

Team Development Modalities

	Team Building	Team Training	Team Consulting	Team Mentoring	Team Facilitation	Team Coaching
Focus	Helping team members bond while strengthening their interpersonal relationships, often through short-term fun activities (e.g., games, simulations, role plays) while staying light with respect to the discussion focus.	Team member acquisition of specific knowledge or skills through a structured learning curriculum. The training objectives drive the focus of the engagement, and the team's learning is often formally evaluated.	Solving a specific problem or challenge. Team consulting is often short-term in nature and tends to follow a specific process: assessment, followed by recommendations and expert advisory support.	Sharing the mentor's relevant experience, perspective, and advice to help the team gain new knowledge. (A working definition, not sourced from ICF materials.)	Helping a team manage their dialogue through a structured process. The facilitator provides active guidance while engaging a team through guided participation to discover, foster, and apply insights to enhance team processes and effectiveness.	Partnering in a co-creative and reflective process with a team and its dynamics and relationships in a way that inspires them to maximize their abilities and potential in order to reach their common purpose and shared goals.
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.