

**Abstract**

Several challenges face the oil and gas industry, with political and social pressure to transform, focusing on reducing carbon emissions. That along with changes in perceptions and expectations from new generations, along with the impact of Covid-19, leaves oil and gas teams, with multiple tasks to handle. This is in addition to the continuous need, regardless of operations to ensure high standards, as a high reliability organisation.

With teams becoming a more critical element, tasked to deal with the challenges above, while operating in increasingly complex environments, this paper looks at the role of team coaching in the industry. Whether it is being used today and how as an intervention it can help with the current and future challenges the industry faces.

The research was centred around answering three questions:

1. Where is team coaching being used today in the oil and gas sector and how effective has it been on increasing team performance?
2. What challenges or desires does the industry have, where team coaching could help?
3. How can the industry more widely adopt and implement effective team coaching?

To help answer the questions posed, data was collected from a questionnaire, interviews, and third-party data. Participants included Human Resource Leaders, Business Leaders and Coaches. The data suggested a lot of participants have used or use team coaching. However, apart from some leadership teams, team-based activities such as team facilitation were found to be the predominate form of intervention, perceived as team coaching.

Three themes emerged from the findings. Those were a need for defining what is team coaching and how it can add value to the oil and gas industry; identification of some of the key challenges where team coaching can potentially help; and a focus on operations and how team-based activities are used today.

A definition for Team Coaching specific to the industry was offered, along with a team coaching model, specific to operations teams.