C4C
COACHING FOR CHANGE

Tools to Teach Teaming

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3 OBJECTIVES:

1. CORE FEATURES OF EFFECTIVE TEAMWORK
2. ENCOURAGE LEADERS TO COACH TOWARD AUTHENTIC TEAMWORK
3. LEARN 2 PROCESS TOOLS TO ENGAGE TEAM MEMBERS IN PROGRAM DEVELOPMENT/ IMPROVEMENT
   - NOMINAL GROUP TECHNIQUE
   - CAUSE & EFFECT DIAGRAM

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CORE COACHING INGREDIENT #4:   TEAMS

If you want to go fast, go alone...

If you want to go far, go together.

African proverb

Team as Verb

"To Team…the act of Teaming…"

"To put together in order to do something or to achieve a particular effect."
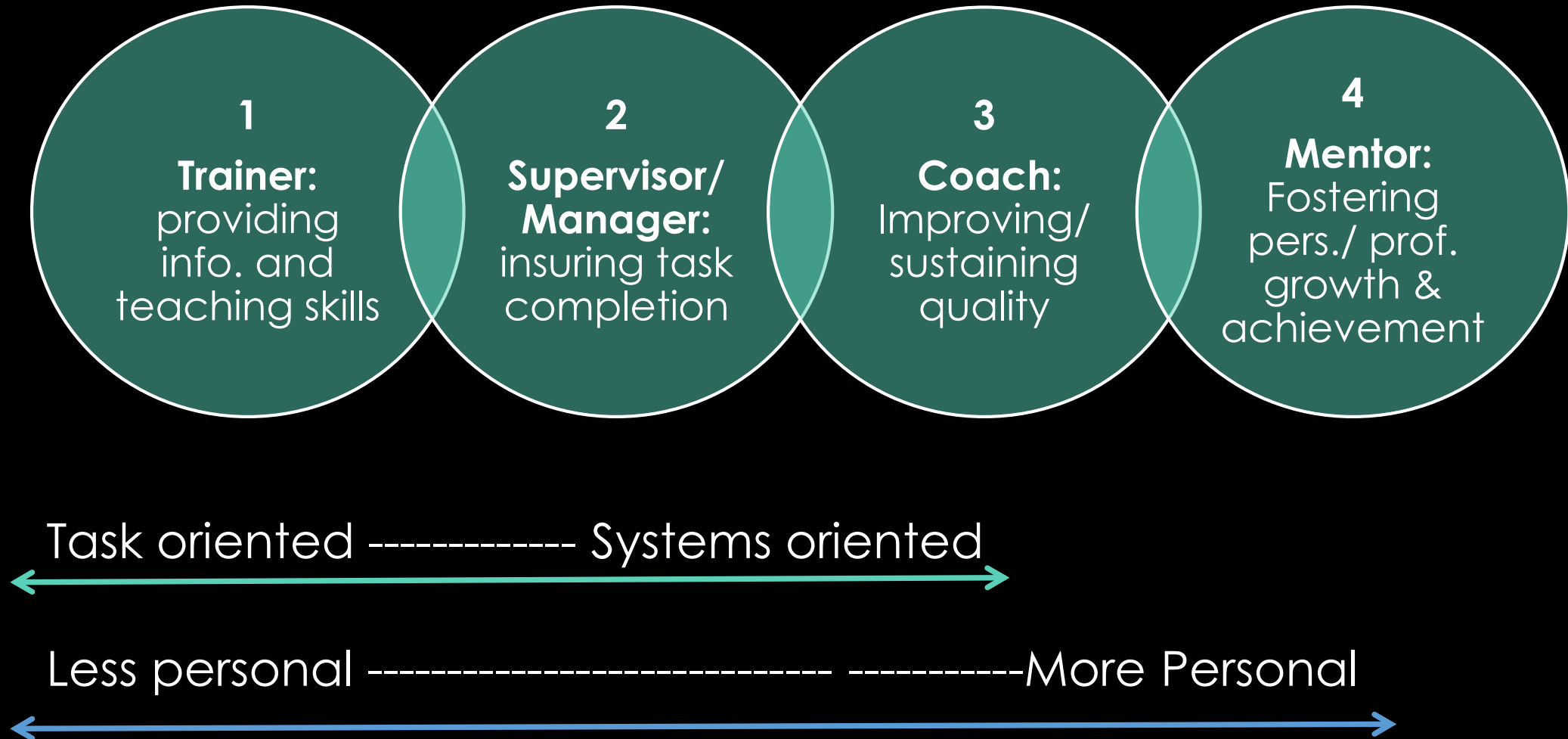
Change Teams

- **Executive Sponsor**

- **Change Leader**

- **Data Coordinator**

- **Team members**

- **Sustain Leader**

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COACHING ON THE CONTINUUM OF SUPPORTS

1
Trainer:
providing info. and teaching skills

2
Supervisor/ Manager:
insuring task completion

3
Coach:
Improving/ sustaining quality

4
Mentor:
Fostering pers./ prof. growth & achievement

Task oriented ------------- Systems oriented

Less personal ---------------------------------- ----------More Personal

CORE COACHING INGREDIENTS

- **RETREAT**
- **SEQUENCE**
- **URGENCY**
- **TEAMS**
- **TRUST**
- **ACCOUNTABILITY**

- **QUESTIONS**
- **SYSTEMS THINKING**
- **RELATIONSHIPS**
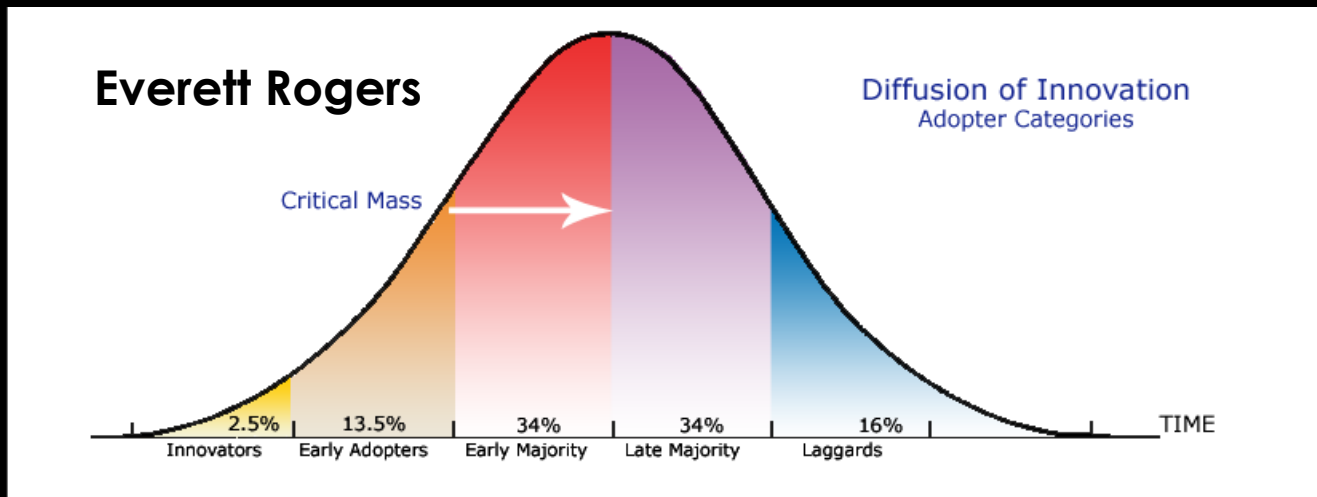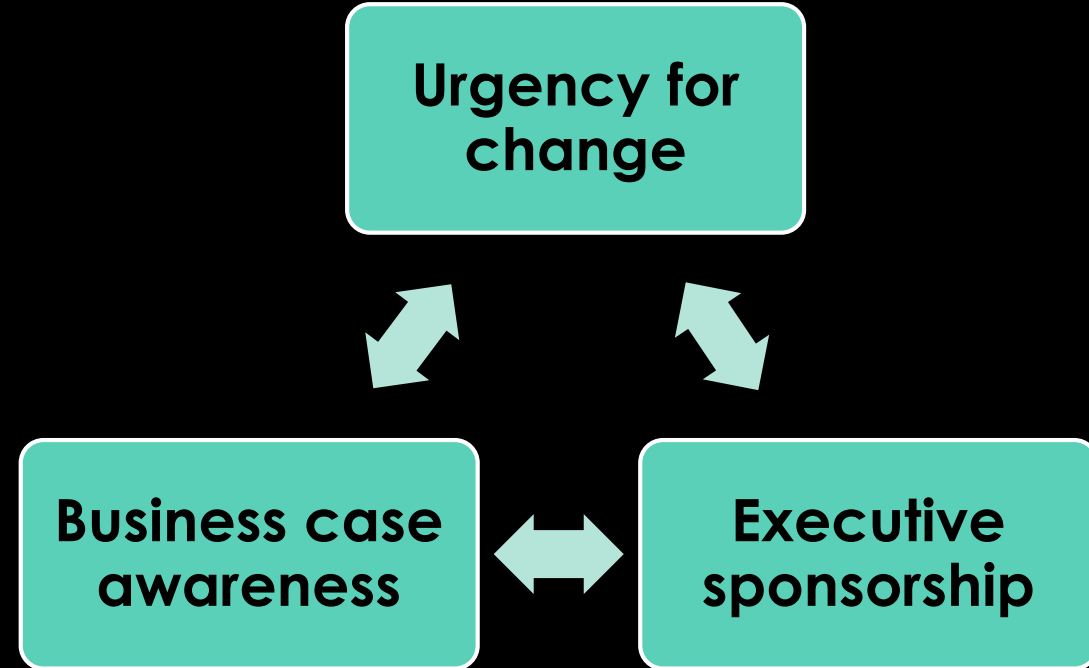- **DATA**
- **PROCESS TOOLS**

EMPOWERING QUESTIONS

Questions from the Coach…	Assertions from the Coach…
"What is going on with X?" "What do you think the next steps should be?"	"Pay attention to X." "I recommend that you now do Y."
Help a coach to better understand the team.	Are often rooted in assumptions.
Increase team dialogue and idea generation.	Decrease team dialogue and idea generation.
Honor the expertise of the team.	Define the coach as the expert.
Encourage independent thinking.	Reinforce hierarchy.
Encourage independence/mastery (team as expert, team as discoverers).	Encourage dependency/passivity (Coach as expert, team as followers).

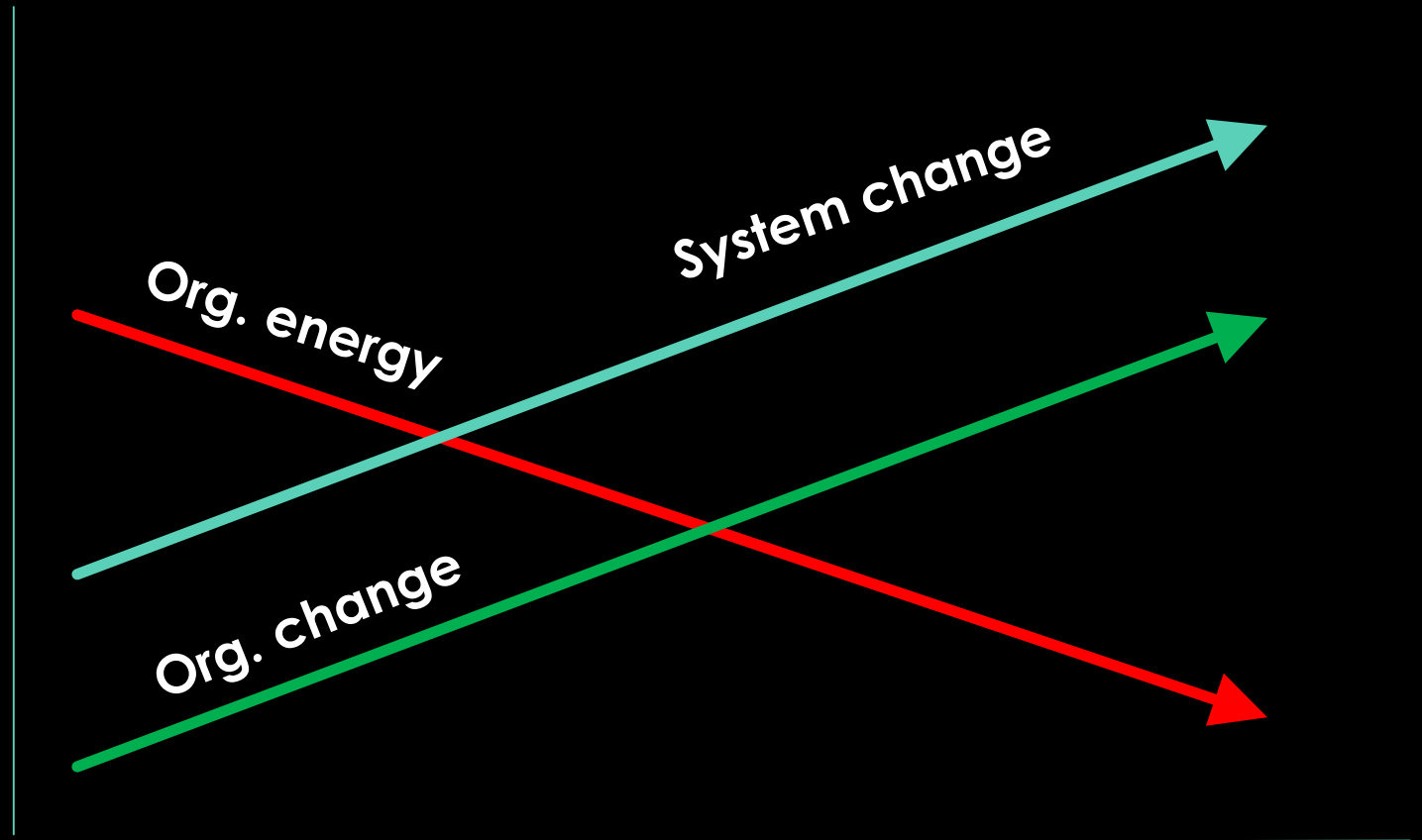# URGENCY

A Sense of Urgency, John Kotter

1. Bring the outside in

2. Behave with urgency every day

3. Find opportunity in crises

4. Deal with the "NoNos"

Urgency for change

Business case awareness

Executive sponsorship

Everett Rogers

Diffusion of Innovation
Adopter Categories

Critical Mass

| 2.5% | 13.5% | 34% | 34% | 16% | TIME |
| Innovators | Early Adopters | Early Majority | Late Majority | Laggards | |

TRUST

- EMPATHY

- EN-COURAGE-MENT

- APPRECIATION FOR THE CHALLENGE

RETREAT

- Seek safety

- Regroup

- Understand environment and needs

  - Why are we doing what we are doing?

  - Where do we need to go?

  - How can we get there?

  - How can we improve?

- Find a path forward

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PROCESS TOOLS

1. Rapid Cycle PDSA
2. Environmental scan
3. Swot/soar analysis
4. Cause and effect diagram
5. Walk thru
6. Flow chart
7. Nominal Group Technique
8. Surveys

"Practice is Everything"

Pele

COACHING PROCESS TOOL #7: **NOMINAL GROUP TECHNIQUE**

Good Brain storming IS...

- structured/facilitated by a leader.

- focused on a specific question or problem.

- Includes all participants.

- Encourages all ideas.

- Engages individuals in a team effort.

- Generates a wide range of new ideas.

QUESTION ALTITUDE:

10

9

8

7

6

5

4
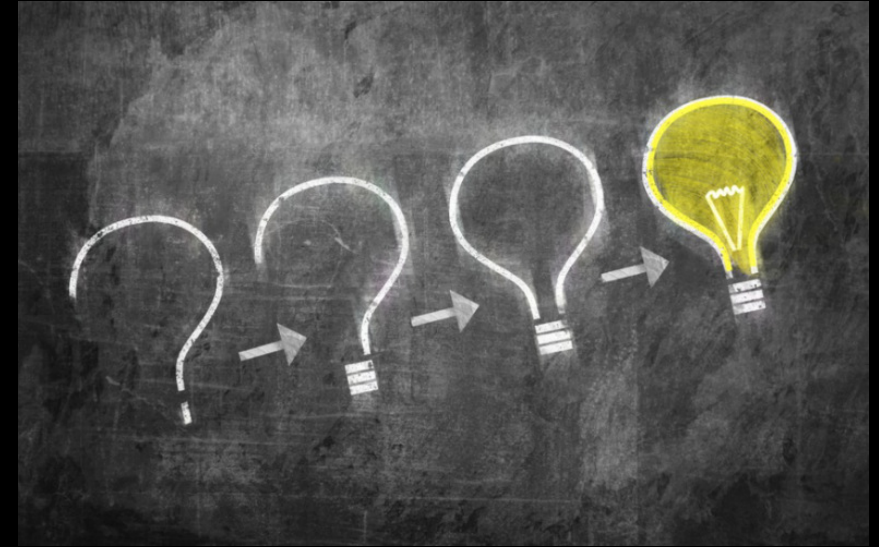
3

2

1

- HIGH ALTITUDE

HOW CAN WE MAKE OUR PROGRAM BETTER?

- MEDIUM ALTITUDE

WHAT PROGRAM OFFERINGS WILL ENGAGE OUR CLIENTS/ REDUCE DROP OUTS?

- LOW ALTITUDE

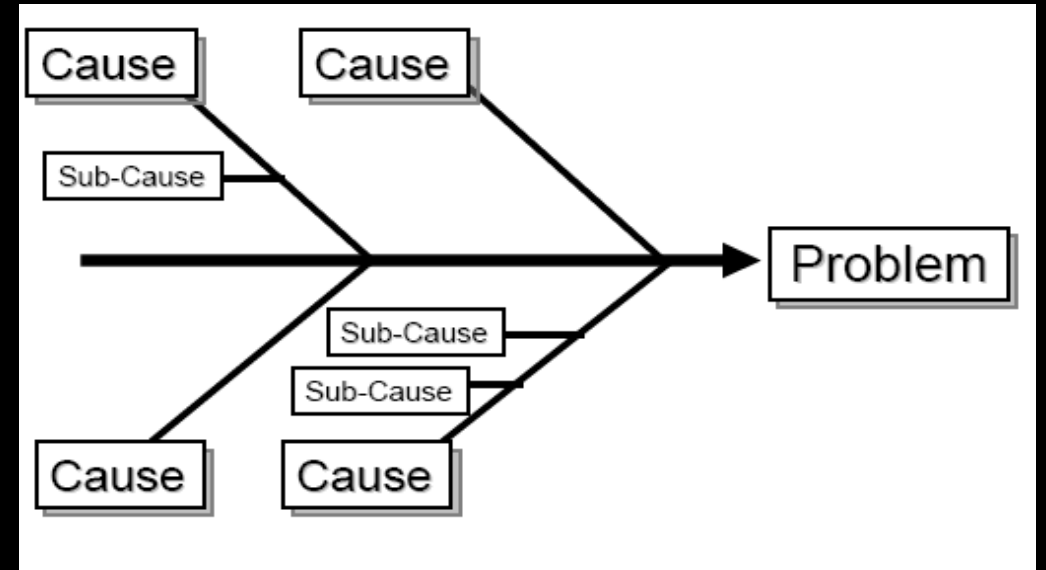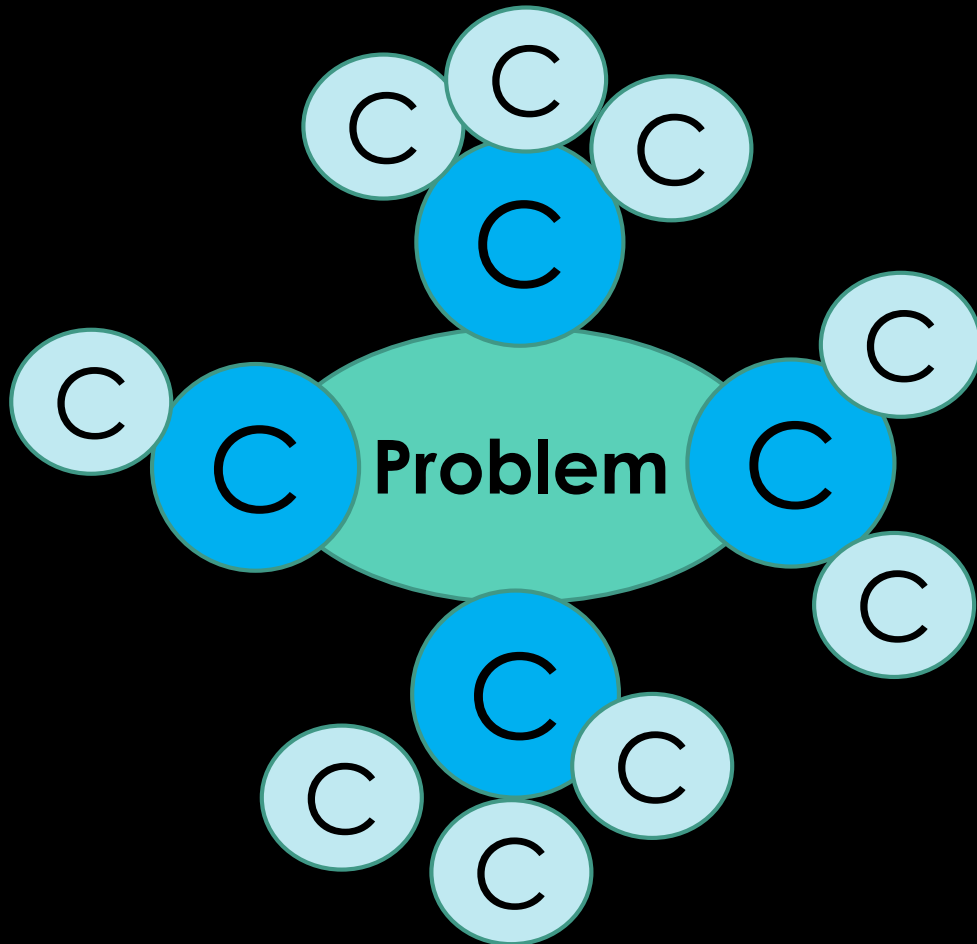*WHAT IS THE BEST ORDER FOR THE CONTENT IN THE EDUCATION GROUP?*

4 STEPS OF NGT:

1. Silent Generation of ideas.

2. Round Robin Report and Record.

3. Discussion for Clarification.

4. Voting. (force choice)

CAUSE AND EFFECT DIAGRAM

- FINDING THE ROOT CAUSES

Why does that happen?

KEY COACHING TAKE AWAYS:

- **TEAM IS A VERB**: ROOTED IN ACTION: IF YOU WANT TO BUILD YOUR TEAM, DO TEAMING!

- DO THE NGT AND CAUSE & EFFECT DIAGRAM TO BUILD TEAM

- ENCOURAGE A SHARED SENSE OF URGENCY

- APPRECIATE CHALLENGES WITH EMPATHY

- ASK STRONG QUESTIONS

C4C

Thank you

TOOLS TO TEACH TEAMING

3 Q. Eval:
1. What was the Best part?
2. What was the Worst part?
3. How would you fix the worst part ?

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