

Executive Team Coaching

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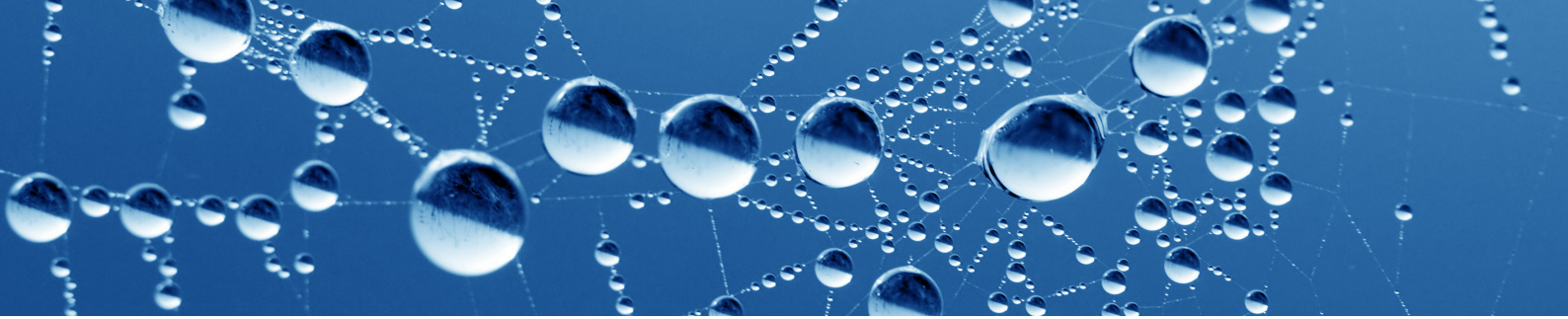
A team should be more than the sum of their parts. But this does not happen automatically; it must be worked at - regularly. In sport, a team of individual stars do not between them make a great team. High quality team coaching and time on the training ground is essential for improving the team's success. The same process is important for organisations.

Bath Consultancy Group works with senior executive teams in the private, public and not-for-profit sectors. Our approach is based on our own research on how to create High Performing Teams.

There are different phases in successful team coaching:

Diagnostic phase

We begin with exploratory one-to-one meetings with all key team members. The team also completes our 'High Performing Team Evaluation Questionnaire'. We can carry out 360° feedback on the collective team performance from all the key stakeholder groups. The team coach studies relevant background data and reports on the team and the organisation, to understand the historical and political culture, organisational context and the strategic goals of the organisation.



Development phase

From this initial phase of joint diagnosis of the strengths, weaknesses and aspirations of the team, the coach meets presents back an analysis of what has emerged, and explores with the team options for how development can be undertaken.

The team sets the measurable success criteria for the development work, and contracts both with the coach and each other on what is necessary to achieve that success.

The development phase involves some of the following:

- Facilitation of a series of off-site events, where the team works on their strategic agenda and their development
- Attendance by the coach at some of the regular team meetings as a process consultant, making process interventions to raise collective effectiveness
- Working with the team on designing and rehearsing important presentations to staff or key stakeholder groups
- Facilitation of important individual conversations that need to be moved on for the team to be more effective
- Facilitation of review meetings with key external players such as Board members or key partners

Review phase

It is important that executive team coaching is regularly revisited. In all learning and change cycles, the team should be prepared to discover more about their team culture and the systemic dynamics as they try to implement change. They need to pre-empt the unavoidable disappointment when the actions they plan at a team workshop do work out as expected, once they are back in the ever-changing world of their work system.

We review progress against the success criteria and of the relationship with the coach after three, six and twelve months. This gives the opportunity for the contract to be reviewed and where necessary changed.