Handout:

Clutterbuck's Team Coaching Process Framework

MODULE 1 - The Role of a Team Coach

Here we will take a look at the overall team coaching process, from the time you are asked to look at a team, to the end of the assignment. A typical team coaching assignment would involve at least 4 sessions with the entire team over the course of 6 to 12 months.

Key steps in the team coaching intervention

Step	Team coach's action	Team's action
1. Preparation	Establish what performance means in this context Establish how ready the team is for coaching	Consider willingness and readiness for coaching

2. Scoping and contracting	Clarify goals and timescales How will we measure the outcomes of coaching? Map the principal barriers and drivers to: -- goal achievement -- coaching effectiveness	Understand and commit to specific performance goals – task, learning and behavior
3. Process skills development	Help the team acquire basic skills of learning dialogue	Commit to and practice skills of learning dialogue
4. Coaching conversations	Lead the coaching dialogue	Create reflective space – calm time for coaching dialogue -- calm time for subsequent reflection, individually and collectively
5. Process review	Briefly review coaching process at end of each session Review in more depth every third session	Consider and give open feedback about the coaching process Consider how they can make it more effective
6. Process transfer	Assist team to take more leadership of coaching con-versation	Take more leadership of coaching conversation Increasing emphasis on peer-coaching and team self-coaching
7. Outcomes review	Assist team to evaluate what has been achieved through coaching Give feedback on team's presentation to more senior managemen	Take responsibility for the outcomes of coaching and reporting them back to more senior management

Stage of team coaching	Issues I would want to take into account...
Preparation	
Scoping and contracting	
Process skills development	
Coaching conversations	
Process review	
Process transfer	
Outcomes review	

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