

• Case Study •

Wherever the Team Scene Goes, the Team Coach Can Give a Big Punch

Different Practices and Reflections of Team Coaches in Multiple Scenarios of Enterprises

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Abstract: With the continuous practice of team coaches in various scenarios of enterprises, a personalized team coaching paradigm has gradually formed. On the one hand, this article inherits and carries forward the theories and practices of global coaching predecessors. On the other hand, starting from the practice of enterprise team coaching projects, it summarizes and reflects on the application of team coaching in new team coaching projects, performance growth team coaching projects, executive job rotation, and board governance. Intended to enable more entrepreneurs, executives, and coaches to leverage the resources of team coaches to have more possibilities when encountering team problems.

Keywords: Team coaching; Enterprise scenarios; Performance growth; Coaching practice; Reflection

1 Journals Reviewed

In the 1970s, American expert Tim Galway proposed the concept and practice of coaching, which sparked the practice of coaching as a management technique in enterprises. The coach's unique way of dialogue and process immediately aroused curiosity and practice among business people, making coaching a unique landscape as a new management technique.

With the effective practice of coaching methods

in one-on-one solving personal problems, many customers asked whether they could solve team problems in the organization, thus opening up a Xintiandi in the field of coaching practice. Peter Hawkins comprehensively reviews the development history of team coaching in his book "High Performance Team Coaching", systematically elaborating on the definition, scope, types, stages, and practical models of team coaching development, laying a solid foundation for us to

高绩效团队

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团队是拥有互补技能的，致力于共同使命、绩效目标，以及为彼此负责的一群人。

—— 卡岑巴赫 & 史密斯, 1993

高绩效团队：以高效的方式沟通，提升士气和一致性，让所有关键利益相关方共同参与，实现绩效增长，并为所有团队成员提供持续学习。

—— 霍金斯, 2011

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Figure 1: Definition of High Performance Teams

团队发展的维度

- 团队发展是团队实施的，有或者没有外部协助的，来发展团队能力，一起完成共同任务的流程。
- 团队建设是用来在团队发展早期帮助团队的流程。
- 团队引导是当某个人被要求引导团队，要么为了①解决某个特定的冲突或困难，②回顾运行和连接方式，③实施计划或战略过程
- 团队过程咨询是一种团队引导方式。团队顾问在团队开会、规划会议的时候，为团队如何完成任务提供思考和点评。

Figure 2: Dimensions of Team Development

better understand, learn, and apply team coaching.

In the book, Mr. Hawkins defined what a team is and what a high-performance team is, which has gained recognition from everyone (see Figure 1).

Careful reading of the definitions of team and high-performance team reveals that becoming a

high-performance team is a crucial management issue for a team. As a result, coaches play an indispensable role in promoting teams towards high-performance teams.

So what is a team coach? What are the common scenarios for team coaching? In the book, Mr.



Figure 3: Advanced sequence of team coach

Hawkins continues to share key elements of the 30-year development of team coaching, namely that the dimension of team development is the main battlefield of team coaching (see Figure 2).

Starting from the scenario of team development, the dimension of team coach is revealed (Figure 3):

As shown in the figure, Mr. Hawkins meticulously addresses different team coaching paradigms for different team problems, thus systematically and comprehensively revealing the types of team coaches.

Here, we would like to remind entrepreneurs or executives that when purchasing team coaching service projects, on the one hand, they need to know that the team coach has a specific scenario, and on the other hand, they must prescribe the right medicine, that is, hiring the right coach is the core.

In summary, in the past practice of team coaching, Western coaches have already followed a broad path and achieved the best practice from theory to practice. So, can Eastern coaches inherit

and promote the best practices of team coaching?

2 Practice Paradigm

Looking at the current market practice of team coaches in China, most of them focus on “team guidance”, which means single workshops lasting one or two days, mainly solving common team consensus and individual decision-making problems in client teams. There is still a lack of best practices for delivering continuous team coaching scenarios that focus on team performance and strategic implementation.

In the practice of team coaching, the author mainly focuses on medium to long term team coaching accompanying projects, with time lengths including but not limited to 3 months, 6 months, 1 year, and 3 years. Due to space limitations, this article focuses on sharing four practical cases, including the newly established team coaching project, the performance growth team coaching project, the executive rotation team coaching project, and the board governance team

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Figure 4: Triangular Model of Founding Shareholder Capability

coaching project, for everyone to criticize and correct.

2.1 Case 1: Team Coach Project for Creating a New Founding Shareholder Team

Background: In 2016, the author was invited to build a shareholder team for a start-up company in Foshan, involving equity, personnel selection, and corporate governance. During the three-month accompanying process, the focus was on addressing the issue of complementary abilities among shareholders.

Problem: The client belongs to a company that hopes to establish a long-lasting business. The company has been established for many years and has good performance. However, as the company continues to grow, shareholders have different opinions on the future development direction and

benefit distribution of the company. They hope to invite a Organization Running Companion to accompany the team to resolve the issue.

Solution: What kind of shareholders can cooperate for a long time and achieve long-term success together? This entrepreneurial project also posed a challenge to the accompanying team at that time. After interviewing the client, it was found that there was a lack of specific solutions. Therefore, in order to address this issue, the author and team visited and interviewed several chairmen of listed companies and entrepreneurs with a revenue scale of billions, and summarized and concluded a triangular model of founding team capabilities (see Figure 4)

In the founding shareholder team capability triangle model, the legal representative is the CEO, who must possess strategic thinking and the

ability to continuously learn and iterate. Because in the process of continuous development of the company, strategic calibration must be carried out within 3-5 years. Secondly, the core shareholder of technological innovation identity is the CTO. Because even the best strategic opportunities require technological innovation to deliver, otherwise it is impossible to achieve the opportunity of a high profit business model for an excellent company. Finally, the COO is responsible for operational management, which is the only possibility for the company to implement its strategy and seize market opportunities, and is also indispensable among the three core competencies of this model.

Result: With the development of the core shareholder competency triangle model for a startup company, the team coach accompanied the team to have a sincere and candid conversation with the company's founder, conducting in-depth discussions on the company's sustainable development perspective. During the following three months of team coaching, the coaching team and the founder ultimately worked together at the founding shareholder level to build the team, laying a solid foundation for the client's rapid development in corporate governance.

Reflection: Building a new team is a common management issue for enterprises, but this project is the first time the author has personally experienced a team coaching project for founding shareholders. From the perspective of management best practices, the founding team capability triangle model has been derived, laying the foundation for the development of similar projects in the future

and better serving customers.

Of course, it was found in the subsequent practice of other founding teams that the triangular capability model could be implemented by not only three individuals, but also two shareholders, namely strategy+technology and operations management, or strategy+operations and technology, which are also very good options.

2.2 Case 2: Team Coach Project for Performance Growth

Background: In July 2017, the author was invited to lead a team to implement a strategic implementation project for a startup company. Due to the fact that the client is in the start-up stage and is in a highly competitive robotics field, and at that time, more than 80% of the national robot market share was locked in by foreign companies, domestic robots must find a technology driven development path that meets customer needs. Therefore, we have jointly agreed with the client to make achieving performance growth the core goal of this accompanying project.

Problem: The client company is a start-up enterprise with fierce market competition, and 80% of the market share is occupied by foreign companies. Therefore, issues such as technological reserves, product innovation, market layout, and talent reserves urgently need to be addressed.

Solution: In the design of the client's accompanying program, we adopt an agile response mode (see Table 1), which is a biweekly team coach mode. We will enter the enterprise one or three weeks a month to provide team coach

Table 1: Time Progress of Coach Project for Performance Growth Team of a Foshan Customer

阶段	性质	参与人数	单位时间	第一个月	第二个月	第三个月	第四个月	第五个月	第六个月	第七个月	第八个月	第九个月	第十个月	第十一个月	第十二个月	
战略洞察	线下工作坊	5-10人	12H	█												
	线上跟进	3-5人	0.5H	█												
	1对1访谈	1人	2-3H	█												
关键任务	线下工作坊	5-10人	6H	█	█											
	线上跟进	不低于六人	1H		█											
	1对1沟通	1人	1H/人			█										
			3H			█										
			视情况而定				█									
						█										
							█									
行动计划	团队会议	视具体情况而定	1H				█									
	教练	1人	4H					█	█	█	█	█	█	█	█	
	教练	1人	0.5-1H					█	█	█	█	█	█	█	█	
	个人任务	1人	客户自主完成					█	█	█	█	█	█	█	█	
项目评估	书面	5月10日	3H						█							
	1对1	1人	1H								█					
	团队会议	3-5人	2H												█	

accompanying services in the direction of enterprise market expansion. From market insights to key task milestones, from striving for completion of critical tasks to co creating innovative strategies for market expansion, we have adopted this model and continuously accompanied the client for two years.

Result: From 2017 to 2019, the client went from huge losses to reduced losses, and from stable profits to profitability within two years. We accompanied our clients through the most difficult stages of entrepreneurship, from 0 to 1. Currently, the client’s revenue is over 200 million yuan and they are in the early stages of going public and IPO.

Reflection: The characteristic of the coaching

program of this team is that it must be designed based on the rapidly changing background of the client market. On the one hand, it must respond quickly and promote market expansion. On the other hand, it is necessary to invest time in accompanying projects, because ‘where time is, the results are’. This project practice also laid the foundation for the prototype and best practice of the Organization Running Companion model, laying a solid foundation for the modeling of the Organization Running Companion model.

2.3 Case 3: Team Coach Project for Group Executive Rotation

Background: In 2021, during a Organization Running Companion project at a conglomerate enterprise, we accidentally discovered that there was a tendency for new executives to integrate with the existing team during executive rotation. Due to the large scale of the client, rotating executives is a high-frequency event, and the new team integration has factors such as high frequency, diversity, and importance. Therefore, it has attracted the attention of the client’s CEO and Organization Running Companion Coaching, and we have begun to intervene in the team coaching project for executive rotation.

Problem: The client belongs to a group enterprise that has been developed for more than 25 years, and there are improvement conditions such as rigid existing systems and inefficient mechanisms . Moreover, due to the lack of sup-

porting mechanisms in the digital age, the existing executive rotation mechanism presents problems such as roughness, omission, and shortage. With the deepening of strategic transformation and change, frequent executive rotation incidents have led to unstable integration between new and old teams, resulting in a decline in performance, directly affecting the group’s revenue growth.

Solution: The client belongs to a group enterprise, and the background, process, and integration of executive rotation have established mechanisms. Therefore, in the design of the team coaching solution, we adopt the Peter Hawkins 5C model (see Figure 5)

We have designed a five step team coaching process based on this:

The first step is responsibility (appointment), which means that before executives take office,

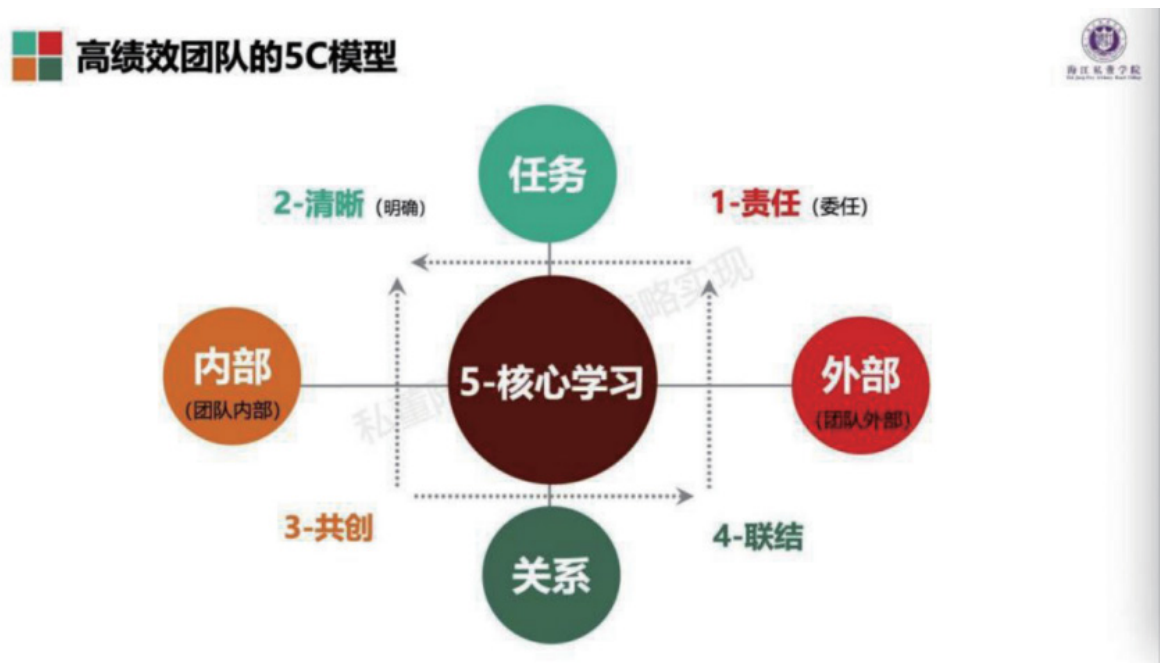


Figure 5: 5C Model of High Performance Teams

they need to reach clear performance goals with them. This is something that many companies can basically achieve.

The second step is to be clear (explicit), and in this stage, it should be completed together with the rotating executives and the existing team, similar to the provincial-level cadre appointment general meeting specially held by the Organization Department of the Central Committee, and announced openly and transparently.

The third step is one of the highlights of the systematic team coaching 5C model, which is co-creation (internal). The existing team is led by the human resources department or rotating executives to conduct workshops with a discussion nature, focusing on addressing issues such as the team's mission, culture, values, and division of labor.

The fourth step is the biggest highlight of the systematic team coaching 5C model, which is the connection (external). Rotating executives must complete the connection and relationship transfer of external resources and stakeholders of the team with former executives.

The final step is core learning (team), which means that in order to systematically integrate team culture, it is necessary to establish a monthly team learning mechanism and transition the team integration mode into a sustainable development mode.

Result: After three months of practicing the high-performance 5C team coaching model, on the one hand, the group's rotating executives took office in an orderly manner and quickly integrated. On the other hand, by improving and revising the

rotation process and mechanism of the group, it has won the praise of the client CEO.

Reflection: Executive rotation is a frequent management event in group enterprises, and traditional rotation process mechanisms are mostly reflected at the operational level, ignoring the "human" factor, including the integration of executives themselves and team members. The 5C model precisely addresses this issue by systematically solving the problem of executive rotation.

2.4 Case 4: Team Coach Project for Board Governance

Background: In December 2023, during a private board group activity held in Changchun, the author met an entrepreneur client and provided them with leadership growth advice from the seven-step approach of the private board. In the blink of an eye, in March 2024, the client made a special trip to Shenzhen and invited me for in-depth communication to discuss the company's future sustainable development issues. Finally, based on the client's situation, from the perspective of the author's strategic implementation, the 'Strategic Decision Committee Project' is proposed.

Problem: The client company has been established for over 26 years and is a champion enterprise in the market segmentation industry. However, over the years, there has been a lack of mechanisms to match the era in board building and corporate governance, which poses challenges to the company's strategic development in terms of health, sustainability, and stability.

Solution: Based on the actual situation of

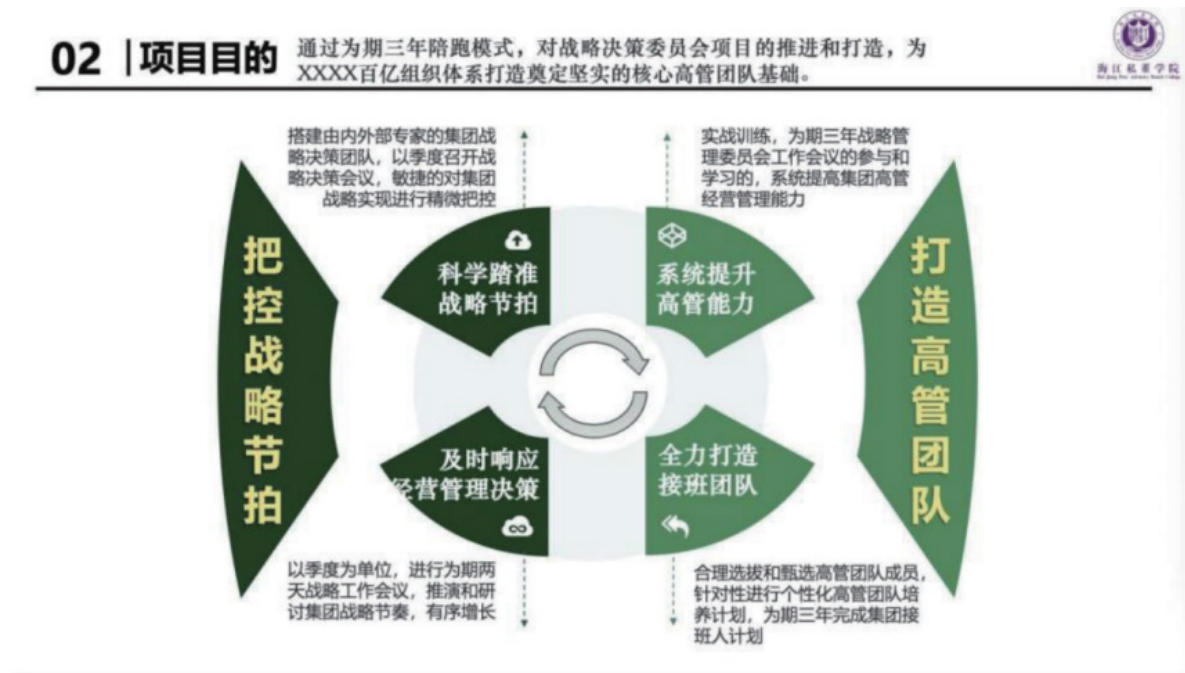


Figure 6: Overview of the Strategic Decision Committee Project Model

the client, we adopt the project model of the Strategic Decision Committee, which takes the strategic meetings held four quarters a year as an opportunity to focus on both aspects. Left hand: Control the progress of the company’s strategic pace through quarterly strategic meetings. Right hand: Combining quarterly strategic meetings with training and battle, building an executive team, and enhancing executive capabilities (see Figure 6).

Result: This project belongs to the ongoing mode. As of the end of June 2024, based on the current progress of the project, the client highly recognizes the investment and professionalism of the team coach. On the other hand, they believe that this approach has great value for the implementation of the company’s strategy, and the evaluation is very high.

Reflection: How can team coaches provide

personalized service to clients? How to solve the problem of “having both needs and needs”? We have proposed a solution that innovation is the source point. For example, the characteristic of this project is that the delivery time is only 8 days offline throughout the year, while the rest is followed up online. The key is to use the Organization Running Companion mode, where the coach follows up on key tasks online in a milestone mode, effectively solving customer problems in a very orderly and practical manner, and maximizing the resolution of customer problems within the unit time.

Through the above four case studies, the author has reconstructed Mr. Hawkins’ description of the specific practices of the four models of team development in China. On the one hand, team coaches can provide personalized solutions based

on different customer situations to accompany running projects and solve customer problems. On the other hand, due to the localization characteristics of Chinese enterprises, team coaches can innovate and practice in solving actual customer problems, enriching the case library of best practices for global team coaches.

3 Future Prospects

The challenges currently faced by Chinese enterprises are unprecedented. Whether in the context of the global industrial chain shift or domestic competition reaching new heights, both pose severe challenges to business leaders.

How to avoid missing out on every development opportunity for a company, team building in key departments is a top management issue that CEOs must grasp, and the team coaching model can serve as a method that CEOs and executives must master, becoming the best practice case.

The author has been in the industry for more than 20 years, from a trainer to a consultant, from a consultant to a coach, all focusing on effective practice around corporate clients. So, looking ahead to the future, what other scenarios can team coaches be practiced in enterprises? It can be said with certainty that wherever the team scene goes, the team coach can give full play to their value and role.

The only challenge that tests the use of team coaches is whether they can enter the enterprise, be down-to-earth, and truly discover, embrace, and solve problems with the organization's team

leaders.

Looking forward to more entrepreneurs, executives, and team coaches practicing in the future, allowing team coaches to help organizations solve problems and achieve strategies!

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Availability of Data and Materials

The authors confirm that all data generated or analyzed during this study are either collected by the authors themselves or derived from the published articles cited in the references.

Conflicts of Interest

The authors declare that they have no conflicts of interest to report regarding the present study.

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