



TEAM COACHING IMPACT EVALUATION STUDY

FINAL REPORT

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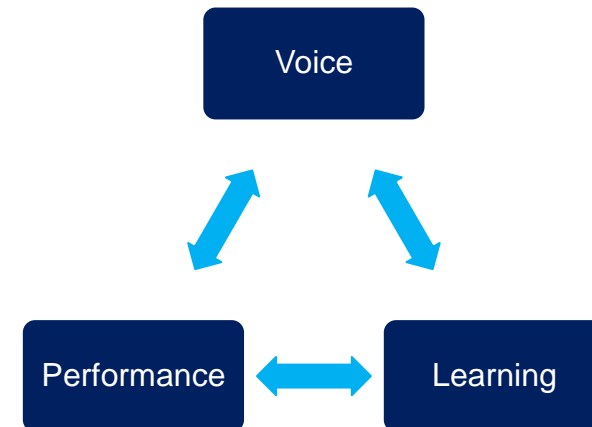
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INTRODUCTION AND CONTEXT

In September 2017, Médecins Sans Frontières (MSF) Mentoring and Coaching Hub (MCHub), Oslo, Norway, commissioned a two-year **impact** study of how team coaching supports the personal and professional development of team members and more broadly to the strategic priorities of the MCHub. The intention is that this study will inform the ongoing monitoring of the MCHub's team coaching programme and provide a framework and model from which other Operational Centres can implement and adapt to evaluate team coaching impact/s. It is hoped that this study and subsequent engagement across the movement will secure the MCHub as a centre of excellence and best practice in coaching.

OVERALL IMPACT



Acknowledgements

The research team wish to thank the coaches, coaches and colleagues that volunteered their time to participate in this important research project. Their honesty, insight and contribution are of huge value.

OBJECTIVES

Team Coaching Programme

Main Objective

To create new productive, constructive and sustainable working agreements, to ensure efficiency and optimal results moving forward and supporting each other while empowering people in the field.

Specific objectives

1. Raise awareness to the value and practicalities of collaborative leadership in MSF.
2. Simplify and clarify roles and decision-making processes by establishing Strategy, Design and Assure Implementation.
3. Become skillful at a *coach-approach to management* to achieve more independence in the field.

Research Objectives

1. Understand the wider landscape of team coaching.
2. Understand what coachees and MSF/MCHub expects to gain from the coaching and identify if these benefits are realized.
3. Identify what can be learnt from team coaching to inform the future coaching and mentoring strategy.

METHODOLOGY

Pragmatic, mixed method longitudinal

TEAM 1

March 2018 – June 2018
October 2018 – December 2019
January 2019 – March 2019

Online Survey: Participants and Facilitators

1-2-1 Interviews: Participants and Facilitators

TEAM 2

May 2019 – July 2019

Online Survey: Participants and Facilitators

1-2-1 Interviews: Participants and Facilitators

SAMPLE PROFILE

Participant Engagement

TEAM 1

Team Coaching Participants

- First online survey 70% (n = 7)
- Interviews 40% (n = 5*)
- Second online survey 50% (n = 5)

Profile

- 57% Male
- 86% of aged 35-44
- 50% more than 10 years' experience with MSF

Facilitator Participation

- First online survey 100% (n = 2)
- Interviews 100% (n = 2)
- Second online survey 100% (n = 2)

TEAM 2

Team Coaching Participants

- Online survey 38% (n = 3)
- Interviews 25% (n = 2)

Facilitator Participation

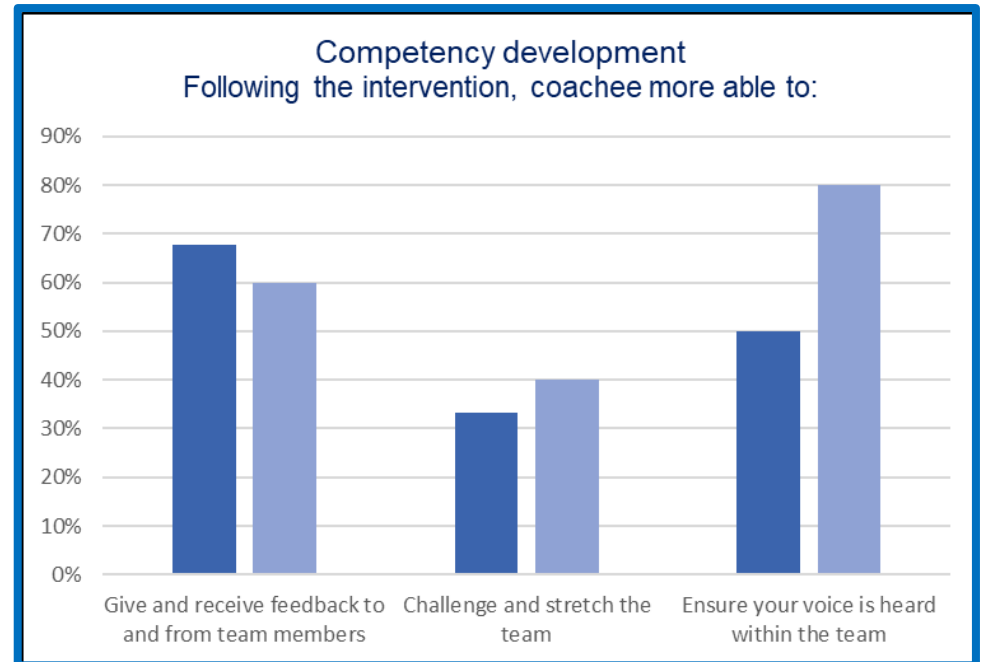
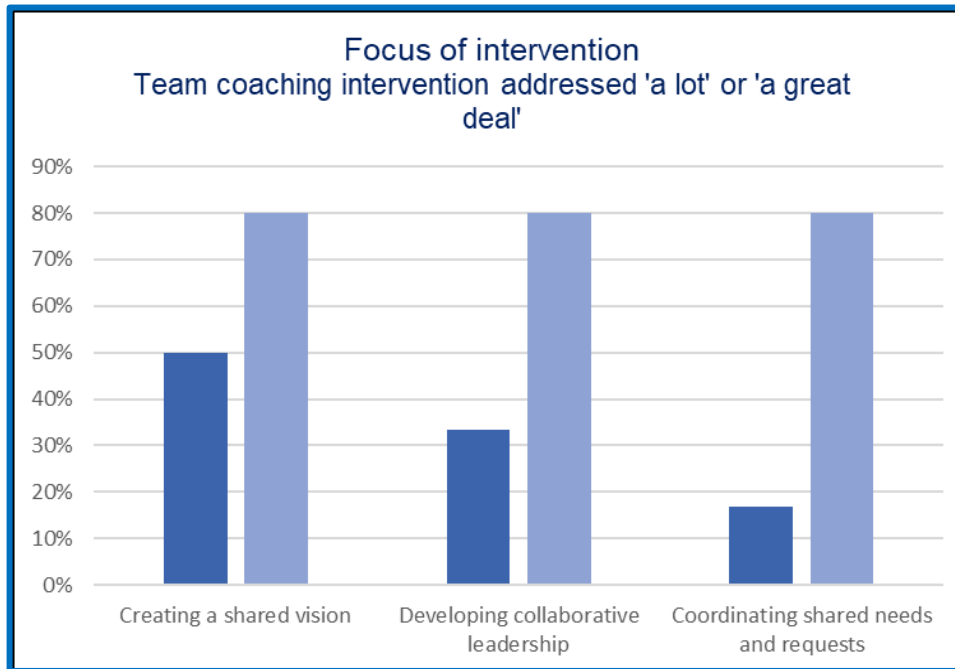
- Online survey 100% (n = 2)
- Interviews 100% (n = 2)

* one participant undertook two interviews

OVERALL IMPACT OF TEAM COACHING



EXPLORING IMPACT: Individual Team Members



■ 1st online survey

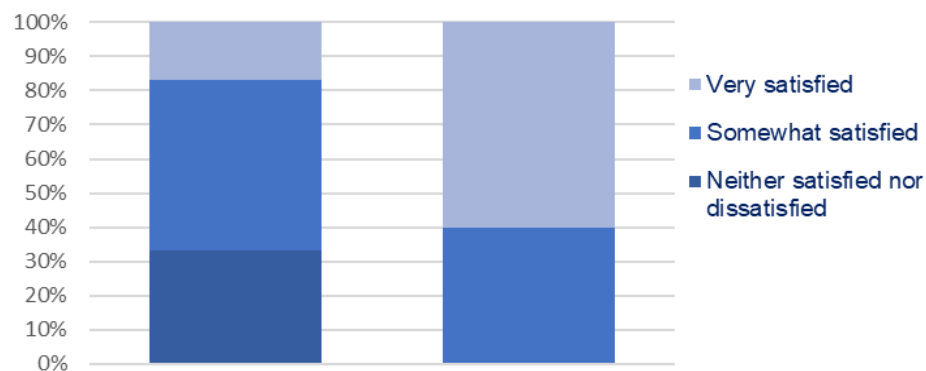
■ 2nd online survey

- Coachee: *“I have learnt how to have more of a strategic role, how to support and motivate others. Now I think I am a leader from behind, I empower my team. I am now aware of my approach and style.”*
- Coachee: *“At one point I was ready to leave. Now I am ready to stay longer. If I do leave the team or MSF, it depends on which comes first. I think I will give the team a chance. It made me feel less stressed in my position. I am still not sure that I am going to stay, at least I will stay for longer.”*

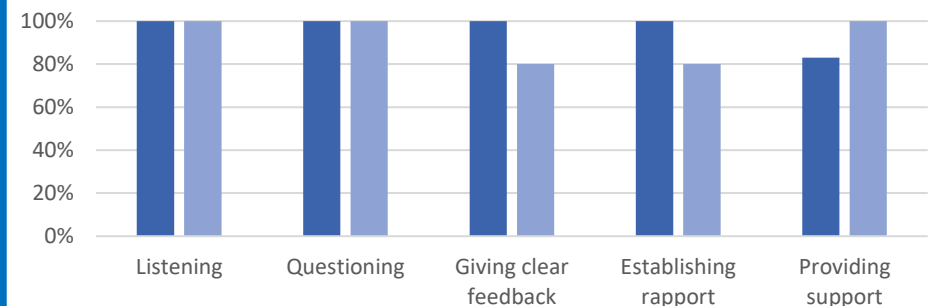
EXPLORING IMPACT: Teams

- **Coachee:** *“The 2018 intervention was much more powerful than 2017, 100% I was lost at the first intervention, what I was doing there. The second intervention (2018), it was much clearer, it was explained in a different way, in a way that I could understand. I have seen a lot of changes in the team. We used to meet all the time for professional meetings. After the team intervention we changed our approach and our dynamic, we were more familiar with each other.”*
- **Coachee:** *“For the team it started to build co-operation between us ... we were more keen to work together than before.”*
- **Coachee:** *“Team coaching can provide a unique experience where people share, relax, listen and full of respect. In missions there is a hierarchy but in team coaching everyone is equal, everyone can say what they need to say. giving people space to express themselves, it is amazing.”*

Overall satisfaction with team coaching intervention



Evaluation of facilitators
Coachees reported them to be 'very' or 'extremely' effective



CHALLENGES AND QUESTIONS

Environment

Volatile: risk of natural disasters, conflict and humanitarian catastrophes

Unpredictable and always changing: team and mission

Data Generation

Commitment: team buy-in to the evaluation

Generalisability: interventions are bespoke

Data type: quantitative vs qualitative

Team Coaching Strategy

Practicalities: evaluation strategy

Dissemination: sharing data, evidence of impact and lessons learned

Alignment: greater alignment between mentoring, 1-2-1 coaching and team coaching

TO WHAT EXTENT IS TEAM COACHING RESEARCH **GENERALISABLE** WHEN IT IS CONTEXT AND TEAM SPECIFIC?

TO WHAT EXTENT IS **LONGITUNDINAL** RESEARCH POSSIBLE IN THE VOLATILE AND COMPLEX HUMANITARIAN ENVIRONMENT?

HOW CAN MSF AND MC HUB **DISSEMINATE** THE LEARNING FROM TEAM COACHING MOST EFFECTIVELY?

TO WHAT DEGREE CAN TEAM COACHING BE **ALIGNED** TO 1-2-1 COACHING AND MENTORING?

THE FUTURE OF TEAM COACHING

CAPACITY:

Growing the capacity to provide team coaching: Cohort 2 team coaching graduates and an increased collaboration with external team coaches.

ONGOING DEVELOPMENT:

Continuing to develop supervision for team coaches to support their ongoing development.

DIVERSIFICATION:

Piloting virtual team coaching in 2020. Continuing to diversify the methodology and team coaching offer itself.

Proprietary notice:

The data contained within the Team Coaching Short Report is the property of the MSF Norway MCHub team and cannot be disclosed by any third party without the consent of the Evaluation & Capitalisation Manager, MCHub Oslo, Holly Bennett (Holly.benett@msf.no) and the Coordinator of the MCHub, Oslo, Mansoor Ali (Mansoor.ali@msf.no)