

Team Coaching: A critical success factor in making innovation stick

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The ultimate success of innovation is strongly dependent on the way it has been introduced. Following the introduction of innovative measures, organisations need to develop the capacity to nurture and sustain innovative outcomes and an environment conducive to innovation. Team coaching will ensure your organisation attains and maintains this capacity.

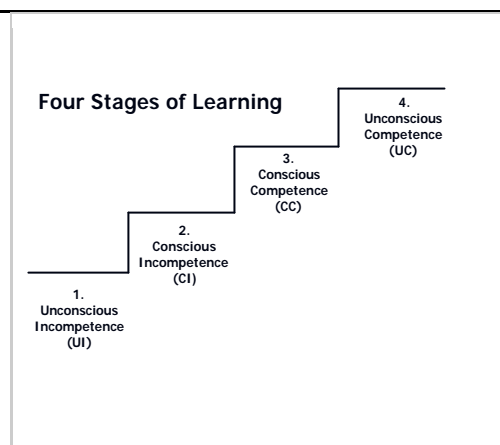
Often, consultants bring new processes with comprehensive methodologies, or sometimes an instrument, to an organisation and expect them to yield instant success. They assume that because users have purchased the product or instrument and understand it intellectually, they will be able to successfully implement it and achieve their expected and promised results.

This assumption is false and risky. Once a new process has been introduced, corresponding new behaviours are needed to successfully implement it. Regardless of the apparent or actual simplicity of the process, it does demand a learning period. This learning period is characterised by the following four stages: (1) a state of unconscious incompetence (UC); (2) conscious incompetence (CI); (3) conscious competence (CC); and (4) unconscious competence or mastery stage.

The first stage (unconscious incompetence – UC) it amounts to blissful ignorance – that is, ‘we not know what we don’t know’. This can be a dangerous stage, as our confidence to do things exceeds our actual ability to perform.

During the second stage (conscious incompetence – CI), we discover we have a blind spot and the skills/competencies we need to learn. In other words, we realise that we are incompetent in some area. Inevitably, this causes us to feel somewhat uncomfortable and inadequate. As a result, our confidence (or over-confidence) drops, as we realise that our ability is limited. Now, we know what we do not know.

The next stage (conscious competence – CC) is a true learning stage during which the new skills or abilities are acquired by practising. During this learning process, mistakes occur as inevitable results of practising a new set of skills. Therefore,



there is a need to provide positive and corrective feedback. In this way, progressively our ability increases, and so does our confidence.

Finally, the stage of conscious competence (UC) or mastery is reached. This is when we can perform the task without even thinking about it. By this stage, our confidence has peaked and we no longer have to concentrate. The skills required to perform have become habits or second nature.

What is team coaching?

Team coaching focuses on both team dynamics and business results. It incorporates action learning and involves working on real problems and implementing actual solutions by using the fresh methodology.

The benefits of using team coaching are twofold. Initially, coaching accelerates team and individual learning of the new process or methodology. Then, it enables teams to solve real work problems and handle difficult situations more effectively.

Typically, team coaching involves an already formed team, or alternatively a group that is developing into a team, and ushers the team into a process of working together. With an external coach, the members are then able to collaborate over an extended period of time on a specific problem or project. This approach is consistent with action learning methodology. The coaching provided by AIC focuses on both individual and team levels. It is aimed at assisting clients to achieve the behavioural changes necessary to promote and sustain a culture of teamwork and innovation.

Team coaching aims to develop mature, high performance teams that will enable the achievement of successful and long-lasting results through innovation.

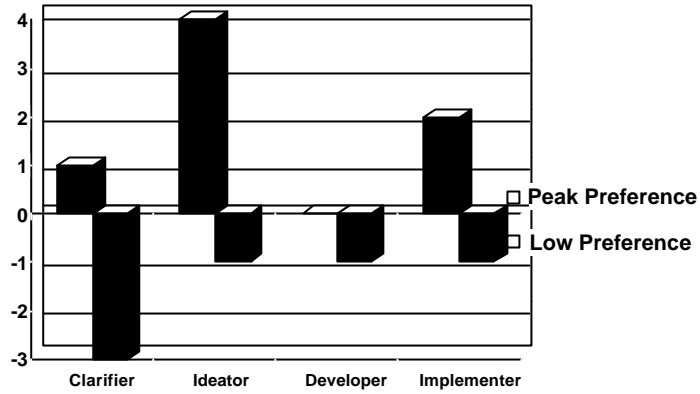
To that end, individual profiles highlighting team members' preferences of roles /tasks within the innovation process are developed. Next, a team profile is established. This profiling system enables the team to identify their individual differences, strengths and blind spots, as well as establishing a working process to maximise their capabilities.

The benefits of the team profiling are severalfold:

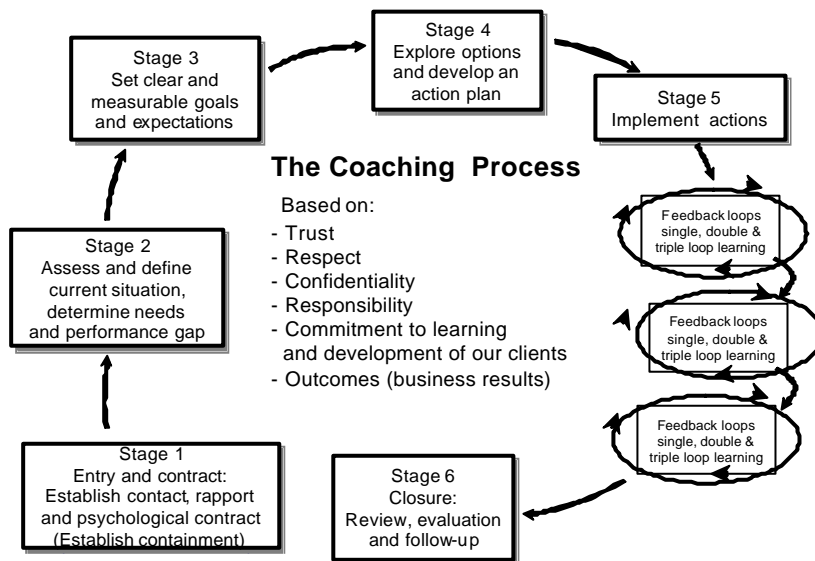
- Enhances individual and group problem-solving ability
- Improves team decision-making
- Reduces stress and conflict in working relationships
- Assesses specific needs to be addressed by coaching
- Enables better team output and breakthrough results

In summary, team coaching aims to develop mature, high performance teams that will enable the achievement of successful and long-lasting results through innovation.

Team profile



AIC Coaching Process



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