



Handout: Team Coaching Versus Team Building

MODULE 1 - The role of a team coach

Attribute	Team Coaching	Team Building
Purpose	Effectiveness of task delivery and collaborative behaviors	Improving collaborative behavior
Focus	Internal and external	Primarily internal
Learning process	Activities related to the work task	Activities unrelated to the work task
Reflective practice	How do we get things done together? How do we learn together?	How do we understand ourselves and each other? How do we get on together?
Role focus	Task roles and learning roles in the team	Task roles in the team
Learning conversation	"Open dialogue" – structure generated from within	"Directed dialogue" -- structure emerges both from within and from a facilitator's observations
Typical time horizon	Over the period of a task or growth phase of the team – multiple small interventions	Fewer (often one) more intensive intervention over a few days
Outcomes	Applying appreciation and valuing of each other's contribution to work tasks	Appreciation and valuing of each other's contribution