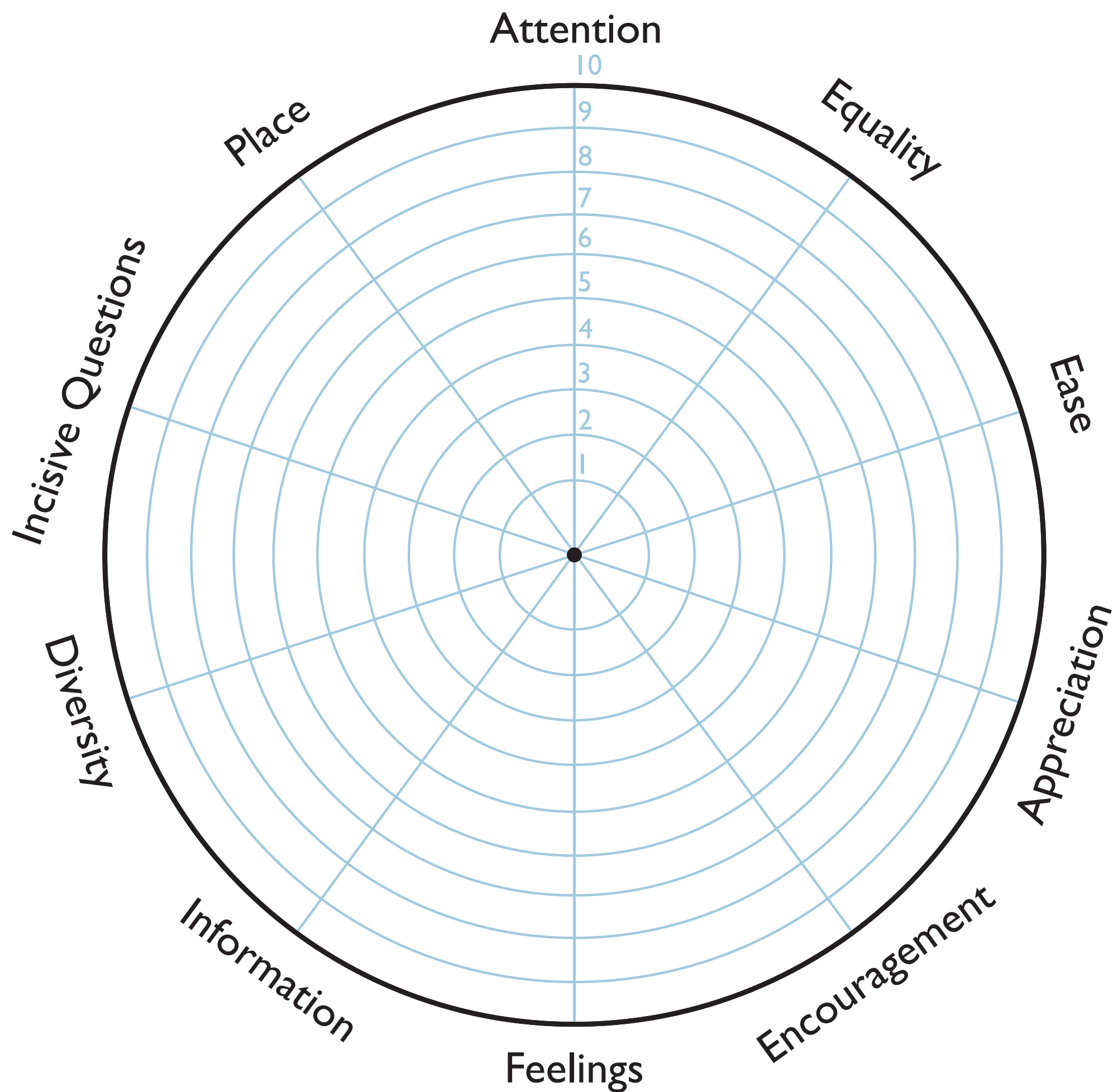# CREATING A SYSTEMIC THINKING ENVIRONMENT IN TEAM COACHING:
A PRACTICAL DIAGNOSTIC GUIDE

Effective team coaching harnesses collective wisdom and facilitates deeper systemic insight, fostering sustainable change and innovation. Central to achieving this is cultivating a 'Systemic Thinking Environment,' where individual and collective potential flourish through intentional behaviours. Drawing on systemic principles, this guide adapts ten foundational components originally developed by Nancy Kline, reimagining them specifically within team coaching contexts.

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Nancy Kline's
Thinking Environment
Self-Rating Wheel

Attention
Equality
Ease
Appreciation
Encouragement
Feelings
Information
Diversity
Incisive Questions
Place

10 9 8 7 6 5 4 3 2 1

The Ten Systemic Thinking Components

1: Presence & Attention

Being fully present, actively listening, and genuinely curious about where the team's collective thinking is heading.

Diagnostic Reflection:

- **Individually:** How present am I during team sessions without interruption or internal distraction?
- **Collectively:** How well does our team listen to one another, allowing uninterrupted thought to emerge?

2: Valued Equality

Honouring each member as an equal contributor, irrespective of hierarchical positions, fostering inclusive dialogue and contribution.

Diagnostic Reflection:

- **Individually:** How often do I consciously ensure that all voices, including mine, have equitable space?
- **Collectively:** Does our team actively balance contributions, ensuring quieter voices are heard as powerfully as louder ones?

3: Generative Ease

Maintaining an atmosphere free from urgency, creating space for reflective and thoughtful dialogue.

Diagnostic Reflection:

- **Individually:** How do I model internal ease, even under external pressures?
- **Collectively:** Does our team resist the urge to rush decisions, instead allowing for thoughtful and considered thinking?

4: Authentic Appreciation

Recognising and vocalising genuine appreciation for ideas, contributions, and efforts within the team.

Diagnostic Reflection:

- **Individually:** Do I actively express appreciation openly and specifically?
- **Collectively:** How frequently and genuinely do team members acknowledge each other's positive contributions?

5: Courageous Encouragement

Supporting team members to step beyond their comfort zones, exploring innovative and unexplored areas without internal competition.

Diagnostic Reflection:

- **Individually:** Do I encourage peers to venture into uncharted territory without competing?
- **Collectively:** Does our team environment stimulate courage in exploring new, creative possibilities?

6: Welcoming Feelings

Creating safe spaces to openly acknowledge and process emotional responses, allowing these to enrich rather than hinder collective thinking.

Diagnostic Reflection:

- **Individually:** How comfortable am I in expressing and managing emotions constructively within the team?
- **Collectively:** Does our team environment openly welcome emotional expressions, recognising their value to clearer thinking?

7: Transparent Information

Ensuring comprehensive, accurate information-sharing, fostering integrity in collective decision-making.

Diagnostic Reflection:

- **Individually:** Do I consistently share complete and truthful information?
- **Collectively:** How effectively does our team ensure transparency and integrity in the information we rely on?

8: Embracing Diversity

Actively challenging assumptions, embracing different perspectives to enhance systemic understanding and innovation.

Diagnostic Reflection:

- **Individually:** Am I aware of my assumptions and biases, and do I consciously challenge them?
- **Collectively:** Does our team systematically embrace and explore diversity of thought and identity to enhance decision-making?

9: Powerful Questioning

Utilising incisive, assumption-challenging questions to expand possibilities and unlock new insights.

Diagnostic Reflection:

- **Individually:** How skilled am I in framing incisive questions that unlock fresh thinking?
- **Collectively:** Is our team proficient at identifying and challenging limiting assumptions through targeted questioning?

10: Supportive Environment

Intentionally designing physical and relational environments that affirm and value each team member, reinforcing psychological safety.

Diagnostic Reflection:

- **Individually:** Do I contribute to creating a supportive physical and emotional environment for my team?
- **Collectively:** Does our physical and virtual meeting environment reinforce each member's sense of belonging and value?

Using the Diagnostic

Teams can individually rate themselves on a scale of 1-10 for each component, then aggregate results for collective reflection.

- **Scores of 7-10:** Strength areas; maintain and leverage these.
- **Scores of 4-6:** Growth areas; targeted coaching and attention may boost performance.
- **Scores below 4:** Critical development areas; immediate, focused systemic coaching interventions recommended.

Systemic Reflection Questions for Teams

- What patterns emerge across our diagnostic scores?
- How does our collective performance in each component reflect our broader team culture?
- Which component, if improved, would have the most significant systemic impact?
- How might our strengths in one area support growth in another?

Implementing a Systemic Thinking Environment transforms team interactions into powerful spaces for innovation, deeper relational understanding, and collective success. Regular engagement with this diagnostic empowers teams to continuously evolve, ensuring sustained systemic health and effectiveness.

Thank You!

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