

The Team Coaching Toolkit: 55 Tools And Techniques For Building Brilliant Teams

Hawkins and Turner argue that coaching needs to step up to deliver value to all the stakeholders of the coachee, including those they lead, colleagues, investors, customers, partners, their local community and also the wider ecology. Systemic Coaching contains key chapters on how to contract in various settings, how to work relationally and dialogically, how to expand our own and others' ecological awareness, how to get greater value from supervision, work with systemic ethics and expand our impact. While illustrating why a new model of coaching is necessary, Hawkins and Turner also provide the tools and approaches that coaches and clients need to deliver this greater impact, accompanied by real-life case examples and interviews from the authors and other leading coaches and leaders globally. Systemic Coaching will be an invaluable resource for coaches in practice and in training, mentors, coach supervisors, consultants in leadership development and HR and L&D professionals and leaders.

Organizations are most effective when the teams responsible for their success work together collectively and in a dynamic relationship with the rest of the company. For those involved in developing leadership teams, understanding coaching practices and techniques is essential for enabling the best performance. Leadership Team Coaching provides a comprehensive roadmap for team coaching, explaining all the key elements alongside practical tools and techniques for developing international and virtual teams, executive and non-executive boards and project and account teams in all types of organizations. Featuring case studies and insights from organizations including Deloitte and General Electric (GE), it also contains guidance on choosing the best team coach, creating a team-based culture and common pitfalls to avoid. This fully updated fourth edition of Leadership Team Coaching contains new material on agile teaming, using digital team coaching apps and AI, and training team leaders to coach their own team. It remains an indispensable resource for coaches and senior leaders as well as for those studying coaching as part of a degree or coaching qualification.

Make workplace conflict resolution a game that EVERYBODY wins! Recent studies show that typical managers devote more than a quarter of their time to resolving coworker disputes. The Big Book of Conflict-Resolution Games offers a wealth of activities and exercises for groups of any size that let you manage your business (instead of managing personalities). Part of the acclaimed, bestselling Big Books series, this guide offers step-by-step directions and customizable tools that empower you to heal rifts arising from ineffective communication, cultural/personality clashes, and other specific problem areas—before they affect your organization's bottom line. Let The Big Book of Conflict-Resolution Games help you to: Build trust Foster morale Improve processes Overcome diversity issues And more Dozens of physical and verbal activities help create a safe environment for teams to explore several common forms of conflict—and their resolution. Inexpensive, easy-to-implement, and proved effective at Fortune 500 corporations and mom-and-pop businesses alike, the exercises in The Big Book of Conflict-Resolution Games delivers everything you need to make your workplace more efficient, effective, and engaged.

The best way for a business to succeed is through its people. While there are gains to be had from streamlining processes, reducing costs or making a strategic change, the biggest potential for success comes through how humans collaborate. Specifically, the greatest gains are achieved through high performing teams, and teams of teams. Containing more than 40 tools which can be used in a virtual or in-person coaching environment, Building Top-Performing Teams is a practical guide for leaders, HR professionals, coaches, team coaches and anyone with management responsibility. It covers how to motivate, develop, engage and reward a team of employees with different levels of experience and priorities to achieve outstanding business success. Building Top-Performing Teams includes essential guidance, tools and techniques that show how to promote team ways of working rather than individual-focused processes. It also includes guidance on managing internal team conflict and ensuring that teams are purpose-driven and working towards a shared business goal. Each chapter includes diagnostic questions and reflective practice exercises to allow readers to identify how to apply each element of team development to their workforce. Supported by the authors' experience in organizations such as the BBC, John Lewis, KPMG, Britvic, the NHS and BMW this is essential reading for anyone needing to unlock the value of teams to achieve greater business performance.

The Art of Coaching Teams

Senior Leadership Teams

Best Practices for Team and Group Coaching

The secret life of groups

Developing Collective Transformational Leadership

Top 10 Strategies for Solving the Toughest Dilemmas Facing Organizations

101 Coaching Supervision Techniques, Approaches, Enquiries and Experiments

Two leadership consultants identify three keys to being a more effective leader: knowing your strengths and investing in others' strengths, getting people with the right strengths on your team, and understanding and meeting the four basic needs of those who look to you for leadership.

Are you ready for your coaching to make a bigger impact? Do you want to enable teams to make a real difference to the world? The challenges faced by organisations everywhere can be solved through better collective leadership, collaboration and systemic thinking. And, as a coach, you're already aware of the huge role that coaching can play in accessing the intelligence and co-ordinated power that teams could be leveraging. Team coaching transforms teams and wider organisational systems by increasing collective awareness, meaning-making and responsibility, enabling people to work together through and beyond seemingly intractable challenges In this practical and empowering guide, Master Coach Georgina Woudstra navigates you through the often complex and challenging reality of team coaching. Equipping you with a roadmap - a set of metaskills and competencies – she'll demonstrate how you can transform teams to realise greater success and develop your: Confidence –overcome your fears to coach teams in even the most challenging situations Competence – learn to apply the coaching skills and to intervene effectively Coherence –integrate concepts and tools into a whole, meaningful approach Congruence – develop a style that is true to who you are as a team coach Learn to trust in people's untapped wisdom, the process and - most of all - yourself. And with Georgina's expertise and guidance to support you, become an impactful team coach with a distinctive personal style that solves problems, creates change and gets sustainable results.

Coaching is an essential skill for leaders. But for most busy, overworked managers, coaching employees is done badly, or not at all. They're just too busy, and it's too hard to change. But what if managers could coach their people in 10 minutes or less? In Michael Bungay Stanier's The Coaching Habit, coaching becomes a regular, informal part of your day so managers and their teams can work less hard and have more impact. Coaching is an art and it's far easier said than done. It takes courage to ask a question rather than offer up advice, provide an answer, or unleash a solution. Giving another person the opportunity to find their own way, make their own mistakes, and create their own wisdom is both brave and vulnerable. It can also mean unlearning our "fix it" habits. In this practical and inspiring book, Michael shares seven transformative questions that can make a difference in how we lead and support. And, he guides us through the tricky part - how to take this new information and turn it into habits and a daily practice. -Brené Brown, author of Rising Strong and Daring Greatly Drawing on years of experience training more than 10,000 busy managers from around the globe in practical, everyday coaching skills, Bungay Stanier reveals how to unlock your peoples' potential. He unpacks seven essential coaching questions to demonstrate how--by saying less and asking more--you can develop coaching methods that produce great results. - Get straight to the point in any conversation with The Kickstart Question - Stay on track during any interaction with The AWE Question - Save hours of time for yourself with The Lazy Question, and hours of time for others with The Strategic Question - Get to the heart of any interpersonal or external challenge with The Focus Question and The Foundation Question - Finally, ensure others find your coaching as beneficial as you do with The Learning Question A fresh, innovative take on the traditional how-to manual, the book combines insider information with research based in neuroscience and behavioural economics, together with interactive training tools to turn practical advice into practiced habits. Dynamic question-and-answer sections help identify old habits and kick-start new behaviour, making sure you get the most out of all seven chapters. Witty and conversational, The Coaching Habit takes your work--and your workplace--from good to great.

Discover the 10 best Coaching practices for solving problems and implementing change with clients--right away Coaching works, there's no doubt about that. But the coaching industry is going through tremendous change that all professional coaches need to address. Equipping coaching professionals to stay on the cutting-edge of their craft, The Business Coaching Toolkit: Top 10 Strategies for Solving the Toughest Dilemmas Facing Organizations expertly provides a collection of application-based, proven tools that present creative solutions to common situations encountered in today's workplace. This hands-on guide creatively empowers professionals to: * Achieve greater performance by identifying and maximizing strengths and managing weaknesses * Lead their team or client through setting specific, measurable, and reasonable goals * Discover the deeper meaning of vision and tie goals into the client's core values * Guide clients through a comprehensive analysis of their current situation--the good, the bad, and the ugly Whether it's increasing a client's time management skills, giving feedback to an employee, or building a leadership team, The Business Coaching Toolkit presents a valuable supply of straightforward exercises designed to bring a new dimension to every coaching professional's work with clients.

A comprehensive guide to unleashing the power, purpose and potential in any team

A comprehensive guide to effective coaching (Leadership, Executive, Life and Performance) for novice and seasoned coaches

Strengths Based Leadership

The Coaching Toolkit

Leadership Team Coaching in Practice

Group and Team Coaching

55 Tools and Techniques for Building Brilliant Teams

FROM THE CO-AUTHOR OF THE WORLDWIDE BESTSELLER, Co-Active Coaching, Fourth Edition: The proven framework for transformative conversations at work and in life Teams Unleashed provides a map and compass for engaged, sustainable, and improved team performance. This practical approach uses the everyday language of teams to highlight what's working, and uncover what's not, and gives teams the tools to incorporate new practices that build team effectiveness. This is an approach proven in the real world of teams since 2005 and used by thousands of teams worldwide. The steps outlined are based on the fundamentals of coaching-a powerful, repeatable process to support and empower change that makes a difference. Teams Unleashed introduces the five core competencies for working effectively with teams, describes the essential team coaching skills and provides exercises and activities to generate the important conversations that lead to new understanding and new team norms. This is a book for those who work with and lead teams: team and executive coaches, internal HR, OD and L&D professionals, and team leaders. This is an approach that gives teams a way to get clear "We are here"; the tools to design "Where we go from here"; and the structure and accountability to stay on track for team success. The essence and success of The Tao of Coaching has always been its focus on the practical tips and techniques for making work more rewarding through the habit of coaching - and this philosophy continues to underpin this brand new reissue. The book's premise is simple: that to become an effective coach, managers and leaders need master only a few techniques, even though mastery obviously requires practice. Each chapter focuses on a specific technique - or Golden Rule - of coaching to help practice make perfect. Tried and tested by generations within and beyond the workplace, this succinct and engaging book gives readers the tools to: - create more time for themselves, by delegating well - build, and enjoy working with, effective teams - achieve better results - enhance their interpersonal skills. It demonstrates that coaching is not simply a matter of helping others and improving performance, but is also a powerful force for self-development and personal fulfilment.

Hands-on resources for new and seasoned school coaches This practical resource offers the foundational skills and tools needed by new coaching educators, as well as presenting an overview of the knowledge and theory base behind the practice. Established coaches will find numerous ways to deepen and refine their coaching practice. Principals and others who incorporate coaching strategies into their work will also find a wealth of resources. Aguilar offers a model for transformational coaching which could be implemented as professional development in schools or districts anywhere. Although she addresses the needs of adult learners, her model maintains a student-centered focus, with a specific lens on addressing equity issues in schools. Offers a practical resource for school coaches, principals, district leaders, and other administrators Presents a transformational coaching model which addresses systems change Pays explicit attention to surfacing and interrupting inequities in schools The Art of Coaching: Effective Strategies for School Transformation offers a compendium of school coaching ideas, the book's explicit, user-friendly structure enhances the ability to access the information.

"Truly the ultimate guide for a coach! This book is a must-read for all coaches – whether they are starting out or are well-entrenched. With all my years in coaching, I still discovered new insights!" Michael Beale, NLP Coach and Trainer. Coaching can be transformational or simply transactional. If you truly want to transform lives, then this book is a must-read. Coaching is far more than a job – it is a mission. Transformational coaches focus on their self-development as much as they do on the development of their clients. All coaches need to be aware of the different coaching frameworks, paradigms, and tools used by master-coaches world over. In five straightforward sections, this book guides you through the steps you need to achieve optimal success as a coach: • Section I: The ABCs of Coaching • Section II: Coaching Frameworks, Models and Tools • Section III: Case Studies • Section IV: The Business of Coaching • Section V: Resources It is an extensively researched overview of the latest developments in neuroscience, emotional intelligence and positive psychology, among many coaching frameworks. If you are new to coaching, you will find out how to start your coaching business. If you are a seasoned professional, you will learn how to strengthen your practice. This book also offers coaching insights in the post-pandemic era.

Mastering The Art of Team Coaching

Creating A Coaching Culture

Teams Unleashed

Coaching the Team at Work 2

Case Studies on Developing High-Performing Teams

From One to Many

Case Studies on Creating Highly Effective Teams

Organizations are increasingly complex, requiring flexibility to implement significant, rapid change that goes beyond the ability of an individual leader or CEO. A high-performing and cohesive leadership team is critical for success. Leadership Team Coaching in Practice presents enlightening case studies on how leadership team coaching techniques have been applied internationally across a variety of team types and industries, including professional services, pharmaceuticals, airlines, healthcare and finance. With expert contributions from chief executives, team coaches, team leaders and consultants, this practical guide illustrates best practice tailored to the needs of each organization. This fully updated 2nd edition of Leadership Team Coaching in Practice includes new case studies and addresses hot topics in systemic leadership coaching theory. Answering questions such as how do you get the most from working across multiple teams? how should inter-team coaching be approached? and how do you coach millennials and tech start-ups?, it helps foster collective transformational leadership, whatever the business sector and type of team. Ideal for executive coaches, organizational development consultants (OD), HR leaders and aspiring managers, it shows how to develop leadership teams that can implement strategic change effectively and sustain competitive advantage.

"There is so much good research and writing on high performing teams now... but few CEOs have the time to access it. So good to have this short, accessible and practical collection of tips on how to transform your team, by Catherine and Jacqueline, two very experienced team coaches who have both thoroughly researched all the best literature and found ways of applying it to teams across different sectors... I certainly will be using a number of these tips to improve the boards I chair and the teams I lead. I hope you too find they aid you on your journey." - Peter Hawkins, Author of Leadership Team Coaching (Kogan Page, 2011) Professor of Leadership Henley Business School "While many leaders and coaches are well intentioned, they are frequently disappointed with their outcomes when trying to create high performing teams. 50 Tips for Terrific Teams has brilliantly integrated the research... and translated it into practical suggestions that will absolutely help create the desired shifts. This guide is user friendly and is the closest thing to having your own personal sage. I would recommend this book as an essential tool for anyone who leads a team or works with or on a team." - Denise Still, MSW, RSW, PCC, CEC, Manager Organization Development Calgary Board of Education "I love it when someone comes up with a book that is concise, clear, incredibly useful, and easy to work with. We all live and work with other people, and we all need to get better at it. Here is a collection of great ideas that you can put to use almost any day in just about any organization. It is a great resource for anyone working with teams, and every leader and team member should have one on their desk. You can pick an idea to try this week, try another tip the week after, and keep harvesting new insights for months to come." - Dr. Ric Durrant, CEC, PCC, Leadership Specialist and Executive Coach A practical volume, that outlines the practice and art of Systemic Team Coaching(R). Clear guidelines, challenging interventions and dynamic models for working with teams in their systemic context are provided. This gives coaches the opportunity to deliver tangible, sustainable results for teams, their stakeholders and the wider organisation.

Organizations are most effective when the teams responsible for their success function to the best of their ability. When the relationships within the team work well and all members have a clear focus, the team is able to achieve goals more easily. Leadership Team Coaching is a roadmap for those who have the responsibility of developing a leadership team. It provides a thorough explanation of the key elements of team coaching and is filled with practical tools and techniques to facilitate optimum performance across virtual teams, international teams, executive boards and other teams. The fully updated 3rd edition of Leadership Team Coaching brings together the latest research in leadership teams and team coaching along with numerous examples to illustrate how to develop people from disparate groups into a high-performing team. With new international case studies throughout as well as a new chapter on systemic coaching, the book covers the five disciplines of team performance, how to select team members, how the relationship of the coach and the team develops through stages, how CEOs can foster effective teams with shared leadership, how to choose the best team coach and more to facilitate effective leadership teams.

A Practical Guide for Your School

Effective Group Coaching

Boost Your Effectiveness at Work by Inspiring and Developing Those Around You

The Practitioner's Handbook of Team Coaching

The Ultimate Coaching Guide

Developing a Coaching Strategy for Your Organization

What It Takes to Make Them Great

Teams are a crucial part of working life, and they can also be a source of challenges, frustrations and opportunities. This industry first book explores the breadth of approaches available throughout a team coaching engagement narrated through case studies and editorial commentary. It illustrates the eclectic and emergent nature of interventions that enable teams to achieve lasting positive changes in capability. Drawing together 23 cases from multiple theoretical perspectives and industries from team coaching practitioners from across the globe, this book:

-Includes the experiences, insights and learning of team leaders and team members as well as the team coaches with quotes and data from each engagement -Offers insight into the original need for the team coaching in each case study -Explores how the team relates to itself, its stakeholders and the wider system -Explains how the team coach or coaches engaged with the team detailing the specific practices the team coach used and the outcomes achieved -Features forewords from leading writers on coaching and team coaching: Nick Smith, Peter Hawkins and Paul Lawrence These features make it a fresh and valuable source of insight and reflection for both novice and experienced team coaches, team leaders, organisational sponsors, and buyers of team coaching. "Readers will take away a tangible sense of current team coaching practice and frameworks and feel more capable, knowledgeable, and confident working with teams." Dr. Catherine Carr, Team Coach, Supervisor and Systemic Team Coaching Instructor, Co-Author of High Performance Team Coaching "This casebook offers inspiration and wisdom from an impressive array of experienced practitioners." Ruth Wageman, PhD., Author of Senior Leadership Teams: What it Takes to Make them Great, Founder of 6 Team Conditions "This book presents action research at its best. With its diverse array of settings, the book conveys practical wisdom related to the challenges and opportunities of team coaching." Amy C. Edmondson, Professor at Harvard Business School, Author of The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth David Clutterbuck is one of the early pioneers of coaching and is co-founder of the European Mentoring and Coaching Council (EMCC). He is also practice lead of Coaching and Mentoring International (CMI). Tammy Turner is CEO of Turner International and is Core Faculty and Head of Supervision at the Global Coach Training Institute (GTCI). She is an accredited master team and individual coach. Colm Murphy is an accredited master executive coach and team coach and Head of Coaching at Smurfit Executive Development, University College Dublin, Ireland. Colm is managing director of Dynamic Leadership Development. He is also Core Faculty at the Global Coach Training Institute (GTCI).

"Creating a Coaching Culture provides a rich source of knowledge, guidance and experience for anybody involved in the important business of helping drive coaching in organisations. It builds on the Hawkins and Smith seven-step model that we have used to guide our thinking and actions at Ernst & Young. After reading the book I take away a host of ideas and best practice that I will use in the business." Ian Paterson, Ernst & Young LLP and MD, EMCC UK "Peter Hawkins draws on 30 years of international organizational change consultancy in Creating a Coaching Culture. He offers seven steps, numerous case studies, and his real world experience. Reading this book, it is easy to pinpoint how far along one's organization has moved towards developing a sustainable coaching culture and what the next steps are. Like Peter's other books, Creating a Coaching Culture sits on my desk, not my bookshelf, because of its usefulness, depth of thought, and Peter's expertise." Catherine Carr, doctoral candidate in Leadership Development and Executive Coaching, Carr & Associates leadership coaching "The book clearly outlines why the creation of a coaching culture is critical to the success of any organisation. More importantly it describes the practical steps required to achieve this success and how you can measure

progress and benefits along the journey." Richard King, Serial NED and Coach, former Deputy Managing Partner for Ernst and Young "In recent years, the concepts of leadership culture and coaching culture have become increasingly intertwined, to the extent that achieving a coaching culture is a common aspiration for organizations of all sizes ... Peter Hawkins brings the topic up to date, using multiple case studies and an analytical approach that clarifies the challenges and how to address them." David Clutterbuck, Visiting Professor, Oxford Brookes & Sheffield Hallam Universities, UK "In this book Peter Hawkins brings together his extensive experience as a business leader, coach, consultant and leadership developer to provide a comprehensive handbook on how to help people, teams and organisational stakeholders learn through the practice of coaching. It will be of benefit not only to those engaged in the people development professions, but also managers and leaders who are looking to enhance the value and potential contribution of their people." Hilary Lines PhD, Executive and Team Coach, UK "This is an eloquently written text that is recommended reading for coaches and mentors working in large organizations, for human resource managers and corporate management teams." EMCC's International Journal How do we create a coaching culture? What will be the benefits for all parties? How can we link it to the performance of our business? How do we calculate the return on investment? How do we make it sustainable? Organizations are investing large sums of money in employing external and internal coaching and are increasingly under pressure to show a demonstrable return on this investment. In this much-needed book, Hawkins gives a well researched and practical answer to the whole question of how you create a 'coaching culture' and provides a step-by step guide to implementing this change. The book includes advice for both coaches and HR professionals on: Establishing the right integrated mix of coaching by line managers, internal specialized coaches and external coaches Combining individual and team coaching and connect both to the organizational change agenda Harvesting the organizational learning from the thousands of coaching conversations A coaching style becoming a way of relating internally and externally to all the organization's stakeholders Case studies show how a wide range of international organizations have developed successful coaching strategies to increase the effectiveness of their businesses. This book will provide you with valuable insights whether you are a coach, an organization consultant, an HR professional or a Chief Executive.

#1 NEW YORK TIMES BESTSELLER • Brené Brown has taught us what it means to dare greatly, rise strong, and brave the wilderness. Now, based on new research conducted with leaders, change makers, and culture shifters, she's showing us how to put those ideas into practice so we can step up and lead. Look for Brené Brown's new podcast, Dare to Lead, as well as her ongoing podcast Unlocking Us! NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG Leadership is not about titles, status, and wielding power. A leader is anyone who takes responsibility for recognizing the potential in people and ideas, and has the courage to develop that potential. When we dare to lead, we don't pretend to have the right answers; we stay curious and ask the right questions. We don't see power as finite and hoard it; we know that power becomes infinite when we share it with others. We don't avoid difficult conversations and situations; we lean into vulnerability when it's necessary to do good work. But daring leadership in a culture defined by scarcity, fear, and uncertainty requires skill-building around traits that are deeply and uniquely human. The irony is that we're choosing not to invest in developing the hearts and minds of leaders at the exact same time as we're scrambling to figure out what we have to offer that machines and AI can't do better and faster. What can we do better? Empathy, connection, and courage, to start. Four-time #1 New York Times bestselling author Brené Brown has spent the past two decades studying the emotions and experiences that give meaning to our lives, and the past seven years working with transformative leaders and teams spanning the globe. She found that leaders in organizations ranging from small entrepreneurial startups and family-owned businesses to nonprofits, civic organizations, and Fortune 50 companies all ask the same question: How do you cultivate braver, more daring leaders, and how do you embed the value of courage in your culture? In this new book, Brown uses research, stories, and examples to answer these questions in the no-BS style that millions of readers have come to expect and love. Brown writes, "One of the most important findings of my career is that daring leadership is a collection of four skill sets that are 100 percent teachable, observable, and measurable. It's learning and unlearning that requires brave work, tough conversations, and showing up with your whole heart. Easy? No. Because choosing courage over comfort is not always our default. Worth it? Always. We want to be brave with our lives and our work. It's why we're here." Whether you've read Daring Greatly and Rising Strong or you're new to Brené Brown's work, this book is for anyone who wants to step up and into brave leadership.

This book provides instruction on the requirements for the Institute of Leadership and Management coaching & mentoring qualifications levels 5-7. As a leader, senior manager or executive, you are often required to act as a coach or mentor for your staff. This book will enable you to set up coaching programmes that can make a significant difference to staff retention and motivation. It will give you the knowledge and skills you need to encourage your staff to grow so that you can get on with your own essential leadership role. In this book you'll discover how to: - become an effective leader and coach *distinguish between coaching and mentoring - establish the right coaching climate *develop effective communication skills - set up the first coaching session *present a business case for coaching ...and much more. You'll also find out the various coaching models available and equip yourself with useful tools and exercises that you can employ in your coaching sessions. Contents: List of figures and tables; Acknowledgements; Introduction; 1. What is Coaching?; 2. Become an effective leader and coach; 3. Internal and external coaching; 4. The differences between coaching and mentoring; 5. Establishing the right climate; 6. Coaching Models; 7. Coaching tools and exercises; 8. Effective communication skills; 9. Analysing communications to identify meaning; 10. Respecting others' worldviews and motivating your coaches; 11. Overcoming barriers to coaching and mentoring; 12.

Understanding the role of power and authority; 13. Setting up the first session; 14. Presenting a business case for coaching; 15. Coaching supervision and super-vision; 16. Co-Coaching and team coaching; 17. Organisational approaches to coaching; Appendix 1: Sample forms and competences; Appendix 2: Controlling costs; Appendix 3: Case studies and evidence to support the value of coaching; Useful resources; Index

The definitive guide to team coaching

The Art of Coaching

Team Genius

The Coaching Habit

Facilitative Coaching

The Manager's Answer Book

Tried and Tested Tools and Resources for Optimum Coaching Results

A groundbreaking book that sheds new light on the vital importance of teams as the fundamental unit of organization and competition in the global economy. Teams—we depend on them for both our professional success and our personal happiness. But isn't it odd how little scrutiny we give them? The teams that make up our lives are created mostly by luck, happenstance, or circumstance—but rarely by design. In trivial matters—say, a bowling team, the leadership of a neighborhood group, or a holiday party committee—success by serendipity is already risky enough. But when it comes to actions by fast-moving start-ups, major corporations, nonprofit institutions, and governments, leaving things to chance can be downright dangerous. Offering vivid reports of the latest scientific research, compelling case studies, and great storytelling, *Team Genius* shows managers and executives that the planning, design, and management of great teams no longer have to be a black art. It explores solutions to essential questions that could spell the difference between success and obsolescence. Do you know how to reorganize your subpar teams to turn them into top performers? Can you identify which of the top-performing teams in your company are reaching the end of their life span? Do you have the courage to shut them down? Do you know how to create a replacement team that will be just as effective—without losing time or damaging morale? And, most important, are your teams the right size for the job? Throughout, Rich Karlgaard and Michael S. Malone share insights and real-life examples gleaned from their careers as journalists, analysts, investors, and globetrotting entrepreneurs, meeting successful teams and team leaders to reveal some "new truths": The right team size is usually one fewer person than what managers think they need. The greatest question facing good teams is not how to succeed, but how to die. Good "chemistry" often makes for the least effective teams. Cognitive diversity yields the highest performance gains—but only if you understand what it is. How to find the "bliss point" in team intimacy—and become three times more productive. How to identify destructive team members before they do harm. Why small teams are 40 percent more likely to create a successful breakthrough than a solo genius is. Why groups of 7 (± 2), 150, and 1,500 are magic sizes for teams. Eye-opening, grounded, and essential, *Team Genius* is the next big idea to revolutionize business.

"High Performance Team Coaching (HPTC) is a fantastic resource and a 'must read' for all Team Leaders and Coaches. The authors demystify the concepts of creating and sustaining high performance teams and how to lead and coach them. Built upon solid research and investigation along with practical and relevant action steps, it is a resource that will help move your team from average or good, to high performance in any context." - Lillas Marie Hatala and Richard Hatala, Co-authors of Integrative Leadership: Building a Foundation for Personal, Interpersonal, and Organizational Success "With a combination of systematic field research and an intense scrutiny of the literature, Peters and Carr have developed a system of high performance team coaching that is fit-for-purpose and accessible for practitioners but with an appropriate and transparent evidence base. It provides the framework and underpinning that will allow this much needed [team coaching] modality to achieve its potential." - Dr. Annette Fillery-Travis, M/DProf Programme Coordinator, Middlesex University Member of the Steering Group of the International Centre for the Study of Coaching "High Performance Team Coaching advances the field of coaching by filling the gap for a practical, yet thoroughly evidence-based model to guide team coaching practice. Drawing on the authors' considerable experience and their recent empirical research this clearly written, well-documented text provides actionable guidelines and practical strategies for working with teams and makes a genuine and important contribution to the field." - Dr. Elaine Cox, Editor: International Journal of Evidence Based Coaching and Mentoring Director of Postgraduate Coaching & Mentoring Programmes, Oxford Brookes University

Winner of the 2020 Next Generation Indie Book in the Career category! Congratulations, you're a manager! Of course you have expertise in the field you're managing, but what about everything else? There's so much more to know! Whether you're a new or seasoned manager, your responsibilities can become overwhelming at times. There are days and new situations that will leave you feeling vulnerable. You don't know where to start or even what to ask! *The Manager's Answer Book* can help. In question-and-answer format, this easy-to-use guide provides information on many aspects of managing. You will learn about: Getting started: moving from peer to manager, setting goals, managing projects, resources, and much more. Developing your management skills: communicating, delegating, motivating, and facilitating. Building and managing your team: hiring, firing, and everything in between. Creating your personal brand: building credibility for yourself, your team, and your department. Managing up, down, and around: working with people and functions in your organization. Potential land mines: conflict, change, and risk. Legal pitfalls: navigating the miasma of laws and regulations. *The Manager's Answer Book* will help any manager stay informed and avoid unknowingly tripping over a new situation. It's a natural complement to *The Big Book of HR*.

Resource added for the Human Resources program 101161.

HBR Guide to Coaching Employees

Great Leaders, Teams, and Why People Follow

The Big Book of Conflict Resolution Games: Quick, Effective Activities to Improve Communication, Trust and Collaboration

A Handbook of Tips and Tools

Building Top-Performing Teams

Building Resilient Communities that Transform Schools

Systemic Team Coaching

A high-performing and cohesive leadership team is essential for organizational success. Leadership Team Coaching in Practice provides an overview of the tools and techniques for coaching leadership teams and shows how these approaches have been applied around the world in a variety of team types and industries. Featuring expert contributions from chief executives, team coaches, team leaders and consultants in organizations including Comair and the UK National Health Service (NHS), this practical guide illustrates best practice tailored to the needs of each organization. The new and updated third edition of Leadership Team Coaching in Practice incorporates the latest research and thinking in the field, including new material on developing the personal core capacities for systemic team coaching. Alongside updates to case studies to offer a long-term view of interventions, the third edition contains new case studies including team coaching in Toyota through a period of transformation. There is a new medley chapter of short case stories that address some of the regularly asked questions by new team coaches and new material that explores ways of creating a teaming and 'team of teams' culture. This book remains an essential resource for executive and team coaches, CEOs, team leaders, organizational development consultants, and those studying coaching as part of a degree or coaching qualification.

Group and Team Coaching offers a new perspective on the 'secret life of groups', the subconscious and non-verbal processes through which people learn and communicate in groups and teams. Updated with new research and including a wealth of vignettes and case studies, it will be essential reading for coaches who work with groups and teams as well as leaders commissioning coaching; the second edition features new guidance for leaders and managers, an updated introduction and new expanded practical sections on working with teams, working on the phone, and supervising and being supervised. Christine Thornton uses key concepts from psychology, group analysis and systems theory as well as her own extensive experience to give practical advice, including: The invisible processes of group dynamics Pitfalls of team coaching and how to avoid them How to design coaching interventions Common dilemmas Ethics and supervision.

The how-to guide for exceptional management from the bottom up The Effective Manager is a hands-on practical guide to great management at every level. Written by the man behind Manager Tools, the world's number-one business podcast, this book distills the author's 25 years of management training expertise into clear, actionable steps to start taking today. First, you'll identify what "effective management" actually looks like: can you get the job done at a high level? Do you attract and retain top talent without burning them out? Then you'll dig into the four critical behaviors that make a manager great, and learn how to adjust your own behavior to be the leader your team needs. You'll learn the four major tools that should be a part of every manager's repertoire, how to use them, and even how to introduce them to the team in a productive, non-disruptive way. Most management books are written for CEOs and geared toward improving corporate management, but this book is expressly aimed at managers of any level—with a behavioral framework designed to be tailored to your team's specific needs. Understand your team's strengths, weaknesses, and goals in a meaningful way Stop limiting feedback to when something goes wrong Motivate your people to continuous improvement Spread the work around and let people stretch their skills Effective managers are good at the job and "good at people." The key is combining those skills to foster your team's development, get better and better results, and maintain a culture of positive productivity. The Effective Manager shows you how to turn good into great with clear, actionable, expert guidance.

Whether you're an executive officer, a department manager, or a shift supervisor, you have a clear understanding of your team members' top accountabilities. Without clear communication, your team may not share that understanding. They may have entirely different views on their job responsibilities and even why they're getting paid. This disconnect between managerial and staff opinions can devastate productivity, performance, and team morale. In The 3 x 5 Coach, market strategist and leadership expert Dave Baney offers a simple, direct solution to this problem. Baney's effective methodology helps supervisors and employees quickly agree on key job accountabilities while establishing objective systems for evaluating employee performance and growth. Simply put, everyone will know why they're getting paid and what they must do to continue to meet and exceed their job requirements. Baney's effective coaching system encourages collaboration between supervisors and staff. His methodology and tools are simple enough to use immediately and robust enough to scale up as your company or department evolves. You already hold employees accountable for their actions-now you can align their expectations with your own. It all starts with a blank 3 x 5 card.

Systemic Coaching

50 Tips for Terrific Teams

The 3x5 Coach

The Team Coaching Toolkit

Say Less, Ask More & Change the Way You Lead Forever

Leadership Team Coaching

The Team Coaching Casebook

Many facilitators realize that the basic methodologies they use often fail to take their clients to a place of deeper learning and growth required when addressing complex issues. This book offers over seventy exercises, along with tips and tools for expanding the professional coach's repertoire and includes a full range of interventions. The book also includes step-by-step guidance on how to use these innovative methods with clients. Based on the Skilled Facilitator model developed by best-selling author Roger Schwarz in his landmark book, The Facilitative Coaching Toolkit is ideal for coaches who are looking for advanced alternative approaches to helping their clients get "unstuck" when dealing with obstacles.

The missing how-to manual for being an effective team leader The Art of Coaching Teams is the manual you never received when you signed on to lead a team. Being a great teacher is one thing, but leading a team, or team development, is an entirely different dynamic. Your successes are public, but so are your failures—and there's no specific rubric or curriculum to give you direction. Team development is an art form, and this book is your how-to guide to doing it effectively. You'll learn the administrative tasks that keep your team on track, and you'll gain access to a wealth of downloadable tools that simplify the "getting organized" process. Just as importantly, you'll explore what it means to be the kind of leader that can bring people together to accomplish difficult tasks. You'll find practical suggestions, tools, and clear instructions for the logistics of team development as well as for building trust, developing healthy communication, and managing conflict. Inside these pages you'll find concrete guidance on: Designing agendas, making decisions, establishing effective protocols, and more Boosting your resilience, understanding and managing your emotions, and meeting your goals Cultivating your team's emotional intelligence and dealing with cynicism Utilizing practical tools to create a customized framework for developing highly effective teams There is no universal formula for building a great team, because every team is different. Different skills, abilities, personalities, and goals make a one-size-fits-all approach ineffective at best. Instead, The Art of Coaching Teams provides a practical framework to help you develop your group as a whole, and keep the team moving toward their common goals.

Group coaching is rapidly becoming the preferred coaching option for businesses and individuals. Effective Group Coaching is a practical, resource rich, hands-on guide for the group coaching facilitator in one of the fastest growing new disciplines. Organizations, community groups and individuals are discovering that group coaching is an exciting and sustainable model and process for learning and growth. Written for internal and external coaches, HR professionals, trainers and facilitators wanting to expand their work into this area, this book provides tested methodologies and tools and tips. Both new and seasoned coaches will find the book a practical roadmap and go-to guide when designing, implementing and marketing their own group coaching programs. Case studies highlight how group coaching programs are being delivered globally through corporate and public programs, virtually and in person. Also, the author's dedicated web site offers resources and articles available for downloading.

This book locates 101 practical coaching supervision techniques in their theoretical context. It is organised into ten chapters, each reflecting a different philosophical basis for the coaching supervision work: Existential, Gestalt, Person Centred, Positive Psychology, Psychodynamic, Solution Focused, Systemic, Thinking Environment, Transpersonal and finally an Eclectic chapter. With contributions and insights from leaders in the field, this book outlines the different philosophies and their principles and explains their application in practice. The book will help readers determine which technique to use and when, as well as offering a step-by-step guide to implementing or adapting it for their own work. With a breadth of techniques, the book will help all supervisors broaden their repertoire and ultimately become a better practitioner. Accessible and practical, this book is a valuable resource for experienced and novice supervisors as well as their supervisees. It will inspire them to keep their supervision and coaching practices both current and fresh, offering a diverse range of techniques to experiment with.

Effective Strategies for School Transformation

Powerful Tools to Maximize Your Impact and Influence, Build Trust and Teams, and Respond to Challenges

A Practical Guide to Team Coaching to Improve Collaboration and Drive Organizational Success

Brave Work. Tough Conversations. Whole Hearts.
The Tao of Coaching
The New Science of High-Performing Organizations
Coaching Skills for Leaders in the Workplace

An organisation's fate hinges on its CEO—right? Not according to the authors of Senior Leadership Teams. They argue that in today's world of neck-snapping change, demands on leaders in top roles are rapidly outdistancing the capabilities of any one person - no matter how talented. Result? Chief executives are turning to their enterprise's senior leaders for help. Yet many CEOs stumble when creating a leadership team. One major challenge is that senior executives often focus more on their individual roles than on the top team's shared work. Without the CEO's careful attention to setting the team up correctly, these high-powered managers often have difficulty pulling together to move their organisation forward. Sometimes they don't even agree about what constitutes the right path forward. The authors explain how to determine whether your organisation needs a senior leadership team. Then, drawing on their study of 100+ top teams from around the world, they explain how to create a clear and compelling purpose for your team, get the right people on it, provide structure and support, and sharpen team members' competencies - and your own. Timely and practical, this book enables you to create and sustain a leadership team whose members learn from one another while collaborating to pursue your company's objectives.

55 proven tools and techniques to help team leaders and project managers improve team performance in a complex environment. The book also provides an introduction to the concept of team coaching as a distinct management activity.

The Art of Coaching is a book to shift thinking and open up new possibilities, to stimulate fresh insight, to adapt to your needs as a coach or manager and to use creatively in practice. Written by two experienced, highly qualified international coaches and supervisors, this creative book offers ideas to use across the range of coaching contexts including leadership, decision making, change and supervision. Combining brand-new, original diagrams with classic models from the learning development and management fields, Jenny Bird and Sarah Gornall have created a valuable resource for quick reference, instant accessibility and fast learning, built on a strong theoretical base. Each model in the book is explained with a clear, accessible diagram and a simple guide to what it is, how it works and how to put it into action. The text is full of inspiration for applications of the ideas in scenarios based on real coaching practice. The Art of Coaching will be an invaluable companion for coaches looking for new ways of developing awareness with clients, coaching students and trainees, coach supervisors, learning and development professionals and those working in human resource departments.

"Jennifer Britton has penned another winner! With From One to Many, Jennifer not only gives us a bird 's-eye-view perspective, but she also delves into the details we need to be successful as group and team coaches. I'm eager to incorporate this new material—not only into my course curriculum—but also into my own group coaching programs." —Jory H. Fisher, JD, www.JoryFisher.com " This remarkable resource gives coaches the necessary tools to expand their effectiveness and offer a group experience of connection and collaboration, providing an exceptional experience for many. " —Sandy Miller, MA, CPCC, ACC, www.revolutionizingdivorce.com "From One to Many is a must-read for coaches, whether experienced or new to group and team coaching. Jennifer combines extensive research, personal and peer experiences, practical applications, and a comprehensive set of tools and resources to deliver another excellent book for professional coaches." —Janice LaVore-Fletcher, MMC, BCC, President, Christian Coach Institute Practical tips, tools, and insight on successful team and group coaching engagements As professional development budgets at many organizations remain flat or even shrink due to financial pressures, coaches and human resources leaders are looking for new ways to do more with less funding. Team coaching—which may span intact teams, project teams and virtual teams—and group coaching—spanning both organizational and public contexts—offer a solution to this developmental puzzle. Unfortunately, there are few practical resources available that address the best practices for team and group coaching. From One to Many fills that gap for coaches, leaders, and human resources professionals. The book explains how to integrate the practice into an organization and how to maximize it to full effect. One of the only books on the market that explores in-depth the related topics of team and group coaching

Written by the founder of a performance improvement consultancy who is also a popular speaker on the subject Features new content specifically for practitioners in coaching, human resources, performance improvement and related fields

A Toolkit for Expanding Your Repertoire and Achieving Lasting Results

How to Motivate and Get the Best from Your Staff

Delivering Value Beyond the Individual

The Leadership Playbook

Dare to Lead

The Business Coaching Toolkit

How to Release the Power and Human Potential of Work Teams

The world's challenges are becoming more and more complex and adapting to those challenges will increasingly come from teams of people innovating together. The Practitioner's Handbook of Team Coaching provides a dedicated and systematic guide to some of the most fundamental issues concerning the practice of team coaching. It seeks to enhance practice through illustrating and exploring an array of contextual issues and complexities entrenched in it. The aim of the volume is to provide a comprehensive overview of the field and, furthermore, to enhance the understanding and practice of team coaching. To do so, the editorial team presents, synthesizes and integrates relevant theories, research and practices that comprise and undergird team coaching. This book is, therefore, an invaluable specialist tool for team coaches of all levels; from novice to seasoned practitioners. With team coaching assuming an even more prominent place in institutional and organizational contexts nowadays, the book is bound to become an indispensable resource for any coaching training course, as well as a continuing professional development tool. This book is essential reading for anyone with an interest in coaching, in both practice and educational settings. It will be of use not only for professional coaches, but also for leaders, managers, HR professionals, learners and educators, in the business, public, independent and voluntary sectors.

The successful self-published author of The Sales Leaders Playbook writes his first mainstream leadership book There are enormous differences between managing and coaching. Yet many companies and organizations encourage their leaders to coach teams without ever teaching them how and without creating a culture that supports coaching. Nathan Jamail—a leading consultant, professional speaker, and the president of his own group of businesses—trains coaches at several Fortune 500 companies and learned that it takes not only different skills to achieve success, but a truly effective coach needs an organizational culture that creates and multiplies the success of every motivated team member. The Leadership Playbook shows leaders the skills necessary to be an effective coach and to build effective teams by: Fostering employees' belief in the culture of a company Resolving issues proactively rather than reactively and creating an involvement that constantly pushes employees to be their best Focusing on the more humane principles of leadership—gratitude, positivity, and recognition—that keep morale high Holding teams and individuals accountable Constantly recruiting talent ("building the bench") rather than filling positions only when they are empty Combining research, interviews, and inspiring stories with the lessons that have earned Jamail the respect of the world's foremost corporations including CISCO, FedEx, Sprint, the U.S. Army, and State Farm; The Leadership Playbook will dominate the category for years to come.

Do you want to know how to establish a coaching programme in your school? Using lots of examples of successful coaching in practice to set you on the road to coaching success, this book guides you through the process of setting up and running an effective coaching programme in your school. The authors are both secondary specialists, but the principles they set out in this book are broadly applicable to all schools. There is clear advice on: - introducing coaching in your school; - choosing your coaches; - training your coaches; - measuring the positive impact of coaching on the school; - making coaching part of professional development for all staff; - a suggested timeline for implementing a coaching programme. Features of the book include chapter objectives, questions for reflection to use in training activities, a number of short case studies from secondary schools and further education colleges showing how coaching has worked in practice, suggestions for further reading and pointers to useful websites. There are useful photocopiable materials provided to use with most chapters, and there is a PowerPoint presentation available entitled Coaching for Performance that you can use to explain ideas to colleagues. This bank of resources that accompanies the book is available to download from the SAGE website, and you can adapt the materials for any setting. This book is an ideal resource for anyone looking to establish a coaching programme in their school, and offers you all the support, guidance and resource materials you will need.

*'This book is a must for anyone involved in organizational coaching' Adrian Moorhouse, Managing Director, Lane4 & Olympic Gold Medallist Coaching the Team at Work, 4e is the result of research over 20 years with practising team coaches and with major corporations around the world. It recognises that in a complex and constantly evolving business and social environment, teams can only keep up if they adapt frequently. But to adapt, they must have clarity about their internal and external systems and how these contribute to or undermine performance. There are multiple aspects of team function that underpins performance - and each influences and is influenced by the others. This revised edition explores the six most significant aspects: * Purpose and motivation * Systems and processes relating to external stakeholders * Relationships, especially within the team * Systems and processes relating to internal functions (such as quality and decision-making) * Learning (how the team adapts to keep up with the pace of change) * Leadership (how the functions of leadership are exercised within the team) When these aspects are aligned, a team can perform at its best; but when any one or more of the aspects is malfunctioning, the result is underperformance. This book helps team coaches develop their skills to support teams in understanding these complex dynamics and, as a result, in developing more effective ways of working together.*

High Performance Team Coaching

Creating a Coaching Culture to Build Winning Business Teams

A Practical Guide to Coaching Your Team for Greater Results and Happier People

The Effective Manager