

Team Coaching Essentials: The Art of ^(THE) Unfolding

Key Takeaways

The Inner Work of the Team Coach

1. **Self-awareness:** Notice your patterns, biases, and triggers that may influence the team.
2. **Emotional regulation:** Model calm and grounded energy, even in conflict or uncertainty.
3. **Reflective practice & supervision:** Create regular space to examine your being and impact.
4. **Ongoing growth:** Presence is not fixed; it is cultivated through continuous practice.

The 3 P's Framework

1. **Present:** Being fully available—physically, mentally, and emotionally. Noticing what you notice.
2. **Presence:** The energy and awareness you bring that shapes how others experience you and the space.
3. **Presencing:** Co-creating from the emerging future, sensing what wants to emerge rather than reacting to past patterns.

Theory U (Otto Scharmer)

At the bottom of the U, we pause to 'let go' of past patterns and 'let come' what wants to emerge. This is where Presencing happens—deep listening that allows the future to unfold.

Deep Listening

1. **Listening To:** The words themselves.
2. **Listening For:** The values, emotions, biases, beliefs, and tensions underneath.
3. **Listening From:** Our own biases, beliefs, and filters.

Levels of Listening (Otto Scharmer)

1. **Downloading:** Listening from habit, only hearing what confirms what you already believe.
2. **Factual:** Listening with an open mind, noticing new and disconfirming data.
3. **Empathetic:** Listening with an open heart, truly seeing through another's eyes.
4. **Generative:** Listening with an open will, connecting to what is emerging and co-creating a new future.



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Team Coaching Moves

- **Detangling and Decoupling:** Distinguish what is mine, yours, and ours.
 - **Mine:** Personal reactions, biases, and triggers.
 - **Yours:** Individual perspectives, needs, and concerns.
 - **Ours:** Collective patterns, shared narratives, and team culture. Being aware of systematic
- **Silence:** Use pauses to allow insights to emerge (noting cultural differences).
- **Handing questions back:** Invite the team to reflect on what they notice.

Impact Signals of ^(THE) Unfolding

Relational Signs • Energy shifts from tense to generative • Conflict becomes creative, not destructive • Someone takes a risk, and members hold it with care • Balanced airtime in discussions • Language shifts from 'I' to 'We'	Systemic Signs • Shared language emerges • Collective accountability grows • Decentralized leadership where there is influence around the table • Focus broadens where the team links their work to the larger organization or societal impact (world—not just we me)
Behavioral Signs • Conversations move action forward and loop less • Silence is welcome • Decisions come more quickly, and they stick with agreements held • Team regulates itself	Energetic/Subtle Signs • Resonant stillness where the room feels grounded and connected without words • Emergent creativity and innovation surface without being forced • Flow states where time passes by quickly, and the team feels energized rather than drained

The art of team coaching lies in ^(THE) Unfolding—creating conditions for awareness, deep listening, trust, and co-creation. It begins with the coach's inner work and extends into the team, shaping what becomes possible for the world. ~Angela Cusack

