Contents

Acknowledgements	vii
About the Author	viii
INTRODUCTION	ix
CHAPTER 1 What do we know about coaching?	1
CHAPTER 2 What do we know about teams?	27
CHAPTER 3 What makes a team high performing?	67
CHAPTER 4 What's special about team coaching?	87
CHAPTER 5 The practice of team coaching	121
CHAPTER 6 Purpose and motivation	141
CHAPTER 7 External systems and processes	155
CHAPTER 8 Relationships	169
CHAPTER 9 Internal systems and processes	209
CHAPTER 10 The learning team	243
CHAPTER 11 The critical role of the team leader	323
CHAPTER 12 Coaching top teams and boards	347
CHAPTER 13 The self-coaching team	365

Coaching the Team at Work

CHAPTER 14 Challenges of team coaching	385
CHAPTER 15 Developing team coaches	401
CHAPTER 16 A look to the future	413
Appendices	421
Recommended Reading List	421
The PERILL questionnaire	423
The PERILL questionnaire: 360 version	435