consistent.
- 2 = The team rarely does this but recognizes its importance.
- 1 = The team neither does this well nor focuses on it.

B. Team members are asked to give a current rating plus a desired rating.

C. Each team member is asked to describe new behaviors and actions for themselves and the team to help achieve the future rating.

** This assessment is adapted from The Highly Effective Team Questionnaire developed by Peter Hawkins, based on research into highly effective teams and influenced by the research of both Katzenback and Smith (1993) and Wageman et al (2008) and in team coaching*

ELEMENT	INDICATOR	CURRENT RATING 1-5	WHERE DO WE NEED TO BE? 1-5	Describe new behaviors and actions needed in myself and the team to achieve the future rating
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MEETING STAKEHOLDER EXPECTATIONS

<i>Clear stakeholder expectations</i>	1. The team has a clear purpose and mandate from the wider organization and those it reports to.			
<i>Aligned on collective performance</i>	2. Achieving team goals is recognized and rewarded above achieving individual goals.			
<i>Team selection and capability</i>	3. The team has been selected to have a good range of the necessary complementary skills.			



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FULFILLING TEAM TASKS

<i>Clarity of purpose</i>	4. All team members can clearly articulate and own the overall purpose.			
<i>Clarity of goals</i>	5. The team is working towards agreed goals in an effective manner.			
<i>Clarity of action</i>	6. The team commits to clear actions with accountability and follow through.			

OPTIMIZING TEAM DYNAMICS

<i>Optimize how we work</i>	7. We have clear and shared ways of working.			
<i>Optimize shared accountability</i>	8. Team members are mutually accountable not just for their own areas but for collective goals.			
<i>Optimize engagement</i>	9. The team maintains a high level of morale and commitment.			
<i>Optimize meetings</i>	10. Everybody is fully engaged and involved, the team makes good use of its diversity			
<i>Optimize meetings</i>	11. The outcomes are better than any individual could have arrived at by themselves			
<i>Optimize meetings</i>	12. Team members leave our meetings feeling more focused, aligned and energized.			

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PARTNERING WITH STAKEHOLDERS

<i>Partnering with Stakeholders</i>	13. The team members can engage staff at all levels representing the whole team, not just their function.			
<i>Partnering with Stakeholders</i>	14. The team relates well to all its key stakeholders and team members represent the whole team.			
<i>Connecting with the changing environment</i>	15. The team scans its current and future stakeholder environment and constantly attends to changing needs and perceptions.			

OPTIMIZING TEAM DYNAMICS

<i>Team insights and improvement plans</i>	16. The team regularly and effectively attends to its own development by regularly reflecting and debriefing on both successes and failures			
<i>Team learning and growth</i>	17. The team attends to developing each of its members.			
<i>Team learning and growth</i>	18. All team members give good real-time direct feedback and provide support and challenge to each other.			



Churchill Coach Dana
 Executive Coach
 Systemic Team Coach

Dana is chosen as a trusted executive coach by C-suite executives, vice presidents, and directors who regularly navigate a matrix of people and politics in complex organizations. She is a Certified Executive Coach, Certified Team Coach, TEDx speaker coach, a seasoned leadership facilitator and workshop designer. Dana has enjoyed working with established leaders and their teams in companies from coast to coast.

She brings over 20 years of experience as an award-winning sales and marketing professional, business advisor, and thought-leading professional in executive leadership. With her trademark energy and wit, Dana leads groups of high-performing business executives to create aha moments when they discover unforeseen avenues to success. Whether providing personalized leadership coaching to an executive, working with a team over time, delivering keynote speeches to hundreds of people, or leading interactive sessions with senior teams, she builds on the expertise in the room and challenges the status quo to open up new horizons.