



The challenges are  
in the connections...

## CEO of large international organization:

*“I have lots of coaches who coach my people and lots of consultants who consult to parts of my organization, but that is not where the challenges lie.*

*All the real challenges in organizations are not in the parts or the people **but in the connections.**”*

*In Hawkins 2017 “Tomorrow’s Leadership and the Necessary Revolution in Today’s Leadership Development” Henley Business School*

# We are still coaching 20<sup>th</sup> Century Leaders not 21<sup>st</sup> century collective Leadership

## Twentieth century Leaders

- Heroic and individualistic
- Leading their own team and their people
- Expert in their sector
- Creating predictability
- Focussed on last and next quarter

## 21<sup>st</sup> century Leadership

- Collaborative and collective leadership teams
- Team leader needing to develop a team of collective leaders
- Leading partnerships across boundaries and across changing sectors
- Increasing the capacity to live with uncertainty
- Leading across 3 time horizons:
  1. Business as usual
  2. Innovating for tomorrow
  3. Future fore-sight



**We need to coach connections and develop collective leadership not leaders.**

## **Senior H.R. Director:**

*“We used to focus on changing what was happening in the space between our peoples ears. Now we have to focus on changing what is happening between people’s noses.”*

*In Hawkins 2017 “Tomorrow’s Leadership and the Necessary Revolution in Today’s Leadership Development” Henley Business School*

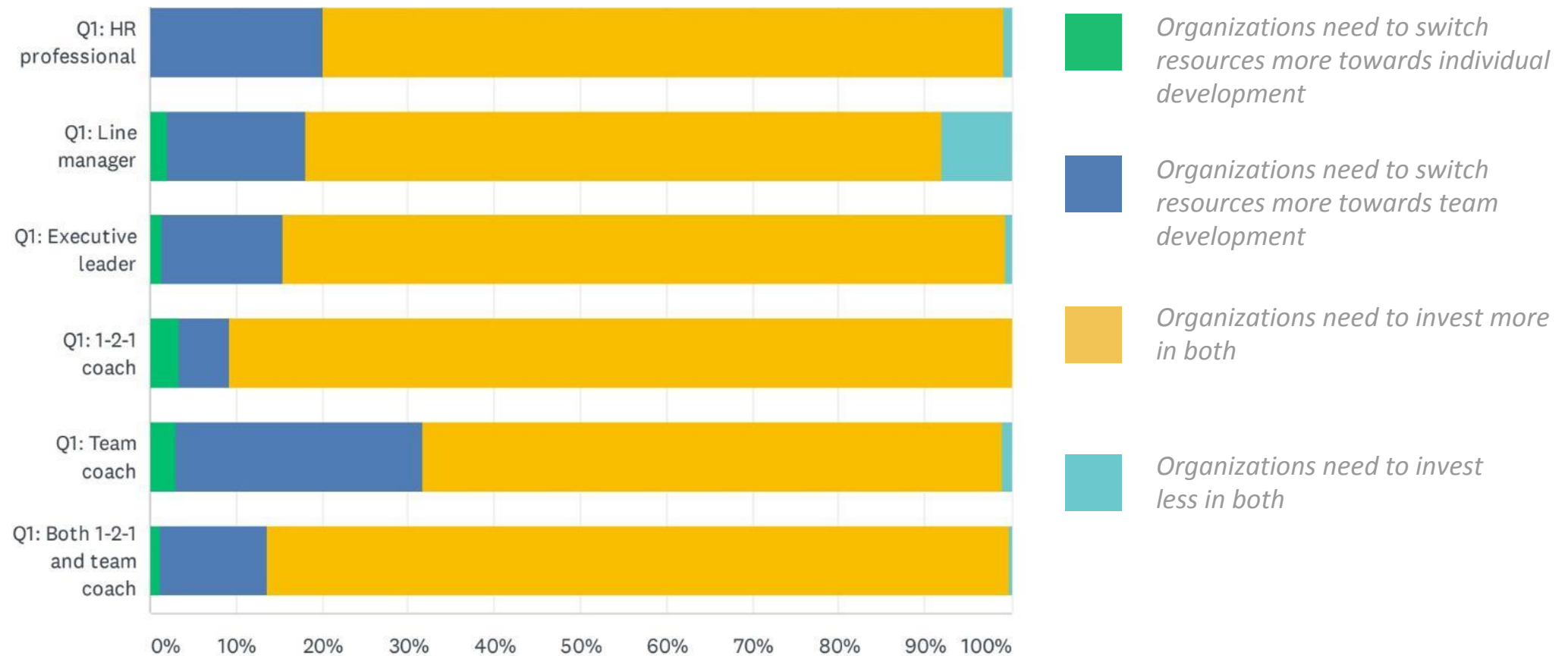
## Why is this team literacy and team development so important?

- Increasingly the most frequent issues that leaders and managers bring to coaching is: *how do I lead and develop my team?*
- To be a coach or leader in the 21<sup>st</sup> Century - you need to be team literate and skilled in enabling others to lead and develop teams

# Why organizations need more effective teams

- “Organizational Performance is a “Team Sport”
  - *Deloitte Human Capital Trends report*
- Complex tasks require greater levels of collaboration
- The individual (heroic) leader model no longer functions
- Talent stays longer in effective teams
- As companies move to more virtual teams the overall performance of those teams will often decline

## Where do Organizations need to invest more: In Individual or Team development?



# Team coaching **is...**

Coaching the whole team in workshops and live in their team meetings and stakeholder engagements so the team:

- Is clear about its purpose
- Functions at more than the sum of its parts
- More effectively partners with all its stakeholders
- Becomes a learning team

# Moving Beyond the High Performing Team

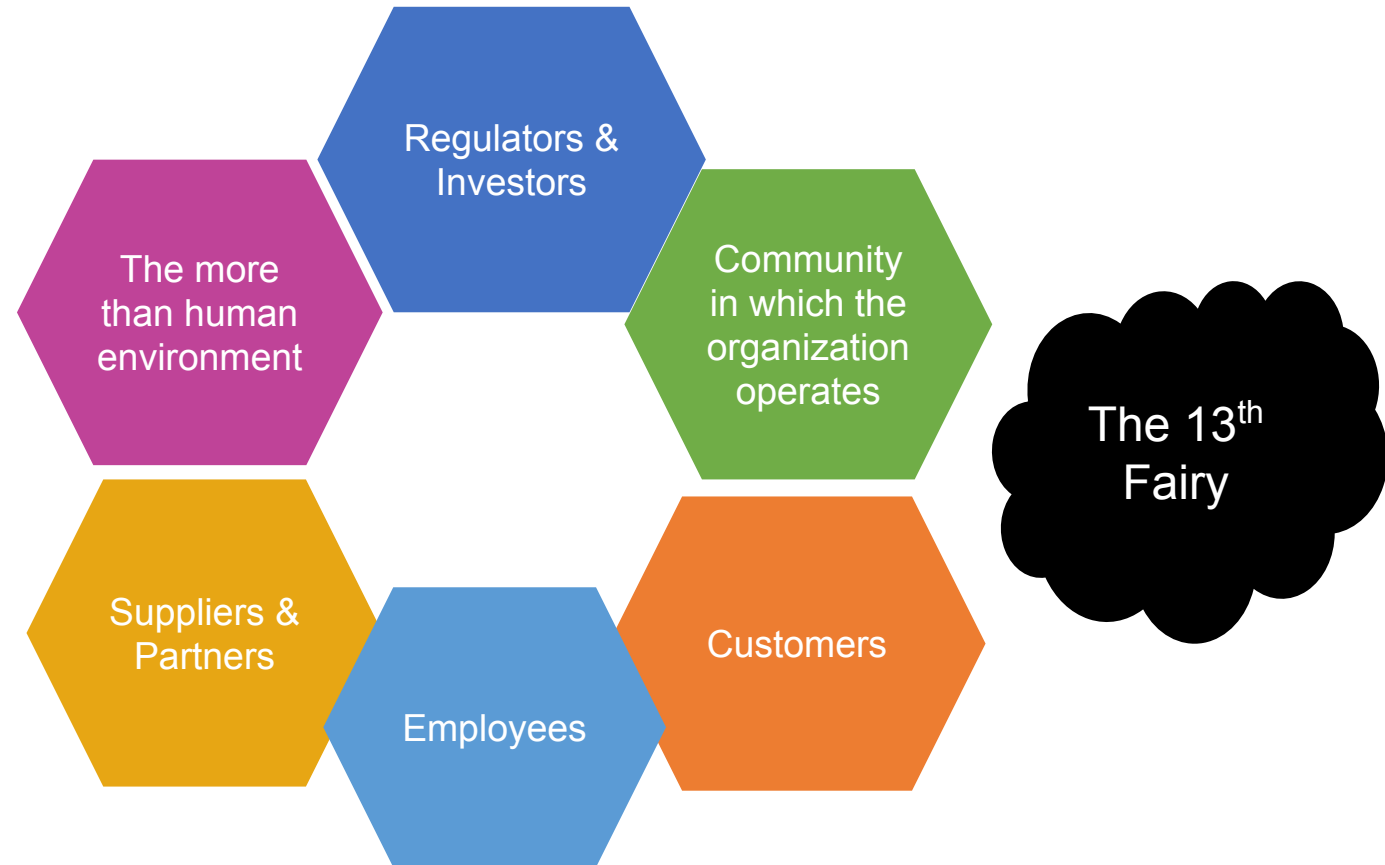
- **Team Performance** is about how and what we deliver now and in the short term to all our stakeholders
- **Team Capability** is about constantly innovating products and process and improving relationships and partnerships for the medium to long term
- **Team Capacity** is about how we become future-fit and co-create more value with and for all the team's stakeholders, working smarter not harder

*Bill Sharpe "Three Horizon Thinking"*



**The purpose** of team coaching is to  
enable a team to co-create greater  
beneficial value with and for all  
their stakeholders

**The team needs  
to co-create value  
with and for all  
these Key  
stakeholder  
groups**



## Some key questions every team needs to ask

- Who and what does our work serve?
- What do our future stakeholders need from us as a team?
- Whose support or sponsorship do we need to operate at our best?
- What can we achieve by collaborating together that we cannot achieve by working in parallel?
- What patterns and behaviours drive or hinder our collective performance?
- Who do we need to partner better with and how?
- How can we learn fast enough to keep ahead of change?
- What do we need to do today to ensure we thrive tomorrow?
- How do we take collective leadership?

# Benefits of team development

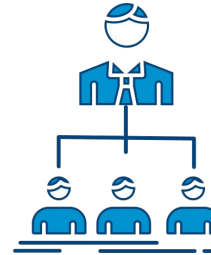
**Teams**



**Team  
members**



**The  
organization**



**Team's  
stakeholders**





So Please **join us** in growing the collective capacity of the world to respond to the great challenges of our time.

Become part of creating the new team coaching history.

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