



EMCC UK & ILM Collaboration

Launch Announced: 6th March 2019

On 6th March over 400 people joined a webinar to hear about the ILM and EMCC UK collaboration.

It was hosted by Rita Symons from EMCC UK, Sarah Bell and Karen Egan from ILM.

Professor David Clutterbuck presented an interesting and thought-provoking perspective about Team Coaching. Henri Stevenson from City and Guilds then shared experiences from a peer coaching programme they had developed.

The webinar was opened jointly by Sarah and Rita who both explained how the collaboration between ILM and EMCC was a natural fit, with both organisations working to progress coaching and mentoring. The collaboration brings exciting possibilities to continue the development of coaching and mentoring for students of ILM and to support them post qualifying through the connection with EMCC, its quality standards, professional pathway, communities of practice and ongoing CPD support. This was supported by David as a founding member of EMCC.

Professor David Clutterbuck:

David opened his presentation explaining how organisations need more team working to function and to meet their challenges and just because individuals may be high performers, doesn't mean the team is.

Team coaching is not about team building, team facilitation, strategy away days and individual coaching, it is more intensive and focuses on helping the entire team to perform.

David shared two perspectives (see slide pack) and said that team coaching should enable the team so that when the coach leaves the team it is better able to coach itself... if not the coaching has failed!

- How does team coaching differ from 1:1 coaching?

It is about systems, collective goal, context, and the size of the team has an impact too. "above 8 people in a team and it becomes less effective".

Team coaching is so much more complex. It is recommended that when team coaching, there is one 'front of house coach' and one coach who listens and watches. Building psychological safety is important as people often find it hard to



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speak out in front of their team. Team coaching requires greater systems attention and is more demanding than 1:1 coaching.

- What do we mean by performance?

It is hard to define, the best we can do is to look at: performance, capability, capacity

Katzenbach's one of the earliest writers about this, his team found 6 conditions, and mentions 'competent team coaching' as a critical team variable.

Champoux: ability to manage conflict, not the absence of conflict but the ability to manage it. Team coaching brings out conflict and deals with it.

When David studied a hi-tech company he found 8 characteristics were common to all (see slides). And suggested that these are the results of high performance rather than predictors.

When looking at the people in your team, ask yourself:

"Would you be happy having this person sitting opposite you 8 hours a day 6 days a week?" Your answer is quite telling.

Coaching is a conversation; understanding the context and complexity in team coaching is vital, it enables a better conversation.

A lot of the focus on performance is focused on non-performance. We tend to look at deficit models which doesn't really help. We need to look at what makes good performance as well as the deficit models to compare both.

Linear approaches look at obvious problems and are short term. They don't look at the complexity and when something goes wrong people are more likely to blame one another.

- The Perill model (see slides) has 5 pillars.

Key things: Are people motivated to come to work? Would you hire the same people that you have now? How are you learning for the future?

David mentioned 15 characteristics of leadership and asked how many of these need to be done by the leader? Most can be distributed amongst the team.

There is a role for heroic leaders at times, but these can take away the courage from the team itself.

The Perill Model: the first truly systematic model, everything interacts with everything else. It incorporates LQB – leadership qualities and behaviour. When a



team analyses what they do in each of the columns they can identify what they need to work on and prioritise. LQB is the intervening variable that affects all of the other areas.

City and Guilds: Henri Stevenson

It's all about change! ILM survey shows that 76% of people surveyed agreed with this statement. C&G introduced a peer coaching programme as a result of a change programme. They trained 30 peer coaches who attended 3 sessions. The coaching built both individual and team responsibility and ownership. The key elements were 80 coaching hours, over 100 people involved, all inclusive – available to anyone in the organisation to apply to take part. People were involved in the co-creation and emergent design. Awarded digital badges to demonstrate their ability. Developed multi-level coaching skills, everyone in the group encouraged to develop their coaching skills. The results: helped people through the change curve, take control during change and establish a sense of community. It built trust and a supportive group. 100% of people taking part said they would recommend it.

Questions and Poll

A poll was taken asking people; How valuable do you think 1:1 coaching/peer/team is? 98% felt it was (77% extremely valuable, 20% valuable) Q. Does EMCC approve ILM qualifications?

A. Individual EMCC accreditation is through EIA. The ILM qualifications have been mapped against EMCC accreditation and in many cases you can be eligible for 'fast track' accreditation.

There is a slide pack and recording of this webinar.