



# GROUP AND TEAM COACHING

## FACILITATE COLLECTIVE LEARNING

“Group Coaching and Team Coaching allow organizations to reach more people than individual coaching does alone. The collective and individual nature of each process gives individuals both the peer support and one-on-one benefits of coaching.”

– Ellen Kumata, Partner, Cambria Consulting

### GROUP VERSUS TEAM COACHING

The focus in group coaching is on individual development of a common skill, while the focus in team coaching is facilitating individual changes that will enhance a team's overall performance.

- **Group Coaching** is focused on peer-level individuals, from across an organization, who don't necessarily work together but who are nonetheless focused on developing similar skills or addressing common business issues.
- **Team Coaching** focuses on developing individuals who have been or will be working together over the long-term. Compared to a group, teams identify more closely with uniform goals and norms and typically involve more complex interpersonal dynamics.

### HOW DOES THE COACHING WORK?

Cambria's experience in organizational and individual development is the foundation for our approach to group and team coaching. We recognize that group and team dynamics are different and adjust our approaches accordingly:

- **Group Coaching** is often initiated as follow-up to another developmental experience, such as a workshop, that has brought people together. The individuals comprising groups typically come from a variety of experiential backgrounds which the coach must assess and coach to.
- **Team Coaching** facilitates people working better together over time. It incorporates up-front assessment of individual styles and real-time feedback from team members in the context of the team's goals and objectives.

Despite their differences, however, our approaches to group and team coaching do contain common elements. Both begin with client collaboration and include planning, design, implementation, coaching, and evaluation phases. The coaching phase is always the largest portion of a group or team coaching initiative and includes one-on-one coaching sessions as well as sessions with the overall group or team.

#### USE GROUP AND TEAM COACHING TO...

- Provide cost efficient coaching to a large number of people
- Develop skills in a supportive environment that brings people together; cultivates an internal network of peer coaching; and unites development with overarching organizational goals

#### USE GROUP COACHING TO...

- Foster professional relationships across functions by pulling people together to focus on common development themes

#### USE TEAM COACHING TO...

- Refine communication and cooperation skills among team members and instill greater trust, respect, and understanding in working toward team goals

## CASE IN POINT

### USING GROUP COACHING TO CREATE A HIGH-PERFORMANCE CULTURE

#### Challenge:

A leading financial services firm wanted to improve the leadership, communication, and performance management skills of their senior executive team in order to role model how leaders need to work independently and as a team.

#### Approach:

Cambria collaborated with this organization to create a group coaching initiative focused on these critically important areas. Designed to last nine months, the initiative was divided into three segments, one for each area of focus.

Together, the first step we took was to define specific objectives for success, key organizational messages to emphasize in the coaching process, tools that would be useful throughout, and criteria for evaluating the process at the end.

Each participant was then matched to two coaches and given the opportunity to choose the coach that best suited his/her individual needs. Upon selection, the coaches met with organizational leaders to better understand the business context as well as any trends or issues that might affect the group.

The coaches then initiated the process by combining executives' self-assessments with feedback from managers, direct reports, and peers. Throughout the nine months, individual coaching was complemented with group sessions that focused on tips and techniques the executives could apply on-the-job in each of their unique situations.

#### Outcome:

Upon completion of the nine months of coaching, feedback was gathered using the previously specified evaluation methods. It indicated that executives served as roles models for individual development and behavior change, creating a performance culture from the top-down.

"I thought this was a very healthy process in which I learned about myself, [received] some good tools and techniques, and was comfortable identifying those areas in which I had development needs. It helped me identify what I was going to do about those areas. The fact that I've been asked to hold myself accountable has been an important part of the process. Overall, it's had impact!"

– *Coaching Participant*

#### About Cambria Coaching

Cambria Coaching is a division of Cambria Consulting, Inc., a human resource and management consulting firm specializing in developing people solutions that drive business performance. Our organizational development and leadership foundation enables us to approach coaching from both the individual and organizational levels. We focus on bench strength development; key leader development linked to succession planning; high-potential development; and strategically-targeted efforts where behavior-change is critical. We partner with clients to put in place the strategy, process, supporting tools, and coaches – both internal and external – to accomplish this work. For more information about Cambria's range of solutions, visit our website or call (617) 523-7500.