The new Frontier in Systemic Team Coaching: Beyond the High Performing Team
ICF Maryland

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Thirty years of coaching in organisations and we have achieved a great deal in all sectors including the Governmental

1. Coaching the most popular from of leadership development

2. High satisfaction ratings from those being coached

3. Managers and leaders far more self aware, with greater EQ and relationship skills

4. The growth of Internal coaching communities

5. Managers learning coaching skills

6. Expectation of all coaches having supervision

7. Growth in team coaching and systemic team coaching
But what has made coaching successful in the last thirty years is not what is needed for the next thirty years.

“What got us to here won’t get us to there.”
Waking up to the 21st Century challenges

Lessons from 2008

What were the coaches doing while the banks were burning?
Organisational learning must equal or be greater than the speed of environmental change

The Darwinian Law of Organisational Survival.
Connecting four aspects of systemic change
Strategy in one question

“What can you uniquely do that the world of tomorrow needs?”
“What were you coaches doing, while you were creating a VUCA (Volatile, Unpredictable, Complex and Ambiguous) World?”

“What were coaches and leaders doing in your greatly privileged world, when you were leaving us a legacy of a world of greater demand, growing expectations and diminishing resources?”
Tomorrow’s world

1. Unceasing and accelerating transformation
2. Technological and digital revolution
3. Disintermediation and ‘Uberization’
4. Hollowing out of organisations & the growing complexity of the stakeholder world
5. Globalisation
6. Climate change
7. The need to learn and adapt faster

Tomorrow’s Leadership and the necessary revolution in today’s leadership development, Research Report, Professor Peter Hawkins, Henley Business School, March 2017
“Disruption is the new norm”

• “The global economy has changed forever. The era of traditional, hierarchical market domination by dinosaur companies is coming to an end.” Ismail (2014: 126 & 135)

• ‘You are either disrupting yourself, or someone else is – sitting still equals death.’ (Diamandis in Ismail 2014: 303).
“What can team coaching uniquely do that the world of tomorrow needs?”
and
“How do we gear up for tomorrow’s needs?”

We need to ask
Five areas of stepping up

1. Coaching in partnership to serve the wider system

2. Supporting the development of coaching culture not just in organisations but right across the value chain

3. Focus on what human relationships can do, that the E-systems can not

4. Coaching the connections not the parts - Systemic Team Coaching, Inter-team Coaching, Partnership Coaching etc

5. Break-down the silos between coaching, organisational development, consulting, leadership development, HR – we are all part of a bigger purpose
Pause for Questions
The difference between Group Coaching and Team Coaching

**Group Coaching**
- The clients are individuals who are receiving coaching in a group setting.
- The goal is the development and learning of all the individual coachees so they can better engage their stakeholders.

**Team Coaching**
- The client is the team and not the individuals that make up the team.
- The primary goal is the development and learning of the team so that it can co-create greater value with and for all its stakeholders.
Level 1: Team coaching

sees the team as created by the individuals within it and focuses on the inter-relationships between the individuals and what the individuals want from the team. Consensus and harmony are highly valued. Individuals and interpersonal relations are the centre of focus.
Level 2: System Team Coaching: Coaching the Team as a System

cconsiders the team as a living system, as more than the sum of its part. Effective meetings, generative dialogue and collaboration are highly valued. The team dynamic is the centre of attention.
Level 3: Systemic Team Coaching

sees the team more complexly as existing to create value with and for all its stakeholders. It focuses on who the team is there to serve and considers the future needs the stakeholders have of the team. ‘Future back’ and ‘outside-in’ engagement are highly valued. The dynamic relations between the team and its wider systemic context is the new centre of focus.
Systemic team coaching

“Systemic team coaching is a process by which a team coach works with a whole team, both when they are together and when they are apart, in order to help them both improve their collective performance and how they work together, and also how they develop their collective leadership to more effectively engage with all their key stakeholder groups to jointly transform the wider business.”

(Hawkins, 2011 & 2014)
The five disciplines of high performing teams and boards

**CLARIFYING**
- Team Charter
- Primary purpose
- Goals
- Objectives
- Roles

**COMMISSIONING**
- Ensuring a clear commission for the team and contracting on what it must deliver. Selection.

**CO-CREATING**
- Interpersonal Dynamics
- And Team Culture

**CONNECTING**
- And engaging all the critical stakeholders

**Task**
- Co-ordinating
- and Consolidating
- Reflecting,
- Learning
- Integrating

**Inside**

**Process**

**Outside**
Pause for questions???
### Level 4: Eco-systemic Team Coaching

Sees the team as co-evolving in dynamic relationship with its ever-changing eco-system of interconnected teams, with which it co-creates shared value. Eco-systemic coaching focuses on the interplay between the team and other connected teams (inter-team coaching). Its strategic dialogue:

- Involves its wider stakeholders (‘coaching strategizing processes’),

- Developing a team based culture within an organisation and across a network of enterprises (‘coaching networks’) or

- Partnerships that bring people and organisations together in pursuit of a common goal (‘coaching partnerships’).
Eco-systemic team coaching: MTP

- Improving the creativity of strategizing processes in organizations
- Developing new forms of team working to help organizations create a team based culture and organizations which form networks of separate businesses
- Developing more effective organizational development through 'inter-team coaching'
- Increasing the creativity and speed of organizational innovation and change through new forms of teams and teaming
- Embedding collective leadership development in real-time systemic team learning
- Developing approaches to significantly enhance the effectiveness of partnerships
- Greatly increasing the number of start-ups that flourish and have beneficial impact - decreasing the number that fail in their early years.
“As the world grows faster and more interdependent, we need to figure out ways to scale the fluidity of teams across entire organizations: groups with thousands of members that span continents….but this is easier said than done.” (McChrystal, 2015:125).

“A ‘team of teams’ – an organization within which the relationships between constituent teams resembled those between individuals on a single team: teams that had traditionally resided in separate silos would now have to become fused to one another via trust and purpose.” (p132)
Coaching innovation teams and how they communicate with the main business

The choice is to disrupt your self or be disrupted

1. Red teams
2. Black Ops teams
3. Edge teams – the internal disruptive start-up
4. Shadow boards and leadership teams
The real challenges in organizations are not in the parts or the people but in the connections.

- But we tend to consult to the parts
- and coach the individuals or the individual teams!
- The Move From IQ – EQ – to WE Q.
No more separate H.R., strategy, learning and development, coaching, functions

Instead a “Fit for the Future” function, co-evolving organisational capacity in dynamic dialogue with its wider business eco-system.

With eco-systemic team coaching at its heart.
B Team: Beyond Business as Usual: OUR VISION OF THE FUTURE

is a world in which the purpose of business is to become a driving force for social, environmental and economic benefit

FINALLY: Be part of creating the organizations fit for the future

The Challenges:

- Drive full transparency
- Foster collaboration
- Restore nature
- Scale true accounting
- Create thriving communities
- Reinvent market incentives
- Ensure dignity and fairness
- Redefine reward systems
- Value diversity
- Lead for the long run
# Systemic Team Coaching in the US, 2018

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<tr>
<th>Event Date</th>
<th>Event Details</th>
<th>Registration Information</th>
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<tr>
<td>4-6 April 2018, <strong>STC 3-day workshop</strong>, Los Angeles</td>
<td>For further information please contact Jessica McNicholas at <a href="mailto:jessica@refractionconsulting.com">jessica@refractionconsulting.com</a>, More info from Jessica to follow</td>
<td></td>
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<tr>
<td>16-18 April 2018, <strong>STC 3-day workshop</strong>, Victoria, Canada</td>
<td>This event is fully booked. For enquiries please contact Lily Seto at <a href="mailto:lilyseto@telus.net">lilyseto@telus.net</a>.</td>
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Something for you to take away and practice.

Wide-angled empathy is the ability to not only have empathy and compassion for the client(s) in front of you, but to have empathy and compassion for everybody and every system that gets mentioned in their story.

You can practice this watching the news!
Final Questions
Thank you for listening

If you would like to follow up further, then please contact by:-

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