



ICF Team Coaching Competencies: Moving Beyond One-to-One Coaching

Introduction

Due to the desire for teams to perform well, consistently and over a long period of time, ongoing team development is necessary. As a result, team coaching is growing rapidly. Team coaching is an experience that allows a team to work towards sustainable results and ongoing development. It is becoming an increasingly important intervention in corporate environments as high team performance requires aligning toward goals, remaining innovative, and adapting quickly to internal and external changes. Team coaching exists under this umbrella of team development, along with the following modalities: team building, team training, team consulting, team mentoring, team facilitation, and team coaching. These modalities are further compared in Figure 1.

To develop a set of team coaching competencies, ICF designed a rigorous, evidence-based research project. The aim of this study was to determine which Knowledge, Skills, Abilities, and Other characteristics (KSAO) team coaches use in addition to the ICF Core Competencies. The following activities were undertaken:

- A comprehensive literature review,
- Development of team coaching critical incidents,
- Task, and KSAO virtual workshops to garner an understanding of the experience of team coaching and how it differs from one-to-one coaching,
- Semi-structured interviews to understand how team coaches experience coaching engagements and what team coaching means to them as a profession,
- A global survey to determine the importance of specific team coaching tasks and KSAOs and their relationship to facilitation, and
- Competency model workshops to review all of the job analysis data.