

# Going from Good to Great

Taking the next leap with  
your board and C-suite teams



# What is Team Coaching?



“In organisations, real power and energy is generated through relationships. **The patterns of relationships and the capacities to form them are more important than tasks, functions, roles, and positions**”

- Margaret Wheatley, thought leader in organisational design

**Team coaching is the opportunity to look at how the parts fit together.**

Imagine this scenario...

There are 5000 types of cars out there. Let's imagine we buy one of each and bring them into a huge garage. Then bring in 200 of the best mechanics and give the problem to find which car has best motor. Say Rolls Royce has best engine. Best transmission? Mercedes. And so on.

One by one, we find out which car has best parts. We instruct mechanics to remove these best parts and construct the best car.

Do we get the best possible car? Of course not - we don't even get a car. Why not? The parts don't fit!

It's the way the parts fit together that determine performance of system not how they perform taken separately. And yet we conduct systems – like companies – as if though the improvement of parts taken separate improve the whole.



# Moving from 'Me' to 'We'

Everything a team does has an impact in the organisation – whether it's intentional or not.

The 'how' you are as a team that impacts in ways beyond the 'what' you do as a team; how you talk to each other, how you have disagreements, your own working practices, your alignment and communication of the company vision and how you manage lack of alignment around topics such as future company direction.

**To ensure a high performing team, we need to pay attention to how the team fits together.** Team coaching helps the team learn about themselves and see the team dynamic. With this new awareness of interconnectedness, the team can be more choiceful in how they interact and their intended impact.

“In any system, when one improves the performance of parts taken separately, the performance of whole does not necessarily improve and frequently gets worse. The western approach to management is to divide and conquer. Divide the company into departments etc. then try to manage each as well as possible on the assumption that when this is done, the whole will be operating as well as possible. This is absolutely false. “

Dr. Russell Ackoff, Thought leader in organisational theory,  
Professor Emeritus of Management Science at the Wharton School



# Do you see your team in these scenarios?

- The team is misaligned on their mandate, and unclear on their roles and responsibilities
- The team has a blind spot with regards to it's impact on the rest of the organisation and there is clear feedback in the employee survey
- There are unrealistic expectations of levels of achievement of the team and performance are being placed on this team
- The team's decision making process is not in service of the business
- The right individuals are on the team but somehow, the team performance is less than the sum of the smart parts
- The team's ability to solve complex problems is not what is needed by the business
- Unhelpful levels of conflict in the team manifesting either in unpleasant aggressive behaviour or avoidance of any topic that the team seems hard





““Feedback from the Investor in People Gold Award was that the board was an aligned and coherent team – that’s down to our team coaching with Lea\_p”

- Board member of Rider Levett Bucknall

# What Can I Expect From Team Coaching?



- Getting clear on what’s needed to support the next chapter of the company e.g. organisation, people, process
- Reconnecting the founder/ leadership team to new purpose and mission e.g. after a challenging year, or the departure of a key staff member
- Reviewing, adapting, and adopting a decision making framework appropriate to the stage of the company
- Building skills and experience in accountability both within team and organisation
- Building a capacity to have hard conversations
- Addressing conflict between two individuals in a team
- Supporting a key change in the team e.g. transitioning out of founder CEO to Chairman
- Facilitating conversations about the elephant in the room



# The Journey of Team Coaching

## 1. ASSESSMENT

We start with assessing the current state of the team. We do this by interviewing the team and key stakeholders about the team's purpose, strengths/weaknesses, the team at it's best, and key challenges. We also have other assessment options available.



## 2. COMMISSIONING

In a full day session with the team, we review the assessment results. We look for alignment around the results, and some initial experience of team coaching. The team chooses to commit to the team coaching (or not).



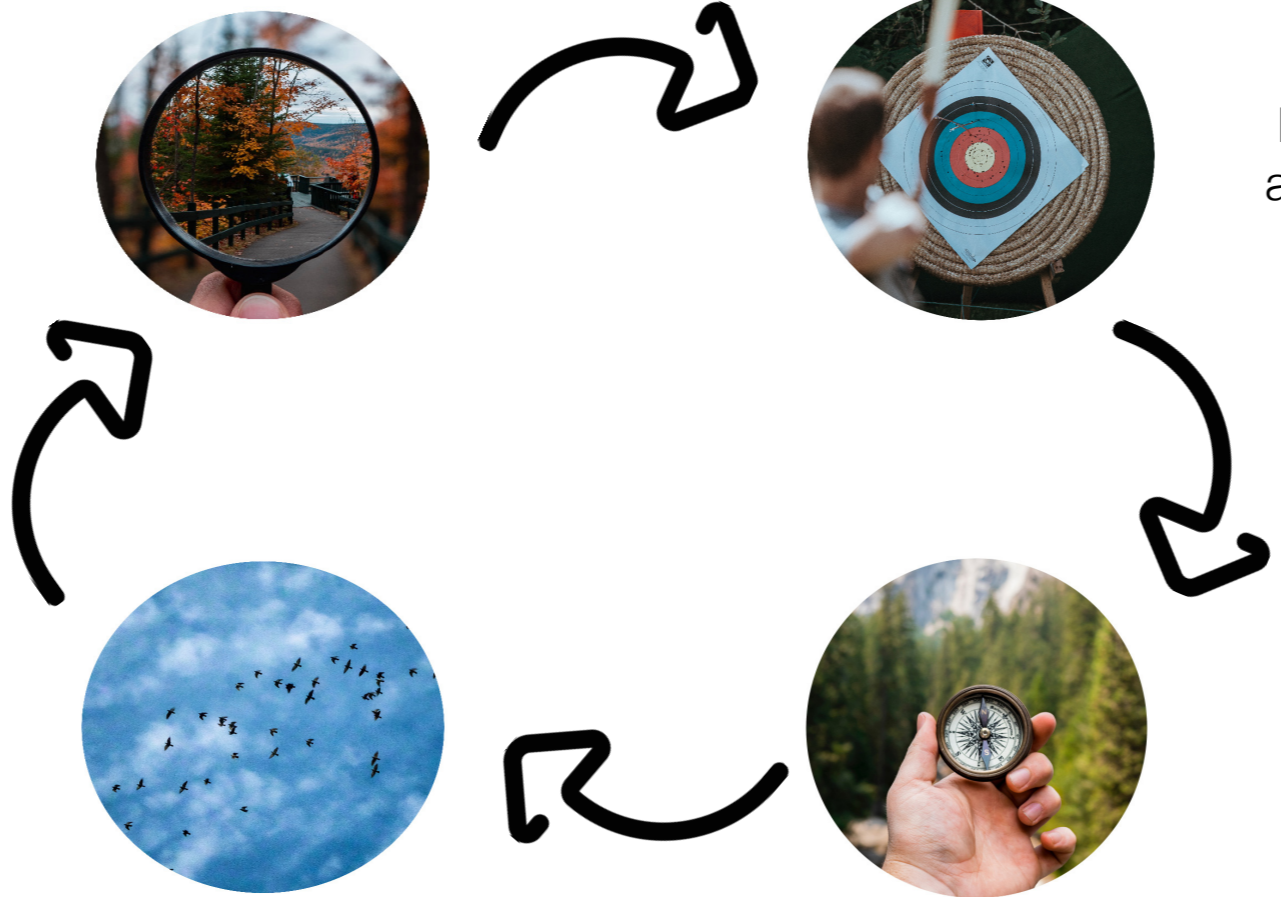
## 3. COACHING

Executing on the coaching plan as agreed in the previous phase. We use a wide range of systems tools, exercises, and creative means to explore the topics at hand. The team will have homework from sessions that serves to provide an opportunity to experiment and collect data to bring back into the next sessions.



## 4. THREE MONTH CHECK-IN

An important milestone of bringing the team together with the coach to review actions, and commitments from the final session, and provide a space to openly and safely discuss what has changed.





# Why us?

We evoke leadership conversations that matter

## **Our approach**

We are pragmatic, and results oriented. We work with the team and key stakeholders to provide an assessment of the current situation. We meet you where you are. Our team coaching programs are bespoke and designed to address your needs in this moment. We create shared experiential sessions that focus on topics that matter to you. Adults learn best through a shared immersive experience that is a direct metaphor for a set of challenges the team faces. We all have different ways of taking on information. Some of us learn through visual and others through auditory. Or reading/writing. We take all this into account in how we run the coaching sessions. Our sessions are creative and dynamic. From innovative assessment tools like the Leadership Circle Profile, the use of metaphors and story telling, to the use of Lego® Serious Play® Method and Materials, we use creativity to bring in new ways of thinking.

## **And what we ask of the teams we work with is courage**

Courage is a core value of ours. We value courage as the essence that defies risk and fuels motivation. Undertaking team coaching with us requires courage. The process requires radical self-enquiry.

“If you want to be a good leader of an organization, you are going to have to put high priority on building relational trust simply because the research tells us that it is essential to mission success.”

- Parker Palmer





# The Coaches



**Catherine Stagg-Macey**

Catherine has spent over twenty years in the technology and insurance sectors. From the foundation of a degree in Computer Science, she has experience in a wide range of roles from programmer, project manager, leader and strategy advisor. In her last corporate role, she developed and led a European Insurance consulting practice. Passionate about people, she retrained as a coach and founded a business offering leadership and team coaching, workshops and facilitation.



**Lauren Robinson**

Lauren spent ten years working within the property and construction industry in the UK and the Middle East in Sales, Marketing and Business Development before becoming an executive coach. Her final role was in the City of London, in senior management for a multi-million pound contractor. Lauren combines the experience of high pressured corporate sales and her knowledge of business, with her passion for leadership and desire for people being their best, to her coaching.



**Olivier Larvor**

Olivier spent 15 years working as an expat in Ireland, the UK and Dubai in the HR function for Schlumberger. He now supports the transition of workplaces into creative, dynamic and performing companies. He facilitates people's development into visionary & inspirational leaders, talented professionals, and better-operating teams by revealing their inner strength, emotional resilience, and heart.







Lea\_\_\_\_\_p

A new way in leadership

[www.lea-p.com](http://www.lea-p.com) | [catherine@lea-p.com](mailto:catherine@lea-p.com)