

Team Performance Systems

Team Coaching Program – 6 Months

belief Performance Systems

Phone 1300 BELIEF (235 433)

Facsimile 1800 BELIEF (235 433)

Mobile 0418 983 683

Email info@belief.com.au

WWW belief.com.au

*"I never cease to be amazed at the power of the **coaching** process to draw out the skills or talent that was previously hidden within an individual or team, and which invariably finds a way to solve a problem previously thought unsolvable."*

-- John Russell, Managing Director, Harley-Davidson Ltd.

Team Performance Systems

3 Hour Intensive **kick off** workshop

Team diagnostic, coaching guide book & optional tools

Team subscription to The Online Manager (TOM) A Web based management resource

Unlimited access for all team members to coach by telephone & email

3 month **intensive** team coaching program

3 month **maintenance** team coaching program

Member Belief Alumni - newsletters, seminars & discounted future services

Optional upgrades: 360 degree team survey, Group Styles Inventory, private corporate group fitness training & team retreat

Individual Health Assessment
Ford Health Group

Liaison with personal trainer to align physical **ENERGY**

2 x weekly **habRitual group fitness training** sessions



next phase

High Performance Model

Mental Ability:

Focuses physical and emotional energy on the task at hand

Emotional Capacity:

Creates the internal climate that drives the Peak Performance State



**PEAK
PERFORMANCE
STATE**

Sense of Purpose or Spirit: Source of motivation, determination & endurance

Physical Capability:

Builds endurance, promotes mental and emotional recovery

The High Performance Model

is the driving concept behind **Belief Performance Systems** and our **Personal Best Program**. We believe in the development of the whole person, and our programs are designed to offer just that. Developing the whole person (or the whole team, or the whole organisation) often means getting out of our comfort zone, or stretching the limits of our self-imposed boundaries. Whilst this is difficult for most people the benefits of doing so are extraordinary, resulting in real benefits to performance.

Grounded in the revolutionary work done by Jim Loehr and Tony Schwartz, the High Performance Model is an integrated theory of performance management, and posits that a person or a group of people cannot achieve their potential without addressing each of the four "Performance Dimensions". The reason for this is that the four dimensions are interdependent and complementary to each other, and rely on one another to enable increased performance in any of the dimensions.

Thank you for inviting **Belief Performance Systems** to outline how we might design and conduct a team coaching program for your business. This document provides an overview of our approach to a coaching engagement. Clearly, like any service, we would tailor the program to your specific needs.

Contents

Part 1

- 1.0 The corporate team coach
- 1.1 Proposed individual coaching program

Part 2

The Investment and how to proceed

Part 3

Testimonials for coaching

A handwritten signature in black ink that reads "Simon Small". The signature is written in a cursive, flowing style. Below the signature is a long, horizontal, slightly curved line that tapers at both ends, serving as a decorative underline.

Contact:

SIMON SMALL
Director

Belief Performance Systems
Mob: (0418) 983-683
Ph: 1300 BELIEF (235-433)
Fax: 1800 BELIEF (235-433)
Email: ss@belief.com
Web: www.belief.com

Concieve...believe...achieve!
(Belief Performance Systems Mantra)

1. The corporate team coach

Business Team Coaching has emerged as a critical activity to support individual and team progression and provide new pathways into organisational effectiveness. It is a professional service that is different because it is the **only action-orientated external partnership**.

All team members should have clear roles and responsibilities. In our experience leaders see themselves as needing to be "Captain Coach" rather than working to be effective in their team roll – to be the leader. belief proposes a model where the team does their job, the leader does the leading and the coach does the coaching.

Coaching is always about creating momentum in people, constantly moving your business to where it wants to go, not where it has always been. Coaching is about the here and now, what resources you have, and how you can best use them. It enables people to see change as a challenge and take advantage of current situations.

Coaching has quickly established a reputation for empowering individuals and teams in all types of business.

Your team coach will:

- > Draw out and heightens the capabilities and cooperation within your team
- > Support your team in achieving their personal professional goals, as well as their team goals
- > Keep the team focused on their chosen outcomes
- > Move your organization forward with loyal, dedicated and enthusiastic participation

Belief will coach your team or entire organization to:

- > Clarify Values
- > Establish Mission
- > Create Strategic Intention
- > Develop Strategic Plans
- > Implement Action
- > Track and Measure Results
- > Improve Communication and Collaboration
- > Strengthen Teams
- > Move steadily forward and upward!

1.1 What is team coaching?

Coaches work with the strengths of teams to understand how they can achieve their best while working through a coaching approach. Team coaching is best used to enhance team performance and results, increase team effectiveness and improve team communication. Coaching is available for individual team members as well as the entire team. Specific coaching of the team leader allows more effective performance by the entire team.

Team coaching programs for organizational effectiveness:

"The Team in Transition"

A change management coaching program for teams and departments in companies undergoing massive change and culture shock. If your organization is going through a merger, acquisition, downsizing, substantial hiring, or any market changes forcing changes in your organization, this program will help your team take charge and be proactive in the changing environment! Here are some of the outcomes you can expect:

Immediate and short-term value:

- > Increased employee motivation and team morale
- > Employee buy-in and greater ability to positively adapt to change and the reorganized workplace
- > Strong communication skills and relationships with team members and others involved in the transition
- > Improved change management strategies, such as humor and support systems

Medium-term and long-term value:

- > Retention of valued employees
- > Effective transition to the "new" organization and culture
- > Strong relationships with other team members, management, and the team's internal and external customers
- > Lasting improved proactive solutions and entrepreneurial attitudes among team members
- > Employee satisfaction, motivation and morale

"The Motivated and Productive Team"

A coaching program to improve employee motivation, communication, and teamwork. If your team members are not working together effectively, if your team is not proactive or motivated, or if there are recurring misunderstandings and conflicts within the team or among departments, this program will make your team more proactive, entrepreneurial, accountable, and teamwork-oriented! Here are some of the outcomes you can expect:

Immediate and short-term value:

- > Increased motivation and changed perspectives
- > Stronger relationships among team members
- > Improvement in communication and conflict resolution skills
- > Increased confidence, satisfaction, and morale
- > Better relationships with management, other departments, and the team's internal and external customers
- > Improved individual and team performance

Medium-term and long-term value

- > Increased employee retention and productivity
- > Improved decision-making and greater proactivity
- > Lasting behavior and attitude changes
- > Higher satisfaction and morale for team members and those in contact with them

Team coaching skills

The goal of team coaching is to help a group of people with a common purpose identify and meet business goals and simultaneously enjoy the journey as a team. A masterful coach uses the following skills to clarify the discovered outcomes, develop a plan of action, and overcome the barriers along the way.

Accountability

Accountability is having people be responsible to themselves and to others for what they say they are going to do. A coach asks people to account for the results of the intended action and if need be, define new actions to be taken. Accountability is determined by posing three questions: What are you going to do? When will you do this? How will I know?

Acknowledgement

Acknowledgement is a way to recognize something that occurred or that represents who the person is or how they have grown. When they have done well or made a shift in their thinking, point out specifically what you see. When you give constructive feedback about behavior, the focus is on the behavior. Conversely, when you acknowledge someone, the focus is on who he or she is and what he or she accomplishes. People need and appreciate acknowledgement.

Challenging

Challenging means pressing team members to stretch far beyond their self-imposed limits. A team coach collaboratively develops challenging coaching plans with team members that include specific goals and time frames. Together they review progress on a regular basis.

Listening for context

Coaches learn how to listen without judgement to everything, whether spoken or not. We hear pauses, changes in tone, or emotions that don't match spoken words. Contextual listening is necessary to quickly understand an individual's frame of reference, wants, needs and concerns within the issues they bring to the coaching session. When a coach listens well, team members feel heard, respected and understood. In this way, the coach fosters an environment of trust that allows for rapid growth and problem solving. For example, a coach might say, "Let me tell you what I heard underneath all of this. Tell me if this rings true for you."

Preparing for change

Changes in the business environment require greater self-responsibility for adopting new ways of communicating, behaving and achieving extraordinary results. Coaches condition people for change by first helping them understand the individual process of change. By understanding and appreciating how change impacts us, in time we will discover new possibilities for ways of being and acting. Thus, exploring possibilities leads to commitment, which leads to change. Your coaching helps people complete the cycle of change. For example, a coach might ask, "How would it look to you if you did x instead of y?" Or "What might break or what might happen if you continue as you have been?"

Creative language

Creative language, including stories, metaphors, and models is an alternative to directive communication. In telling stories, we can create strong messages and make points without being directive. Team coaches use creative language to illustrate ideas and paint verbal pictures for team members. For example, in our previous articles and in describing this approach to team coaching, we use many nautical metaphors. To become a masterful coach, begin collecting stories, metaphors and analogies to add to your repertoire.

Discovery questioning

Discovery Questioning is a systematic process of asking sharply focused questions to help individuals discover how they are feeling and thinking. The team coach asks provocative questions that draw out personal understanding, or that evoke clarity, action, discovery, insight or commitment. When the coach is good at promoting discovery (that is, asking questions that create or enhance possibility, new learning or clearer vision), people discover powerful answers for themselves more quickly.

Informing

A skilled coach learns how to effectively sharpen the delivery of key information to create an environment where paradigm shifts and resultant action can occur. In this context, informing is a way of delivering a truthful message that is timely, personally relevant and succinct. For example, suppose you are coaching a leader who wants to delegate more responsibility. Over several weeks she reports on her frustrations and the inability of others to take responsibility. You may reply with: "The actions you are taking are not producing the results you want. It's time to look at other approaches."

Telling the truth

Essentially, this skill entails saying what you intuit, feel or sense to be true about the situation. Telling the truth effectively first requires you to be deeply aware of your own agendas and to take responsibility for whatever you are feeling and thinking. For example, "Listen, John, you know it's my job to say everything that I sense and see, and this is one of those times..." or, "Stephen, I have another perspective on that one. May I tell you what it looks like to me?"

Transformation

Transformation is more than a simple change in behavior; simple changes in behavior are only temporary. Transformation is a fundamental shift or reorientation of who you are, what you see and how you approach life. The essential distinction that masterful coaching provides is a shifting of who the person is versus what the person does. In this way, a team member can better effect lasting change in behavior. A possible question to evoke a shift is: "Jim, who would you have to be in order to shift your leadership style from autocratic to collaborative?"

Coaching – The return on investment

Our experience demonstrates that the return on investment in the coaching process includes:

- > sustained increases in productivity
- > higher energy levels and mental clarity over longer hours
- > better communication at all levels
- > more effective decision-making
- > enhanced leadership skills
- > greater resilience and flexibility in the face of stress
- > improved client service levels
- > increased loyalty and retention
- > motivated teams
- > greatly increased emotional intelligence quotient across the organisation as a whole
- > development of a coaching and mentoring culture within the organisation
- > creating a business that complements and enhances your quality of life
- > coping with conflict in a healthy and beneficial way
- > achieving a dynamic balance between your personal and professional life

These effects are both qualitative and quantitative. Take, for example, just one facet - staff retention. Coaching has a direct impact on staff retention. When managers are coached to be more effective the results flow directly to their teams. When team members have a specific coach appointed, they are far more likely to achieve specific targets resulting in career progression. They are unlikely to leave an organisation which demonstrates such clear commitment to their development. It is well recognised that the cost of losing a mid-to-senior level executive is between 50 percent and 150 percent of that person's salary, a fraction of the cost of the coaching process.

Our coaches

We select our coaches based on the needs of the individuals and the organisation. In some cases, coaches will also act as a mentor, passing on their expert knowledge in relevant key areas. We match our coaches to your needs, based on their knowledge and experience levels, always taking into account coaching skills and styles. Our coaches hold relevant post graduate qualification in human resources and coaching and have extensive industry experience.

How do I select the right team coach?

Team coaching is, at its core, a relationship. Therefore, it is important to work with a coach who is not only accredited and experienced, but someone the team can connect with.

We offer a complimentary initial coaching session to help determine if you and your coach are a good fit. We do not use this session to "sell" you on coaching. We use this time to help you experience what executive coaching is and how it can benefit you. We trust your judgment in knowing if the match is right.

When deciding on a coach you should consider:

Coaching Credentials:

- > What's their training & background?
- > Do they have the requisite training to coach?
- > Do they have credible referees?
- > How much experience in specific area?
- > Do they have counseling skills training?
- > Will they have sufficient commercial experience to be able to understand my business?

Coaching Skills / Knowledge:

- > What coaching model/s do they use?
- > Do they have understanding of adult learning issues and principles?
- > Do they have good goal setting and action planning skills?
- > Are organized and methodical in their approach

Interpersonal "Fit":

- > Do we feel comfortable with them?
- > Do they have maturity, insight, humour, sincerity?
- > Flexibility in both supporting & challenging client?
- > Can they motivate me or my people?
- > The 'X' factor - Can they move the human heart?

Contract & Ethics:

- > Do you trust in their confidentiality and ethics?

Guiding principles

The following principles underpin our approach to coaching:

- > Confidentiality at all levels
- > Honest feedback
- > Respect for participants
- > Clear objectives determined at the outset
- > Equitable support for manager and participant
- > Capacity for honest, self assessment
- > Career discussion occurs in the context of the job, team and culture of the organisation
- > Tailored approach to each assessment
- > Aim to apply learning to the job and life

1.2 Proposed team coaching program

While no two team coaching assignments are ever the same, the overall process and methodology used in each is similar. It begins with the end in mind. It is about gaining a clear understanding of the organisation's and the team's goals, ensuring these are aligned, and then establishing agreement on the gaps between where the team is now and where they and the organisation want them to be.

With that in mind we have designed our 'Team Performance Systems – Team Coaching Program (6 Months)'.

Stage	Stage	Content
Preliminary stage: briefing Key Stake Holders	Introduces the concept and philosophy of the team coaching Program	<ul style="list-style-type: none"> > Introduction of our development philosophy > Outline of program > Introduction of key coaches
3 hour intensive meeting	This meeting is designed to prepare the team for the program ahead and equip them with a variety of necessary skills	1. Introduction to coaching <ul style="list-style-type: none"> > Introduction to the 'Performance Systems' concept > Introduction to coaching > Philosophy of program > Description of the program > Your coach > Where to from here
Post 3 hour intensive action:		<ul style="list-style-type: none"> > Completion of team diagnostic survey > Completion of personal 4 day food diary for dietary analysis > Receive subscription to T.O.M. > Book in fitness presentation > Book in Individual Health Assessment > Diarize and begin attendance to habRitual group fitness sessions
Stage 1: The Exploration Stage	Initial meeting between coach and team	<ul style="list-style-type: none"> > Relationship building > Establish buy-in to coaching process > Discussion of desired outcomes and expectations from the program > Outline the performance feedback process
Stage 2: The reality stage	Feedback meeting between coach & team	<ul style="list-style-type: none"> > Coach provides feedback on results of team diagnostic survey > Discussion on outcomes of analysis > Reach agreement on strengths and areas for improvement > Together we work to establish goals

Stage	Stage	Content
Stage 3: The planning stage	Three-way meeting between coach, the team & where appropriate their boss.	<ul style="list-style-type: none"> > Coach provides feedback to the individual and where appropriate their boss on progress > Confirm program purpose, expectations and objectives > Clarify the responsibilities of the coach, team members, the boss and the other key stakeholders in relation to the coaching program > Determine the most appropriate evaluation methodology and program > The team shares goals with their boss and outlines strategies to exploit strengths and address shortcomings > Aim to achieve three way agreement on goals > Coach and team finalise specific actions and plan for the future coaching program
Stage 4: The coaching intensive stage	Fortnightly coaching meetings for a duration of three (3) months	<p>Includes fortnightly face-to-face meetings for the first three (3) months. This said, we have flexibility with the mode and frequency of contact, therefore the program includes unlimited email and telephone contact with coach.</p> <p>The coaching program also includes three-way review between coach, the team and where appropriate their boss.</p> <p>These reviews would aim to be conducted on commencement of the program, at the ½ way mark and then at the completion of the engagement.</p> <p>The aim of these meetings is to update progress towards agreed goals and re-confirm mutual commitment to those goals.</p>
Stage 5: The coaching maintenance stage	Monthly coaching meetings for a duration of three (3) months	Includes monthly face-to-face meetings for the next three (3) months. This includes unlimited telephone and email support.

Stage	Stage	Content
Stage 6: The evaluation stage	Measure effectiveness of the program	<p>Through a mixture of meetings with the team, discussions with key stakeholders and administration of questionnaires, the coach works together with team to ascertain the level of success of the program.</p> <p>Actions:</p> <ul style="list-style-type: none"> > Book in fitness assessment – benchmark against initial results > Review personal fitness program in light of progress > Compare results of Team Diagnostic
Stage 7: The reporting and recommendation stage	Testing, Data Collection, and Analysis	<p>Near completion of the coaching program, Belief Performance Systems provides written assessment and detailed analysis of the team's progress and performance. The aim is to assist the client in determining the potential for the team to progress to the next level.</p> <p>This phase involves identifying the overall themes and issues emerging as a consequence of the program, the strengths and further development needs of the team or any needs of specific individuals within the team. Finally, we explore the ongoing development strategies, needed to continue the improved performance of the team.</p>

2. The investment

Having a coach doesn't cost – IT PAYS MANY TIMES OVER!

The full program is \$19,720 + GST.

There are a variety of upgrade options available to further enhance your team coaching program. These upgrades will be made in consultation with your coach. Similarly, some components can be removed from the package. Modifications to program structure are dependant on your team's needs and circumstances.

How to proceed

We look forward to the opportunity to discuss these services with you. Our objective is to work with you to produce a program that is tailored to your desired outcomes and, as such, we are happy to continue our discussion with you to refine content to ensure this initiative is a success. We will call you in a couple of days to discuss this further, otherwise please contact us on the numbers provided.

3. Testimonials for coaching

John*, a lawyer, worked for a large legal firm in Brisbane as an Associate and had potential to become a Partner, except for a lack of understanding of how the behaviour of a Partner differed to that of an Associate. John was also underperforming, meeting only 70 - 80% of his budget, despite his obvious capability. The firm approached Simon Small to coach John and develop what they considered to be good talent and a valuable asset to their firm.

Implementing the three phases of the corporate coaching process, Simon held a series of 360 degree feedback sessions with John, the Partners and John's colleagues. By establishing goal setting and goal congruence between the parties, Simon helped raise John's awareness of behaviour issues, increased his self-esteem and personal fitness as well as promoted his profile with Partners and colleagues.

The firm, as an ancillary benefit to establishing John's goals, was forced to clarify and commit to what they determined were Partnership qualities, thereby establishing a clear set of guidelines for future promotions.

At the end of a three month program, John was made Partner and, in addition, the firm benefited on the bottom line with John exceeding 220% of his budgeted billings within a two month timeframe. This amounted to an estimated increase of around \$15,000 per month: a solid return on a \$2,200 per month coaching investment.

(* names have been changed for confidentiality reasons. Referees for the case study above are available)

RACHAEL POPLAWSKI, Manager, Moore Stephens HL Pty Ltd

"Simon's enthusiasm, positive focus and experience is evident during his coaching sessions. During my coaching program I have had two major realizations. Firstly, the huge impact, that goal setting has on our ability to achieve our desired outcomes and reach our full potential. Secondly, that we don't let issues that we are not able to change or control stop our momentum moving forward.

I have found my coaching sessions to be very rewarding and look forward to working with him in the future. Many thanks"

ROBERT DAVIDSON, CEO, Davidson Group

"Earlier this year we engaged Simon Small as a corporate coach to work across our business as a whole. After three months we were so impressed with the transformation which had occurred in both the business and our key people that we "bought the company". We have now joined forces with Simon to offer this service to our clients.

From a personal perspective the coaching process has changed my life. To mention just one example of the impact, with Simon's help I have been able to completely reengineer the way I work. I have successfully gone from working five days per week 'in' the business with little time to work 'on' the business and with poor life balance to the point where I now work 'in' the business only one day per week. This has freed me up to spend four days per week working 'on' the business, the work I most enjoy. The work Simon has done with both myself and my group has ensured that during the same time the profits from my division have increased dramatically. This has had a profound impact not only on my motivation but also that of my team members who now see a clear career path for themselves".

