

Group & Team Coaching SIG

What the **Client Says** vs.
What we **Contract for:**
**Interpreting Requests in
Team Coaching**



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PCC

Group & Team Coaching Special Interest Group

Host: Marielle Hajducko, PCC February 17, 10am PT Virtual

Group Coaching

Team Coaching

1.5 CCEs

Key Takeaways:

- Translate surface-level client requests into **clear team coaching agreements.**
- Identify when the **team (not the leader)** should be treated as the client.
- Recognize signals that require **re-contracting before action.**
- Distinguish when to stay in coaching versus move along the coaching–facilitation continuum.
- Formulate one practical “next contracting move” you can apply in your own practice.

Team Development Modalities

Team Development

Longer term, involves many modalities, many topics

	Team Building	Team Training	Team Consulting	Team Mentoring	Team Facilitation	Team Coaching
Time Frame	Short, 1-5 days	Short, 1-5 days	Widely variable	Staccato, hours over a long period of time	Short, 1-5 days	Longer term, months
Process	Exercises	Work with the team through a curriculum of material	Consultant shares expertise	Mentor shares	Facilitate dialog	Team and coach partner
Growth Area	Enhanced relationships	New knowledge or skill	Additional insights	New knowledge	Clarity	Achieved goals; Team sustainability
Team Dynamics; Conflict Resolution	Minimal	Minimal	Minimal, advisory	Minimal	Minimal	Integral
Expert; Ownership	Instructor	Trainer	Consultant	Mentor	Facilitator and team	Team

Team Coaches may use additional modalities beyond coaching when necessary. This may be done overtly or discreetly.

Competency: Establishes & Maintains Agreements

1. Explains what coaching is and is not and describes the process to the client and relevant stakeholders
2. Reaches agreement about what is and is not appropriate in the relationship, what is and is not being offered, and the responsibilities of the client and relevant stakeholders
3. Reaches agreement about the guidelines and specific parameters of the coaching relationship such as logistics, fees, scheduling, duration, termination, confidentiality and inclusion of others
4. Partners with the client and relevant stakeholders to establish an overall coaching plan and goals
5. Partners with the client to determine client-coach compatibility
6. Partners with the client to identify or reconfirm what they want to accomplish in the session
7. Partners with the client to define what the client believes they need to address or resolve to achieve what they want to accomplish in the session
8. Partners with the client to define or reconfirm measures of success for what the client wants to accomplish in the coaching engagement or individual session
9. Partners with the client to manage the time and focus of the session
10. Continues coaching in the direction of the client's desired outcome unless the client indicates otherwise
11. Partners with the client to end the coaching relationship in a way that honors the experience

- + Explains what team coaching is and is not, including how it differs from other team development modalities
- + Partners with all relevant parties, including the team leader, team members, stakeholders, and any co-coaches to collaboratively create clear agreements about the coaching relationship, processes, plans, development modalities, and goals
- + Partners with the team leader to determine how ownership of the coaching process will be shared among the coach, leader, and team

Interpreting the Request

- Surfaces the underlying issue beneath sponsor language
- Tests whether the stated problem is individual, relational, or systemic
- Distinguishes leader needs from team needs
- Checks whether the group is a true team vs. working group
- Identifies the real client (team, leader, or system)

Re-contracting with the Team

- Brings the sponsor request transparently to the team
- Invites the team's interpretation of the request
- Co-defines the desired team outcome
- Confirms shared ownership of the coaching focus
- Aligns leader, team, and coach on purpose and success measures

Throughout: Maintaining Team as Client

- Keeps the team (not sponsor or leader) as the primary client
- Redirects leader-to-coach requests back to the team
- Frames issues at the team system level
- Promotes collective accountability for change

Competency: Demonstrates Ethical Practice

1. Demonstrates personal integrity and honesty in interactions with clients, sponsors and relevant stakeholders
2. Is sensitive to clients' identity, environment, experiences, values and beliefs
3. Uses language appropriate and respectful to clients, sponsors and relevant stakeholders
4. Abides by the ICF Code of Ethics and upholds the Core Values
5. Maintains confidentiality with client information per stakeholder agreements and pertinent laws
6. Maintains the distinctions between coaching, consulting, psychotherapy and other support professions
7. Refers clients to other support professionals, as appropriate

- + Coaches the client team as a single entity
- + Maintains the distinction between team coaching, team building, team training, team consulting, team mentoring, team facilitation, and other team development modalities
- + Demonstrates the knowledge and skill needed to practice the specific blend of team development modalities that are being offered
- + Adopts more directive team development modalities only when needed to help the team achieve their goals
- + Maintains trust, transparency, and clarity when fulfilling multiple roles related to team coaching

Competency: Facilitates Client Growth

1. Works with the client to integrate new awareness, insight or learning into their worldview and behaviors
2. Partners with the client to design goals, actions and accountability measures that integrate and expand new learning
3. Acknowledges and supports client autonomy in the design of goals, actions and methods of accountability
4. Supports the client in identifying potential results or learning from identified action steps
5. Invites the client to consider how to move forward, including resources, support and potential barriers
6. Partners with the client to summarize learning and insight within or between sessions
7. Celebrates the client's progress and successes
8. Partners with the client to close the session

+ Encourages dialogue and reflection to help the team identify their goals and the steps to achieve those goals

Group & Team Coaching SIG

In one word, what excites you most about group or team coaching?

learning growth trust building
community complexity
energy bonding collective learning
generative collaboration energizing
fun potential



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NSA SoCal is **offering ICFLA members a 20% discount on its Fall and Spring Speakers Academy**—only \$1800 (regular \$2250). This includes full NSA SoCal membership (9/2/25–5/19/26).

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UPCOMING EVENTS

VIRTUAL

IN PERSON

VIRTUAL

Virtual
COACHING CAFE

Explore the art of coaching and its ethical, impactful application to leadership roles.

Leading With A Coaching Mindset

February 18, 12pm



Facilitator:
Dr. Damian Goldvarg, MCC



Central Coast
COACHING CAFE

Coaching cafes are for experienced coaches, new coaches, and the coach-curious!

February 18
2pm

Baby Bear Biscuits Southern Cafe
811 Froom Ranch Way Ste 130
San Luis Obispo



Facilitator:
Diana Ideus, MCC




ICF Los Angeles Charter Chapter

Credentialing
Special Interest Group
#4 Cultivates Trust and Safety

Hosts: Carly Anderson, MCC
Nina Rubin, PCC

February 19, 2:00pm PT
Virtual

Coach Certification ICF Credential

UPCOMING EVENTS

IN PERSON – HOTEL ANGELENO

In-Person
**March C³
Chapter Event**
March 19, 2026 6:30 – 9:30 pm PT
Location: Hotel Angeleno

**Beyond the Coaching Session:
Expanding Your Impact Through
Thought Leadership**

Featuring a panel of coaches who have expanded their reach through authorship, podcasting, and public speaking—followed by facilitated breakout conversations.

Enjoy light bites and refreshments throughout the evening, plus a fun, facilitated speed networking experience.



ICF Los Angeles
Charter Chapter

Beyond the Coaching Session: Expanding Your Impact Through Thought Leadership

Panel: Tom Henschel, Executive & Leadership Coach, Alina Ugas, Executive Leadership and Wellness Strategist, Dr. Damian Goldvarg, MCC, ESIA

Moderator: Lisa Gillette, PCC

Date: Thursday, March 19, 2026

Time: 6:30 pm – 9:30 pm Pacific Time

This in-person evening is for executive and leadership coaches who want to expand their impact beyond the coaching room—through books, podcasts, speaking, and larger conversations—while staying aligned with their values and craft.

Be part of the ICFLA Team!

Join one of our teams!

To learn more about volunteering with ICFLA, please go to our website and complete the form under **Get Involved**.

We can't wait to chat with you!

Email Marielle@theLeadersDNA.com if you are interested in helping with the Group & Team Coaching SIG

Here's the link to the Volunteer webpage:
<https://www.icfla.org/volunteer-icfla/>



In order to claim the CCEs for this event:

After the event:

1. Go to your member **Dashboard** on the ICFLA website
2. Click **CCEs and other transactions**
3. Find today's event, complete the **event feedback form**
4. Click on the **quiz** and enter the **start and end codes** which I will provide to you during this event.

In order to receive the education units for today's event:

1. You must attend the **entire event**, AND
2. Record BOTH the **start AND end codes** I provided.

As an ICF chapter, we have an ethical responsibility to ensure continuing education units are only distributed to those who attend the entire event LIVE.