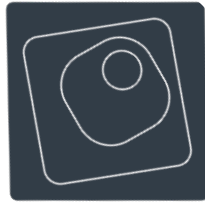


Coaching at Work annual conference – 4th July 2018, London

# Innovation and Creativity in Coaching and Mentoring

Coaching  
at Work



## Coaching at Work Annual Conference 4<sup>th</sup> July 2018 Holiday Inn, Bloomsbury, London

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[www.coaching-at-work.com](http://www.coaching-at-work.com)



# Coaching Extra-Dependent Teams

a case study from an international bank

# Objectives and Outline



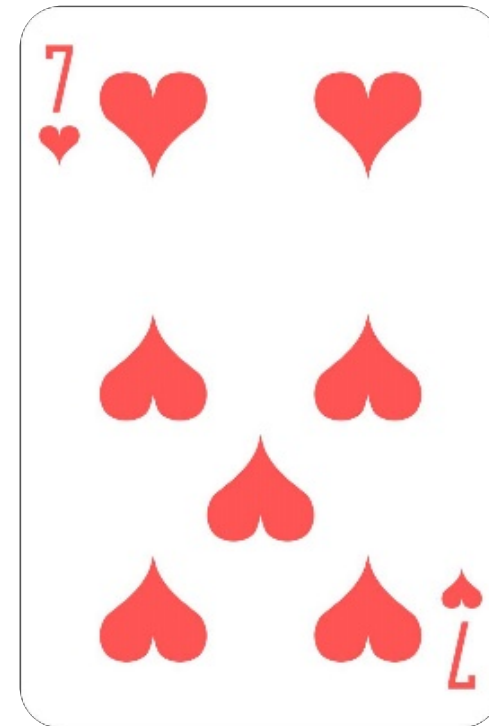
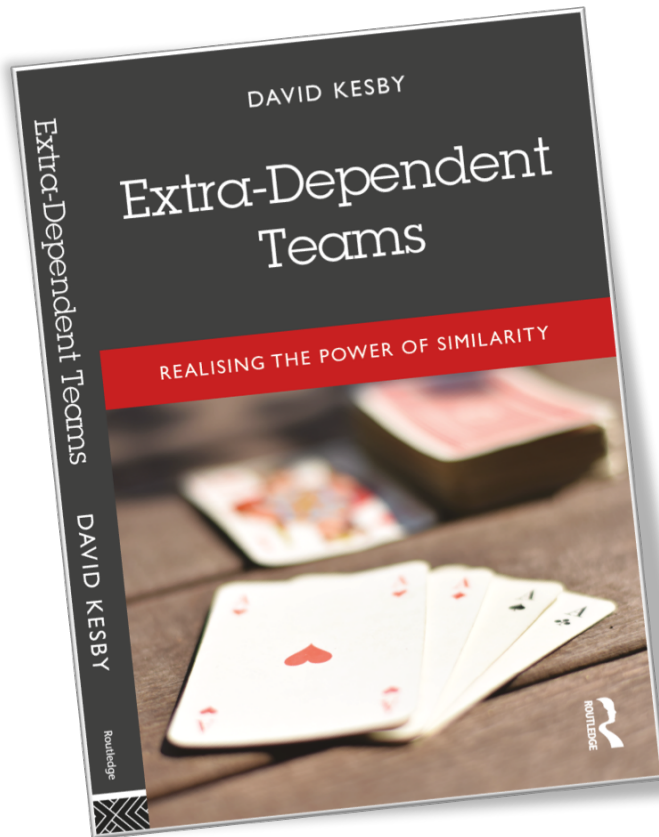
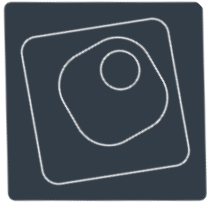
- ◇ Objectives:
  - ◇ To gain an appreciation of Extra-Dependent Teams
  - ◇ To understand how they can impact individual/team coaching
  
- ◇ Outline
  - ◇ Who am I?
  - ◇ What is an Extra-Dependent Team?
  - ◇ Case Study: Team Coaching an Extra-Dependent Team within an International Bank
  - ◇ Implications for innovating your coaching practice

# What's creative or innovative about this?



- ◇ **Team Coaching** – a personal innovation from individual coaching
- ◇ **Extra-Dependent Teams** – an innovation to conventional team thinking
- ◇ **Techniques** – creative techniques used
- ◇ **Benefitting:**
  - ◇ Team coaches wishing to develop their practice within teams
  - ◇ Individual coaches wishing to broaden their perspective of teams in support of managers and others

# What is an Extra-Dependent Team?



# Plural Mental Model of Teams



## Inter-Dependent Teams

## Extra-Dependent Teams

Depend on people *inside* team

□ Depend on people *outside* team

*Different* skills

□ *Similar* skills

*Common* goal

□ *Common practice*

*Mutual* accountability

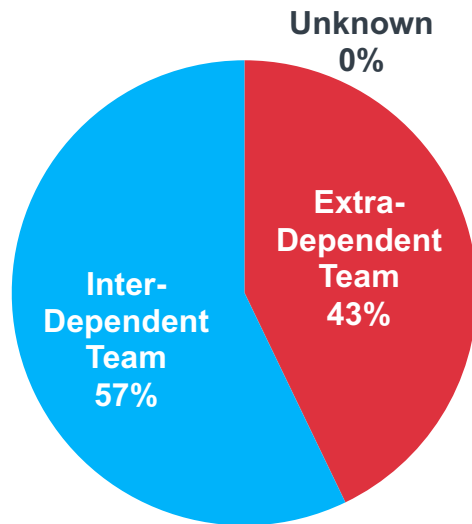
□ *Individual* accountability

Improve through  
*working together better*

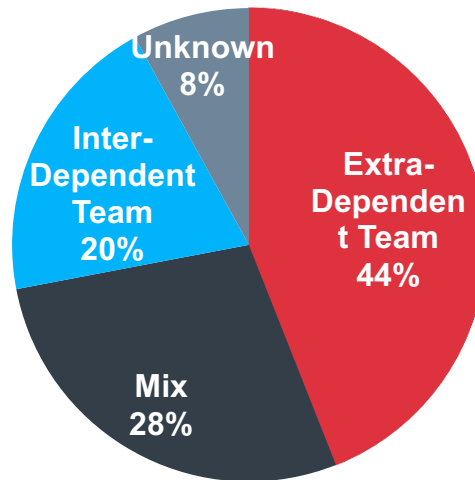
□ Improve through  
*learning better together*

Kesby (2018) "*Extra-Dependent Teams:  
Realising the Power of Similarity*"

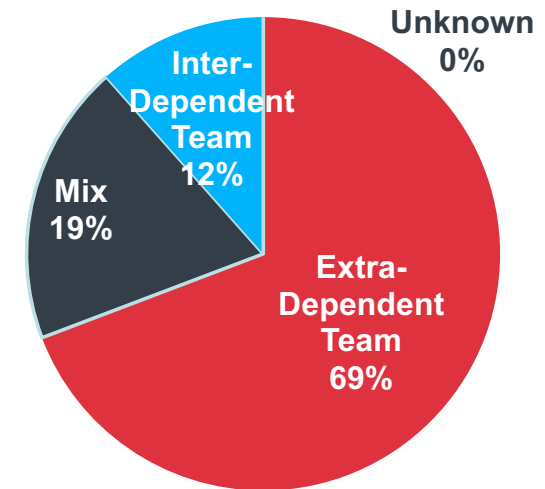
# Proportion of Inter-Dependent and Extra-Dependent Teams in organisations



A Division of Pharmaceutical Company



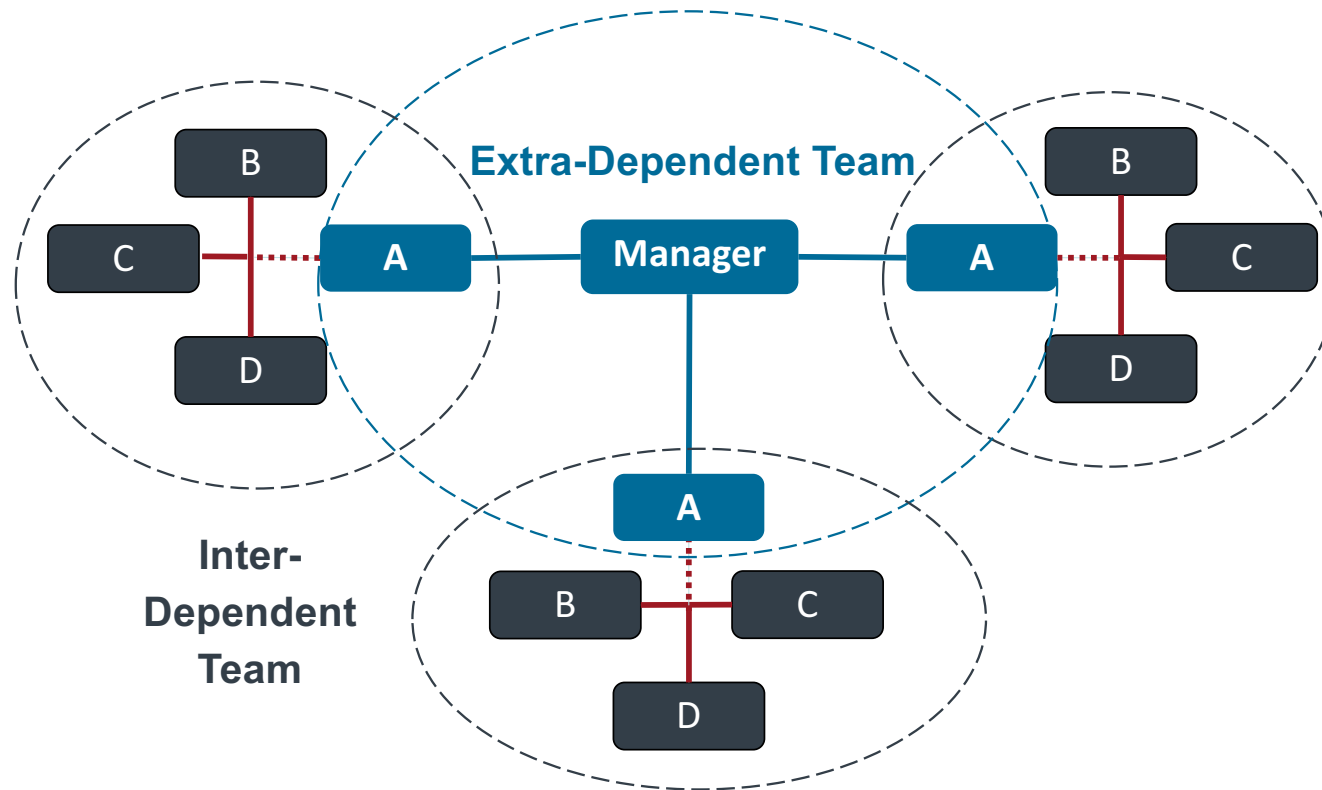
A Division of Global Software Development Company



A Regional Probation Service

Kesby (2018) "Extra-Dependent Teams: Realising the Power of Similarity"

# Complementing Inter-Dependent and Extra-Dependent Teams





# Common Practice



## ◇ Shared Repertoire

- ◇ **Skills** – competencies, skills, knowledge, experience...
- ◇ **Bills** – equipment, processes, systems...
- ◇ **Thrills and Spills** – Stories, successes, mistakes, history...

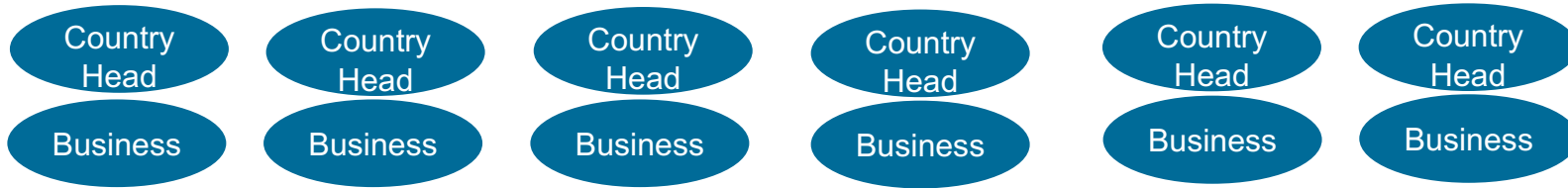
## ◇ Combined Capability

- ◇ **1 + 1 + 1 = 6**
- ◇ Better combined, individually practiced capability

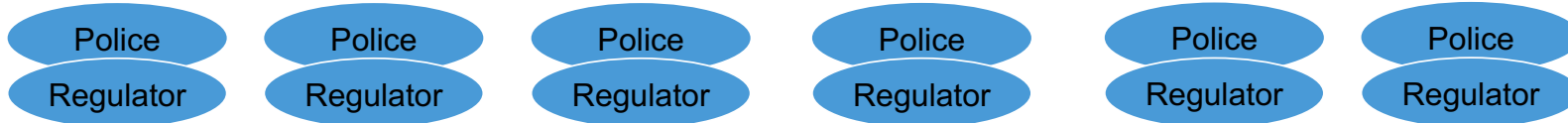
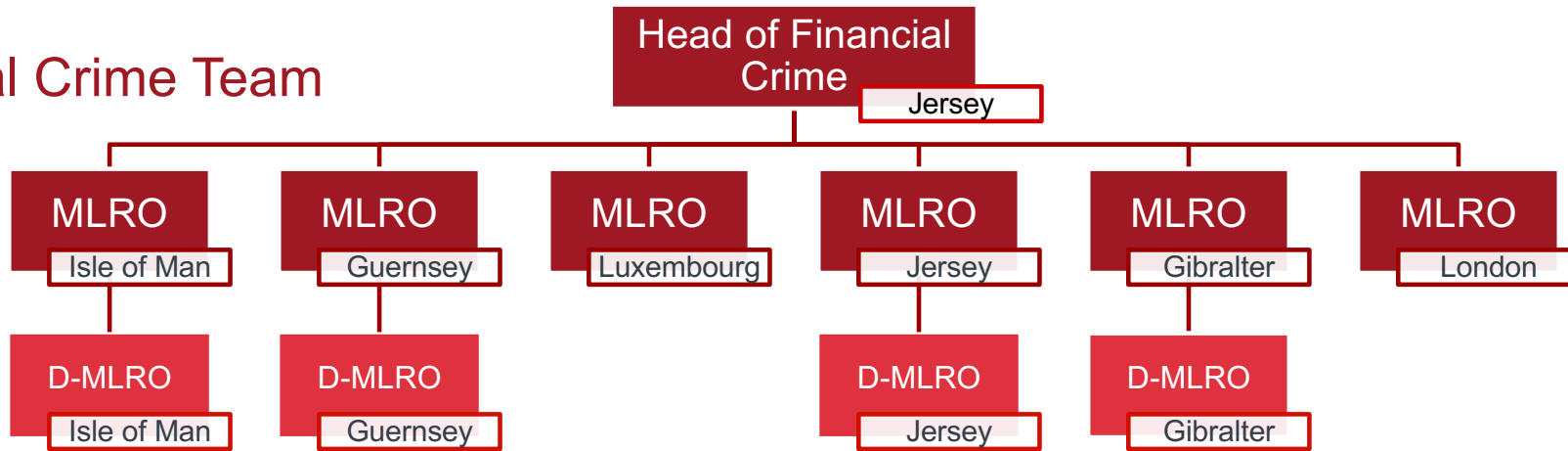
## ◇ Reputation

- ◇ **Crafting a sense of “Us”** – a unique identity
- ◇ **Who we are to *them*** – our relationship with Inter-Dependent Teams

# Case Study – The Team Context



## Financial Crime Team

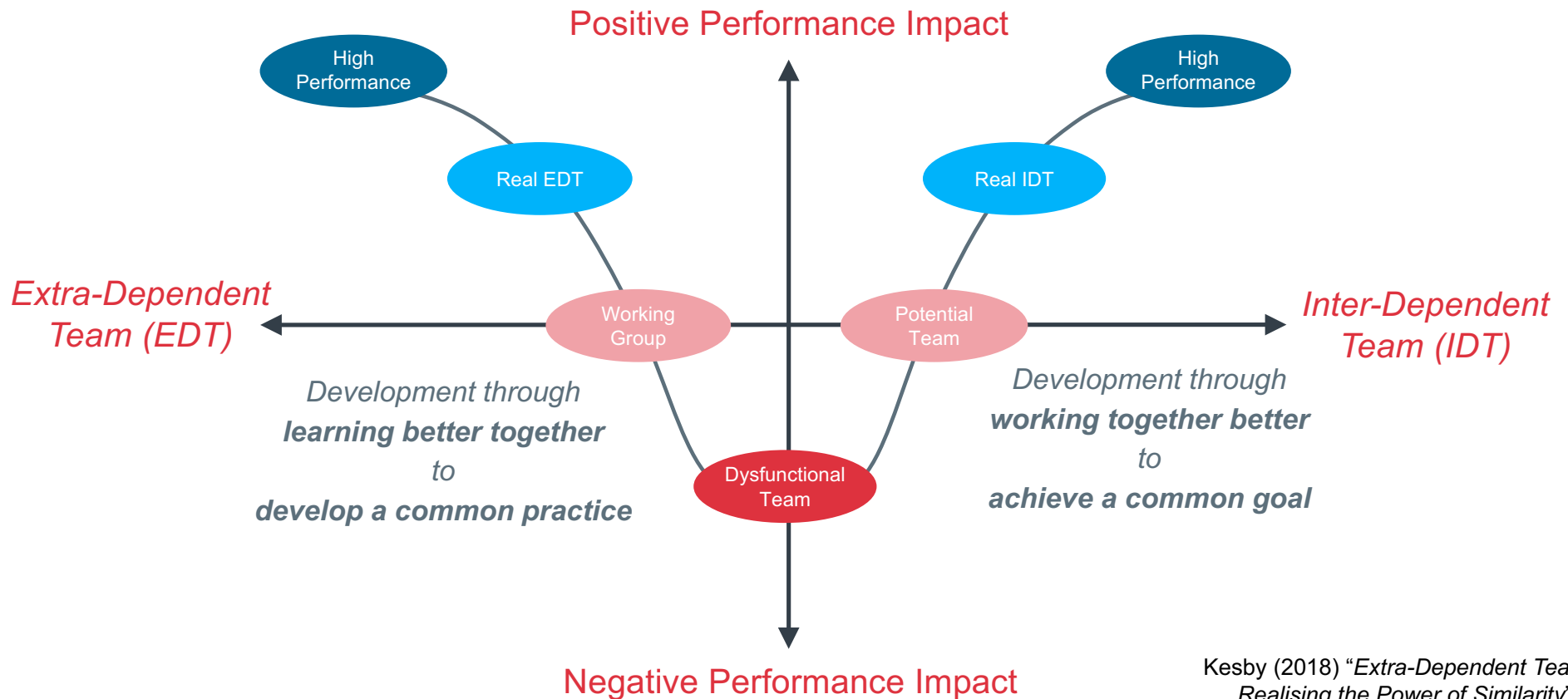


# Case Study – Situation within the Team



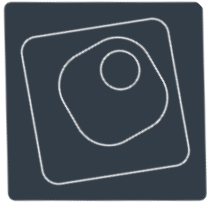
- ◇ Team described as **dysfunctional**
  - ◇ **Inconsistent** practices
  - ◇ **Little** shared **learning**
  - ◇ Little listening – **lots of talking**
- ◇ **Individual** responsibility
- ◇ **Conventional** team mental model
  - ◇ **Work** together
  - ◇ **Difference** was important
- ◇ **Rarely met** as a team – virtually or physically
- ◇ Communication mainly via **email**
- ◇ Similarities in their Extra-Dependency
  - ◇ All did the **same work**
  - ◇ Did that work with **different stakeholders**, each in **different geographies**
  - ◇ Each was **individually accountable**
  - ◇ All worked towards **different objectives**
- ◇ **Identify** as a Team
- ◇ Line **managed** by the same person

# Plural Team Development Curve



Kesby (2018) "Extra-Dependent Teams: Realising the Power of Similarity"

# Case Study – Coaching Development



## The Coaching

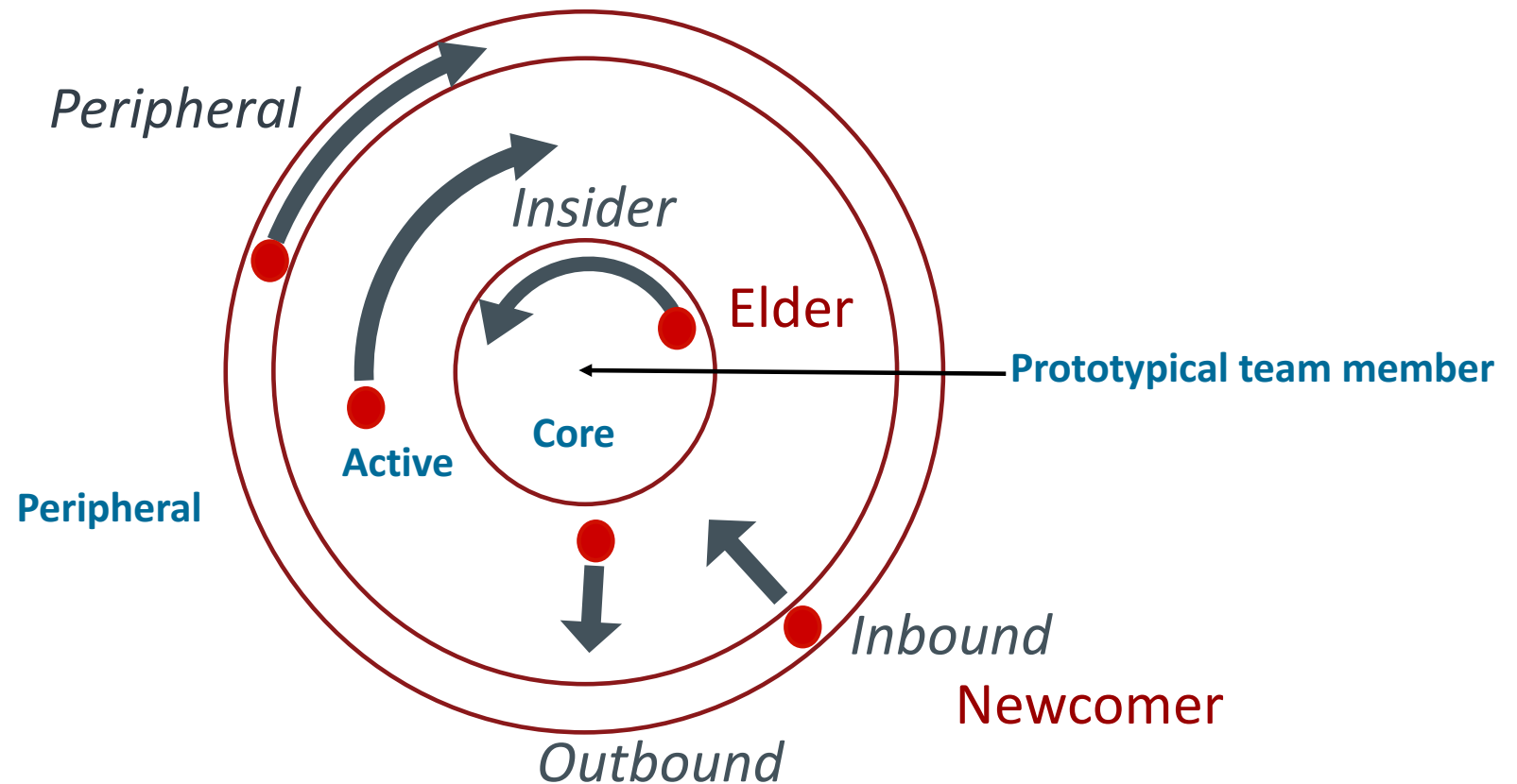
- ◇ Raised team awareness of the impact of themselves on themselves
  - ◇ During whole team calls
  - ◇ During 1:1 calls
  - ◇ During F2F whole team days
  - ◇ During scheduled team calls
- ◇ Helped the manager to self-disclose her practice – concerns, mistakes, successes.
- ◇ Encouraged others to do the same
- ◇ Built trust amongst the team so that they could start to learn from each other
- ◇ Shared their “pressures and loyalties” within the wider system

## The Outcomes

- ◇ Saw themselves as being part of a wider team
- ◇ Started to learn together
- ◇ Accepted that challenge was
  - ◇ A desire to learn and understand
  - ◇ Not a source of conflict or aggression
- ◇ Manager
  - ◇ Reframed her perspective
  - ◇ OK for individuals to have different objectives
  - ◇ Manager IS dependent on team, but team ISN'T dependent on each other
- ◇ Team
  - ◇ OK to be different as a team
  - ◇ Consistent common practice - how, not what they achieve

# Dynamics of Learning together

## Layers and Trajectories



## More information



- ◇ [www.extradelpendentteams.com](http://www.extradelpendentteams.com)
- ◇ **Free diagnostic** – are you in an Inter-Dependent or Extra-Dependent Team?
  - ◇ Via website
  - ◇ Or email at [dave@organisational-coaching.com](mailto:dave@organisational-coaching.com)
- ◇ Coming soon – diagnostic for **learning dynamics**
- ◇ **Continuing research** - % of teams in organisations that are Inter-Dependent and Extra-Dependent. Please email me if interested.
- ◇ **Book published** in July 2018

