Coaches Perspective

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Learning Objectives

- Understand the factors that make an effective team
- Learn the different coaching styles and there effects
- Engage in a team activity that explores team challenge

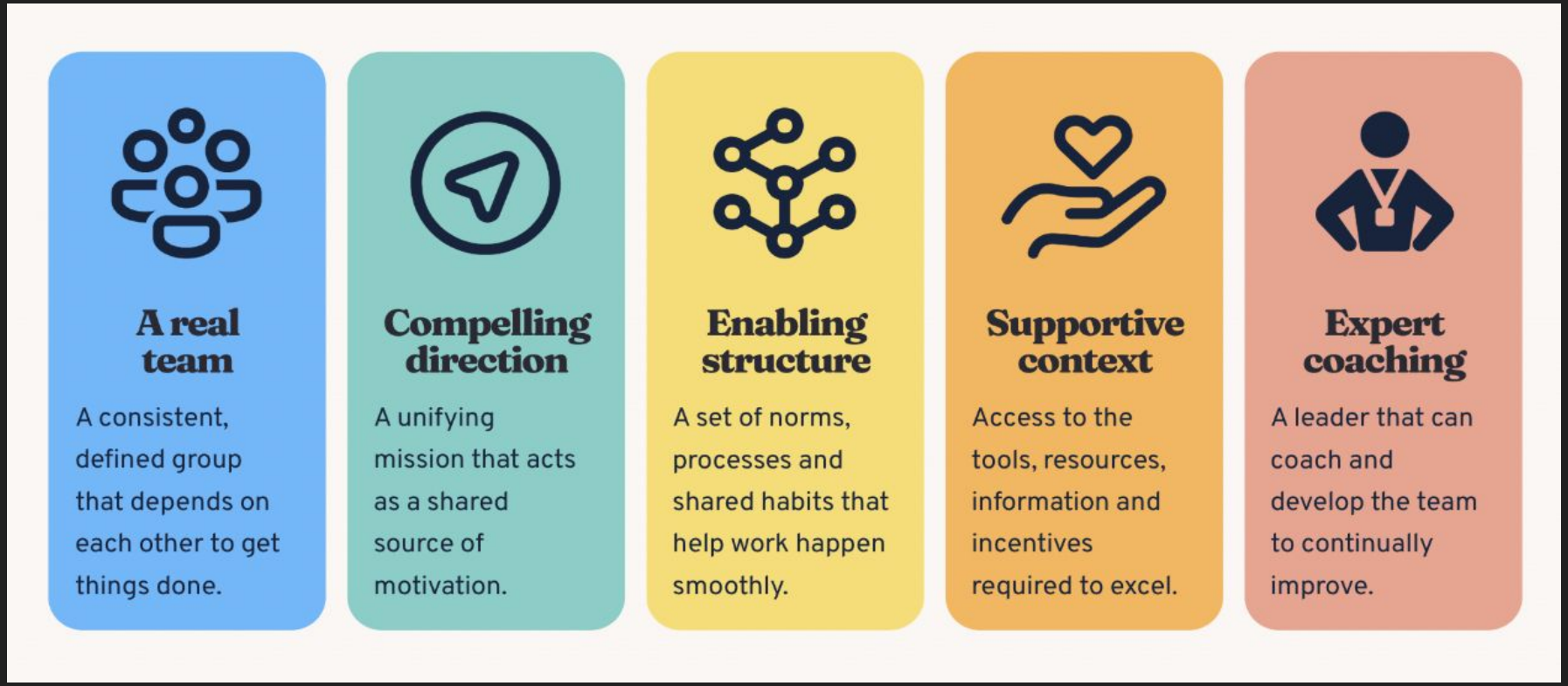


Understanding Team Effectiveness

- Team effectiveness refers to a group's ability to achieve goals efficiently while maintaining positive collaboration and member satisfaction.



Hackman's Five Forces of Team Effectiveness



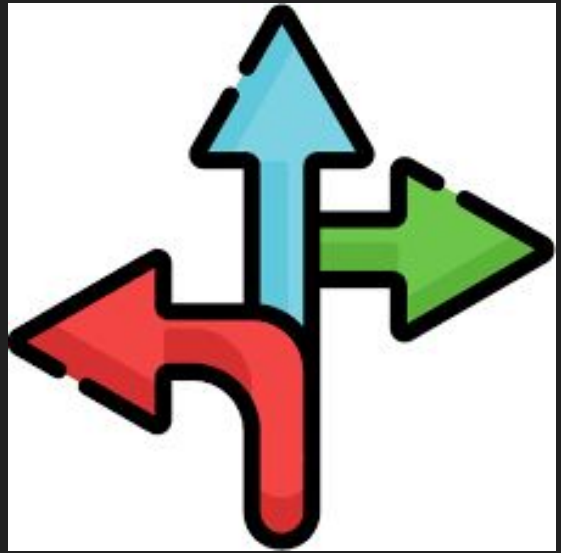
A Real Team

- A real team has clear boundaries, stable membership, and interdependence.
- There are clearly defined members
- Team members rely on each other to achieve shared goals.



Compelling Direction

- The team understands its mission and goals.
- Goals should be clear, ambitious, but achievable, aligning with the company's mission.
- Set motivating and engaging objectives for the team.
- Communicate goals clearly and frequently to ensure alignment and focus.



Enabling Structure

- The team's design and management should facilitate, not hinder, teamwork.
- Ensure the team has the right mix of skills and personalities to achieve its goals.
- Establish clear norms promoting mutual respect, open communication, and constructive feedback.



A Supportive Context

- The organization must provide resources, information, and rewards to support teamwork.
- Advocate for your team to secure necessary resources and support.
- Ensure good team performance is recognized and rewarded.



Expert Coaching

- Team members receive support for task strategies, teamwork, and group dynamics.
- Leadership and coaching focus on team growth, overcoming obstacles, and achieving goals.
- Provide coaching and feedback to enhance individual and team performance.



Reflection questions

What factors have made your past team experiences successful or unsuccessful?

What could you do to make a current team you are a part of more effective?



Autocratic Coaching

Definition: Direct and authoritative; the coach makes decisions and expects adherence without much input from the team.

Example: A basketball coach dictates plays during a game, emphasizing strict adherence to strategy.

Team Impact: Effective in high-pressure or time-sensitive situations but may hinder trust and creativity in the long term.

Real World Example



Bill Belichick (Former NFL head coach)

- Bill Belichick is known for his authoritative and disciplined coaching approach, emphasizing strict adherence to strategy and meticulous preparation.

Reflection Question

The UNC football team recently hired Bill Belichick as their head coach. Do you think his style will work at the college level? Will he need to make any changes?



Democratic Coaching

Definition: Collaborative; the coach involves the team in decision-making, values input, and builds a consensus.

Example: A project manager facilitates brainstorming sessions to develop a new marketing strategy, ensuring all voices are heard.

Team Impact: Builds trust, commitment, and a sense of ownership, though decision-making may be slower and more time-consuming.

Real World Example



Satya Nadella (CEO, Microsoft)

- Satya Nadella transformed Microsoft's culture by fostering collaboration, encouraging open communication, and emphasizing a growth mindset.

Holistic Coaching

Definition: Focuses on the personal and professional growth of team members as individuals.

Example: A team leader in a startup encourages employees to take courses or pursue passion projects that align with their roles.

Team Impact: Boosts morale and motivation, contributing to long-term trust and alignment.

Real World Example



Phil Jackson (Former NBA Coach)

- Phil Jackson, known as the "Zen Master," integrated mindfulness and personal development into his coaching, focusing on the holistic growth of his players.

Visionary Coaching

Definition: Inspires the team by focusing on long-term goals and the “big picture.”

Example: A CEO motivates employees during a company rebranding effort by articulating the vision and encouraging innovation.

Team Impact: Builds alignment and commitment but requires strong trust to be effective.

Real World Example



Elon Musk (CEO, Tesla & SpaceX)

- Elon Musk inspires his teams by focusing on ambitious, long-term goals and encouraging innovation to achieve transformative objectives.

Laissez-Faire Coaching

Definition: Hands-off approach; the coach provides minimal guidance and allows the team to self-manage.

Example: A software development manager trusts their team to deliver a product without micromanaging, stepping in only when needed.

Team Impact: Encourages ownership and responsibility but may lead to misalignment or missed deadlines if trust and cohesion are low.

Real World Example



Warren Buffett (CEO, Berkshire Hathaway)

- Warren Buffett provides minimal guidance to his managers, allowing them autonomy to run their operations while he focuses on broader strategic decisions.

My Personal Experience With Coaching Styles





Reflection Questions

Think of a past coach or boss that you had. What coaching style did they have? Did you enjoy or dislike there approach? Was it effective?

Which of these coaching styles would you want your future boss to have, and which one would you not want?



Exploring Team Challenges

- Teams face challenges that impact performance, cohesion, and effectiveness.
- Understanding and addressing these challenges is crucial for success.



Reflection Questions

Think of a time when your team faced a challenge. How was it resolved, and what could have been done differently?

Or a challenge that your team is currently facing. What can you do to step up as a leader and address the issue?



Reflection Questions

Who's somebody that challenges you but in a helpful way?

Who's somebody that you want to be that for, and how are you going to do it?



Team Activity

- Each team will receive 1 piece of standard paper and a pair of scissors.
- You must cut the paper to be able to fit a person through it.
- Your sheet of paper must be continuous, meaning your paper cannot be tied, clipped, stapled, glued, or taped together.
- It all must be connected to itself.
- Each team will be assigned one of the coaching styles and cannot physically touch the scissors or paper.
- There is only 1 way to do this, so don’t start cutting until you and your group have created a plan.
- You will have __ minutes to complete the challenge. Good luck!

Post-Activity Reflection Questions (Process & Team Collaboration)

How did your team approach the challenge? What strategies did you use?

What role did each team member play? Did anyone naturally take on leadership?

How well did your team communicate? Were ideas shared openly?

Did everyone feel heard and involved in decision-making? Why or why not?

Post-Activity Reflection Questions (Challenges & Problem-Solving)

What challenges did your team face during the activity? How did you overcome them?

Did you change your strategy at any point? What led to that decision?

How did time constraints impact your teamwork and decision-making?

Post-Activity Reflection Questions (Team Effectiveness & Lessons Learned)

What did this activity reveal about your team's strengths and weaknesses?

How did trust and collaboration play a role in your success (or struggle)?

What would you do differently if given another chance?

How can you apply what you learned today to real-world teamwork situations?

Post-activity Reflection Questions

What effect did the assigned coaching style have on you? Was there another style that you think would have been better given this task?

When was your team most motivated and engaged, and why?

What about this challenge spoke to your strengths or weaknesses?