



The Big Blue Box Ltd

Team Coaching

My response when asked if I do 'team coaching' is usually to say *'No I don't do team coaching'*. (I'm very cautious about being asked to deliver a prescribed solution – but that is another discussion.)

Consider the application of coaching to the definitions of teams and groups. (see [Is that team really a team?](#))

A true team will be a rare thing – the individuals might put their self interest secondary to that of the team. To change one individual will potentially change the team dynamic, individual change will need to be carefully managed to maximise the performance of the wider team. Coaching for the whole team - as a team – would be ideal. True team coaching would be enhanced by specific coaching for the individuals to maximise their contribution to the team.

In the 'group' or non cohesive team situation, it is probably the individuals who would be more likely to benefit from some coaching. Coaching should be focused upon the individual and their performance. Once the individual is engaged, only then it would be appropriate to consider any role in a 'team'. In a group situation the coaching would be oriented to improving individual performance. And then a view could be taken about the ongoing structure of the required team.

Coaching is a powerful tool, but it needs to be used with care because it won't work in every situation, different situations need different coaching styles. Just because a group of people aren't performing well together doesn't mean that 'team coaching' is the solution.

My preference is to work with the individuals on a one to one basis. If this results in a better team player then that is good, but I see my priority and focus as enhancing the individual's performance.

Because a 'true' team is a rare thing, most coaching labelled as 'team coaching' will take place within a loose group and should therefore focus on the individuals!

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