



The Big Blue Box Ltd

Team Coaching As An Inappropriate Solution

Here are two examples where 'Team Coaching' was incorrectly perceived as the solution to a problem within a group.

The newly appointed Operations Director was aiming to drive change but was experiencing something more than a passive aggressive response from colleagues. The leadership 'team' wasn't working together – the old guard were protecting their turf, and the new appointees, whilst focusing upon the 'task', were pushing at sensitive boundaries and getting pushed back!

In another situation:

A major national organisation had been through a 'leadership team coaching' project. The scope of the coaching was restricted to focus upon 'team performance issues'.

In both of these situations coaching for the team is an inappropriate solution to the issues.

In the first example the leadership 'team' is not a team, a single solution is unlikely to apply equally, if at all, to each of the individuals in the team.

The team are unlikely to cooperate without some preparatory work being undertaken at an individual level, to build engagement, to understand the individual's (and subgroup) situations.

In the second example, individuals were not engaged in the process, and its scope was inappropriate to the individual needs. Restricting the 'scope' or focusing on a perceived issue for the coaching is not allowing the coaching to act in response to the real agenda for the individuals, and the result was a lack of engagement in the process.

For the participants the value and impact of the coaching was negligible – because it could not address issues particular to the individual. There was a lack of trust within the 'team' and the 'controlling of the coaching agenda' only seemed to highlight the problem.

Coaching is not a 'magic bullet'- it has to be used with care when the pre-conditions for its success exist.

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