

## Team Coaching World: Practice Medverkande inspiratörer

### Modul 1



Профессор Дэвид Клаттербак/prof.  
David Clutterbuck

Великобритания / UK



**Prof. David Clutterbuck** is one of the two original founders of what is now the European Mentoring and Coaching Council. He is now the EMCC's Special Ambassador, tasked with spreading good practice and supporting EMCC branches throughout Europe and beyond.

He is author of 65 books, including *Coaching the Team at Work*, the first English-language book to take an evidence-based perspective on team coaching.

David is Visiting Professor in the coaching and mentoring faculties of Sheffield Hallam, Oxford Brookes and York St John Universities. He is also Practice Lead for Coaching and Mentoring International, a global community of mentoring and coaching educators.

David lives in Berkshire, England and counts amongst his recreational activities high altitude trekking, working with people on the autistic spectrum, chairing the research committee of the London School of Comedy, and taking on a new learning challenge every year.

#### The PERILs of Team Coaching: Team performance and dysfunction

Just as one-to-one coaching can be less effective when it focuses only on solving problems, team coaching can easily be side-tracked into a mindset of correcting deficits. Yet performance and dysfunction are intricately linked. In this insightful webinar, David Clutterbuck, one of the earliest pioneers of coaching, mentoring and team coaching, presents a framework for diagnosing and working with both strengths and weaknesses. The PERIL framework (Purpose & motivation, External processes & systems, Relationships, Internal processes and systems, Learning) aims to help team coaches to look at team dynamics holistically.

David explores the model and the research that led to it, as part of a wider-ranging overview of the process of contracting with the team and choosing where to focus team coaching sessions. The critical question, for the team and the coach alike, is What will make the biggest difference in assisting this team to live up to its potential?



Дэниэл Рок/Daniel Poch

Испания / Spain



**Daniel Poch** is Founder & Managing Partner of AddVenture. He is an Executive Coach to senior executives and a Senior Consultant and Facilitator with over 15 years' experience. Since 2005 he has been project and programme leader in projects of leadership development and large-scale organisational transformation in multinational companies from industries such as banking, pharma, telecommunications, consulting, retail, infrastructures among others.

#### Expertise

- Daniel has worked in People Management since 2002, as a consultant and as Director area with international responsibilities in several consulting and leadership development companies.
- He is Front of the Room Leader of the program international Co-Active Leadership of CTI (Global Leadership Company of EEUU).
- He is a professor of the Mendoza College of Business of the University of Notredamme in the program Breakthrough Perspective that is taught jointly with the IDDI of the University Francisco of Vitoria.
- He has lectured in several Business Schools (ESADE, UFV, IDDI...) and he develops workshops in Executive Coaching and Leadership Development.

#### Qualifications

- Daniel is a Sociologist and holds a degree in Political Science, specializing in International Relations from the UAB.
- He has done specialization and business administration programs at IESE and UPF.
- Daniel's accreditations include the CPCC (Co-Active Coach) by CTI and ICF, and ORSC certificate in Team Coaching (Organisational and System Coach) by CRR.
- He is also certified in several groundbreaking methodologies including TLC (The Leadership Circle), TDI Team Diagnostic International TDA and in Growth Edge Coaching with Jennifer Gavey Berger, as a part of the Growth Edge Group focused on the Development Leadership and adult development (Bill Torbert) in the business area.
- Daniel works in Spanish and English.

### Boosting teams through leadership development

Strong research and 12 years working with executives Teams, allows us to identify behaviours and cultural issues that are in the way in teams and organizations around the World. The intention of the webinar is to share what is in the way and bring some practices and case studies that help you to support effective teams in their growth and development. There is a strong link between the leadership effectiveness of the team members and the performance of the team.

- Are you interested in knowing where to focus your attention to reveal what is really going on in the team?
- Do you want to know how to open the conversation and create awareness within the team?
- Are you interested in knowing the key practices that support team blossoming?
- What set of skills do we need as coaches to empower teams and organizations?

Are you ready?



Дэнни Таквуд/Danny Tuckwood PCC

ЮАР / South Africa



**Danny Tuckwood** is a Director, Principal Consultant and Master Executive and Leadership Team Coach with **Metaco**, a globally-aligned boutique consultancy. Metaco works at the intersection between executive and leadership development, organizational strategy and organizational design and development. Their focus is predominantly on the corporate environment and rapidly growing entrepreneurial businesses. Clients consist of executives, leaders and teams across a wide range of industries, both in the private and public sector.

In this volatile, uncertain, ambiguous and complex (VUCA) world of business, Danny's work with leaders and teams involves reducing complexity, achieving clarity of strategy, and enabling the collaboration and co-operation across internal and external stakeholder groups that characterises high-performance.

Together with several practitioner coaching qualifications, Danny has over 8000 hours of recorded coaching experience, and complement these from an academic perspective with an MSc in Coaching & Behavioural Change (with distinction) from Henley Business School in the United Kingdom. I am registered with the SA Board of People Practitioners as a Master HR Professional: Learning and Development, and am a qualified coach supervisor.

### **The practice of systemic team coaching.**

There is a growing body of literature on Team Coaching and the benefits that it can achieve. As a relatively new and rapidly developing field, there is less written on the practical elements – particularly in relation to the traps that the Team Coach may unwittingly step into.

These are not simply avoidance of the things that they are already aware of from individual coaching but require the coach to consciously un-learn techniques, habits and behaviours that made them successful as a coach.

Using practical examples, anecdotes from hard-won experience and building on his own background in Systemic Team Coaching and Supervision, Danny will lead a generative conversation that aims to give you the benefit of foresight rather than hindsight – providing you with fertile ground to make your own new, unique mistakes rather than repeating his and others.



Питер Хоукис/Prof Peter Hawkins,

Профессор лидерства

Великобритания / UK



**Peter Hawkins** is Professor of Leadership at Henley Business School, Chairman of Renewal Associates, and founder and emeritus Chairman of Bath Consultancy Group, Chairman of Metaco South Africa and Honorary President of the Academy of Executive Coaching and APECS. He is a leading consultant, writer and researcher in leadership and leadership development and an international thought leader in executive teams, systemic team coaching and coaching supervision. He has just led a major global research project on *Tomorrow's Leadership and the Necessary Revolution in Today's Leadership Development* for Henley Business School and finished writing the second edition of *Leadership Team Coaching in Practice* to be published in July 2018 by Kogan Page.

Over the last 35 years he has worked with many leading companies all over the world, co-designing and facilitating major change and organisational transformation projects and coaching company boards and leadership teams. He has helped several senior executive teams develop their vision, values and strategy for the future, both in commercial companies, public sector, higher education and large professional service organisations.

He is the author of several best-selling and internationally translated books including *Leadership Team Coaching in Practice* (Kogan Page, 2014; 2<sup>nd</sup> edition 2018); *Leadership Team Coaching* (Kogan Page, 2011; 2<sup>nd</sup> ed, 2014; 3<sup>rd</sup> ed 2017); *Coaching, Mentoring and Organizational Consultancy: Supervision, Skills and Development* (with Nick Smith, McGraw-Hill/Open University Press, 2<sup>nd</sup> ed, 2013); *Creating a Coaching Culture*, (McGraw Hill, 2012); and *The Wise Fool's Guide to Leadership* (O Books, 2005) and *Supervision in the Helping Professions* (McGraw Hill 1989,2000,2006,2012 with Robin Shoheit);

### **New frontiers of systemic team coaching.**

Peter Hawkins will engage the audience with why what has made coaching successful in the last 30 years will not make it successful in the next 30 years. He will then show why Team Coaching is one of the fastest areas of growth in coaching and present the five disciplines model of Systemic Team Coaching

## Modul 2



Дост Кэн Дениз / Dost Can Deniz, MBA,  
MCC

Турция/ Turkey



### **Dost Can Deniz, MBA, MCC** is the first Master

Certified Coach in Turkey and South East Europe with more than 17 years of experience. Dost have extensive experience coaching C – level, high driving executives and leaders. He coaches Managing Directors, CEOs, General Managers, SVPs, AGMs and executive teams of top Turkish and regional/global companies. He specializes in coaching the top leader and his/her executive team, a high impact intervention. He also designs and delivers development programs on Adaptive Leadership, Team and Group Dynamics, and transformational change. Dost is one of the founders and leaders of the Gestalt Center for Coaching, the primary center that provides ICF accredited trainings in Gestalt based individual and team/group coaching.

Before becoming a coach, Dost worked in the finance industry, as an executive and manager in Istanbul banks. In all of his work experience, he had major responsibilities in restructuring and reorganization projects. Dost has written a best-selling book called “Cesur Sorular” (Courageous Questions), published on November 2003, now in 12th print and considered a fundamental resource for coaches and leaders. He writes a well-followed blog for corporate coaches and leaders. He is also a student and teacher of Insight Meditation, Martial Arts and Qi Gong. Dost coaches in English and Turkish.

### **Gestalt Coaching and the Art of Being Present When Working With Teams**

Gestalt Methodology is unique in its approach to coaching:

- It is experiential — The heart of a gestalt approach lies in internalizing and applying the power of awareness.
- It is Experimental — Gestalt coaches offer creative experiments that interrupt habitual perceptual or behavioral patterns and invite opportunity to strengthen clients’ awareness.
- It is Existential — The gestalt coach keeps clients focused on whatever emerges in the moment. Because of this, Gestalt coaches call themselves not change agents, but “Awareness Agents”.

In this short presentation, Dost Can Deniz, MCC, the first person the earn this certification in South East Europe in 2008 and one of the founding leaders of the Gestalt Center for Coaching, the primary center that provides ICF accredited trainings in Gestalt based individual and team/group coaching will present the basic conceptual framework of Gestalt methodology’s approach to coaching teams and groups. We will explore:

- How an “existential, experimental and experiential” i.e. Gestalt based approach to coaching can create movement in a team that is stuck through cultivation of awareness of both possibilities and resistances,
- Why “off-the-shelf” coaching tools usually are not satisfactory and how we can build our use of self as a strategic intervention tools,
- A few team coaching cases that demonstrate the power of being present with whatever arises as a coach and leader.



Дженифер Бриттон/Jennifer Britton  
CPCC, PCC

Канада / Canada



### **Jennifer Britton, MES, CHRP, CPT, CPCC, PCC,**

**BCC** is the author of *Effective Group Coaching* (Wiley, 2010) and *From One to Many: Best Practices for Team and Group Coaching* (Jossey-Bass, 2013). An expert in the area of group coaching and team development and a performance improvement specialist, she founded her company, Potentials Realized, in 2004. Since early 2006, her Group Coaching Essentials teleseminar program, and ICF CCE approved program, has supported hundreds of coaches in the creation and implementation of their own group coaching work.

An award-winning program designer, Jennifer is dedicated to supporting groups, teams and organizations in the areas of leadership, teamwork and performance. She is the recipient of the Prism Award for Excellence in Coaching for her support to the Scarborough Hospital (ICF Toronto, 2016) and the 2017 Award of Excellence – Curriculum Design (i4PL) for Coaching and Mentoring: Partnering for Performance and Growth a project with the Scarborough and Rouge Hospitals focusing on coaching and mentoring skills training, and the development of a coaching culture.

She draws on almost three decades of experience as an experiential educator and former manager with the United Nations and other humanitarian organizations, with a global client list that spans government, corporate and non-profit sectors, from financial services, to education and healthcare.

She speaks internationally on topics related to coaching, leadership, teamwork, virtual learning, and capacity building. Jennifer has supported a wide range of clients through coaching, training and speaking services including the Ontario Provincial Police, agencies of the UN, the Canada Public Sector School, multiple banks and hospitals, as well as many different business schools.

Credentialed by the International Coaching Federation, Britton was originally trained and certified by the Coaches Training Institute. She has also completed advanced coaching training in the areas of ORSC and Shadow Coaching. A Certified Performance Technologist (CPT), Britton holds a Masters of Environmental Studies (York University) and a Bachelor of Science in Psychology (McGill).

Jennifer divides her time between just north of Toronto in East Gwillimbury, Ontario, and beautiful Muskoka, where she enjoys her next passion — the outdoors.

### **The Realm of Virtual Team Coaching.**

An increasing number of teams are working remote or virtually – coming together physically or once in a while. This session with *Effective Virtual Conversations* author and coach Jennifer Britton explores the question, “What’s important when coaching a virtual team, or coaching an intact team virtually”? What will “set everyone up for success”. In this session, we’ll explore the core foundations for making your virtual team coaching calls more engaging and impactful. We’ll look at

- What’s different and what’s the same when coaching in the virtual realm;
- What virtual teams need to excel;
- Boosting trust and connection with and amongst virtual team members;
- A handful of techniques to open and close sessions, while also supporting virtual groups/teams and individuals in key coaching areas such as goals, accountability and awareness.



Adrian Pancucci/ Эдриан Панкуччи,  
PCC

Франция / France



**Adrian Pancucci** is the founding partner of The Edgework Partnership, a training, facilitation and systemic coaching consultancy dedicated to supporting the development of advanced organisations.

Accredited as a Professional Certified Coach with the International Coach Federation and a Certified Organisational & Relationship Systems Coach (ORSCC), Adrian is also a faculty member with CRR Global, the creators of the ORSC model.

Bringing over 20 years of experience and expertise in communications, adult learning and team and organisational development, Adrian works with executives and companies across a wide range of sectors and industries. Alongside the Edgework team, he partners with clients in the co-design of tailor-made development programmes to create organisations where interfaces between teams and departments work brilliantly and where people are meaningfully engaged in work that delivers excellent results.

Recent clients projects include:

- Training middle and senior managers in the Legal and R&D divisions of Total in creating alignment and positive working environments
- Delivering a comprehensive change management for Médecins Sans Frontières
- Training and coaching management and operational teams at Capgemini France, including the extended management team at the Capgemini global learning campus
- Facilitating team and business development processes with a Vice President and his management team at Dresser Rand, a Siemens-owned business
- Designing and delivering a team development and strategic alignment programme with the leadership Team of Evyap Rus, the Russian Subsidiary of a Turkish FMCG company

### Team Coaching: Personal Accountability and the Voice of the System

In the Organisational & Relationship Systems Coaching model (ORSC) created by CRR Global, a key concept is the “Voice of the System”. This means that every team member’s experiences and contributions belong to the whole team as well as to them individually.

As team coaches, if our client is the team itself and each member of the team is a Voice of the System, how do we:

- Simultaneously coach the team entity *and* hold each individual accountable for their behaviour?
- Help the team see that behaviours and relationship dynamics to the whole team?
- Focus simultaneously on the development of the team as a whole and the personal development of each individual?

In this webinar, Adrian Pancucci (PCC, ORSCC) will help us explore techniques and approaches that combine team coaching with individual accountability and development.



Пол Лоуренс/Paul Lawrence

Австралия / Australia



**Paul Lawrence** is a consultant, executive coach, facilitator, writer and researcher. His primary interest lies in helping organisations effect change, building holistic solutions, integrating change efforts with other OD interventions such as coaching and leadership development. He is an experienced coach, working with individuals, teams and groups.

After attaining his PhD in psychology in the late 80s, Paul joined a global multinational where he worked for 14 years. He performed roles in marketing, operations, finance and strategy, culminating in the role of GM for a Tokyo-based retail business in the energy industry.

In 2002, inspired by his experiences in leading people through complexity and change, Paul switched into organisational development. As program director for a \$5m global leadership development program (later written up in the Harvard Business Review), Paul led the development of a global leadership development program for 12,000 leaders. In this role, he was also responsible for the organisation's global high-potential development programs, and played a role in developing internal L&D staff, particularly in South-East Asia.

After migrating to Australia in 2004 Paul headed up the learning & leadership development functions of an Australian bank before moving into the world of consulting in 2008.

He writes articles for magazines and academic journals, and in the last few years has presented at the University of Sydney, Melbourne Business School, the 2013 APAC ICF conference and the 2014 AITD conference. His first book, *Leading Change* was published by Kogan Page in December 2014. He is currently working on a new book about systemic approaches to coaching. Paul is an associate lecturer in coaching at the Sydney Business School, part of the University of Wollongong.

### What do team coaches actually do?: Current practice in Australia and New Zealand

Team coaching in organisations is becoming increasingly commonplace, but there remains a lack of clarity as to what team coaching actually is and what makes it effective. Different coaches are using quite different approaches to their work such that what one person calls team coaching, another calls facilitation, and there has been little research conducted as to which approaches work best.

In this session, Paul will share with you the outcome of a piece of research in which he spoke to 36 team coaches with experience of working in Australia and New Zealand. Paul interviewed them to find out what team coaches actually do and how these practitioners made the transition successfully from 1:1 coach to team coach.

The results of the research should help you i) decide what kind of team coach you want to be, ii) identify which skills you need to further develop iii) become more confident in making the transition to team coaching.



## Modul 3



Кэрол Лайлс Шоу/Carol Lyles Shaw, BA,  
MBA

США / USA



**Carole Lyles Shaw BA, MBA** is an external consultant with over 20 years' experience in leadership development, team development and organizational change. Her clients include many global corporate clients, non-profit organizations and government organisations. She has worked with globally diverse teams and individuals and her engagements have been conducted in the U.S., UK, Germany, Canada, Australia, Hong Kong, Argentina, Singapore, Indonesia, Ukraine and Egypt.

Prior to launching her consulting firm in 1989, Carole spent 15 years as an HR executive for Citicorp and other private sector firms. Carole has developed and taught graduate courses in organizational development, organizational leadership and virtual teams for Johns Hopkins University, American University and Loyola University Maryland.

Her certifications include: Certified Action Learning Coach — World Institute for Action Learning; Authorized Facilitator, Team Coaching International Assessments; Certification in the Hay Group Emotional and Social Competency Inventory – (ESCI); and Certification in the ADKAR/Prosci Change Management Process.

In addition to her consulting work, Carole is also a professional textile artist and exhibits her work in museums and galleries in the US and Canada.

### Action Learning for Team Development

Carole Lyles Shaw will share her experiences using Action Learning in team development and leadership development programs for her clients. She will discuss the Action Learning process and describe some of the key elements for successful action learning programs.



Филипп Росински/Philippe Rosinski,  
MCC

Бельгия / Belgium



**Prof. Philippe Rosinski, MCC** is a world authority in executive coaching, team coaching, and global leadership development. He helps leaders, teams and organizations deploy their multifaceted potential to achieve sustainable performance and meaningful success.

The author of “Coaching Across Cultures” and “Global Coaching”, Philippe has pioneered a global approach to leadership and coaching that leverages multiple perspectives for greater creativity, impact, fulfilment and purpose. He has also developed an integrative coaching supervision approach.

Philippe is based in Belgium but enjoys working with clients and partners internationally. He is a professor at the Kenichi Ohmae Graduate School of Business in Tokyo and is regularly invited in other academic institutions.

The first European to have been designated Master Certified Coach by the ICF, he holds a Master of Science degree from Stanford University.

### **Intercultural Team Coaching**

At their best, teams produce synergy: their performance is higher than the sum of what individual members could have achieved separately. These teams serve multiple stakeholders and their members thrive. They are creative, effective and united.

Unfortunately, research reveals that the opposite often happens: individual biases are amplified rather than mitigated by the team, the pressure to conform stifles healthy dissent and, as a result, teams achieve sub-par performance and bland uniformity in place of true unity.

There is no fatality though. Intercultural team coaching, which is still largely unknown and therefore underused, helps teams tap into their intercultural potential (visible and hidden) to achieve synergy, resulting in more innovation, greater performance and higher fulfilment.

In this session, Philippe Rosinski will describe his 10-Co steps and Cultural Orientations Framework assessment for coaching intercultural teams and show, through real-life examples, how leveraging alternative cultural viewpoints enables team progress.



Бенита Стаффорд-Смит / Benita  
Stafford-Smith MCC

Оман / Oman



**Benita Stafford-Smith** is a Master Certified Coach, the first in the Middle East to reach this distinguished certification from the International Coach Federation. In June 2016 Benita completed her diploma in Coaching Supervision to become an accredited Coach Supervisor with the Coaching Supervision Academy. Her background is a Bachelor of Arts, major in Psychology from the University of Saskatchewan in Canada. Benita's business experience includes starting three small businesses to 12 years in the corporate sales arena. She owned a private coaching practice in Canada for 10 years before coming to Oman. Benita moved to Oman in 2008 to provide Executive Coaching Services with the Achievement Centre. In 2013 she joined Takatuf as the Managing Consultant, Coaching.

Benita invites people and businesses to «Step Into Their Greatness.»

She received her Distinguished Toastmaster designation from Toastmasters International in 2003. Benita was a Professional member of Canadian Association of Professional Speakers and served as the President of the Winnipeg Chapter. She is proud to have received the Canadian Association of Professional Speakers Mastery Award from the Winnipeg Chapter. Benita also served as the President of Women Business Owners of Manitoba, Winnipeg Chapter.

Benita is the author of two books and the co-author of two.

### **Supervision — An Exploration of Dynamics in Team Coaching**

Using the seven-eyed model of coaching supervision, we will use a simple method to draw out the complexities of Team Coaching. The coaching system includes the Coach and Client and the Supervisory System includes the Supervisor, Coach and Client.

In this session, we look at the wider system in which all operate and areas of focus that emerge from each perspective.

Developed by Peter Hawkins and Nick Smith, we will explore the team dynamics through symbols. We will then look at where your work needs to focus by clarifying the three-way contract and intent; collective team, team coach and the wider organisation.



Мэриан Уэй / Marian Way

Великобритания/ UK



**Marian Way** is a coach and trainer from the UK who has spent the last 5 years working with Caitlin Walker, the developer of Systemic Modelling, a method for working with teams based on the Clean Language of David Grove. Over that time, Marian has edited and published Caitlin's book, *From Contempt to Curiosity* and has developed a robust training programme for coaches to learn the skills, tools and models needed to work systemically with teams.

Marian also heads up Clean Learning, a training company which offers Clean Language-based tools for many different contexts and is the author of *Clean Approaches for Coaches* and co-author, with James Lawley, of *Insights in Space*.

### **Creating #DramaFree cultures with Clean Language and Systemic Modelling**

Drama — whether it's bullying, complaining, one-upmanship, not understanding someone or being offered unwanted advice — can have serious consequences for teams. Stress, loss of productivity, people feeling marginalised, high staff turnover... all of this and more can follow.

If you're coaching a team that's in conflict, how can you use Clean Language questions to help reveal those dramas and begin to shift team members' perspectives?

In this webinar, Marian will discuss teams in drama and how clean questions and the tools of Systemic Modelling can move them from conflict towards collaboration with a #DramaFree intention. This doesn't mean that drama doesn't happen... just that when it does, the team can get curious about it, unpack it and work out what they'd like to have happened instead.

## Modul 4



Тони Ллевеллин / Tony Llewellyn

Великобритания / UK



**Tony Llewellyn** is a collaboration director at Resolex. He is a specialist in interpersonal dynamics and the effectiveness of project teams. Originally training as a surveyor, he has spent over thirty years working on major construction projects. As a partner in Davis Langdon he was responsible for the consulting and specialist services division of the firm.

In 2011, Tony resigned as a director of AECOM to pursue an interest in leadership development and coaching project teams. He is a strong exponent of the need for teams to understand complexity and to spend time planning how behaviours that will allow the team to work through periods of change and pressure.

Tony is also a visiting lecturer at the University of Westminster where he runs a masters module on Developing Effective Project Teams. He has written two books on the subject of team coaching, *Performance Coaching on Complex Projects* (2015), and the *Team Coaching Toolkit* (2017). He is currently working on a third book on the topic which should be ready for publication in 2019.

### Social Intelligence in the context of team coaching

This webinar will consider a topic of social intelligence in the context of team coaching. Helping a team to build awareness of how they interact at an emotional level is a critical part of team success. We will be looking at some of the relevant skills and competencies related to social intelligence, and how they can be developed. The session will also include some observations on team dynamics as well as practical ideas for addressing conflict within a group or team.



Андреа ван дер Мерве / Andrea van der Merwe

Австралия / Australia



**Andrea van der Merwe** has more than 20 years' experience working in corporate roles across three continents. Much of this time was spent as a senior leader in international banks and working in strategy and organisational change consulting roles for global consultancies. Her early years were spent in innovation and digital banking, which, combined with formative experiences of working with large-scale change, sparked an interest in the study of leadership in complex organisational systems.

As Head of Business Planning for Barclays Absa's Mass Market Unit, she was responsible for redesigning the customer value proposition and total product and service design, through a facilitative process while co-locating this within the bigger group strategy. At Investec, she drove a major multi-year programme supported by a global team across all fourteen international locations. As a consultant, she has worked with clients and stakeholders as diverse as the vice chancellor of a university, to a network of not for profit leaders in Kenya. More recently she headed up a successful start-up with global clients such as Deloitte, Ernst & Young (EY), Barclays Absa and Hollard Insurance, aimed at addressing South Africa's critical skills shortage. This data and digital skills development programme and work creation initiative drove social impact while maximizing the returns on shareholder investment.

Andrea has been coaching leaders and teams since 2007 and has worked with a range of leaders and teams in both the corporate and not-for-profit sectors. In Australia, Andrea has coached senior leaders in organisations such as TransUrban, Australian Unity and icare NSW, with consulting assignments focused on developing change leader capability and growing agile organisational cultures.

Andrea is the co-author of a chapter titled "The case study for Learning Cultures in Organisations" in the book "Developing Capacity for Health" (2010, Heinemann). She has lectured and facilitated sessions on leadership, change management, systems thinking and managing complexity for the University of Stellenbosch Business School (USB), Wits University and University of Johannesburg

## Using Structural Dynamics in Team Coaching

Structural Dynamics is an evidence-based model of how communication work (and doesn't work) in human systems. Pioneered by David Kantor, it focuses on structures and patterns of communication, is non-judgemental and easily learned. The benefit of using such a model is that it spotlights the conversation as central to effective relationships. Integrating Structural Dynamics into team development offers a way to anchor and sustain behavioural change.

The session will help you to

- 1) develop an overview of the key aspects of the Structural Dynamics model, and how it applies to team communication
- 2) get a deeper understanding of the first layer of the model called 'The Four Player model'
- 3) know when to use this in team coaching, either explicitly or implicitly.



Алан Кардон/Alain Cardon MCC

Бельгия / Belgium



**Alain Cardon** is a Master Certified Coach since 2002. Author of 15-20 published books. He is mostly recognized for his specific competencies in team and organizational systemic coaching. Alain Cardon is also a keynote speaker and an ACSTH coach trainer and coach supervisor with coach students in France, Belgium, Spain and Romania where he has opened a coaching school in 2007. His systemic coaching approach with teams and large organizational systems, coaching groups of up to 80 people including the CEO, executive team and managers, designed to accompany major transitions and/or cultural change.

### Systemic time and presence in individual and team coaching

The objective of the webinar is first to help coaches reconsider the limits of their own time-related frame of reference, and then provide examples of different areas in which they can use powerful questions and original strategies to accelerate work with their individual and team clients, in order to help them reconsider the way they routinely set deadlines and achieve results.

Inspiration from limited systems and quantum theory will be shared. Key competencies concerned are silence and presence, listening to and observing patterns beyond client words and behaviors, powerful questioning and challenging frames of reference, direct language, action planning and follow-up. Examples will be shared from real team-coaching situations.



Крейг Маккензи/Craig McKenzie PCC

Гонг Конг / Hong Kong



**Craig McKenzie** is firmly committed to creating the conditions for meaningful change, genuine success and sustainable effectiveness with individuals, teams and organisations. He has been working with teams and senior leadership teams since 1998 and, having spent the last 17 years in Asia, has added experience with cross-cultural multi-national teams and leaders.

In his current capacity as Director at Transcend International he oversees the development and delivery of 3 certification pathways: Professional Coaching, Mindfulness-based Coaching and Team Coaching. He is a Professional Certified Coach (ICF), Team Coach (CMI), Coaching Supervisor (CSA), Potential Project Senior Trainer, Emotional Intelligence Master Trainer (Genos), Founding Member of the EMCC Asia Pacific Region, and Immediate Past President ICF Hong Kong.

### Explorations into Mindfulness-based Team Coaching

Mindfulness, properly practised, has been proven to increase levels of individual and organisational effectiveness. In this webinar we will explore approaches to integrating mindfulness-based approaches into team coaching for the development of high performing teams. You will be introduced to ways of working with teams to increase their awareness and focus. And understand how the skilful management of the precious resource of attention can be developed through mindfulness-based approaches. All of this in service of developing exceptional mental effectiveness and increasing well-being.



## Modul 5



Кристер Лойе/ Krister Lowe MA, PhD,  
CPCC

США / USA



**Krister Lowe**, PhD, CPCC is an Organizational Psychologist and Team Coach whose passion is facilitating collaboration, creativity and change in organizations. He has 15+ years of experience providing learning and development solutions for leading organizations around the world. Some clients include American Express, Bank of America, CA Technologies, Child Mind Institute, Columbia University, Comcast, Deloitte, HealthEquity, HBC, International Rescue Committee, JP Morgan, Nanyang Technological University, Pfizer, Rockefeller Foundation, Sanofi, Shell, United Nations, and the World Trade Organization.

Krister's most recent focus centres on contributing to the development of the team coaching profession. He is the host of *The Team Coaching Zone Podcast*—a podcast exploring the art and science of coaching teams in organizations that has a listenership in more than 135+ countries around the world. Through the Team Coaching Zone, LLC. Krister and his team provide thought leadership, innovative products and services, and master classes to help organizations transform their teams and teaming cultures.

Dr Lowe holds MA and PhD degrees in Social-Organizational Psychology from Columbia University. He has completed the Co-active Coaching (CPCC), Team Advantage™, Systemic Team Coaching, Team Diagnostic Survey & 6 Conditions of Team Effectiveness, and Team Emotional Intelligence Survey certification and training programs. He is a certified mediator in New York State, holds a certificate in conflict resolution from the International Center for Cooperation and Conflict Resolution from Columbia University, and is certified in the NBI® Thinking Preferences Assessment. Dr Lowe facilitates a certification program in the suite of NBI® Thinking Preferences Assessments in partnership with Columbia University's Executive Coaching Certification Program. He currently resides outside of Philadelphia with his family.

### Designing, Launching & Coaching Great Teams: The 60-30-10 Rule

In this 90 minute webinar, Dr Lowe will discuss the critical conditions that need to be present in order for teams to take advantage of the benefits of team coaching. Specifically, the session will explore an evidence-based approach to team coaching that is informed by the *60-30-10 Rule*. The rule states that 60% of a team's effectiveness is predicted by its fundamental design on 6 critical conditions; 30% of a team's effectiveness is predicated on being launched or re-launched effectively in order to generate momentum, and 10% of a team's effectiveness rests on the ongoing team coaching it receives.

During the session, Dr Lowe will talk about how team coaches can provide coaching across these 3 essential phases that when well managed can lead to outstanding team performances. Anecdotes from real team coaching cases will be presented to illuminate the conceptual framework and underlying research basis.



Иоанна Иордану / Ioanna Iordanou

Великобритания / UK



**Dr Ioanna Iordanou** is the co-author of the prize-winning book *Values and Ethics in Coaching* (Sage, 2017), which has been granted the 'Coaching Book of the Year 2017 Award' by the Henley Centre for Coaching. She is currently a Senior Lecturer in Human Resource Management (Coaching and Mentoring) at Oxford Brookes Business School (UK), making part of the International Centre for Coaching and Mentoring Studies, one of the leading research institutions on Coaching and Mentoring globally. She has published widely on ethical coaching practices, the philosophical underpinnings of coaching, and coaching in the undergraduate business school curriculum, and she recently co-edited *The Practitioner's Handbook of Team Coaching*, which will be published by Routledge in the Spring of 2019. She is currently and Associate Editor of *Coaching: An International Journal of Theory, Research and Practice* and the *International Journal of Evidence Based Coaching and Mentoring*.

### Values and Ethics in Team Coaching

In this webinar, we will discuss the importance of embedding values and ethics in the coaching practice. We will start with questioning why values and ethics matter, and should be an integral part of coaching practice. We will then delve into the key ethical considerations in the coaching relationship, such as contacting, supervision, and evidence-based practice. This initial discussion will provide the foreground for a more situated discussion on ethical issues emerging specifically in Team Coaching. We will immerse ourselves in examples from various coaching contexts such as business and sports coaching, as well as education, even healthcare.

During the course of the webinar, participants will be encouraged to engage in discussions and reflect on various ethical dilemmas which may arise during a coaching/team coaching session. Overall, participants will be granted the opportunity to reflect on their personal, professional, and organisational values, exploring how they may align or clash, potentially interfering with making ethical decisions in the coaching practice. They will also broaden and deepen their understanding of the key ingredients of an ethical coaching/team coaching practice.



Барбара Уолш / Barbara Walsh

ЮАП / South Africa



**Barbara Walsh** is Managing Director of Metaco, a specialist leadership development consultancy which is a subsidiary of the Comair Group, part of its growth strategy to diversify its services beyond aviation into other key industries. The development of effective leadership and aligned teams has been identified by Comair as central to its own success and crucial for the future of any organization, irrespective of context. Barbara's clients are predominantly Senior Leadership and Boards (teams and individuals), both in the private and public sectors. With a business background spanning 35 years, she has a solid understanding of what it takes to succeed through the consistent rapid change, uncertainty and complexity that business and leaders face in these times.

During her career, she has worked throughout South Africa, across Sub-Saharan Africa and abroad, and best describe her approach as Systemic Relational. She brings the combination of over 8000 hours of recorded coaching experience, academic study and extensive practitioner training to her coaching, consulting and facilitation.

Barbara has an MSc in Coaching & Behavioural Change through Henley Business School (University of Reading) in the United Kingdom, alongside several recognised practitioner coaching qualifications, including a Master Practitioner Diploma in Systemic Team Coaching. She is also registered by the SA Board for People Practices as a Master HR Practitioner: Learning and Development.

Besides her work with leaders and leadership teams, Barbara is a qualified coach trainer. Her focus is on the training and development of accredited internal coaches within organisations, and as faculty on the AoEC/Renewal Associates Systemic Team Coaching Certificate and Diploma programmes which Metaco sponsors in South Africa.

### Inter-team coaching

The case study we use in this webinar provides the context for how Systemic Team Coaching, when applied across a number of teams in an organization, can enable them to collectively become more than the sum of their respective parts.

We tell the story of working with a complex airline business in South Africa, where we were not only providing team coaching to a range of key internal teams but also coaching the connections and relationship between these teams – and at times also other teams in their network who were not part of this particular project.

The case study shows how organisational development, individual coaching, leadership development and systemic team coaching can be integrated to dynamically develop the collective leadership across a complex operational division. It builds on the Eco-Systemic approach to team coaching described in the 3<sup>rd</sup> edition of Peter Hawkins' book, Leadership Team Coaching (Kogan Page, 2017), particularly where he describes building a culture of a "Team of Teams". Throughout the webinar, we provide examples of the tools we used and practical tips for helping teams which have to work closely together align towards their common purpose.



Сашико Икушима/Sachiko Ikushima,  
MCC

Япония / Japan



**Sachiko Ikushima** has been a coach and trainer to coaches in Japan for over 18 years. She is an author and a professional of Training in Leadership Development, Team Building, Change Management, and a certified NLPTM trainer, President of COACH ING Inc. and board member of Japan Coach Association Osaka Chapter, Sachiko (with co-owner, Mika Morinishi) also developed and founded the Whole System Coaching™ program in 2014; the third coaching program in Japan to become ACTP certified. Accredited with MCC status in 2008, Sachiko has been with ICF since 2004.

## From I to WE

Harmony. Everyone knows it, yet the true practice of harmony is a lost Japanese art. In this world of political, social and domestic discord, there is a strong need to return to the harmony of “WE”. Studies show that an individual or a team of individuals who are rigid and closed, do not perform at their best. We are most powerful when mind, body, and skill (called Shin Gi Tai in Japanese) are well connected within one system, and are in harmony, as a system.

In this webinar, we explore how a simple method of changing the subject from “I” or “you” to the collective “we” creates a new perspective to coaching and team coaching. We discover what it takes to “become” one system. Participants will learn skills that are easily adopted in their coaching practices. The workshop-type webinar will include case studies, and real-time participation of mindfulness practices, as well as “live” volunteer demonstrations of 4 phases of coaching to help understand the untapped potential of individuals and teams.

## Modul 6



Надир Бечини/Nader Bechini

Тунис / Tunisia



**Nader Bechini** is the partner of ROI Institute and the CEO of AIMS International, he is also a facilitator for ATD and ICF. Nader Bechini is passionate about assisting coaching professionals in improving the process of their projects and showing their Value. He helps organizations build their internal coaching capabilities and improving the effectiveness of their Human capital investments using the ROI Methodology.

During the last 17 years, Nader has led consulting projects in more than 20 countries in North America, Europe, Africa and Asia. In 2015, Nader has been awarded the *Best ROI Institute International Implementation*. This award honours individuals for their outstanding work in measurement and evaluation and recognizes exemplary practices in research, design, and implementation of the ROI Methodology.

Nader holds MSc in Marketing, is a Certified ROI Professional from ROI Institute, a Certified Trainer from ISTD, a Certified Psychometric Assessor from Profile International, and a Certified Coach from Association of Coaching UK.

Nader has presented sessions at International conferences such as ICF Converge 2017 (USA); ATD ICE 2018 (USA); ICF BDS 2018.

### Measuring the Impact and ROI of Team Coaching

As the Coaching Investments continues to grow, the issue of effectiveness and ROI is likely to become more important for coaching professionals. In fact, when it comes to measuring the success of coaching, no metric is more important to top executives than business impact and ROI. Many studies have indicated that almost all organizations stated that they “know” coaching Projects/Programs/Initiatives have been effective, but the evidence to support this is mostly anecdotal. Measuring the success of coaching investment was considered to be a challenge for HR professionals.

Our webinar will show how to meet these challenges with limited resources. One of the myths about ROI is that it is expensive and too complex. The reality is that it is a logical process with simple and easy steps with cost-saving opportunities along the way. Most coaches have the available resources to make it work.

The audience will learn the 10 easy steps process of the ROI Methodology which is an approach to accountability through which coaching program owners gather data that can be used to improve their process using the most credible sources and using a set of conservative standards. The objective is to be realistic but conservative and use the data to secure project approval. The Process will show them also how to isolate the effects of the coaching program; convert data to monetary values; tabulate appropriate program costs; calculate return on investment; and identify intangible benefits.



Лена Густафссон / Lena Gustafsson

Швеция / Sweden



**Lena Gustafsson, ICF PCC**, also holds a Master of social sciences majoring in Psychology. She is past president of ICF Sweden and actively engaged in the development of coaching in her country. She is equally interested in the fields of method development as of building business as a coach, getting the two together is one of her strengths. She is herself now working nationally and internationally in all sectors from sole traders to multinational companies, public organisations and NGOs. She is also nationally and internationally working as mentor coach for aspiring ICF coaches.

She has besides a couple of beautiful thought sparking books on courage and caring published the e-book *Låt oss prata kompetensutveckling*, worked with Jonathan Passmore as Swedish research lead on the state of play in Coaching in 2017 and am continuously writing for coaching blogs and magazines. Active in Linneaus University Centre of leadership in Småland she was co-writer of *Ledarskap för ökad innovationsförmåga* in 2019 and has been part of developing leadership trainings and support for innovative leadership.

### **Perspectives on team coaching and how to get a chance to do it**

In this session, Lena Gustafsson with 15 years of team coaching and an experienced business coach shares some of her cases and connects them to different ways of getting into the market of team coaching. She will be speaking of work teams, small business teams and executive teams and different approaches around them. A few triggers for expanding your own business is to be expected since she likes sessions that bring learning conversations and inspiration to action.



Артур Черникау/Artur Chernikau

Латвия / Latvia



**Artur Chernikau** brings over 12 years of leadership experience from the financial and shared services industries, with a passion for defining strategy, leading change, and cultural and organizational development. Recently Artur has been dedicating himself fully to the field of people and team development, as a qualified Executive Coach and Business Trainer and Facilitator. Artur is based in Latvia.

Artur holds an MSc Degree in Business Administration from the Baltic International Academy. He is Certified Professional Coach and Business Trainer. Artur is the Founder of TeamLead, Fellow at Oxford Leadership and Vice President at International Coach Federation, Latvia (ICF).

Artur has lived and worked in Belarus, Baltic States, Sweden, USA and Singapore, and has broad experience engaging with culturally and geographically diverse teams. He enjoyed the work both in times of rapid growth as well as in the crisis management environment of 2008. Artur believes that “everything is personal” and he assists his clients on their change journey towards developing the authentic self. He helps leaders to find their inner compass, purpose, and their source of vital energy, to be able to respond properly to the challenges of ever-changing environments.

### Long-term team coaching

The intention of the webinar is to outline the important aspects to bear in mind when settling the long-term coaching contract with the company. We will review how can we help companies to draft organizational and team development design based on the real case example.

Participants will be offered to use two simple but powerful tools to assess the company or team needs to help coaches to keep the focus on the long-term relationship.

We will also dedicate time to the understanding of what it actually means to be a team coach on the long-term basis. What type of challenges we might face and how to withstand your coaching presence in long-term team coaching.



Дон МакКензи/Don McKenzie

Австралия / Australia



**Don McKenzie** is the Managing Director of the Adizes Institute Australia and uses his diverse experience, combined with the world recognised Adizes Methodology, to deliver transformation programs, workshops and in company seminars for all sizes and types of businesses, across Australia.

Don is an experienced executive and has built businesses both organically and by acquisition in different parts of the world. He led an Australian company to list on the Australian Stock Exchange (ASX), and was the youngest Managing Director of an ASX listed business at that time.

Don is involved with the Queensland Government Mentoring for Growth program, which offers businesses a panel mentoring experience with leaders in various fields providing mentoring and guidance on a volunteer basis. He also provides mentoring and guidance for investment groups. Don found Adizes during his journey as a private and then public company Managing Director and CEO. He now uses the methodology, coupled with his experience from owning small and large businesses, to help other businesses get to Prime. He uses his successes and failures as a business owner to help other owners and executives.