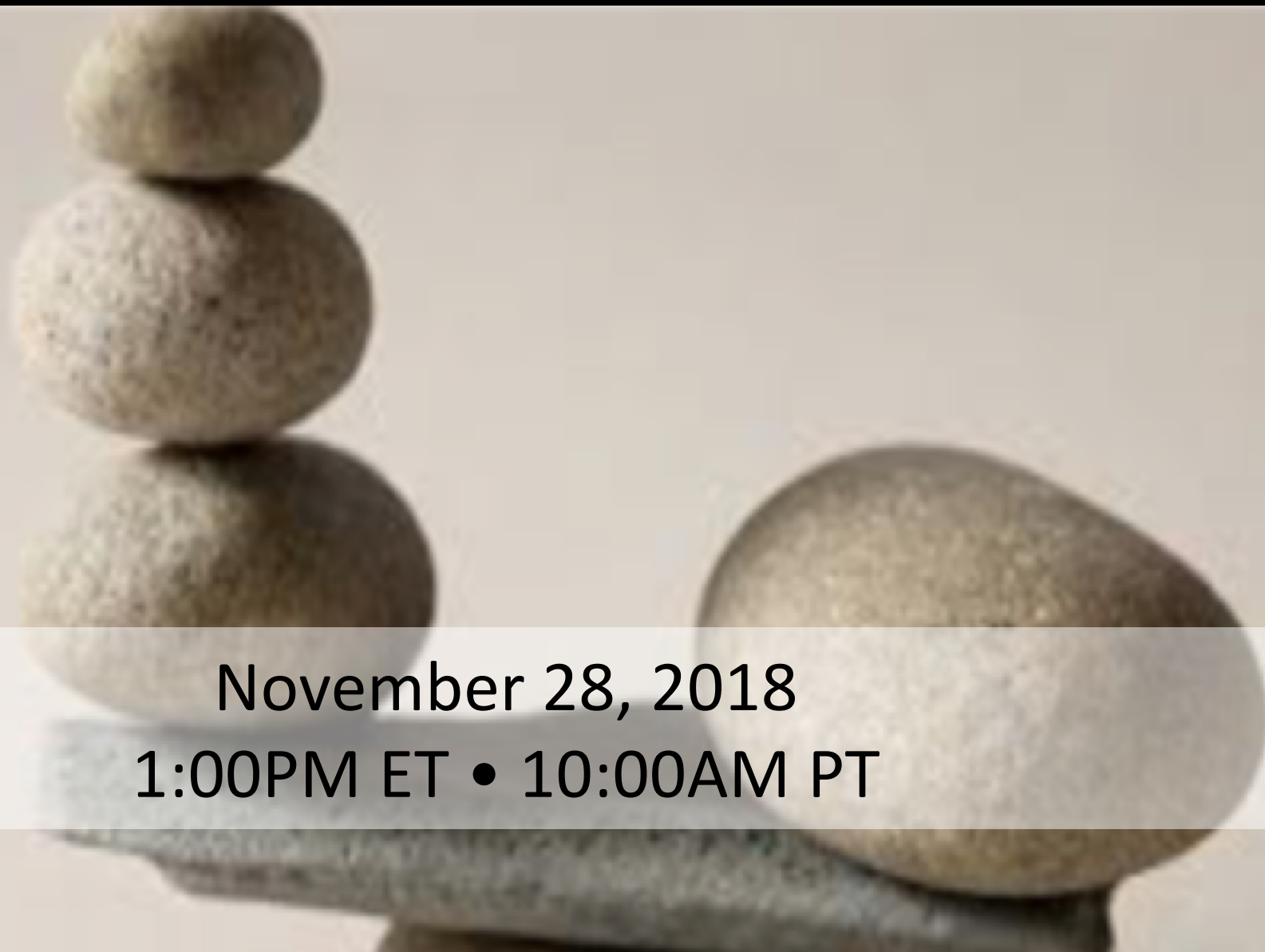


# The Business Case for Engaging a Leadership Team Coach



November 28, 2018  
1:00PM ET • 10:00AM PT

# Characteristics of Great Leadership Teams

- ✓  Oversee and contribute to the achievement of tangible, measurable results.
- ✓  Have impact above and beyond the contributions of any one individual.
- ✓  Grow in capacity to solve increasingly challenging problems over time.
- ✓  Have confidence in their ability to get back in sync after inevitable periods of dysfunction.



# Factors That Enable Team Effectiveness...

## Structural Factors

*Factors that help teams focus on and achieve specific business outcomes.*



- ✓ What is the team's specific purpose?
- ✓ Are the right people on the team?
- ✓ Does the team operate by a set of agreed principles?
- ✓ Do incentives support teamwork?

## Relational Factors

*Factors that help teams develop productive and healthy work environments.*

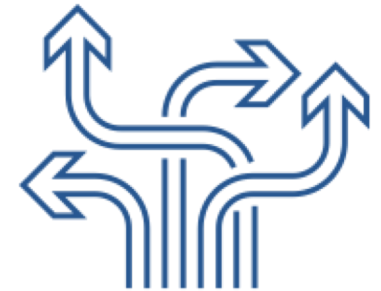


- ✓ Do team members trust each other?
- ✓ Does the team encourage diverging viewpoints?
- ✓ Does the team engage in productive debate?
- ✓ Do team members hold each other accountable?



# Challenges Building Great Leadership Teams

- Research suggests that less than 12% of teams rate themselves as high performing.
- Organizations assume that employees know how to work in teams and that inserting a good team leader will result in a good team.
- Leaders typically look to solve most team problems with structural solutions only -- i.e., 'get rid of a bad team member'; 'clarify roles'; 'change how we meet'



*\* Team Coaching International Research Database*

# When to engage a leadership team coach...

- When leadership team dysfunction is getting in the way of organizational performance.
- When the team leader recognizes that he/she is contributing to any leadership team dysfunction (even if in a minor way).
- When the leadership team recognizes that structural solutions alone are insufficient.
- When the leadership team recognizes that it has to go beyond team building & training and move to developing the skills and capabilities required to build and sustain a great leadership team.



# What does a leadership team coach do?

- Share executive level experience – ‘I’ve walked in your shoes’ – but not expert prescriptive business solutions – ‘this is how you should run your business.’
- Provide a structured and proven model for building executive teams including assessments, tools & techniques, and referenced results.
- Have the best interest of the team in mind rather than the CEO or any one team member.
- Serve as a non-biased third party with no agendas or prescriptive technical business solutions.



# Tips for Selecting a Leadership Team Coach

- ❑ Possesses relevant (and referenceable) depth and breadth of experience...
  - ✓ Led or been a member of a leadership team
  - ✓ Able to empathize due to successes and struggles
- ❑ Deploys a pragmatic approach that is based on a sound theoretical construct...
  - ✓ Focus on long term development vs. training or team building
  - ✓ Use of tools that are validated and reliable
- ❑ Recognize their role as a coach rather than technical expert...
  - ✓ Focus on helping the team run effectively so they can manage the business effectively; not on helping the team address technical business issues
  - ✓ Challenge clients to reexamine their assumptions, methods and approaches.
  - ✓ Able to build trust quickly and deeply and are very 'thick skinned'
  - ✓ Able to facilitate and 'read a room' quickly and help team focus on what's most important (from a developmental perspective)

# Resources

- [\*The Business Case for Team Coaching\*](#) – Phil Sandahl
- [\*Leadership Team Coaching: Developing Collective Transformational Leadership\*](#) – Peter Hawkins
- [\*Senior Leadership Team Coaching\*](#) – Douglas Riddle



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