



## OUTLINE OF TEAM COACHING PROCESS FOR NEW TEAMS

Jim Collins, in *Good to Great*, compared leaders to a bus driver. The bus, their team, is at a standstill, and it's the leader's job to get it going. The leader has to decide where you're going, how you're going to get there, and who's going with you.

Collins writes that leaders who go from good to great do not start with where the bus is going but focus firstly on getting the right people on the bus, the wrong people off the bus, and the right people in the right seats before determining the direction and vision of the team.

The process below is based on a 12 month cycle but can be tailored to a minimum of 6 months.

### **Phase 1 (month 1) - Who is on the Bus and the Rules of the Bus**

This phase is a 1 day workshop focusing initially on raising awareness and building trust by having team members share their personal values, needs, strengths with each other through a range of exercises before getting the team to build a team charter on how they want to behave as a team and with each other in their meetings and interactions.

### **Phase 2 (month 2) – Agreeing the Bus Route and Marketing it**

This second 1 day workshop focuses on the creation of a team Success Plan highlighting the key goals and tactics for the team to be successful so that the team has a common purpose and common accountability. The workshop will also identify the key stakeholders that the team needs to share their Success Plan with.

### **Phase 3 (month 3 to 5) – Refuelling the Bus**

These monthly 3 hour workshops explore with the team, via the 5 Dysfunctions' of a Team, the levels of trust within the team, the way the team effectively handles conflict and how the team is learning together. These sessions also focus on team members giving each other feedback.

### **Phase 4 (month 6) – Checking the Oil**

This 1 day workshop is a 6 month service where the Team Charter and the Success Plan are reviewed and updated. This phase also involves a review of a team effectiveness survey results completed by the team members before the workshop.

**Phase 5 (month 7 to 9) - Refuelling the Bus**

These monthly 3 hour workshops explore with the team, via the 5 Dysfunctions' of a Team, the levels of trust within the team, the way team effectively handles conflict and how the team is learning together. These sessions also focus on team members giving each other feedback.

**Phase 6 (month 10) – Planning Next Year's Road Trip**

Before the current year closes out, this 1 day session gets the team to start brainstorming about what success for next year looks like and what changes the team needs to make to achieve this success.

**Phase 7 (month 12) – Reviewing the Trip**

This 1 day workshop is the M.O.T. of the Team Charter and the Success Plan as well as a review of a team effectiveness survey results completed by the team members before this workshop.