

Team Advantage:

The Complete Coaching Guide
for Team Transformation

Frequently Asked Questions

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Pfeiffer
A Wiley Imprint
www.pfeiffer.com

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Published by Pfeiffer
An Imprint of Wiley
989 Market Street, San Francisco, CA 94103-1741
www.pfeiffer.com

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Coach's Facilitation Guide FAQ SKU # 978KPART11367
Coach's Facilitation Guide Package: 978-0-470-46333-8
Coach's Facilitation Guide Set: 978-0-470-47185-2

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Printed in the United States of America

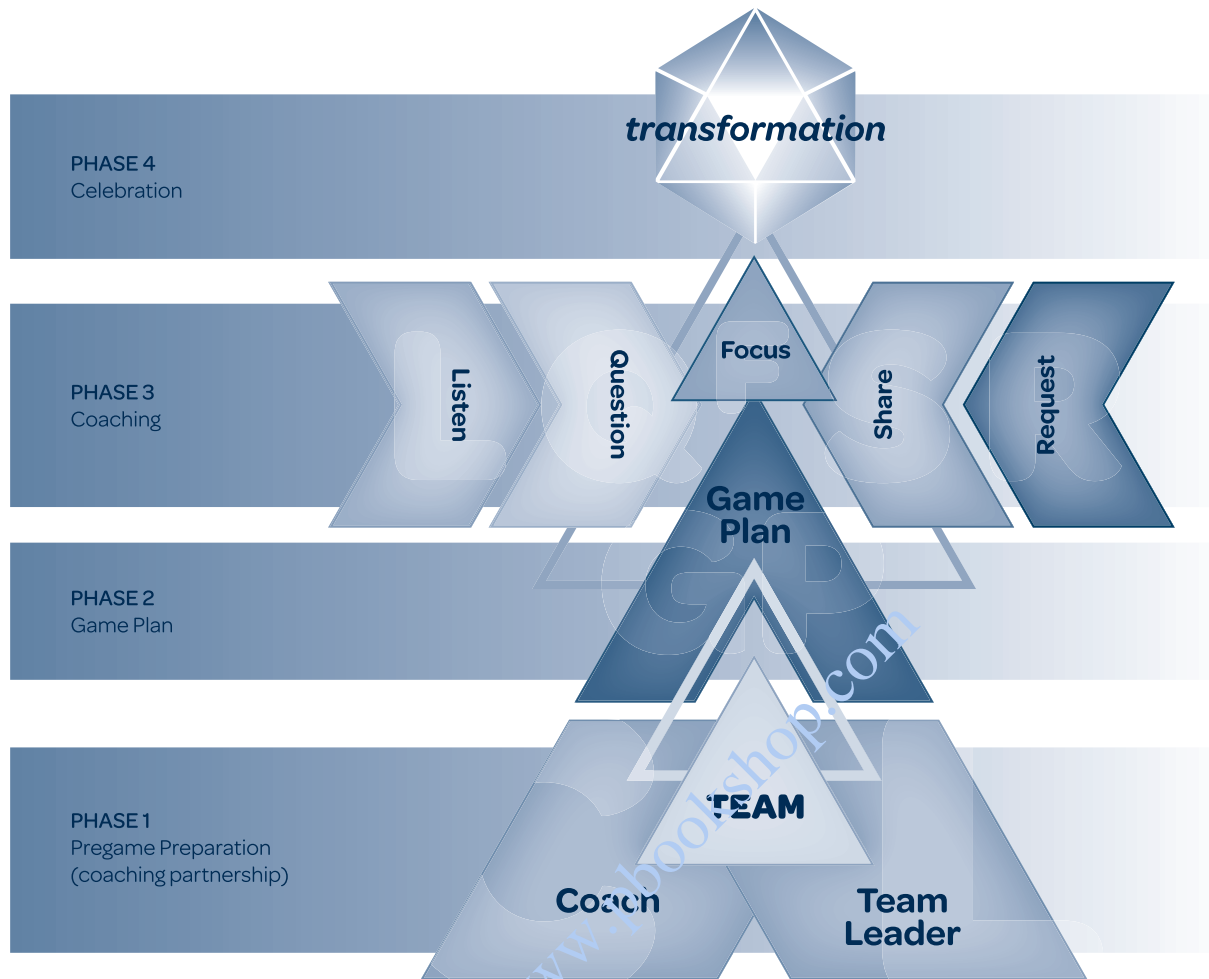
PB Printing 10 9 8 7 6 5 4 3 2 1

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What is Team Advantage?

Team Advantage is a proven team coaching program designed to transform teams and their leaders through a sustainable process that goes beyond the typical 2-day team-building event. The program is presented as an organizational “game.” The process is oriented around a stretch goal that is meaningful to the organization’s success and includes the role of a coach who supports the team leader as well as the entire team. The process includes four phases of team development that are implemented over the course of 16 weeks:

Phase 1—pregame preparation—involves coaching the leader and interviews for each team member that set the stage for the program. **Phase 2** is the kickoff workshop during which the team creates their own game plan oriented around the stretching goal, with a point system for scoring the weekly accomplishments. **Phase 3** is coaching in weekly virtual sessions via teleconference to drive the game plan. During this phase, team members provide progress updates and learn to support teammates as they move through tough challenges that could prevent the team from achieving their goal, and winning the game. **Phase 4** is the review of team accomplishments



and its transformation; this is when this newly energized team takes time to assimilate learning and celebrate their wins. They also determine and claim components of the process that they will continue to implement after the completion of this program.

What is unique about Team Advantage?

Team *coaching* is the most significant and unique component of this program. Teams often leave a team-building event with a lot of enthusiasm but no real understanding of what it takes to change behaviors or go beyond their habitual daily activities. They go back to work and it is business as usual. This program will change that typical team-training behavior. During this process, the coach works as a partner, often giving the team leader reminders and new lan-

guage for communicating celebrations equally as well as challenges. The coach also requests that the team determine ways to overcome their barriers to success. The coaching provides momentum and a complete framework for each phase of the game. Through this model the team is in a constant state of maximizing the adult learning processes—observing and adjusting behaviors and actions to ensure the success of the game.

What are the key objectives of Team Advantage?

The key objective of Team Advantage is to provide a complete framework for driving team performance, resulting in a transformational experience.

Other key learning objectives include the following:

- Convey core and advanced coaching skills to the team leader
- Provide a forum for real conversations, truth-telling, and surfacing conflict as a natural part of team development and essential to the creative process
- Have each team member take responsibility for the team win—“everyone wins, or no one wins.”
- Leave the team with a replicable process for continuing to grow together as they accomplish their potential

Why is this topic important?

The acceleration of change in organizations, emerging needs for innovation, and alignment of values are all factors creating a need for new leadership and new ways for people to succeed. Leaders want to know how to stretch an already high-performing team, turn around a team that is underperforming or stuck, or assimilate a new leader so they have a strong start with teams that are weary of too many changes. There are many obstacles that can cause a team

to get off track. It is paramount that leaders develop their people in a way that is integrated with the demands of their formal roles in the organization.

What makes this process work?

There are four main features of this package that make it work for driving high team performance: real business goals, coaching, ownership, and sustainability.

Real Business Goals—The goal addresses a real business need and can often reshape or catapult the entire business, even beyond the individual team.

Coaching—The coaching component in this process stretches people to become consciously aware of what motivates their behaviors and actions and how they impact others. Coaching holds people accountable for honoring their commitments.

Ownership—The team creates and takes ownership of the game plan to achieve something extraordinary. It is *their* game plan and design.

Sustainability—Teams will have a replicable process along with new habits and behaviors discovered during the team coaching, as well as an easily adaptable business-planning format they can apply to any future stretching goal.

What components does the program include?

This kit includes three components: *Coach's Facilitation Guide*, *Team Leader's Guide*, and *Team Member's Guide*.

Coach's Facilitation Guide—This comprehensive package includes detailed instructions for setting up the program in either a 1- or a 2-day kickoff session as well as for the 12 weekly follow-up coaching sessions scheduled over 16 weeks.

Team Leader's Guide—This guide outlines a coaching model, exercises, and tips for coaching team members toward execution and accountability. In addition, there will be instructions and ideas for setting up the game with the team.

Team Member's Guide—This practical, easy-to-use guide and workbook outlines the model and process for team members, and provides information on ways they can excel in the execution and accountability phases of the game, and exercises to keep them on track.

For whom is Team Advantage designed?

Using Team Advantage can be a rewarding experience for any team leader who wants to accelerate his or her team's performance. The program can be useful for either project/temporary teams or more traditional intact teams.

What skills, resources, and qualities are needed to go through this process?

The *Coach's Facilitation Guide* will be a valuable resource for any coach leading this process. In addition, the coach should have the general qualifications and attributes of a qualified coach, including confidence in guiding a team through a process, speaking directly to label observable behaviors, business acumen, facilitation experience, and training in coaching and/or facilitation skills.

The *Team Leader's Guide* is a detailed resource to guide the team leader through the process. In addition, it is important for the team leader to be open to being coached, be willing to drive the process using his or her leadership abilities, and have a commitment to the team's success.

The *Team Member's Guide* will help facilitate the process for the team members. Team members also need to be open to coaching and reflective on their own opportunities for growth, to be fully engaged in the process, and to be accountable for the results.

What do I need to purchase to get started?

The package for the *Coach's Facilitation Guide* (which includes all three components) provides all the materials you'll need to understand and prepare to use Team Advantage. In order to deliver the program, the team leader needs a copy of the *Team Leader's Guide* and each team member needs a copy of the *Team Member's Guide*.

How long will this process take from start to finish?

The actual game is a 16-week process. The pregame preparation will take 1 to 2 months to allow for scheduling and pregame interviews. It can be longer if there is advanced coaching provided to the team leader. The advanced coaching is optimal for the best success, but it is not required to use this product. There are four phases in the process: pregame preparation, the kickoff workshop (either a 1- or a 2-day session), the coaching process as outlined above, and finally, the celebration for achieving the goal.

About the Authors

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