

# Lifting the Lid on Team and Group Coaching

Facet5 Live Session

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Daniel Taylor – Principal Consultant



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***A one-to-one approach has dominated the coaching scene for many years, and the potential benefits of group and team methods of coaching have been overlooked.***

*– from The Collective Advantage (2024)*



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## Definition:

*Our definition of group coaching involves bringing together a group of employees to focus on a specific purpose, goal, or issue, facilitated by a coach who supports them using a coaching process and coaching techniques.*

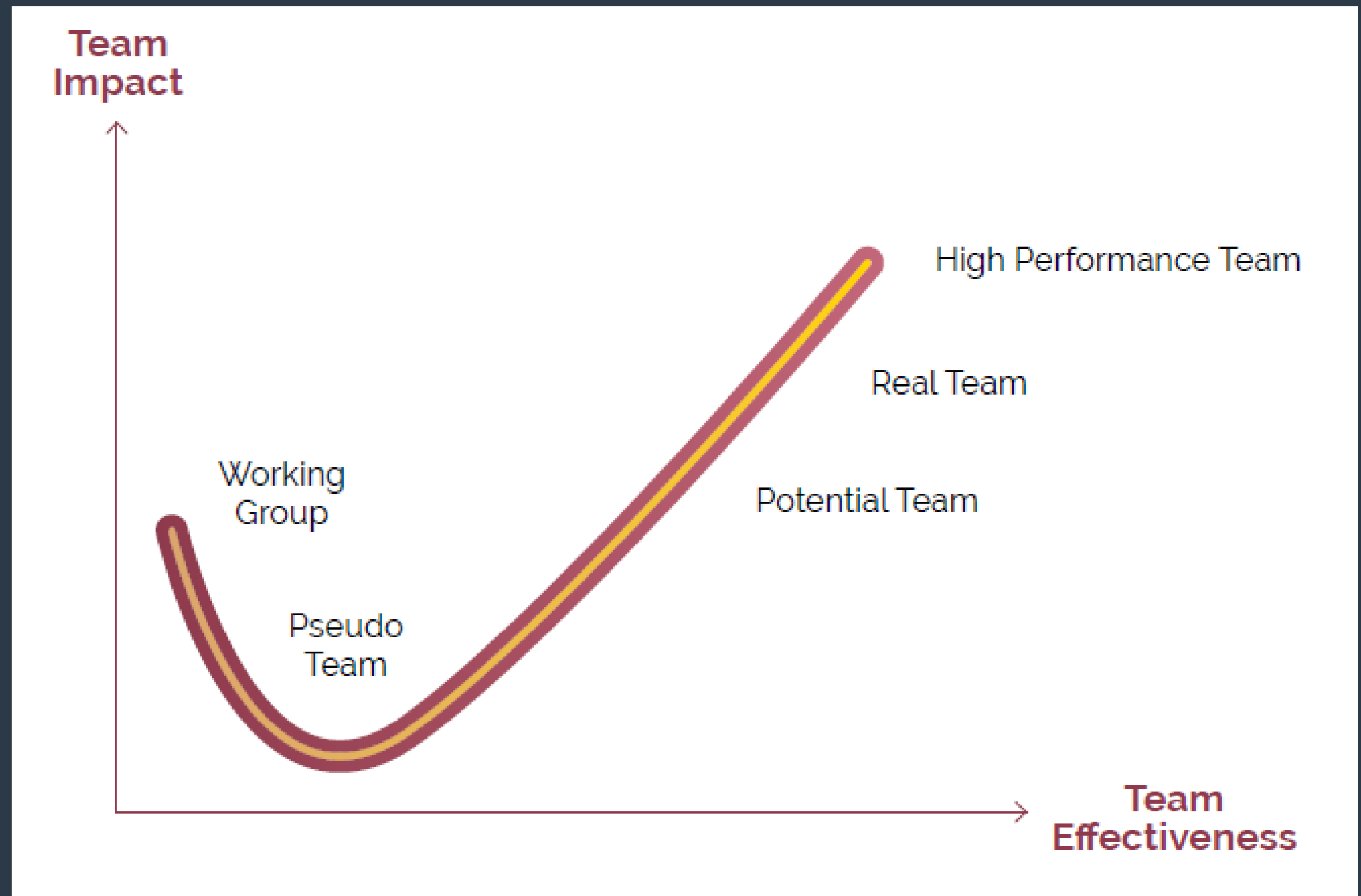


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# Types of Team:

- Intact teams
- Teams of leaders
- Non-intact teams

*(Katztenbach, 1993)*



# When?

## *Questions to Ask*



Is your investment in more formal training and leadership development programmes having an impact where it matters, on the job? Or is the investment being under-leveraged?



Do you have key teams that would benefit from having focused time in bespoke coaching sessions to work on themselves as a team, optimise their team dynamics, help them (re)align as a team, and/or go from good to great?



Do you have people going through challenging transitions, or facing specific headwinds, who would benefit from a safe-space with an independent coach and facilitated peer-support to help them move forwards with confidence?

# When?

## *Situations to use group coaching*

**1**

To enhance and embed learning

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**2**

To enhance team performance, cohesion and alignment

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**3**

Thematic group coaching to support individuals with shared issues

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# How?

## *Things to consider*



### **Context**

- Purpose
- Role of coach
- Mindset



### **Balance Support & Challenge**

- Assign roles
- Get permission
- Feedback



### **Get the Tone Right**

- Build trust
- Contracting
- TeamScape



### **Be Action and Outcome Focused**

- Goals
- Accountability
- Commitment

# How?

## *A process to follow*

1

The Challenge - This could be a dilemma, an issue faced by the team, or an opportunity. One person, on behalf of the team, describes and has to have some personal stake in its outcome or resolution.

2

The Collaborative Inquiry - This is the period of open questioning, not solution gathering! Each question should have the potential to awaken a new perspective or shed some light on a hidden assumption or unseen possibility.

3

The Reflection - This practice allows each member of the team to gather their thoughts, crystalize their insights and prepare to share those.

4

The Voicing - During this phase each team member shares the outcome of their reflection by focusing on the "content" or an insight they have gained.

5

Commitment - In this final segment, the Virtual support and challenge Group Coaching session moves to an agreement of what happens next, either by consensus or led by the person (with delegated authority) who first introduced the challenge or opportunity. Commitment is tested, resources aligned, measures introduced to lend strength to the commitment.



# How?

## *From GROW to GROUP*

Goal	Group is asked to clarify what they want to achieve from each session. Determines the focus of coaching.	What do you want to achieve this session? How would you like to feel afterwards? What would be the best use of this time?
Reality	Raise awareness of present realities. Examine how current situation is impacting group's goals.	How have things gone in the past week? How have you handled any problems? What worked? What didn't work?
Options	Identify and assess available options. Encourage solution focused thinking and brainstorming.	What possible options do you have? What has worked for you in the past? What haven't you tried yet that might work?
Understand others	Group observes deeply, notices their internal responses to what is being said and makes meaning both of what they hear and their internal response. The group connects to the emerging best future.	What is your view on the best options? What did you understand by her view? What was your internal dialogue when you were listening to that? Can you integrate the broader group perspective?
Perform	Assist the group to determine next steps. Prototype best options. Develop individual and group action plans. Build motivation and ensure accountability.	What is the most important thing to do next? What can be learnt from this prototype? What might get in the way? Who will be able to support you? How will you feel when this is done?

# Conclusion



Goal-orientated.



Connected to issues that matter both for participants and their organisations.



Involves the right balance of both support and challenge.



Helps employees and teams not only review, reflect and learn (single-loop learning), but to examine and challenging their underlying values and assumptions (double-loop learning) in trying to solve issues, generating new perspectives and ideas.

