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# Team Coaching vs. Executive Coaching in Organizations: Some Thoughts on Scalability

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**Both executive and team coaching have significant value.**
Comparing individual and team coaching is a bit like measuring apples and oranges. They are complimentary methodologies, and each is essential to an organization's ability to maximize results.

One-on-one coaching helps managers work on their own personal communication skills, style, and strategies. It looks at individual motivations, values, and fulfillment; and it can be essential for addressing individual behavior-change issues to help managers and executives increase effectiveness in their jobs—including helping them be more effective members and leaders of teams.

Team coaching enables both leaders and teams to develop skills, create plans, and hold accountability related to effective teamwork. By working directly with the human system, team coaching creates behavior change both in individuals and in the team as a whole. The systems approach recognizes that individuals have influence on the team, but also that the team itself has powerful influence on individuals. Rather than seeking to change the individuals in order to change the team, systems work aims to change the team in order to change the individuals.

**Team coaching uses resources efficiently.**
Team coaching involves one or two coaches working with whole teams ranging in size from 3 to 40 people. In individual coaching, one coach works with one person at a time. Thus, at the simplest level, the time and money spent on team coaching reaches and has direct impact on more people simultaneously.

**Team coaching develops team capacity.**
Because team coaching focuses on the effectiveness of the team as a whole, it teaches people to think as a system rather than as individuals pursuing their own objectives. Team members develop new mental models that enable them to fully grasp their interdependency, and to understand their own and each other's impact on the team's ability to accomplish its goals. Accordingly, they build the awareness and skills needed to own whole processes, to share responsibility for the whole rather than just for their own silo or slice of the pie. Team members begin to hold themselves and one another accountable for behavioral change and agreed-upon goals. It becomes far less likely that one or two people will be able to hold the team back, and far more likely that the team will generate inspiration, high morale, and sustainable productivity.

**Team coaching focuses directly on business results.**
The real seat of the scalability of team coaching lies in its focus on business results. Organizations and teams exist to produce results. Team coaching guides the team to create a contract aimed at enabling it to move beyond limiting—sometimes even crippling—behaviors. Coaching then helps the team create, and hold itself accountable for, a plan for achieving specific business results. With clear direction and ongoing coaching support, the team is able to significantly shift work habits and focus its efforts directly on generating sustainable high productivity, achieving mission-critical goals.

Coaching is useful for many kinds of teams—executive, managerial, departmental, cross-functional, project-based, virtual, even teams composed of internal and external constituents, or executives and boards of directors. Because of this, team coaching is efficiently scalable to enterprise-wide solutions.