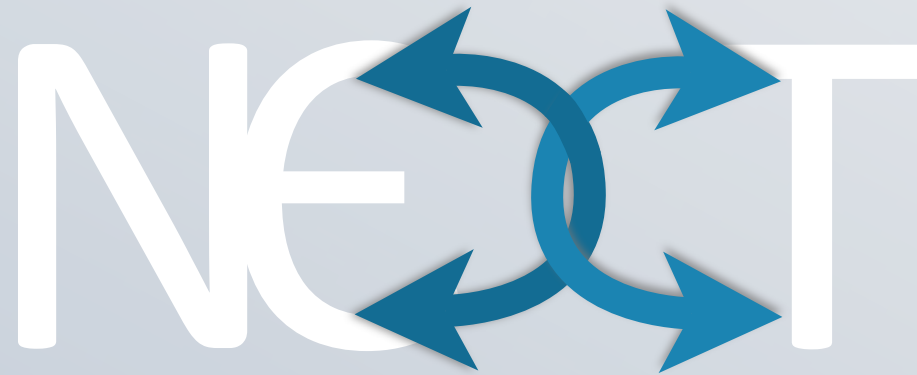


Practical ways for getting your team at the right place and the right time in the future



coaching teams to take
the next step

The Big Idea

Team models of the past provide little guidance for the business context of the future.

New “factors of teaming”

“There are fewer boundaries in global business, due to change in the market, and teams need to be adaptable and flexible.” EVP, Technology

No one who works today needs to be told that convergence of digital, mobile and social spheres is fundamentally changing the way businesses get things done. Buffeted by explosive adoption of social channels and mobile devices, Big Data and cloud computing, global connectivity and business ecosystems, we’ve entered a period of momentous change in the ways businesses are organized. And the old answers don’t fit the new realities.

How do you respond? As rules are refined and collaboration explodes, shrewd strategy and superb execution isn’t enough.

Now a third element is required to stay ahead of the curve. It fosters innovation, it accelerates performance, and it cannot be copied or bought. It’s found in a perhaps surprising place: your company’s values. Trust, smarts, teamwork and story leveraged alongside strategy and execution make up your organization’s “soft edge” for competitive advantage.

Something remarkable is happening: the unit of value creation today is now each of us. Technologies and data are enabling employees, customers and partners to engage in new ways with their organizations and each other. We see teams working in fluid and flexible structures. We’re learning from one another in a wondrously circular exchange of vibrant ideas that are linked by diversity of individual talents.

The most important skill in this environment is pulling together these different players and moving in a collective innovation process—walking in each other’s shoes, coming up with a shared understanding of the issues, brainstorming new possibilities, and developing solutions by experimenting together—so that innovation happens at the scale of the whole system rather than in small pockets. **This collective teaming skill is the most missing element in all systems dynamics in business today.**

There’s a practical, actionable and proven vehicle for coaching teams and leaders to address this gap.

Let’s dig in!

What is team coaching?

“Teams that are able to openly listen to and consider a broad range of viewpoints can forge a common purpose.” Vice President, Products and Services

Team coaching was developed as a **cost effective** way to put new “factors of teaming” into practice—and scale the DNA of those behaviors one person at a time.

The way team coaching is designed **creates sustainability**. How? By involving each member as an equal partner to assist one another in supporting **the three responsibilities of leadership**: to be a learner, a teacher and reproducer.

Teaming by learning “on the go”

“The time available to capture, interpret and act on information is getting shorter and shorter.” CEO, Chemicals and Petroleum

My piano teacher told me that music not performed doesn't really exist if no one hears it. It just sits there; notes in a book. Knowledge is a lot like music. Waiting to be discovered and acted on.

There are a number of ways to orchestrate information management. However, to achieve *learning*—to get information acted on—**requires another ingredient: engagement.**

People who are engaged are seekers. They get “in gear” by discovery, and turned off by being lectured to.

Whatever study skills your teacher taught in high school won't be enough, however. **Teamwork is recognized as the most powerful and intuitive learning to learn vehicle.**

Learning to learn is the capability to make sense of the game and the rules by which it's played *as you're playing it*. It's what separates great teams from the mediocre—and they have the change management skills to make it happen. The emphasis on team-based learning is even higher among outperforming organizations.*

*Outperformers are companies that surpass peers in terms of revenue growth and profitability, according to CEO surveys.

Create a team culture that engenders trust and propels performance.

These capabilities are complementary

- ▶ Without defining with *what is*, a vision is just a wish that never gets realized.
- ▶ Visioning without a clear sense of *what's in the way* won't define the path for inventing what could be.
- ▶ A constant focus on *what could be* in the absence of how to accomplish it can result in poor morale and even revolt.



Amplify innovation with partnerships

“We need to mobilize our collective brain power for innovation.”

President and CEO, Consumer Products

The pressure to innovate isn't subsiding. **And compared to less successful industry peers, organizations are teaming to meet the challenge.**

But they're also tackling more challenging and disruptive types of innovation. Instead of settling for simply implementing more efficient operations or creating new technologies, they're moving into ecosystems, other industries or even inventing entirely new ones.

Extensive partnering with customers and suppliers is providing the edge businesses need to take on rapid innovation.

MIT's [Eric von Hippel](#) conducted a study with the Institute of Management Sciences on the relationship between “lead users” (superstar customers) and company innovation. Through a study of 1,193 commercially successful innovations across 9 industries, Hippel discovered that 60% came from customers. That gets your attention!

Build a team people love

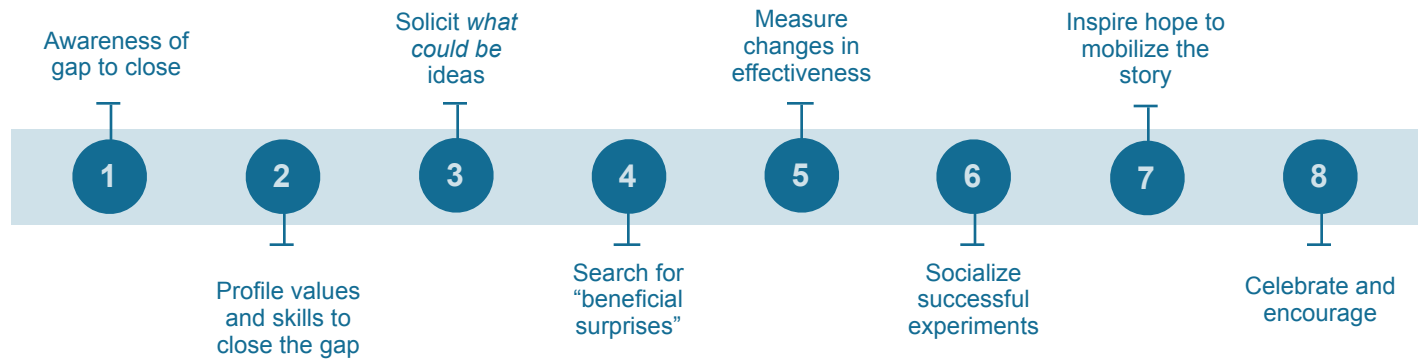
What it takes to breathe life into teams and to stay healthy.

Simple truths are the hardest to come by, and they're often the most powerful in practice. Here's a simple truth: in this interconnected world **behavior matters more than ever and in ways it never has**. With improved connections between people we've become ethically if not morally dependent on one another's actions.

If we're in the era of behavior, we're also in the **era of inspiration**. It's one thing to use carrots and sticks to extract performance out of people. However, to get innovation in the type of open, creative, responsive cultures that you want from people, team leaders need to inspire that in them.

Inspiration is about meaning; about fulfillment. It's about **giving people a vision and a mission that they think is worthy of who they are**. They're going beyond success to do something of significance in their life—and receive success as a result of doing something significant. We've entered the era where to have deep, sustainable relationships we need to infuse them with a sense of purpose and meaning.

Astonishing things happen when you give intelligent, effective people a free hand to re-create work as their work. People support what they create.



Spread your smart thinking

“This is now a continuous feedback kind of world, and we need the nimbleness to respond.” CEO, Financial Markets

Behavioral economics shows that some teams perform better than other teams simply because they're *expected to do so*.

Team and individual performance can be positively influenced by the expectations of others.

Sounds simple, huh? It is!

So how do you do this properly? Two methods are used in the process: **Feedforward** and **Action Learning**. Both are guided by the Team Coach Specialist.

Feedforward

*If you set out to cause the change you say you want, you'll succeed.
Feedforward goes a long way in persuading people to make that choice.*

The idea of performance feedback can send shivers down your spine. Feedback has its place, but there's a fundamental problem: it rehashes past sins that can't be changed.

However, you can change the future! *Feedforward* is designed to do just that. It's a powerful, simple tool that enables people to focus on future solutions. And at the same time achieve positive, measurable changes in behavior: for themselves, their team, the organization.

Feedforward is a remarkably efficient and compelling approach for influencing change. It involves "quick-hit" suggestions from stakeholders that help you develop personal-mastery in a very positive manner—to position your team to win, maintain individual dignity, and move on to the next phase.

When team members learn from the ideas and experiences of others, cycle through a process of *feedforward* and involve stakeholders in the change process, they get better. If they don't learn from others, cycle through and involve stakeholders, they usually aren't seen as making improvement.

Be forewarned: the process is simple but not easy. It requires discipline to listen. Courage to question. Spirit to follow through on commitments. Gutsy skills to navigate a path of accountability.

Action Learning

“Of course we need better information and insight, but what we need most is the capability to act on it.” Unit Head, Government

How did you learn what you know today? You began with knowing there was something to be learned and traveled a path toward a lasting change in your understanding or behavior. You put learning in action.

Action-learning can be summarized quite easily: **learning by tackling real issues**. When team members are faced with actual business issues, there are real consequences. There’s nothing like raising the stakes.

Action learning deliberately sets up situations in which there’s visibility to team results as well as how those results came about.

With the right action-learning design, you can connect your group and develop your leadership, with ROI and tangible benefits that **vastly surpass what you get from traditional training programs**.

Try this:

1. Create a highly engaging project or challenge to address.
2. Ensure the team gets a clear sense of *what is* — what's working, what's confused, and where to improve.
3. Have the team agree on a playbook to help engage each member and manage through the project.
4. Build in some duration with several follow-up check points. A range can be as little as 90 days or as much as 9 months.
5. Provide members with a strengths profile and engage their self-awareness for how to apply strengths to the task.
6. Build in *feedforward* coaching to leverage each other's experiences and learning.
7. Conduct finals in which solutions and personal results are reviewed and assessed by the peer community and executive sponsor

Example

Each person of a seven member team confidentially scored the gap they perceived between how they *are* and *need to be doing* working together to improve customer loyalty. A 37 percent gap was their start point.

With coaching, the team took ownership of three profile qualities they determined for the ideal customer-loyalty team.

They received sponsorship with the one condition of “working in quarters.” Every quarter the team focuses on one of the three profile qualities, examining it to span adoption or remove constraints. Turns out that each evolving quarter generated more participants in adopting customer-loyalty behaviors. Soon, almost 20 percent of the firm was actively engaged in improving effectiveness.

In the end, the team correlated a 0.5 percent boost in revenues for every 3.5 percent increase in customer satisfaction. Through a simple process of focused *feedforward* and action learning, they demonstrated how to “walk the talk” as well as improve teamwork.

By the way, a \$1.8 million revenue boost is a sweet return for a company cranking out \$220M in sales.

Benefits of team coaching

The benefits of team coaching flow directly from its focus on achieving real business results.

Retaining Top Performers. Many organizations find themselves fighting the “talent war.” Losing an exempt employee costs, on average, one to two times that person’s salary and benefits. A team coaching initiative helps you avoid incurring such massive, enduring, and crushing costs.

Improved Customer Loyalty. The virtuous cycle is easily understood. Team coaching leads to more effective teamwork; effective teams cultivate employee satisfaction and competencies necessary to fulfill customer requirements; satisfied customers create sustainability for the organization to drive profit. Achievers focus on the entire customer experience.

Managing Change. Team coaching is about moving a group of people from one manner of being and doing to new ways of being and doing that build enduring results. Team coaching opens windows of insight that enable them to successfully navigate the transition. When individuals and teams work effectively together so does the organization as a whole.

Who we work with

Team promise: We will hold each other accountable to perform and assist each other in support of the goal.

We work with team leaders and members who meet the following criteria:

- ▶ They have the **integrity** and **openness** to share ideas.
- ▶ They **want to work with a coach** to become more effective.
- ▶ They want to **focus on development of behaviors** (not strategy, financial acumen, or other non-behavioral skills).
- ▶ **They think getting better** at getting better is both important and needed.

How we do it

Greater improvement accrues in teamwork if the members develop their own behavioral change strategy.

Team coaching utilizes a profile specifically designed to meet the circumstances facing the team. Characteristics of the process include:

- ▶ **Measurable outcomes** about changes in the team's effectiveness as determined by key stakeholders at the end of the coaching engagement.
- ▶ A straightforward approach that **doesn't require significant amounts of time**. (About 2 minutes a day with stakeholders and 5 to 10 minutes a week with the coach over a short number of months.)
- ▶ Consistent delivery by **experienced coaches** who understand how to relate to senior managers and team leaders.
- ▶ **Comprehensive assessment** of behaviors from key stakeholders administered **with four-question mini-surveys** in follow-up.
- ▶ The team being coached takes **ownership for the area of focus**.

Example Mini-Survey

Do you believe this person has become more (or less) effective *in the past four months* in regard to the following items? (Please circle the number that best matches your estimate of any change in effectiveness.)

		<i>Less effective</i>		<i>No perceptible change</i>		<i>More effective</i>		<i>No change needed</i>	<i>Not enough information</i>	
Team Area of Focus:										
When soliciting ideas from others, uses open-ended questions like what? how? and why?	-3	-2	-1	0	1	2	3	NCN	NI	
Individual Area of Focus:										
Adopts a “can do” attitude, takes a break from the problem, and comes back later with a fresh perspective.	-3	-2	-1	0	1	2	3	NCN	NI	

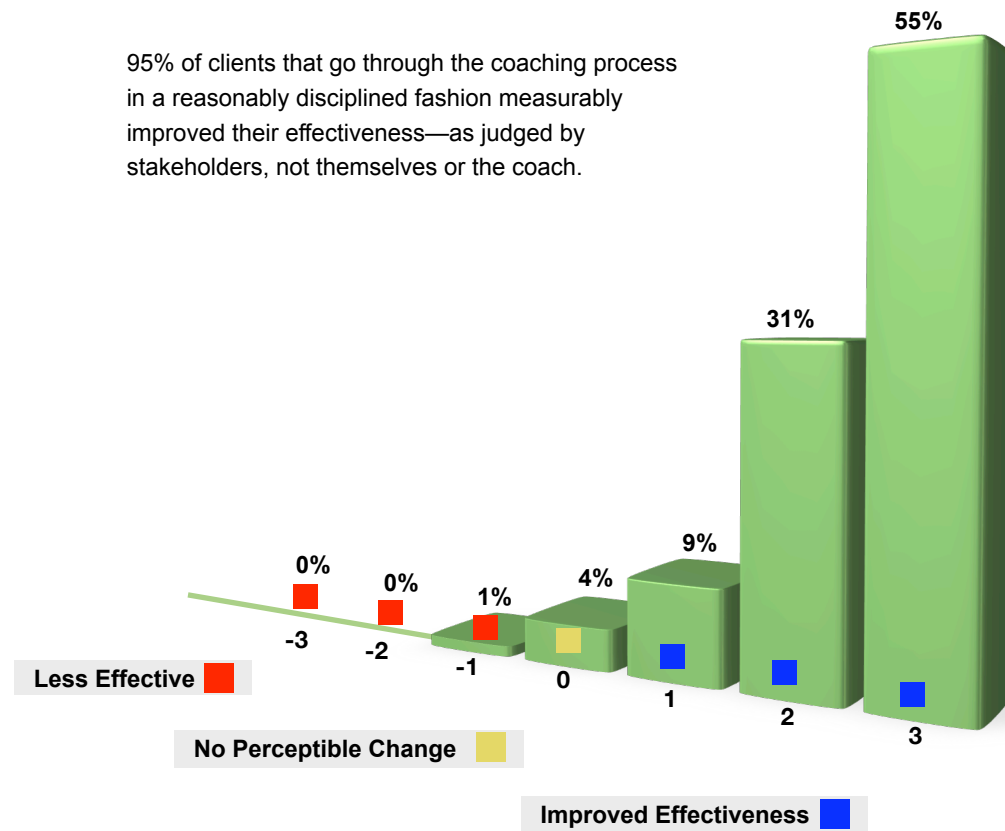
How has this person followed up with you on areas that he or she has been trying to improve? (Check one)

- No perceptible follow-up
- Little follow-up
- Some follow-up
- Frequent follow-up
- Consistent (periodic) follow-up

What can this team do to become more effective? _____

Measurable growth in capabilities

95% of clients that go through the coaching process in a reasonably disciplined fashion measurably improved their effectiveness—as judged by stakeholders, not themselves or the coach.



Why this process works

The simplicity of the process is what makes it work.

Team coaching works because it's highly focused, includes disciplined feedback and follow-up, doesn't waste time, and causes individuals to focus on self-improvement.

Most survey feedback processes ask respondents to complete too many items. In such surveys most of the items don't result in any behavioral change and participants feel they're wasting their time. Participants almost never object to completing four-item mini-surveys that are specifically designed to fit each team's specific needs.

The process also works because it provides ongoing feedback and reinforcement. Most 360-degree processes provide participants with feedback once a year. Any research on behavior will show that feedback for new behaviors needs to occur much more frequently.

A final reason that the process works is because it encourages participants to focus on self-improvement. Many team-building processes degenerate because team members are primarily focused on solving *someone else's* problems. This process works because it encourages team members to focus primarily on solving *their own* problems!

There

Let's close with a challenge to you personally. Try it! The "downside" is very low. The process takes little time and the measurement tool will quickly show whether progress is being made.

The "upside" can be very high. As effective teamwork becomes more and more important, the brief amount of time that you invest in this process may produce a great return for your team and an even greater return for your organization.



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