

Team Coaching

Why team coaching?

“Talent wins games, but teamwork and intelligence win championships.” – Michael Jordan

Whether it’s an executive team or a project team, organizations invest in and rely on teams to make decisions, accomplish projects, manage complex processes, and deliver results. They do this for a simple reason: When they work well, teams are capable of making better decisions and accomplishing more than any individual alone can.

And yet teams themselves are complex, and team members – even those entrusted with organizational leadership – may have little to no knowledge or experience of what makes a great team. We can’t take teams’ ability to function for granted.

Consider team coaching to:

- Re-energize an established team that has lost the wind in its sails
- Support a new or re-structured team as its members establish relationships, orient themselves to their roles and goals, and learn to navigate conflict and accountability
- Help any team more effectively address challenges and achieve its purpose

What is a team?

“A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable.” – Katzenbach and Smith, 1993

What is team coaching?

The role of a team coach is to partner with a team to bring awareness to how they are being – and in particular, to what may be assumed, reflexive, or habitual – and how they want or need to be in order to achieve their shared purpose in alignment with their values.

Coaching respects and draws out the expertise and capabilities of team members, cultivating their agency, accountability, and collective identity.

The team coaching journey

The diagram below presents a simplified view of the team coaching journey. Contracting and re-contracting take place throughout the journey. Each stage has its own set of deliverables that can either lead to the next stage, back to a previous stage, or be taken as a rest or transition point. The sponsor and team set the pace and agenda.



Engagement and Discovery

The journey begins with:

- Mapping the team's role and function within the organization
- Defining the purpose and goals for coaching
- Assessing the coach's fit for this team

Using a model or assessment tool relevant to the coaching purpose and goals, we then capture a baseline of the team's current situation. Based on this data, team and coaching success measures are defined by the sponsor and team and the team's readiness for coaching is confirmed.

The team coach: Lynn Thorsell



Through coaching, action research, and facilitated discussions, Lynn supports leaders and teams to make transformative changes.

During her 30+ year career, Lynn has been both a leader and team member in organizational development, communications, human resources, and project management with organizations that include crown corporation and regulatory agencies, an international NGO, a global consulting firm, and small non-profits. In her current practice, she works with leaders of diverse levels, genders, countries, and ethnicities, including executives in well-recognized global companies, directors in biotechnology and health care, and founders of both for-profit and not-for-profit organizations.

Lynn holds a master's degree in organizational systems (LIOS College), and is accredited as a professional certified coach through the International Coaching Federation.

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