

## Team coaching

### ***The situation and your goals as a team leader or leader***

You feel that your team could be better than it is. They miss team spirit, cooperative and co-creative energy: almost service by the book, little inspiration, little energy perceptible. - Or an excess of tension: insisting on positions and trench warfare hinder productivity.

Possible goals that speak in favor of team coaching:

- Unleashing creative potential for desired development, inspiration through clarification and commitment to the challenges facing the team
- Clarification of individual roles, personal preferences - Strengthening of personal commitment to team goals
- Finding, clarifying and prioritizing team goals
- Improvement of personal relationships in the team
- Conflict Resolution - Restoring Ability to Work
- Optimization of interfaces to other groups

Would you like to increase the performance of your team? Are you looking for fast and sustainable changes? Get to grips with the real issues at eye level, no detours, no games, no maneuvers - we support you.

### ***What skills does a team coach need?***

A team coach is not the know-it-all from his own practical experience. A suitable team coach understands the business model of the team and its external networking. He gets to know internal structures in the preparation phase. Deeper understanding grows in concrete cooperation.

- A team coach understands dynamic interpersonal processes, especially those in groups and teams. He understands the influences of organizational and cultural conditions. This is often called "systemic", mainly when it includes historical aspects.
- A team coach can hear very well: listen, listen, listen behind the scenes. He asks questions that only an outsider can recognize as relevant. This is how it has an emancipatory effect: it helps to identify connections that are often inaccessible to those affected.
- A team coach can steer a group process towards coordinated goals. These are the only measure for a confident team coach. He does not have his own agenda apart from that, and a good team coach is also aware of that.
- A team coach, who should also accompany changes, must also have the strength to intervene if processes are not successful or if the "rules of procedure" are violated. However, the responsibility and decision for further action always remain with the group, the "coachee". The team coach will protect his authority from slipping into a position of power.
- The feeling for the right approach of the participants and a good sense for the right time are additional qualifications that can result from experience.

## **How we work**

The principles of team coaching correspond to those of individual coaching: essentially encouraging and promoting personal responsibility and solution competence. Additional methods of group control, meeting and conflict moderation are required as well as work at the systemic level. These are based on transaction analysis, TZI (theme-centered interaction), and other models from humanistic psychology.

Depending on the task, we use various instruments for assessing the current situation and development prospects in team coaching, two examples:

1. **Strengthening synergy:** understanding the otherness of others, respecting differences, opening the willingness to listen, and learning from team colleagues. Understanding the different tasks in the team and their requirements. Focus on your own personal strengths and recognize the strengths of team members.

A situation like this can make the use of the TMS (Team Management System)<sup>®</sup> instrument useful. The individual TMS preference profile and the (overall) team profile open up new ways of strengthening the team.

2. **Strengthening co-creativity:** clarification of the vision and the path that requires independent individuals: perceiving, thinking, deciding, acting. Clarification of individual contributions and mutual support. Team members meet in perception and appreciation of themselves and others as a whole.

A situation like this - typically for leadership-teams - recommend the employment of <sup>VM</sup> (Values management Inventory<sup>™</sup>): the team members become conscious of their personal value priorities. Implications regarding guidance and co-operation style, appreciation for humans and success, authority profile, and own development perspectives will be reported.

## **Skills**

We would be happy to illustrate promoted competencies using your competency model.

### **At what conditions do we offer team coaching?**

- Duration of team coaching:
  - 2-3 hours
  - 2-3 days - according to goals and tasks
- Place of coaching:
  - Off the beaten track
- Language: preferably German; English
- Fees for coaching hours/day: according to task-/management level
- Preparation and coordination on a time and material basis