

Northumbria Research Link

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A year in the life of a team coach

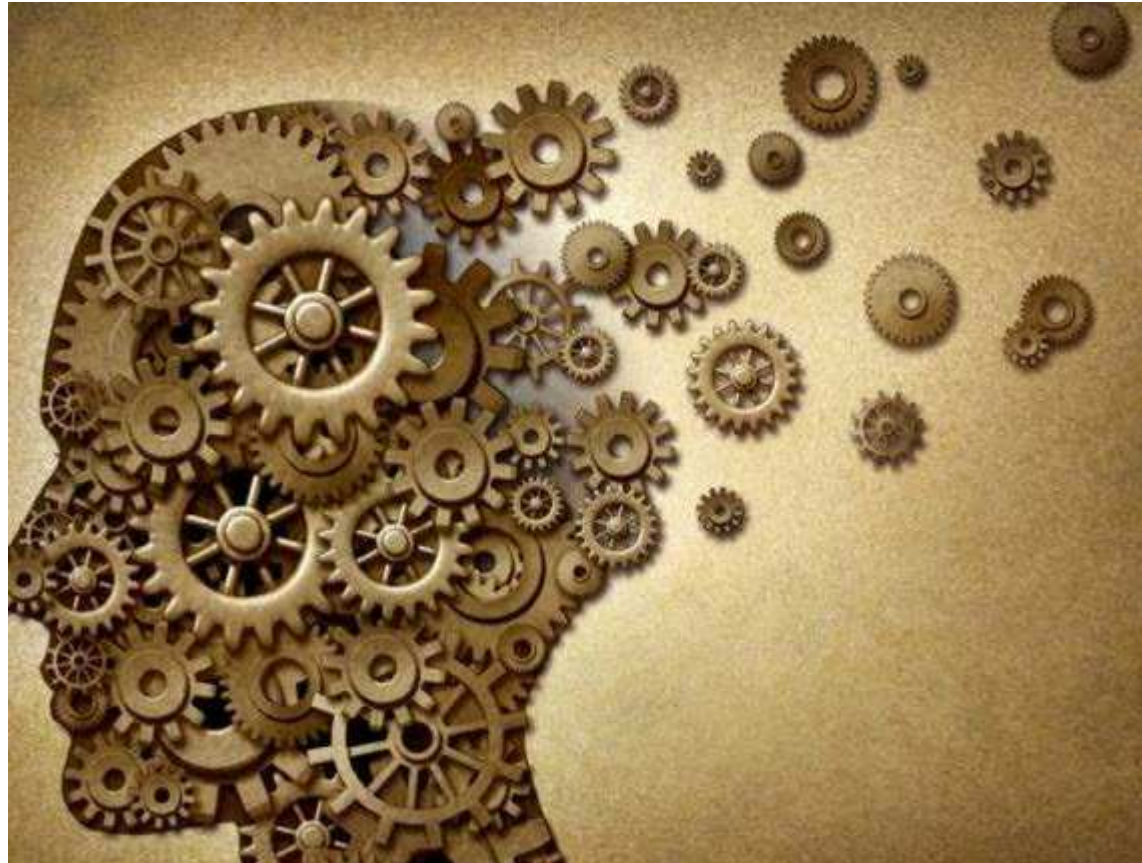
Joanne James

Head of Corporate and Executive Development

Newcastle Business School



Cognitive Dissonance



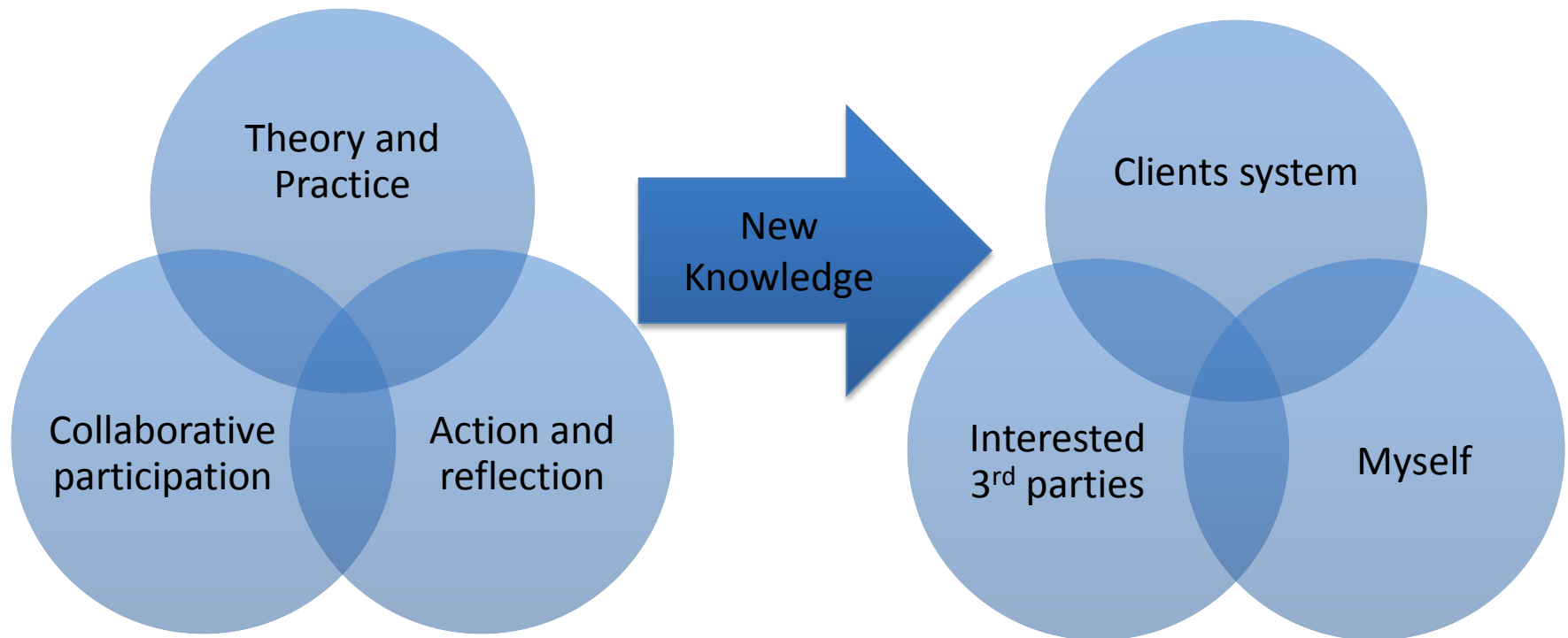


Ingredients





My identity as a scholarly practitioner



My coaching year

- Two Operational Teams



Observation field notes
Reflective logs
Written correspondence
Audio Recordings

- Two Inquiry groups of team coaches



Autoethnography

Auto (Self) Ethno (Culture) Graphy (Writing)

Making sense of field-work through story. This is an approach to thematising the fieldwork data by telling the story of a culture through the story of you – the researcher – the person.

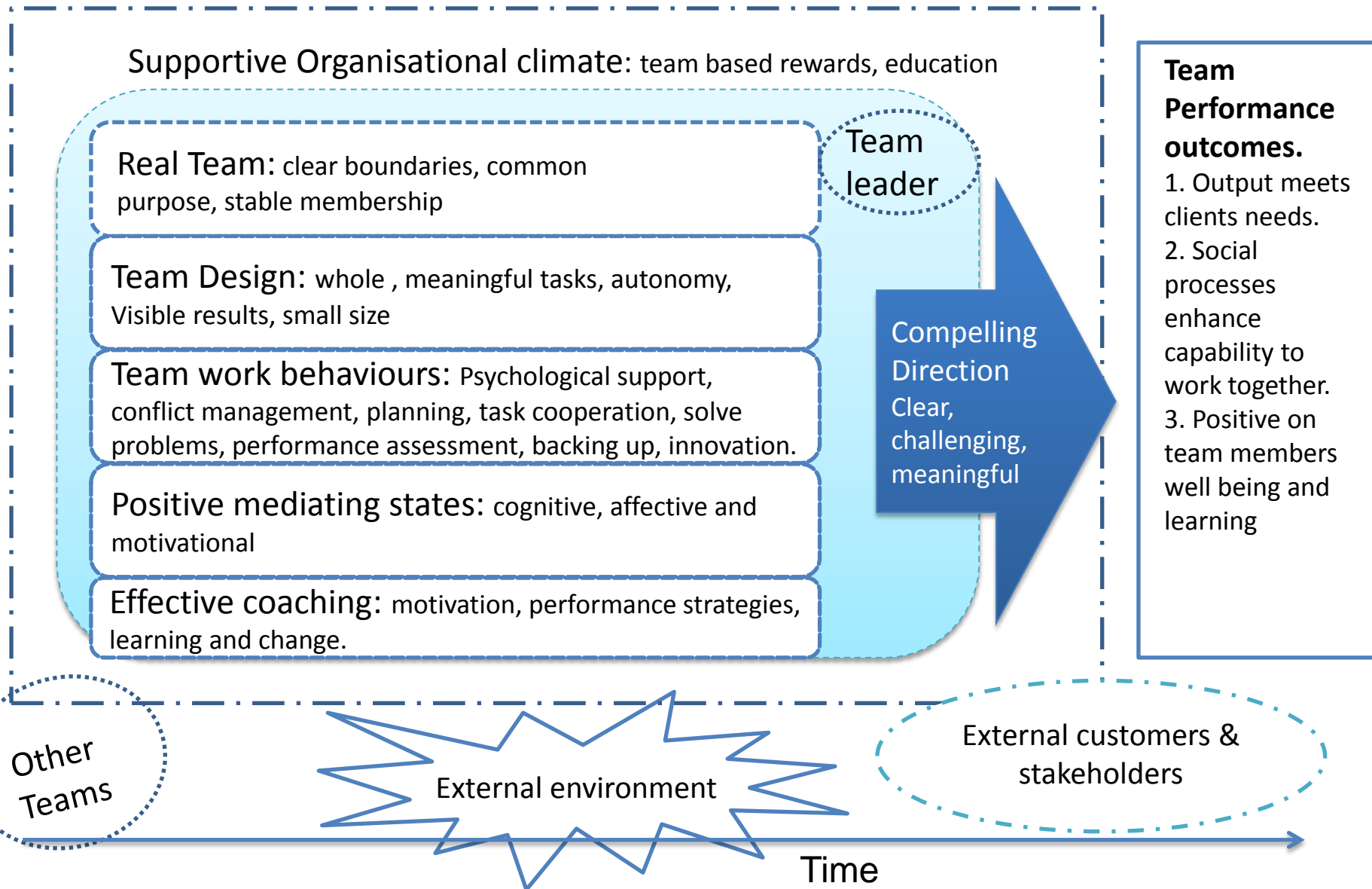
Adams, Holman Jones, Ellis (2015)

I ask myself – what is going on here?
(Ellis, p. 66)

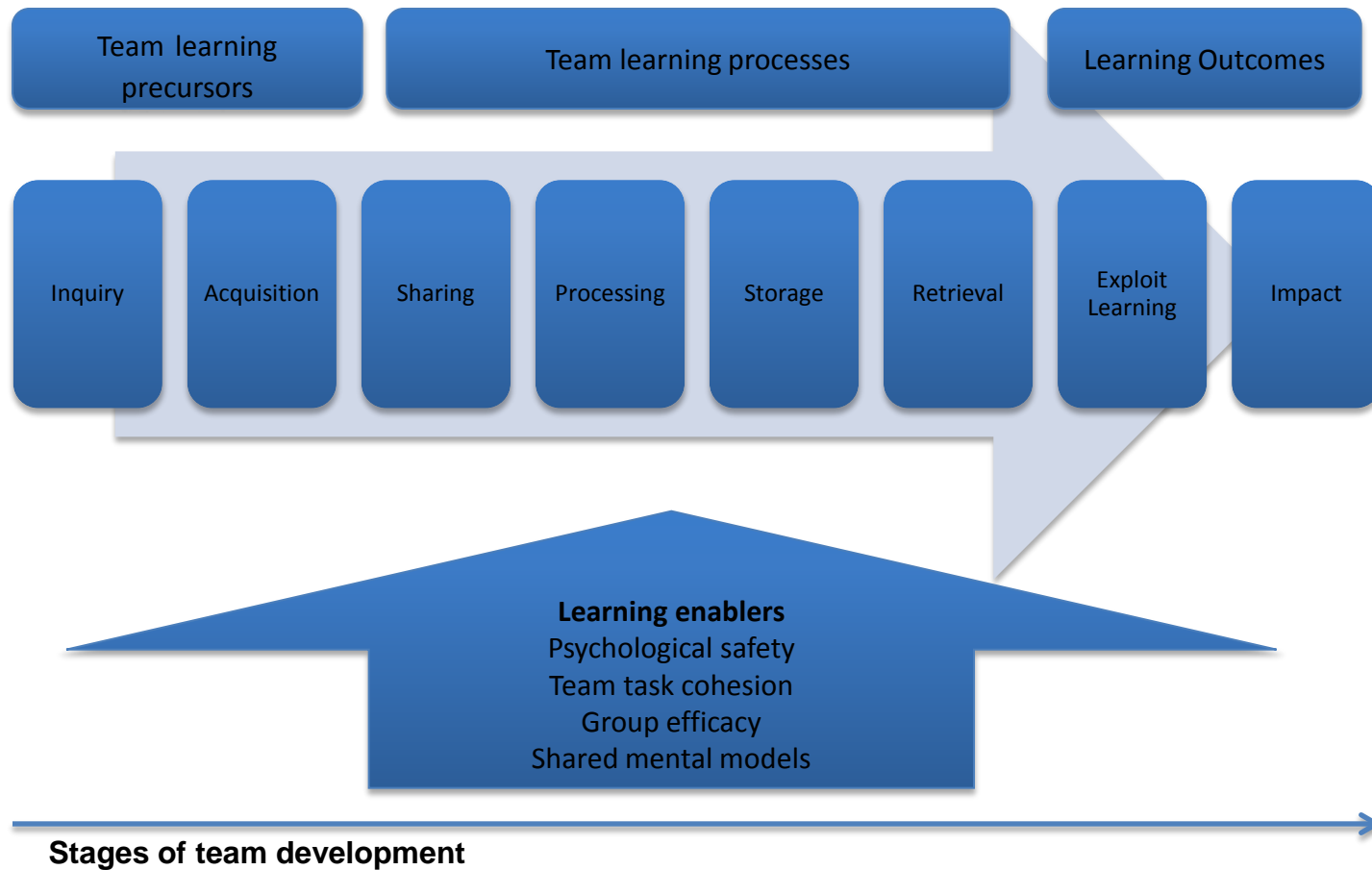




The dynamic team as open system indicating elements of team effectiveness

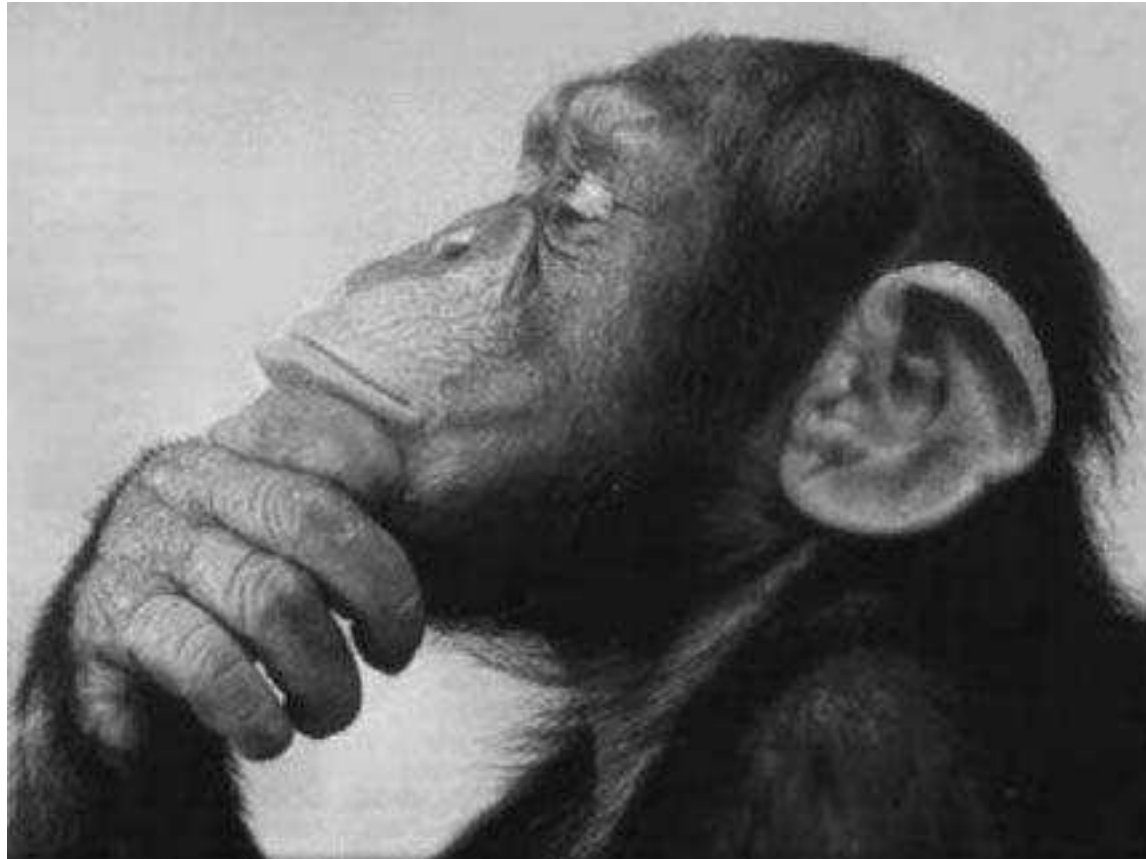


Team learning triggers, processes and outcomes





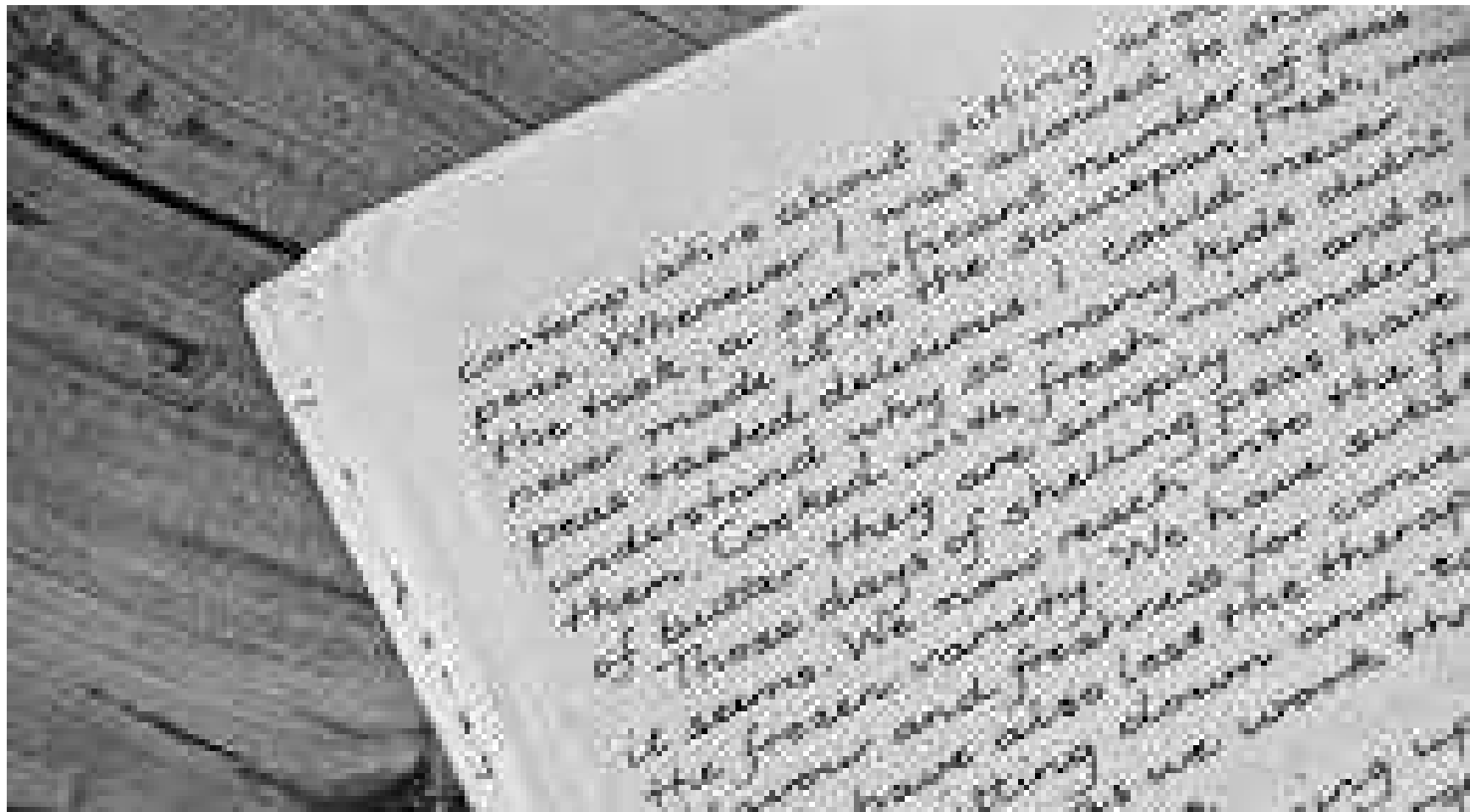
What is the coach doing when they are not speaking?



Sharing mental models



Excerpt from my reflective log



Coaching Focus/ deliberation

Key Themes

Did the team have a shared understanding of what good looks like? Is it my role to provide one?

Clarity of purpose and motivation for the direction of the team

What was my Coach contract and who was it with?

Power dynamics between participants and myself. Seen as expert?

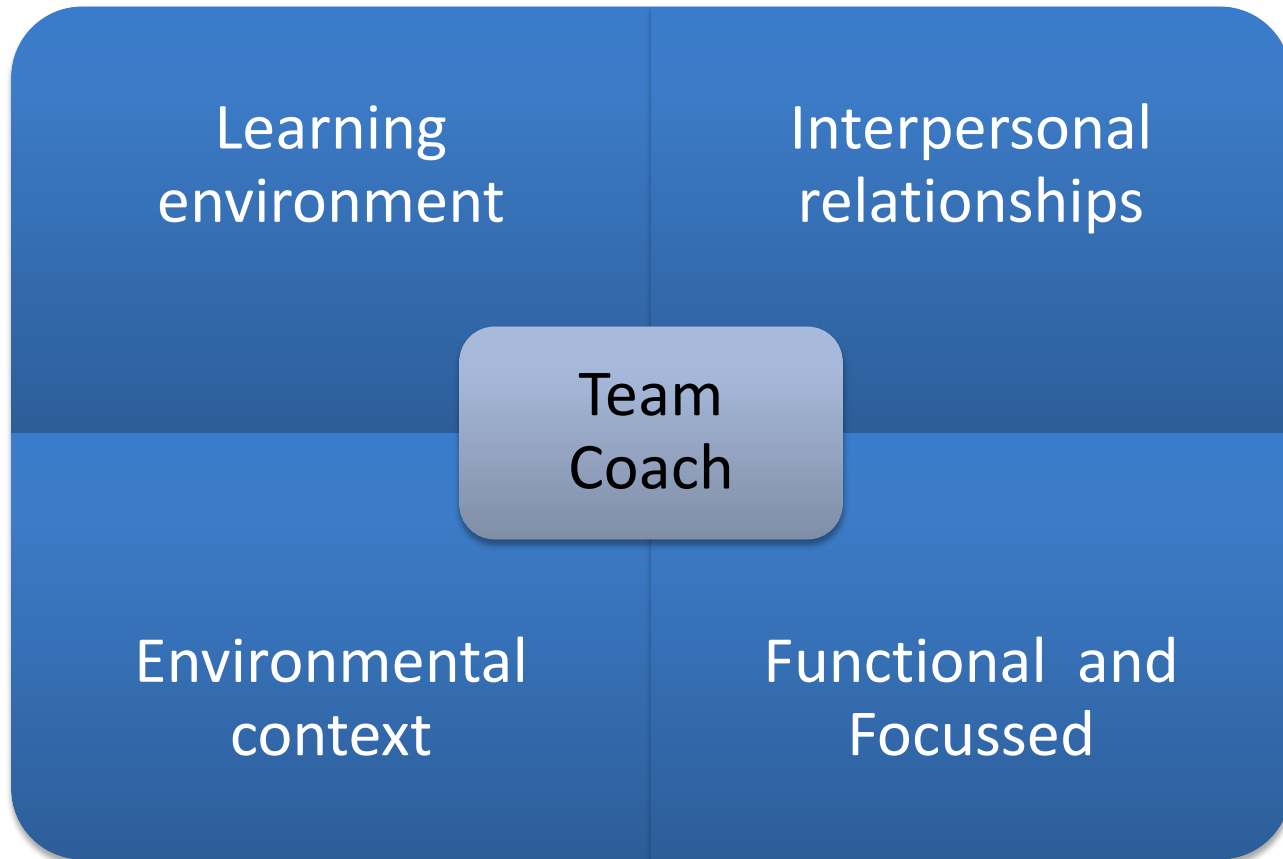
Contextual issues – is the team in a supportive environment

Psychological safety – can I speak out?

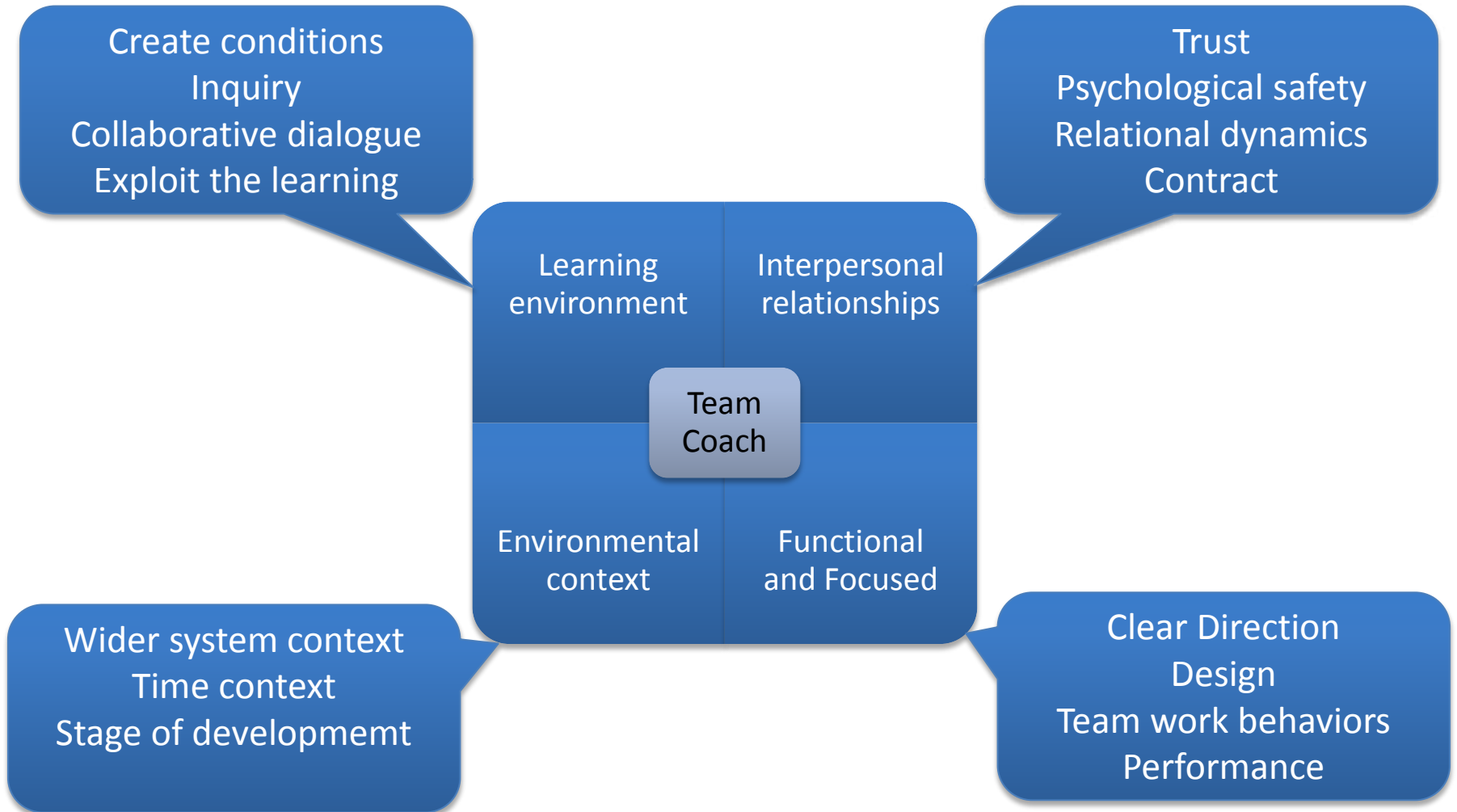
Creating space for collaborative dialogue very powerful.

Team learning processes essential at every stage. How aware are the team of making learning work for them?

Give your team LIFE



Give your team LIFE



What did you appreciate about the behaviours of any of the team members or the coach in the session?

I always appreciate the honesty shared within these sessions, it helps us all to work on the same level and although we may have different views we respect those views and work hard to support each other.

I feel that the coach brings us back to focus which supports our discussions in ensuring we do not go off in different directions.

Everyone contributed, ideas began to bounce from each other.

Everyone encouraged people to explore what they were thinking and discussed things openly. Everyone contributed.

The team listened to and considered what each member had to say. We weren't 'steered' back to our objective

YOUR QUESTIONS and INSIGHTS

