

Mentoring

Executive  
Coaching

Team  
Coaching

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Local Government Directors Association  
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**Mentoring** is long term professional and sometimes personal development

Above the Line



**Coaching** is short term issues and problems relating to the current role

Below the Line

## Mentoring

- Long – term professional relationship with trusted colleague
- Looks to the long-term career development of the mentee
- Everyone’s journey is different and times change
- Often a senior person in the sector who can pass on extensive knowledge / open doors
- The relationship ***always*** matters
- Help Understanding what matters
- *The Grade 7 who wonders how the budget gets finalised*
- *The young engineer who wonders why the Part VIII gets changed*
- *The Director who wonders how the CCMA reached that particular decision*





Coaching is using your current issues at work to help you overcome ingrained patterns that are in your way

Coaching holds up a mirror to you

What gets in the way of you being the best super performer you can be

Any chance it could be yourself





# We know more than we can tell.

Michael Polanyi

quote fancy

- Coaching can help you identify all the pieces of yourself
- It will explore how you deal with situations
- Heighten your awareness of triggers
- Face uncomfortable topics
- Provides safety through distance
- Test out behavioural changes
- Being your own coach



# Coaching is About .....The External Landscape

- Places
- Relationships
- People
- Role
- Events
- Colleagues
- Deadlines
- Job Description
- Political Environment





## Coaching is About .....The Internal Landscape

- Beliefs
- Images
- Memories
- Voices
- Values
- Conflicts
- Emotions
- Self Protection
- Physical Sensations

	GOAL	REALITY	OPTIONS	WHERE NOW
<b>External Landscape</b>	I want to be ready for that big presentation next week	I haven't much time to prepare Don't understand my audience Subject matter is easy enough	Get clear about my objectives and audience Clear a bit of time Do a few slides Run through the presentation Practice with someone	Make the list of what and when
<b>Internal Landscape</b>	I want to get confident and be prepared for any of questions	I'm actually really nervous I'm losing sleep I'm very worried An old critical boss will be there and I fear he'll be aiming to show me up	Talk about my worry, nervousness and what its about Identify strategies for managing anxiety Reach out for support from colleagues	Plan out which options I'll pursue and how and when

A coach will help you move from just external to internal – both are real. One will serve you well into the future





Coaching is for you if you  
want to remove the  
obstacles that are holding  
you back

“The **hot** issue for any coachee, whether they know it or not, is the one around which they have the strongest *feelings*”

*Catherine Sandler*



# Local Government Directors' Association

## Building Effective Teams

Dr Lucy Fallon-Byrne





**IRELAND**



**GRAND SLAM CHAMPIONS 2023**



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# What is a team?

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What is a  
Team?  
Katzenbach &  
Smith, 1993

a team is a **small number of people with complementary skills** who are committed to a **common purpose, performance goals and approach** for which they **hold themselves mutually accountable**.

# Three questions to define a team

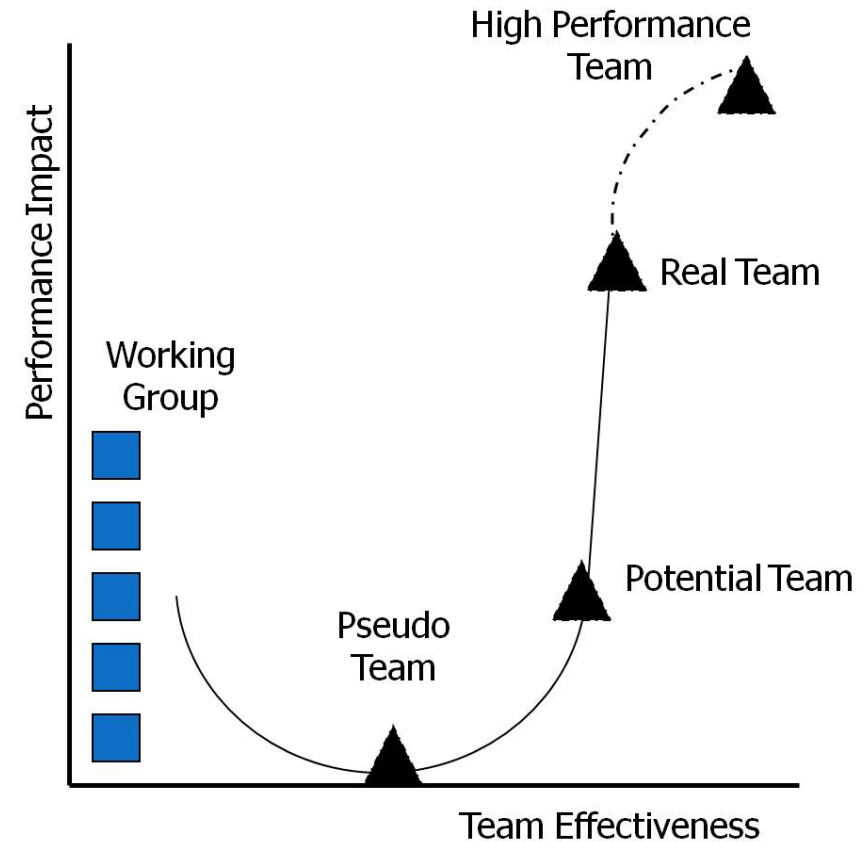
- What can we do together that we can't do (as well) apart?
- What do we need or what do we want to achieve that requires us to be more than the sum of our parts?
- What is the nature of our interdependency?

Hawkins, 2011



# TEAM v GROUP

Katzenbach &  
Smith, 1999



*The Wisdom of Teams: Creating the High-Performance Organization*  
Katzenbach/ Smith 1993 (p.84)



# What is Team Coaching?

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## What is Team Coaching?

Kate Lanz,  
2016

“Working with a **whole team** to support the development of **healthy integrated relationships** between team members and key organisational stakeholders to support the **delivery of the team task** in the most **efficient, enjoyable** and **sustainable** way possible.

The **quality of relationships** enables the team to get to true clarity of **purpose**, develop effective **use of resources** and **focus on delivering** the task.”

## A team must deliver for the organisation

*Team coaching is about empowering teams to deliver for their organisation and their customers. A high-performing team has a deep understanding of its role and purpose in meeting the strategic goals of the business.*

Our coaching skills and approach aim to:

- help motivate the team to dig deep
- understand their context, their purpose and the challenges faced by their organisation
- uncover the hidden barriers to achieving their goals.
- deepen awareness and unleash their full potential
- ultimately deliver the strategic goals of the company/organisation/customer

# Coaching approach | key pillars

## Holding and Exchange

**Holding a safe space for the team to learn and grow**

**Enabling the team to encounter something new and to absorb it**

## Building strategic awareness

**Understanding the strategic context and the team's role in this context**

**Valuing the external and wider perspective**

## Getting to the coaching conversation

**Deep listening, powerful questioning, creating awareness**

**Using the range of skills from executive coaching**

## Leading to transformation

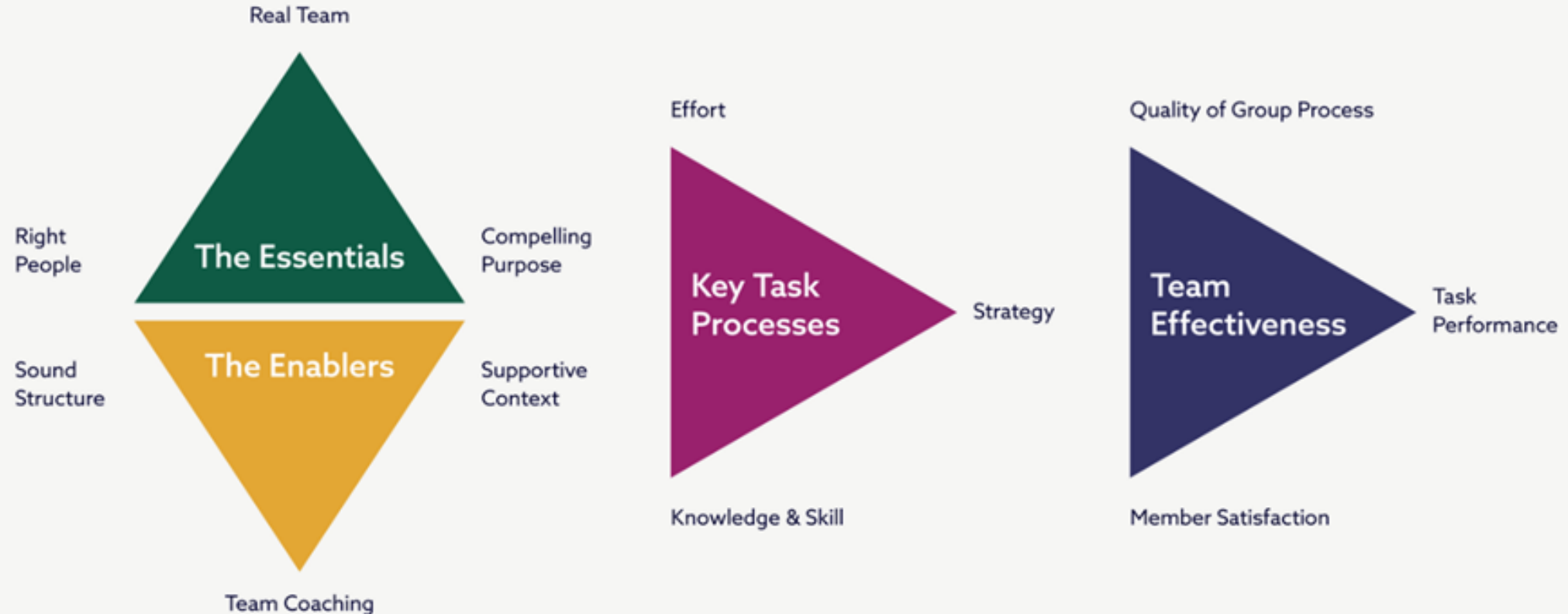
**Integrating my past experience and skills with team coaching to enable the team achieve real change, growth and ultimately transformation**



# The Science of Great Teams

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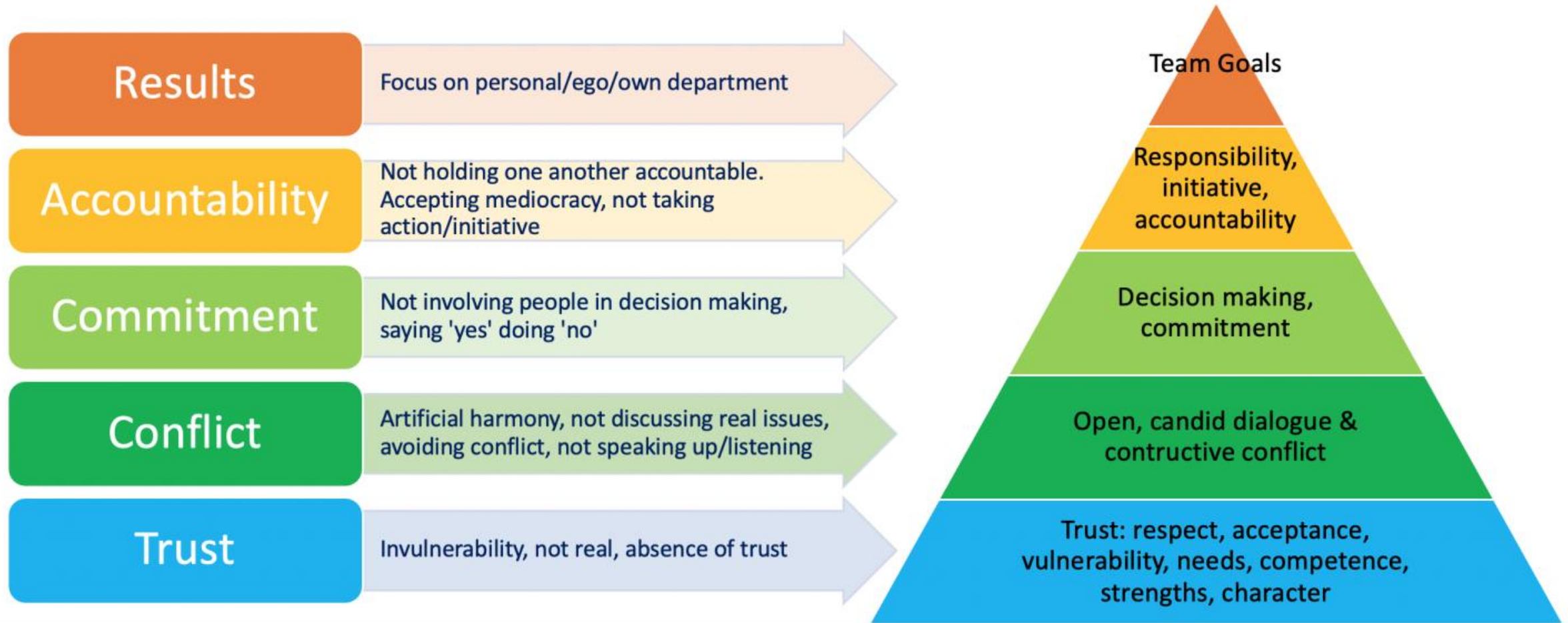
# The 6 Conditions for Team Effectiveness



It's more than science

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# Team Dysfunctions



*"Remember teamwork begins by building trust. And the only way to do that is to overcome our need for invulnerability."*

– Patrick Lencioni, [The Five Dysfunctions of a Team: A Leadership Fable](#)



# Courageous Conversations



What are courageous conversations?

They are the conversations '*we don't want to have*'

They address the 'elephant in the room' or the herd of elephants in the room!

Team coaching enables teams to have those difficult, honest and courageous conversations

The background image features a woman in profile, looking at a large digital screen. The screen displays a complex network diagram with blue lines and nodes. In the foreground, there is a glowing lightbulb with a brain inside it, surrounded by a network of nodes and lines. The overall color scheme is dark blue and red, with a white diagonal band at the bottom.

# Thank You

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