

**THINK
CHOOSE
WIN**
Series

Coaching Corporate Teams

Creating and Coaching Effective Teams

***Presented By:
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Coaching Corporate Teams

“Values are like fingerprints. Nobody’s are the same, but you leave ‘em all over everything you do.”

—Elvis Presley

Learning Objectives

The participant will begin to view the coaching process from the basis of applicability to teams. The following subjects will be covered in a way that allows the participant to:

- **Define the concepts and characteristics of healthy teams**
- **Understand the value of shared vision**
- **Understand how the process of gaining consensus works**
- **Clarify what being a “team member” means**
- **Increase team performance through proactive problem solving**

Overview

This lesson covers team concepts from the standpoint of corporate teams and their application to effective mission accomplishment. Coaching corporate teams is covered in the context of team mission, shared vision, etc.

Teams are groups of people, usually with diverse styles, who share a common purpose or goal. Having a mission statement, operating guidelines, a shared vision and effective ways to communicate greatly helps teams to serve their purpose.

A leader that uses a coach approach effectively draws out the skills, talents, creativity and insights of the team members. Using a coaching style to lead provides an environment where team members communicate effectively, commit wholeheartedly and create results that are “out of the box and over the top.” The attributes and qualities of the leader impact every aspect of a team. We will spend some time reviewing some key concepts about the leader themselves before talking about the team.

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“The clarity of the vision, mission and purpose of the team will impact the commitment level and therefore creativity, tenacity and enjoyment of their effort and outcome.”

—Kate Larsen

“...leaders are always originals, not copies.”

—Bennis & Goldsmith

The Leader as Coach

Leaders deploy strengths and compensate for weaknesses for team members.

Coach Leaders:

- 1.
- 2.
- 3.

Key Beliefs:

1. Leaders are made, not born
2. Philosophy: You have to continue to grow and develop throughout life



EXERCISE

A. Discuss Key Belief #1. Do you agree or disagree with this concept?
What has led you to this belief?

B. You are now a team, your mission (should you choose to accept it) is to— as a team—have learned more about creating a powerful team than any other group in the room (at the conference, in your company or industry).

How will you do this:

1. Decide what you want to come away with through this training.
(What will you be listening for?)
2. Discuss how new insights and team approaches will impact your team(s).
3. Define each team member's role in learning during this training. (Who takes clear notes, who is good at extrapolating data, insights, who communicates a message well? etc.)
4. Find solutions for the weaknesses that exist.
5. State how you will know you have been successful in your mission in short-term and long-term measures. (How will you know you learned, renewed or recharged through this training?)

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“Leaders, like all people, are the sum of all their experiences. But unlike many others, they amount to more than the sum, because they make more of their experiences.”

—Bennis & Goldsmith

Norman Lear* describes 4 steps he took to develop himself as a leader. I've humbly added one more step.

1. Become self-expressive
2. Listen to one's inner voice
3. Learn from the right mentors
4. Give oneself over to a guiding vision
5. Develop and strengthen your courage muscle

A healthy team needs:

A specific mission (how), and purpose (why you exist) with measurable goals, a time frame, well-designed accountability outcomes for individuals and groups and collective talent.

Ideally, the team will;

- Work well together—support, produce, solve
- Enjoy working together
- Be mutually committed to a goal
- Produce high-quality results
- Have a working agreement

*Norman Lear has had a distinguished career as a producer, director, comedy writer, screenwriter, political and social activist and philanthropist. Known best to the American public as the creator of Archie Bunker and All in the Family. Mr. Lear has brought his distinctive vision to politics, academia and business by founding several nonprofit organizations.

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Team Assessment—Individual Players

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Am I a Team Player?

The following simple questions can give you a good idea of your ability and tendency toward being a collaborative team player, necessary for success in today's competitive marketplace. Your answers will show you what areas may need some work. Be honest!

To what degree are the following statements characteristic of your behaviors and attitudes? Circle each number that you believe applies to you. Either copy this form, or put a number value on a separate piece of paper.

- 5 = Very characteristic**
- 4 = Moderately characteristic**
- 3 = Somewhat characteristic**
- 2 = Moderately uncharacteristic**
- 1 = Very uncharacteristic**

1. I show respect to my team members and believe that each of them desires to be fully competent in their jobs.	1	2	3	4	5
2. I give my team members a chance to demonstrate their range of skills, knowledge and abilities.	1	2	3	4	5
3. I encourage and support their individuality.	1	2	3	4	5
4. I transfer responsibility and ownership to my fellow team members, rather than needing to be in control and hanging onto ownership.	1	2	3	4	5
5. I frequently express appreciation when something is done well.	1	2	3	4	5
6. I focus on the learning opportunity, rather than the failure, when mistakes are made.	1	2	3	4	5
7. I make sure that work is challenging and stimulating for myself and for my team members.	1	2	3	4	5
8. I am available as a resource to others, in order to discuss any aspect of team projects.	1	2	3	4	5
9. I make it as easy as possible for others to ask for help.	1	2	3	4	5
10. I create an environment of trust and integrity where people can talk with me in confidence.	1	2	3	4	5
Column Totals					

See scoring on next page.

Total Score

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Rank Your Score

- 40 - 50** You must have a great team!
30 - 39 There may be some areas for improvement.
20 - 29 It's time to take a deeper look!
19 and below It's time!

How did you do? Are you an overall team player, or do you need to work on some areas? Make a list of those areas and look for opportunities to strengthen them.

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Achieving Effectiveness Through Team Communication

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Teams are groups of individuals who work together to accomplish a task/project. Team effectiveness is dependent upon team communication. The quality of the team's work, to a large extent, depends upon the quality of the information shared. The ability of team members to understand and communicate information enables them to work together collaboratively.

The Components of Communication

Communication consists of three main parts. The following chart gives basic instruction for identifying and dealing with these components.

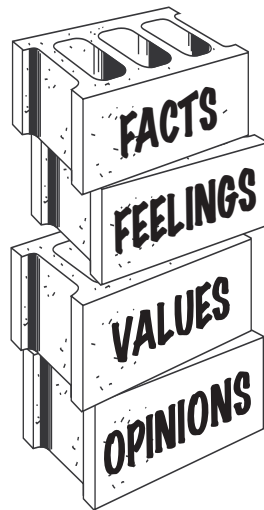
TYPE OF COMMUNICATION	Sensory Data	Thoughts	Feelings
WHAT IT INCLUDES	<p>This is information (raw data) you have absorbed through your senses. It consists of <u>what you have heard and seen, both verbally and nonverbally</u>.</p> <p>It can include body language, gestures, tone of voice, actions, etc.</p>	<p>These are your own ideas based upon your intake of the sensory data around you. It is what you have once you have processed the sensory data.</p> <p><u>These are concrete thoughts and beliefs, not feelings.</u></p>	<p><u>This is your emotional response to sensory data and your own thoughts about them.</u></p> <p>Your feelings may be either rational or irrational based upon the sensory data.</p>
HOW TO DEAL WITH IT	<p>Describe and be open about what you have seen and heard—verbal and nonverbal.</p> <p><u>Supply concrete information</u></p> <p>about who, what, when, where and how.</p>	<p><u>Say what you think—believe, interpret, expect</u></p> <p>This includes the logical, analytical, and rational processes of weighing data to arrive at a conclusion.</p>	<p>Try to disclose your emotions directly, without using the word "feel." "I'm frustrated..." "I'm anxious..." "I'm confident..." "I'm comfortable."</p> <p><u>Recognizing your feelings helps you manage yourself</u></p>

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Creating and Coaching Teams

Barriers to Effective Communication

Barriers in team communication result from the inability of team members to distinguish the difference between various communication channels we use to speak, such as facts, individual's feelings, personal values and opinions.



A fact is something that has actually happened or that is really true without any emotional reference (positive or negative).

Feelings refer to any subjective reaction, pleasurable or unpleasurable, that a person may have to a situation, person or circumstance, sometimes with the absence of reason.

Values refer to important personal ideals that make people behave the way they do.

Opinions are a set of beliefs not based on absolute certainty but on what seems true to one's own mind.

The key difference between a personal goal and a team goal is *group dynamics*, which means *communication* is critical.

Feedback

Feedback is a verbal or nonverbal process in which a team member shares his or her feelings or perceptions about another team member's behavior, action or words. **The process of giving and receiving feedback is one of the most important ways for learning new behaviors and determining the impact of our behavior on others.**

Almost all aspects of team communication involve feedback—giving and receiving information about team-related experience. By giving clear and concise feedback, team members and the entire organization will benefit.

BENEFITS of feedback

1. Feedback reduces *uncertainty*.
2. Feedback solves *problems*.
3. Feedback builds *trust*.
4. Feedback can *strengthen relationships*.
5. Feedback improves *work quality*.

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Up until now,

What kinds of feedback have you received about your work?

What kinds of feedback have you had about your team participation (attitude & activity)?

How have you received this feedback? (written, oral, indirect, direct, comments have been random, specific, authentic, shallow)

Who have you not received feedback from that you would like to? _____

Are you willing to request that feedback? _____

By when? _____

GUIDELINES for giving feedback

1. Be specific, and give as much as possible.
2. Be descriptive, not evaluative.
3. Be timely.
4. Be honest.
5. Be ongoing.

GUIDELINES for receiving feedback

1. Be open.
2. Do NOT be defensive.
3. Encourage feedback from others.
4. Honestly weigh and analyze the information.
5. Use and apply the feedback!

Understanding the components and barriers of communication, as well as giving and receiving feedback are essential elements of effective team communication.

These tips and guidelines will assist team members in developing open channels of communication where team members can learn and grow from each other, thereby becoming more effective in the achievement of their shared goals. Challenge the members of your team with these simple guidelines. Watch for the amazing results!

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The 8-Step Solution: An Effective Tool for Problem Solving and Decision Making

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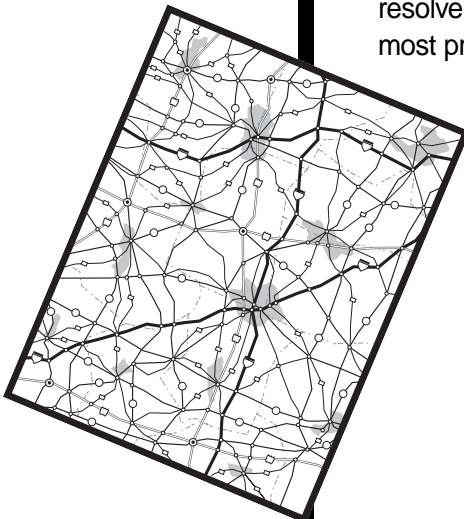
Understanding: Process Yields Outcome

Once an issue arises within a group, it moves by process—how members talk and listen together—toward an outcome. Any process can produce any outcome. However, certain processes tend to yield better outcomes more frequently. The combinations of process and outcome often become a pattern for a group. Various process/outcome patterns result in differing levels of productivity and satisfaction for the group.

Every group has its own way of solving problems and making decisions. The chart on the next page shows the optional processes and outcomes for dealing with issues. To improve your group's problem-solving and decision-making effectiveness, think about the patterns (of process and outcome) that are typical for your group, from your experience. Then consider your own level of satisfaction with these usual patterns. Identify the process/outcome options of the most frequent ways your group deals with issues. Rate your satisfaction level with each pattern (low–medium–high).

The 8-Step Mapping Process

When your group has an important problem to solve or decision to make, you can resolve it through mapping the issue. This collaborative process helps you reach the most productive and satisfying outcomes.



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The 8-Step Solution

<p>STEP 1: IDENTIFY THE ISSUE</p>	<p>Identify and define the issue; determine what the decision to make is, and who is involved in the process:</p> <p><input type="checkbox"/> What is the issue? <input type="checkbox"/> Who is involved?</p>
<p>STEP 2: CONTRACT TO WORK THROUGH THE ISSUE</p>	<p>Contracting Involves:</p> <ol style="list-style-type: none"> 1. Checking everyone's willingness and readiness to work through a particular issue before launching into the issue. 2. Setting procedures for conducting your meeting before starting the discussion. <p>Note: Without a good contract—commitment to work through an issue—any discussion may be hurried, superficial, flat or guarded, if it occurs at all.</p>
<p>STEP 3: COMPLETELY UNDERSTAND THE ISSUE</p>	<p>Develop complete understanding of the issue before taking action. This prevents jumping quickly to solutions that do not fit.</p> <p>How to understand the issue: Each person answers four questions from his or her own perspective.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Sensory Data—What have I seen and heard? <input type="checkbox"/> Thoughts—What do I think is going on? <input type="checkbox"/> Feelings—How am I feeling? <input type="checkbox"/> Actions Past, Current—What have I done, or what am I doing, that is working or not working? <p>Understanding as the Solution: Occasionally, you will discover that it is not necessary to go beyond Step 3, because the very process of understanding the issue in itself has become the solution.</p>
<p>STEP 4: IDENTIFY WANTS</p>	<p>This step focuses on each member's "wants for" the team and organization in relation to the issue. Each asks themselves and shares:</p> <ul style="list-style-type: none"> <input type="checkbox"/> What do I want for the Organization? <input type="checkbox"/> What do I want for Other(s)? <input type="checkbox"/> What do I want for Self? <p>Be careful not to confuse what you "<i>want for</i>" others with what you "<i>want from</i>" others. Include "don't wants" as well as wants.</p>

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<p>STEP 5: GENERATE AND CONSIDER OPTIONS</p>	<p>At this point, members brainstorm what they could actually do to resolve the issue. To generate options:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Brainstorm a diverse set of small positive actions you can actually take as next steps rather than trying to come up with one big solution. <input type="checkbox"/> Think small, openly and positively. <input type="checkbox"/> Be sure to include both new possibilities that have not been tried and past actions that have been helpful. Do not repeat what is not working.
<p>STEP 6: CHOOSE ACTIONS</p>	<p>Choose options and action plans that are the most workable and beneficial for the team and organization. Allow complete and equal input. Assemble a plan including all input.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Who will do what? <input type="checkbox"/> By when?
<p>STEP 7: TEST THE ACTION PLAN</p>	<p>Test your plan by pausing for a moment and imagining yourselves actually carrying out the actions you have chosen to take.</p> <ul style="list-style-type: none"> <input type="checkbox"/> If each of you sees, hears and experiences yourself and others following through with each action effectively—great! Your plans fit. <input type="checkbox"/> However, what if someone cannot see himself or herself or others carrying out the action plan? Does a thought, feeling, want or action exist that does not fit congruently and that dampens the plan? If so, talk about it. Revise the plan. State what the measures will be to monitor progress on these action steps. Discuss the consequences to the team or project by not following up. <input type="checkbox"/> Perhaps the incongruency signals a new issue. It may be signaling a deeper issue that is really blocking resolution of the original issue. <p>You may need to go through previous steps on deeper issues.</p>
<p>STEP 8: EVALUATE THE OUTCOME</p>	<p>After you have had a chance to take action, evaluate your plan and determine how well it worked. If your action has been effective, you will feel positive—celebrate! If your action has not been effective, you may experience a range of negative feelings—disappointment, frustration, even embarrassment.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Review what you have learned from the experience and generate a new action plan. <input type="checkbox"/> Do not keep repeating actions that do not work. <p>Considerations: If the planned action was never taken, consider whether this is part of a float pattern?</p>

IMPORTANT NOTE: These 8 steps are intended as a continuous loop. It is not a one-time method, but a continuous action. When warning signals, problems or other issues emerge, you start the process over, going back to the initial steps. All the steps are important. Don't try to leap over them!

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Tool for Group Problem Solving

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Copy the chart on the next page and rate your group's current problem-solving ability. Select only one of the three rating columns:

- Strong Point** This is a strength for your group—identify why;
- Okay As Is** Your team does all right in this area, but you wouldn't consider it a strength;
- Needs Work** Your team or group does not handle this area well and needs to work on specific areas—identify them.

Take an objective look at the results. Where do you stand? What areas show strengths? What areas need work? Write in those specific strengths and weaknesses as you see them. Are you involved in current projects requiring greater skills and abilities in certain problem-solving and decision-making areas? Are you in a place where you can incorporate the **8 Steps to Solutions?** Share this information with your leadership and your team.



TRY THIS!!

As an interesting and thought-provoking exercise, have each member of your team complete this form, then come together to compare. You may be surprised at the results!

Summarize your findings below.

Summary	
<p>Needs Work Priorities (weakest areas first, what needs attention?)</p>	<p>Strengths (to acknowledge and build upon)</p>

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Chart Your Group Problem-Solving Skills

The 8 Steps	STRONG POINT (Special Strengths?)	OKAY AS IS	NEEDS WORK (Specifically what?)
Step 1 IDENTIFY THE ISSUE			
Step 2 CONTRACT TO WORK THROUGH THE ISSUE			
Step 3 COMPLETELY UNDERSTAND THE ISSUE			
Step 4 IDENTIFY WANTS			
Step 5 GENERATE AND CONSIDER OPTIONS			
Step 6 CHOOSE ACTIONS			
Step 7 TEST THE ACTION PLAN			
Step 8 EVALUATE THE OUTCOME			

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Takeaways and Action Ideas

The best three ideas I got were:

- 1.
- 2.
- 3.

The action idea I want to implement within the next week is:

The attitude or perception shift that I appreciate is:

Who will you share these ideas and information with in the next 24 hours?

Who will you ask to hold you accountable to these actions and ideas?

What specific circumstance or person will be impacted by your action on this material?