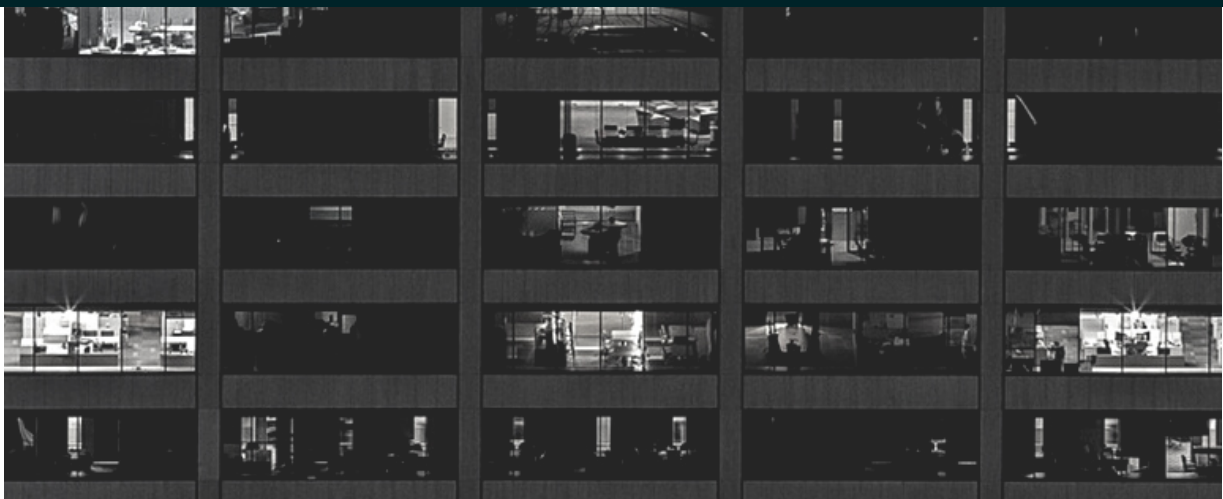




# Transforming senior teams through systemic team coaching

HPC'S INSIGHTS &  
APPROACH FOR  
COACHING SENIOR  
TEAMS





“GREAT TEAMS CONSIST OF INDIVIDUALS WHO HAVE  
LEARNED TO TRUST EACH OTHER. OVER TIME, THEY HAVE  
DISCOVERED EACH OTHER’S STRENGTHS AND  
WEAKNESSES, ENABLING THEM TO PLAY AS  
A COORDINATED WHOLE.”

**Amy Edmondson; Harvard Business School**

# Enabling the true power of your senior teams

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HPC's Team Coaching offering is aimed at enabling senior teams to achieve a sustained step change in collective performance and growth. It offers a highly adaptable systemic approach that is focused on helping teams be the best they can be.

Through our work, we have observed senior teams that function adequately and deliver the required results; but who strive to achieve more collectively as a high-performance team. What's the difference and how can they move forward?

All too often a team is a team in name only, with members focused on individual role responsibility and meeting division reporting targets. It likely has a wider pivotal role in the organisation but this may not be recognised or is only acknowledged by the token "away day" each year.

So, what's holding it back from developing into a highly aligned and unified team, focused on a common purpose and delivering transformational results? Maybe legacy issues, a compromised team dynamic or established routines and habits are inhibiting the team's true 'collective leadership' potential.



If teams are not achieving the success they should be, we need to understand why and respond by providing the right solution. Whilst "away days" and "team events" have their place, it's the emerging "systemic" approach that is driving the latest thinking in Senior Team Development and is embodied in HPC's Team Coaching solution.

HPC's powerful process can genuinely transform a team's performance. By understanding the team operating system and valuing all perspectives within it, our team coaches can support a team - and its individual members - and challenge the way they function. Allowing time for reflection, we help them align and unite to be laser focused in their approach and outlook. This creates the shift in behaviour and skills that leads to a positive impact on results, greater cohesion in the group, and demonstrable team effectiveness.



# THE POWER OF OUR PROCESS

## Changing the way senior teams think, act and deliver.

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We provide a comprehensive, systemic approach designed to support a team to maximise its collective talents and resources. It forms part of an ongoing journey to unify teams in outlook and help them harness the opportunities that can lead to sustainable change in their performance.

HPC has researched, structured and implemented its Team Coaching solution around a number of leading psychological schools of thought and our personal experiences of working with senior teams. While it is still an emerging field in academia and L&D, our approach is already delivering pivotal results.

Our approach to team coaching is based around our core strengths in discovery, diagnosis, design and delivery. But also, our deep commitment to helping your team transform the way they think and act, which leads to a significant and sustained impact on business results.

Relationships and deep engagement with your team at every level will provide a solid platform for reflection, trust and commitment to our team coaching process.

While the following approach is based on Peter Hawkin's CID CLEAR model, we integrate wider research, thinking and diagnostic tools into the way we deliver this solution.



## OUR APPROACH

Our approach helps us to identify and understand team complexities and challenges from the outset; allowing us to create a rationale behind the structure and methodology of our bespoke team coaching solution.

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### AWARENESS & UNDERSTANDING

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#### PHASE 1: DIAGNOSIS

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Raising awareness through exploration with the Team Leader and/or Sponsor to establish the fit for Team Coaching. This is followed by a proposal for the 'Diagnosis' Phase.

**Contracting** - Initial contracting with the team leader or team sponsor with a specific brief to support the team's development - to gain buy in and agreement on desired outcomes.

**Inquiry** - Collecting relevant data and impressions about the team, their performance and the relationship between the collective team and their stakeholders. May include 1:1 team member meetings or questionnaires, 360 feedback diagnostics and additional stakeholder conversations.

**Diagnosis/Discovery/Design** - Assessing and analysing our understanding and data from the 'Inquiry' stage. This not to arrive at definitive conclusions about the team, but to develop emerging hypotheses, including the primary focus for 'Team Development' Phase of team coaching.

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#### PHASE 2: TEAM DEVELOPMENT

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**Contracting** - Agreeing outcomes and ways of working with the whole team. Joint views and collective agreement will be established about what future success looks like at the end of the coaching journey. Methodologies and coaching structure will be mapped out.

**Listening** - The coach will listen to the team working at a number of levels. Patterns of behaviour will be observed, emotional expressions will be noted, assumptions, mindsets and motivations of the team will be revealed and the coach will play back key learnings from both the verbal and non-verbal communication of the team.

**Exploring** - Issues that have been uncovered through the 'Inquiry' and 'Listening' stages, and agreed in the 'Contracting' stage will be explored and the team can experiment with new ways of operating.

**Action** - The coach will then help the team move from awareness into action. Team coaching workshops can produce a lot of insight and energy, but unless these are focussed on specifics and prioritise new actions and behaviours, the energy will soon dissipate. This stage will move the group to committed actions quickly and confidently.

**Review** - Having contracted, listened, explored, planned and enacted new action, the team need to build a review process. Teams will learn how to build the review process into their regular meetings in a variety of helpful ways.



## OUR TEAM

# Meet our Team Coaches

The job of our coaches is to help your team become a better version of itself. Helping them think, reflect and react so they can enhance team processes and practices and be more effective and united in their approach.



### **BARRY O'SULLIVAN**

**Former Head of Operations, Irish Life  
& Group Director, Arachas**

"I accommodate a time of team reflection; to help teams understand their issues and provide a process to help them address these in a safe environment. In the longer term, team coaching can help them develop the capacity to coach themselves."

#### **Executive & Team Coaching Affiliations:**

The European Mentoring and Coaching Council (EMCC)  
UCD Smurfit Graduate Business School - Executive Coaching  
UCD Smurfit Graduate Business School - Team Coaching



### **DEIRDRE FOLEY**

**Former Sales Director, Siemens Ireland**

"The complexity and importance of teams working well together is recognised and many organisations want to embrace the opportunity to enhance their team's potential. Team coaching is a new and evolving discipline; a deep and reflective journey that has the potential to transform the success and impact of senior teams."

#### **Executive & Team Coaching Affiliations:**

International Coaching Federation (ICF)  
UCD Smurfit Graduate Business School - Executive Coaching  
Ashridge Management School - Team Coaching



### **JENNY MCCONNELL**

**Formerly Head of Agency Management, Global Brand  
at PayPal**

"I have seen both siloed teams and cohesive teams springboard to the next level as a result of team coaching. The process shines a light on purpose, behaviour and connections. It enables a team to perform as more than the sum of its parts and in service of others."

#### **Executive & Team Coaching Affiliations:**

The Association for Coaching (AC)  
The European Mentoring and Coaching Council (EMCC) - Business and Executive Coaching  
The Academy of Executive Coaching (AoEC) - Team Coaching

# TALK TO US

Please feel free to get in contact with any member of our team for a further discussion or to answer any questions about our Team Coaching Solution.

Team coaching has proven to be one the most effective strategies to address the challenges of becoming an integrated high-performing leadership team. HPC has the commercial knowledge and deep understanding of the complexities of achieving team effectiveness.

**We would be happy to share our insights with you and discuss your potential need for team coaching.**

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— Your power.

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