



Team Coaching Impact Review - Supporting System Working Across the EoE Region

The context

Teams within Integrated Care Systems (ICS) are increasingly working with a broad range of partners through periods of change and complexity. Team coaching support across our Integrated Care Systems enables teams to address the challenges they face through a Team Coaching journey.

Benefits of Team Coaching

We know that teams are integral to the success of ICS development. Team coaching enables the exploration of issues that relate to collective performance. This includes:

- Defining team purpose
- Enhanced quality of conversations within the team and with other teams
- Building positive relationships and trust
- Improved communication, collaboration and agility
- Bringing in the voice of multiple stakeholders

Team coaching enables the team to recognise and manage influences on its performance, now and in the future, and supports the development of coaching skills within the team so that a coaching approach of operating can be sustained.

What is Team Coaching?

- Team coaching is a journey, not a series of events.
- Team coaching takes a systemic view of influences which may concern the team's internal dynamics and/or how it interacts with its stakeholders. This is a powerful and effective process that will enhance the performance of individual members, the leader and the team as a whole as well as impact the immediate business and wider organisation.

- It focuses on growth for the whole team delivered through different conversations over time, leading to the team's wider awareness and increase of its value creation for all stakeholders within a system

What does the Team Coaching Journey look like?

A typical team coaching journey tends to last for a period of 6 to 12 months, depending on the complexity. It starts with an initial engagement to understand the situation and ensure a fit with the team coaching process, followed by a discovery discussion with stakeholders, a team leader and the team, which include completing a diagnostic to gather data on the team's current performance. A number of coaching sessions with the team follow.

Feedback from teams we have partnered with so far is hugely positive and shows the difference team coaching can bring when it comes to improved team performance within the complexities of working within a system.

Evaluation Feedback:

Participants whose team partnered with our team coaches provided the following feedback.

	94%	of people agree or strongly agree that the work they do through team coaching helps them generate helpful insights and brings them closer to understanding the complexity of team and system working.
	95%	of people agree or strongly agree that the work they do through team coaching enables the team to have important conversations within and outside the team.
	94%	of people agree or strongly agree that the team coaching journey creates a positive space for them to explore and improve their work and interactions.
	100%	would recommend team coaching to another team.
	100%	would recommend their team coaches.
	100%	felt their team coaches took the time to build rapport, trust and a partnership approach with them individually and as a team.

Key Reflections:

Team Coaching had a positive impact on helping teams to understand key challenges and how to overcome these, creating value for all the stakeholders involved through a systemic lens. Teams were able to build psychological safety through the development of trust and collaborative relationships.

Teams are also developing additional skills by having different conversations enabling

open reflection, challenge and adaptation, bringing about better outcomes for all partners involved.

Participants shared the following testimonies:

“Team Coaching is helping our team become more effective by increasing psychological safety and supporting communication.”

“Because of Team Coaching we are getting better as a team and building trust.”

“The team is making more connections, having different conversations and are more positive about working together.”

“One of the challenges Team Coaching has enabled us to address is to understand the complexities and support change management, to not be afraid to challenge what is perceived as the norm, to be courageous in coming up with new ways to work and support each other.”

“Through Team Coaching there feels a better sense of freedom - by that I mean to be able to express views, be part of conversations.”



Participants felt more willing, safe and able to engage in challenging conversations.



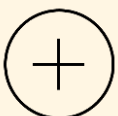
Participants reported positive outcomes from forming deeper connections with colleagues.



Participants said the time spent exploring their team's purpose and role was valuable.



Participants identified and valued the different skills within the team.



Participants felt the work they covered so far through the Team Coaching Journey had added value to them as individuals and to the team as a whole as part of the wider system.

If you are interested in discussing the possibility of your team going on a Team Coaching Journey, please contact: matina.triantafyllou@england.nhs.uk or Julie.dynes-conner@england.nhs.uk