

30TH EDITION



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**INTERNATIONAL  
COACHING  
NEWS**

**GROUP AND TEAM COACHING**

**QUARTERLY COLUMN**

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by Divya Parekh (USA)

**A Powerful  
Mastermind  
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**Virtual  
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**THE NO. 1 MAGAZINE FOR LIFE AND BUSINESS COACHING**

# MESSAGE FROM THE DIVISION HEAD



**Leeann C. Naidoo**

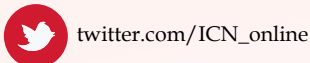
Division Head, iCN Magazine



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**W**elcome to yet another exciting edition of the International Coaching News (iCN) online magazine! For our **30th edition**, our theme is **Group & Team Coaching**. This edition is loaded with content on a variety of relevant topics. It is focused on helping organisations develop high performing teams, provides tools & tips on how to build successful teams and how to be a better team coach amidst the pandemic we are experiencing recently.

The iCN is proud to have collaborated with several renowned international columnists, expert coaches and best-selling authors to provide insights on corporate coaching. Look out for our Quarterly Column **'Reinventing the Gig Economy'** by *Divya Parekh*. Divya shares three concepts to gig economy, Growth, Integrity Greater Good. Another noteworthy article **'Virtual Intercultural VUCA and the New Normal'** by *Malcolm Nicholson*, examines ideas around a new 'How' – how to deliver team coaching in a lockdown and post lockdown intercultural VUCA world. The 'what' that is delivered will depend on the client requirements. **'A Powerful Mastermind Model for Group Coaching'** by *Carl Dierschow*. Carl discusses the Mastermind concept & process and how it is beneficial to the group. **'Want More Clients? Use This Amazing Tool'** by *Ruby McGuire*. Ruby shares why group coaching is a great tool to consider adding to your business, for an additional revenue & a three-part strategy for overcoming your mindset monkeys.

Each of our columnists, too numerous to mention individually, has taken some really interesting perspectives, and I would encourage a thorough read-through of this edition.

And speaking of team, we are delighted to announce that we have been working over the last months to recruit and train new journalists for the iCN magazine. We have now appointed 8 new Journalists to search out new cutting-edge happenings in the world of coaching and personal development. To know more about our Journalist and our entire team, kindly click [HERE](#).

Just like all our other editions, this is not just an interesting read, but it provides you with helpful personal development ideas and professional development techniques to grow your business and improve your lifestyle. I hope you enjoy this issue and do let us know if there are any topics you'd like to see covered in the future.

*Leeann*

## DISCLAIMER:

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# Virtual Intercultural VUCA and the New Normal

by Malcolm Nicholson (UK)

*The scope of this article is to examine ideas around a new 'How' – how to deliver team coaching in a lockdown and post lockdown intercultural VUCA world. The 'what' that is delivered will depend on the client requirements, the unfolding variables and your own personal magic dust. (See iCN Edition 28 'Jazz music and coaching – the art of improvisation')*

We are experiencing a seismic time as a planet. Approaching global warming tipping points, a pandemic, near global lockdowns, sliding towards right wing politics driven by online 'perspecticide', and undoubtedly heading into a global recession with no idea of the long term impact of the pandemic. And at the time of writing the death of one man in the USA has set off unprecedented global demonstrations.

This is impacting organisations and teams; we are now so far into 'lockdown' - or whatever the local term is - that teams have been formed, members recruited and businesses run entirely remotely. Many are reporting staff surveys show a 20-60-20 spread for returning (20% home working, 60% hybrid and 20% full time office). Several of whom I know are evaluating a fully remote dispersed model post pandemic.

Teams are dealing with the paradox of setting direction whilst reacting to events and making up a lot as they go along, such is the speed of change. Who would have thought in January 2020 that in 8 weeks leaders would be changing the direction of their organisations to keep their staff alive?

Some international teams have been working with 'virtual' as a part of their meetings cadence; however 'virtual' meetings have now been mandated into becoming that most overused of phrases - 'the new normal'.

Strange times indeed.

So, where does team coaching fit in this highly complex, shifting landscape? For leaders, delivering results, delivering change, doing the day job and protecting your territory often mean that the chance to pull together in the same direction is often illusive.

However the pandemic has seen many teams report that they are pulling together far more cohesively than they were BC.

For team coaches be able to deal with complex situations they have to have an equally or more complex set of approaches to deal with the situation. Only complexity can absorb complexity.

When at its best, team coaching, informed by good theory and practices and case studies around international business in the true sense, is brilliant and unique at informing or encouraging conversations and enabling teams to develop a culture that can create a desirable future, discover emergent possibilities and create and implement the variety of actions needed to cope with the diversity of challenges the organisation will face.

A couple of lenses that team coaches could consider are 1. Intercultural has been already with us, 2. Virtual is likely to be the approach for quite some while and 3. Virtual does not have to be worse – it's just different. Team coaches need to display the same skills – listening and watching below the surface line, appreciation, facilitation and challenge only now with greater intensity, awareness and focus.

So what is a good template for approaching a team coaching assignment? The answer, of course, is 'It depends...''!!!

### Flexible Approach

Every team, business, culture and budget are unique, consequently each team coaching intervention will need to be bespoke. Additionally, there are levels of detail within that will emerge as the programme progresses. There is consequently a need for the team coach and agenda to be even more flexible in hyper VUCA and to liaise closely with the executive sponsors, to enable ongoing course correction to drive the direction and content towards the – often evolving – outcomes.

### Scoping



Initial scoping includes the typical elements of: fact finding, interviews, launch announcements, 360 feedback, psychometric profiles, confidentiality agreements and boundaries around group learning & feedback. A 'future state' agreement, specific or aspirational, on the required outcomes.

### Structure



My personal preference BC (Before Covid) would - predicated with 'It all depends' - initially consist of a minimum of 3 one to one individual coaching sessions and 3 group off-site sessions over a 6 month period. Approaches IC and AC (In and After Covid) include changing the team sessions to 1.5 - 2 hour online meetings held on a weekly/bi-weekly basis threaded between the 121 sessions.

### Dual Track

This 121 and group structure combines double loop learning from the group sessions and one to one meetings, enabling a dual track approach. The time the team spends together focuses on outputs that can only be achieved by their interaction. The 121s help individuals 'move', to experiment and question in a safe environment. These perspectives can make sense of what is going on 'under the hood', thus improving the impact on an individual and consequently the team level.

The central concept is that organisational culture is a direct reflection of leadership actions, which in turn are a reflection of individual belief systems. So organisational change will not happen without individual change.

‘Data’ There are many questionnaires available to measure teamwork effectiveness, behaviours and attitudes. Amongst the best are the Peter Hawkins, Wageman et al and Lencioni questionnaires (See Team coaching resources article). All these are excellent conversation openers and move beliefs and behaviours from subjective to objective.

### Measurement

This is an occasional frustration for me as some organisations want quantifiable outcomes when the team coach is having to deal with a group of Complex Adaptive Systems working in a series of nested Complex Adaptive Systems! Organisations also have an entirely different criteria for what makes a great leader. (Apart from ‘Get the results!’). One outcome focussed CEO said to me ‘I’ll see from the team if you are being successful’.

### What makes a great virtual team coaching session?

### Ground Rules

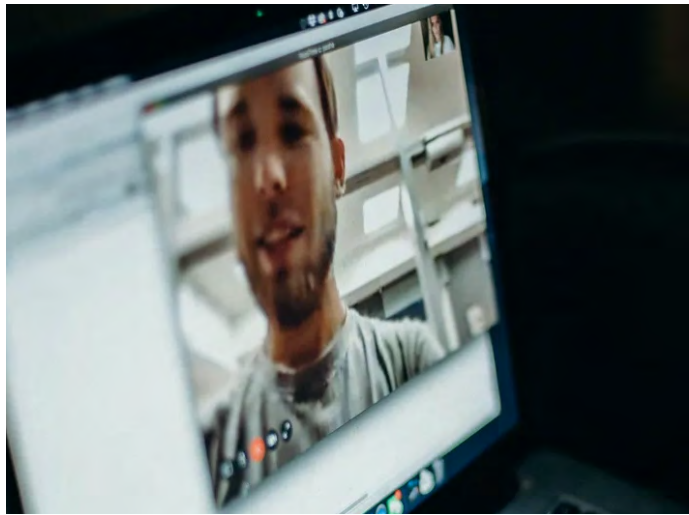
The ground rules should be agreed to minimise time spent together discussing them. Parameters around contribution, interjection, levels of contribution, signalling etc., need to be agreed from the kick off, as should the timing of breaks.

### Timings



Sessions should ideally be 1.5h – 2.0h. It is also essential to build in reflective space whilst the team is online – as soon as the collective string is cut, people will revert to checking the tidal wave of ‘stuff’ – transactional communications that never goes away.

### Being Present



With non work interruptions likely, ensuring everyone is present at an emotional as well as intellectual level is vital. A guided grounding exercise is useful – be it breathing or a relaxation/visualisation exercise will help bring some consistency to the team’s level of presence.

Ruth Wageman et al have made available a Fast Team Start up approach (see Wageman <https://6teamconditions.com/covid-19-support/> ) designed to set the parameters for the team and to minimise the error rate in new teams.

Everyone should be visible. Cameras on, no muting (subject to non work background noises) to enable them to remain present.

### Intercultural Awareness



‘Virtual’ may increase the opportunity for misinterpretation of responses – cultural differences from body language to thinking styles need to be surfaced. This is particularly important for new and emerging teams.

This is especially relevant as the team coach mines the levels of conversation from typical organisational transactions of ‘Instruct’ and ‘Inform’ to richer levels which require more nuance and vulnerability from participants. A session on an intercultural tool to help understanding would be time well spent. Andy Molinsky’s ‘Global Dexterity’ tool fits really well (see ‘Team coaching resources’ article).

### Feedback

If the nuances of behaviour, body language and eye contact are more opaque virtually, then more frequent check ins are advisable. Simple questions to gauge general responses work well. Team coaches should be encouraged to use available technology – online polls provide real time anonymised data and – theoretically - are difficult to argue with!

### Silence



As Susan Scott said in *Fierce conversations* – ‘let silence do the heavy lifting.’ Don’t fill it yourself.

The need for delivering great virtual, intercultural and VUCA team coaching is currently enormous. Teams, organisations and countries are facing unprecedented scenarios.

When delivering an online lecture on intercultural working to staff at a UK university recently, the realisation struck me that now is the time to be focusing more, not less, on intercultural relationships and building relationships and understanding. Our hardwiring towards tribalism is being used now at a geo-political level. The push back must start with the things we can control – our own relationships and roles.

So finally - is there a link between what we can achieve with team coaching and improving our lot on this planet? I truly believe that by raising awareness – not necessarily on specifics, but enabling people to be aware of their environment, be that domestic, business, geographic or political, is a starting point for change.

Besides, we are at a point where we really don’t have a lot of choice...



### ABOUT MALCOLM NICHOLSON

**Malcolm Nicholson** is an experienced business person, entrepreneur and much in demand international executive coach who has been working successfully with a wide range of high achievers around the globe for over 20 years, enabling them to improve results through both behavioural & procedural transformational changes. To find out how he can help your organisation, contact him at [malcolmnicholson@aspecture.com](mailto:malcolmnicholson@aspecture.com) or on +44 1932 267597. [www.aspecture.com](http://www.aspecture.com)



# Team Coaching Resources

by Malcolm Nicholson, iCN Journalist (UK)

*Resources for Team Coaching are increasing in availability as research in the discipline grows. **Please note:** The following is by no means a complete, comprehensive or researched review of available sources, rather a few suggestions of highly recommended resources based on my own experience successfully working with a range of teams around the globe. Consequently the sources are not cited in any of the traditional academic formats, but with enough information to start a web search.*

## Courses

[The Forton Group](#) is the first Leadership Coach training programme accredited by the International Coach Federation, for the professional leadership coach and manager-as-coach training. They also offer a Team Coaching programme that is fully accredited by the International Coach Federation.

Helen Caton-Hughes, MD and founder of The Forton Group, said ‘Good team-coaching supports people to be personally successful and positively contribute to team and organisation success.

The Forton team-coaching programme creates coaches capable of managing the complexity of leadership, individual relationships and group dynamics, which draw on the need for better emotional intelligence. Our team coaching training explores how to work with team leaders and members, in-person or virtually; with the team as a whole or individually.”

“ **Not finance.  
Not strategy.  
Not technology.  
It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare.** ”

- Patrick Lencioni

‘Team Coaching supports progress towards shared goals and a learning culture; additional one-to-one coaching may support specific issues, or barriers to achieving goals.’ She continued ‘Team coaches use the skills of open questioning,

listening, reflecting and supporting to enable teams to see and reflect their attitudes, behaviours and performance.’

‘Our course, as well as being ICF accredited, is available virtually or delivered locally through our great associates.’ For further information contact [info@thefortongroup.com](mailto:info@thefortongroup.com)

## Books



Prof Peter Hawkins provides a great body of material and the 5 ‘C’s of High performing team framework which can form a great basis. I particularly like:

- Leadership Team Coaching: Developing Collective Transformational Leadership. Kogan Page; 3 edition (3 July 2017)
- Leadership Team Coaching in Practice: Case Studies on Developing High-Performing Teams. Kogan Page; 2 edition (3 Jun. 2018)

Ruth Wageman a leading scholar and practitioner in the area of team coaching. She and colleagues have produced The 6 Conditions for Team Effectiveness framework, a validated model for predicting performance in real world teams. See also <https://6teamconditions.com>

- Senior Leadership Teams: What It Takes to Make Them Great (Leadership for the Common Good) Harvard Business Review Press; (1 Jan. 2008)

Patrick Lencioni. <https://www.tablegroup.com/about/>

- 5 Dysfunctions of a Team – A Leadership Fable. John Wiley & Sons; 1 edition (18 April 2002)

Dr. Jacqueline Peters & Dr Catherine Carr <https://highperformanceteamcoaching.com>

- High Performance Team Coaching - A comprehensive system for leaders & coaches. FriesenPress (3 Sept. 2013)

Christine Thornton

- Group & Team Coaching The essential guide, Christine Thornton. Routledge; 1 edition (5 Mar. 2010)

## Assessments and Psychometrics

### Type Dynamics Indicator

Personality profiling tools that will support the current and the wanted state generate more insight for people than traditional psychometrics and support today’s much-needed flexibility.

- [Type Dynamics Indicator](#) considers what the team needs, not just what individuals bring.
- To quote the British Psychological Society Website: ‘the aim of the TDI is... to help people understand different aspects of their personality and so help them to become more behaviourally flexible and to adapt to changing circumstances.’

## My360plus

The beauty of the my360plus approach is that is founded on the VUCA behaviours identified by Prof. Harry Schroder at Princeton and London Business School. It is a perfect fit for today’s rapidly changing and complex demands on leaders and managers and builds a highly practical learning culture for teams and organisations.

My360plus is a combined 360 degree assessment tool, for individuals and teams. It offers clear, jargon-free reports, with easy to understand graphics.



[see https://www.my360plus.com/](https://www.my360plus.com/)



The bonus of a built-in development plan and the unique ongoing feedback system, means that participants can identify growth areas, address gaps in their performance and leadership behaviours and get continuous feedback from colleagues during their year's subscription. For details, see [www.my360plus.com](http://www.my360plus.com)

## Intercultural Resources



The growing opportunities to work with international and intercultural teams will be boosted by the increase in virtual team meetings driven by Covid-19. Opportunities. A greater awareness of interculturalism – beyond stereotyping – will be needed by the virtual team coach as a) the level of conversation moves deeper from typical transactional instruct & inform conversations, to b) ones which will require participants to show vulnerability and greater cultural sensitivity to the body language, communication and thinking styles of other cultures.

- The Routledge Companion to International Business Coaching. Routledge; 1 edition (4 Jan. 2011)
- Global Dexterity: How to Adapt Your Behaviour Across Cultures without Losing Yourself in the Process. Harvard Business Review Press (12 Mar. 2013) Andy Molinsky
- The work of Gert Hofstede in intercultural space has been brought up to date and accessible with an app '[Hofstede Insights](#)'
- [The Cultural Intelligence Centre](#)

## Practical Resources

- [The Team Coaching Zone](#) is many things, however for me it is primarily a great source of interviews with leading practitioners in team coaching.
- The Team Coaching Toolkit: 55 Tools and Techniques for Building Brilliant Teams. Tony Llewellyn. Practical Inspiration Publishing (17 Oct. 2017)
- Wageman fast team start up: - ideal for working with teams coming together or working remotely <https://6teamconditions.com/2020/04/fast-team-formation-5-steps-10-minutes/>
- [Virtual team icebreakers](#)



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