



Executive level one-on-one coaching

Building a strong leadership team

Senior level meeting facilitation

Strategic change consultancy

Key talent development

Onboarding

Team development coaching explained – FAQ's

1. What do you mean by team development coaching?

As an Executive Coach my primary focus is in working with the most senior people within the business and their direct reports. As a natural consequence of this all of my team development activities are aimed at this level, with the objectives of building a team capable of leading the business and equipping its members with the necessary skills and behavioural attributes.

2. Why do you get involved with senior teams as a coach?

Working with senior individuals involves a high degree of mutual trust, as I am always exposed to company information of a confidential nature. Once this trust has been established it is natural for the company to wish to leverage the relationship in other areas, and a classic example of this is in working with the leadership team.

Furthermore most senior teams recognise that they do not work together as effectively as they could, and that this is often detrimental to their performance. Most teams find that by using a trusted external source to challenge their thinking and operation is a very effective way of raising their standards and increasing their professionalism.

3. What model do you use?

There are a number of best-practice models available and I select the one that I feel is most appropriate to the style and culture of the business and their desired objectives. However as a baseline I will always compare senior teams to the ultimate team in business – the board of directors. This is a useful model as the behavioural standards of a board are kept high because of their fiduciary responsibilities and the principle of collective accountability. There are many lessons that senior teams can learn from the activities and behaviour demanded of a board, and for many senior individuals this is an aspirational target.

4. What sort of areas do you coach senior teams in?

There are two primary areas of team development coaching - skills and behaviour. In the skills area I offer team coaching in areas such as providing leadership, working together more effectively, building and executing a strategic plan and developing high-level communications/interpersonal skills. From a behaviour perspective areas include time control and self-discipline, executive conversation and director-level thinking. However as a coach I am able to develop coaching modules in specific areas outside of these as required by the business.



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As part of this I am licensed to use senior individual and team based psychometric and profiling tools such as the MBTI level 2 instrument and the HBDI team model. I also conduct intensive 360 degree feedback exercises, and am trained and equipped to deploy a number of team games and exercises designed specifically for use at this level.

5. How do you engage with the team?

There is a very simple principle in team working. Whenever you go to the time and expense of bringing a group of senior people together, you should only do the things that can only be done when you are together. Team development is one of those things that you can only do if you have firstly brought the team together, and there are many business circumstances in the normal course of events when this happens.

It is my practice to encourage companies to adopt the stance that whenever a team is brought together for any reason, team development will always be on the agenda in some shape or form.

One option is for me to put together a discrete coaching module that can be included on the agenda for the overall meeting. In this example the team coaching becomes a part of a normal business meeting.

However a more challenging option is for me to construct a team coaching session that includes in its agenda a specific business discussion, which is used to practice some of the principles taught. In this example the business discussion becomes a part of the team coaching.

An example of the second option is a team coaching session that has as its primary goal the construction of a strategic long-term plan for the business. I would begin the session with coaching on how to construct a strategic plan and give some best-practice models for design and implementation. We would then go on to use these techniques to construct the actual plan for the business.

6. How much does it cost?

Team development is charged by the day rather than the person, at a rate of AUS\$2,000 per day plus GST. The only other charges would be for travel expenses which are charged at cost and for the purchase and administration/feedback of any psychometric or profiling tests.

Martin Hoyle.

Coach to Executives, Senior Managers and Leadership Teams.