

**A CLINIC TO TRAIN  
COACHING LEADERS**

**The**

# **DEEP Dive**

Helping leaders turn  
their ministry dreams and  
life goals into practical  
and life-changing realities.



## *The goals for a Deep Dive*

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A coaching leader takes a unique approach to ministry. He or she has adopted a coach-approach to leadership development, an approach that develops people rather than using people. In this Deep Dive, you will discover and apply the coaching principles needed to help people turn their ministry dreams and life goals into practical realities.

### **Our Learning Goals**

1. You will be able to describe the elements of coaching and its benefits.
2. You will observe and learn from several demonstrations of coaching.
3. You will discover the seven principles and eight skills of a coaching leader.
4. You will practice and experience a coaching conversation.
5. You will develop a simple action plan to grow as a coaching leader.

### **Our training principles**

1. People learn best by observation and first-hand experience.
2. Skills are enhanced through observation, instruction, and evaluation.
3. Practice and repeated experience with evaluation creates mastery.

## Session One: A Coaching Interview

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**Look and listen** - What am I hearing about the importance of coaching?



**Learning together** - What can we discover about coaching from this interview?

## Session Two: Coaching Described

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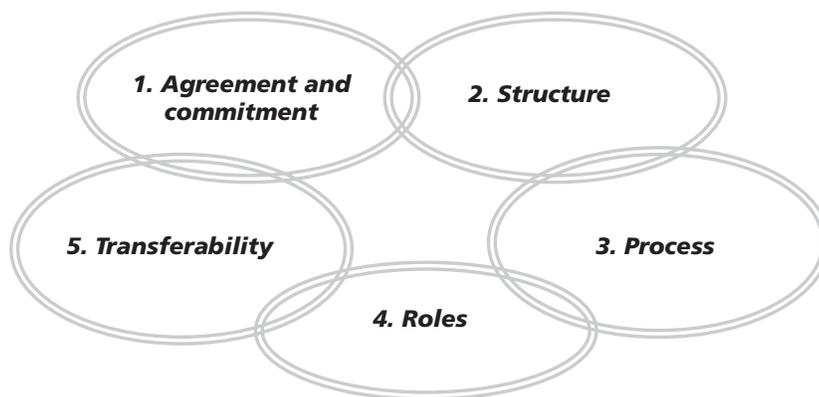
What do we mean by coaching?

Coaching is a process that turns ministry dreams and life goals into practical and personal realities. Coaching is a co-creative process that helps leaders develop a practical and personal action plan that bridges the gap between their desired future and their current realities.

### Coaching the gap



## The Coaching Chain Essential links for a coaching relationship



### How can coaching enhance my ministry?

One large study found that out of the billions of dollars spent on corporate training (seminars, e-learning, classes, etc.), only about 10% of those who attended showed any measurable, lasting change in their work behavior. Trainees were taught new skills or ideas, but usually had no support or follow-up to help them implement what they learned. Nearly 90% returned to their old ways.

By contrast, studies have found that following up training events with a coaching relationship produced dramatic results. In applying coaching to a realty organization, coaching cut the time needed for the associates to get their first sale. For those who were coached, their first month's commission was nearly 300% greater than those who experienced the same training but were not coached.

(From the book *Leadership Coaching* by Tony Stoltzfus)

### What are the differences between coaching, discipling, counseling, and mentoring?

	Coaching	Discipling	Counseling	Mentoring
Goal	Reach next level of excellence and contribution	Maturity as Christ's disciple	Getting "unstuck" and becoming well	Being successful in a current or future organizational position
Source for change	Help coachee discover and utilize his or her own resources for change	Provide instruction, example, and application of basics of Christian life	Asking questions and giving advice	Drawing from a more senior person's expertise
Process	Driven by an agreed upon process with needs determined by coachee	Driven by discipleship curriculum and goals	Driven by needs of counselee	Driven by needs of protegee and position



**Stop and reflect** - How did Session Two clarify coaching for you?

## Session Three: Coaching Principles

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Look and listen: What am I observing about a coaching conversation?



Learning together: What can we learn about coaching from this demonstration?

### The seven principles of coaching

- 1) Coaching is a \_\_\_\_\_. It does not focus on solving past issues or problems.
- 2) Coaching is \_\_\_\_\_ and not necessarily curriculum driven.
- 3) Coaching is \_\_\_\_\_ and expects concrete action steps.
- 4) Coaching assumes \_\_\_\_\_, the \_\_\_\_\_ and the \_\_\_\_\_ with an agreed upon \_\_\_\_\_.
- 5) Coaching focuses on accomplishing the \_\_\_\_\_.
- 6) Coaching helps people \_\_\_\_\_ obstacles to move forward.
- 7) Coaching is based on the conviction that \_\_\_\_\_ are the keys to action.



**Stop and reflect.** How did this session clarify coaching for you?

**Leadership is the ability to translate vision into reality.**

Warren Bennis

## Session Four: Coaching Skills

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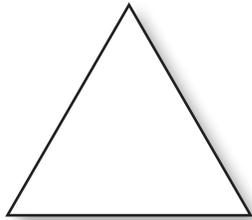
Look and listen - What am I observing about the skills needed in coaching another?

Extracting wisdom - What can we learn about the important coaching skills?

### Eight skills for effective coaching

1) Coaches are \_\_\_\_\_.

2) Coaches ask \_\_\_\_\_.



3) Coaches help \_\_\_\_\_ a desired future.

4) Coaches make \_\_\_\_\_.

5) Coaches co-create with people \_\_\_\_\_.

6) Coaches model \_\_\_\_\_.

7) Coaches \_\_\_\_\_ people with resources for success.

8) Coaches \_\_\_\_\_ the "wins" with motivational affirmation.



**Stop and reflect.** How did this session clarify coaching for you?

**God asks us to honor  
our created nature,  
which means our limits  
as well as potentials.**

Parker Palmer

## Session Five: Active Listening

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Active listening involves forgetting yourself and your \_\_\_\_\_ and concentrating on \_\_\_\_\_ what is true from the other person's perspective. This involves creating an environment in which the person feels free to \_\_\_\_\_ both \_\_\_\_\_ and \_\_\_\_\_ without fear of misinterpretation or judgment. You, as the listener, then reflect back or state both the \_\_\_\_\_ you heard and the \_\_\_\_\_ of the speaker in their experience.

**Most people do not listen with the intent to understand; they listen with the intent to reply.**

Stephen Covey

### *For example:*

"It sounds like you feel (emotion) because when you (took some action) this is what happened." Or, "It sounds like you feel \_\_\_\_\_ because you experienced (facts - what happened). Is this what you're saying? Did I get this right?"

### *An action listening exercise.*

Describe a situation in which you've experienced an incident or conversation that evoked either a positive or a negative response from you. Pair up into twos and identify a "talker" and the "listener." The talker will describe the incident or conversation. The listener can only listen and ask questions. He or she cannot solve or interpret.

### *These questions could include:*

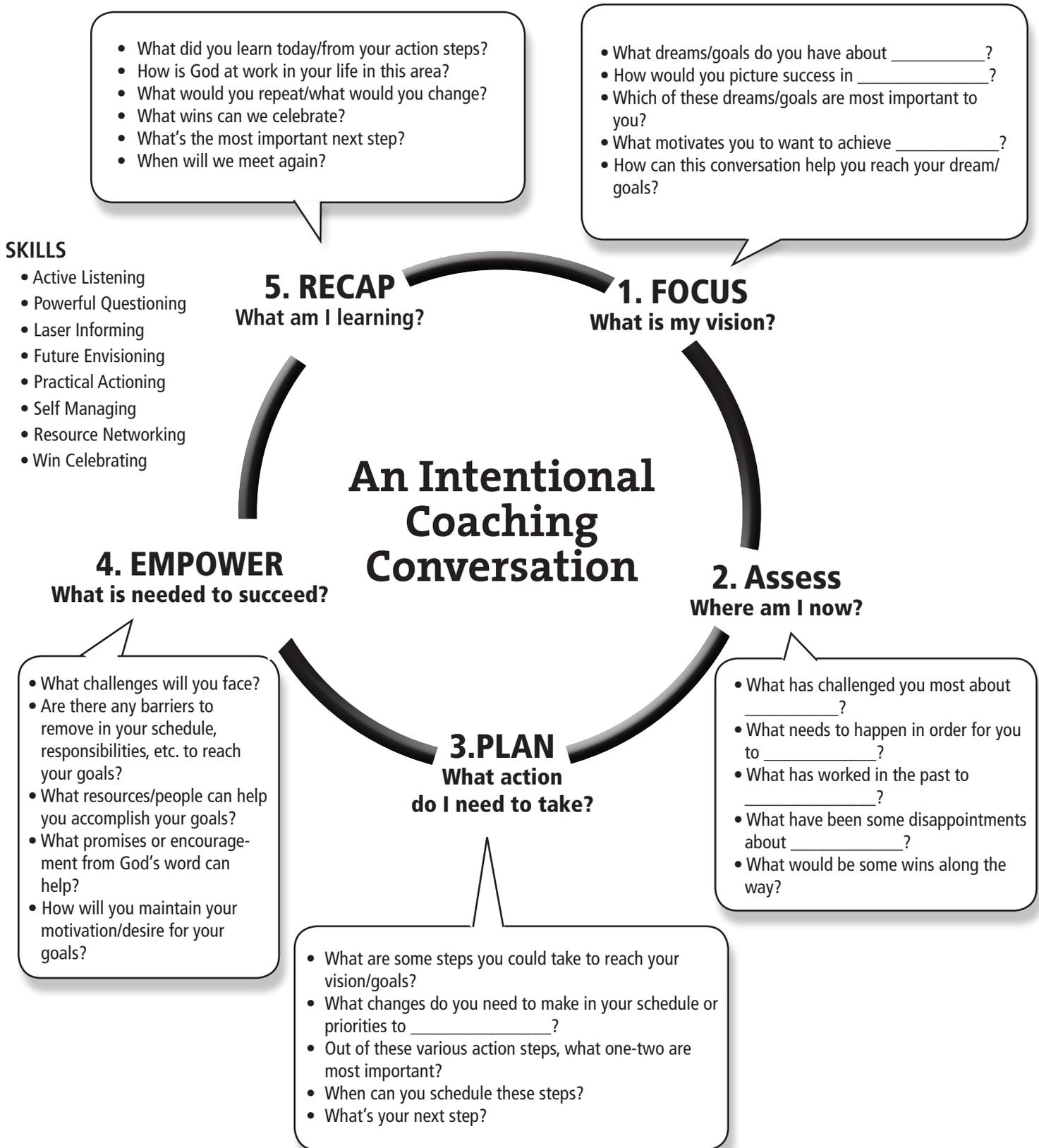
Tell me more about \_\_\_\_\_?  
Has this happened before?  
How could this impact \_\_\_\_\_?  
Is there anything you need to do about \_\_\_\_\_?

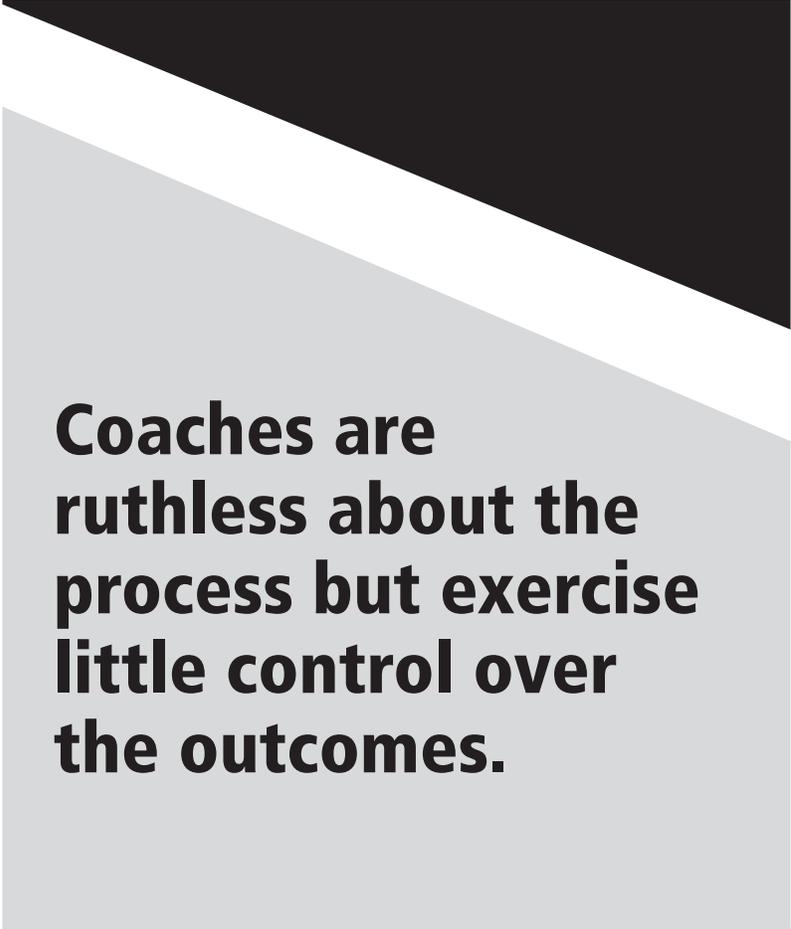
**In [active listening], you listen with your eyes and with your heart. You listen for feeling, for meaning. You listen for behavior. You use your right brain as well as your left . . . You're focused on the deep communication of another human soul.** Stephen Covey

 **Stop and reflect** - What did you learn about listening from this exercise?

# Session Six: The Coaching Process

## An Intentional Coaching Conversation



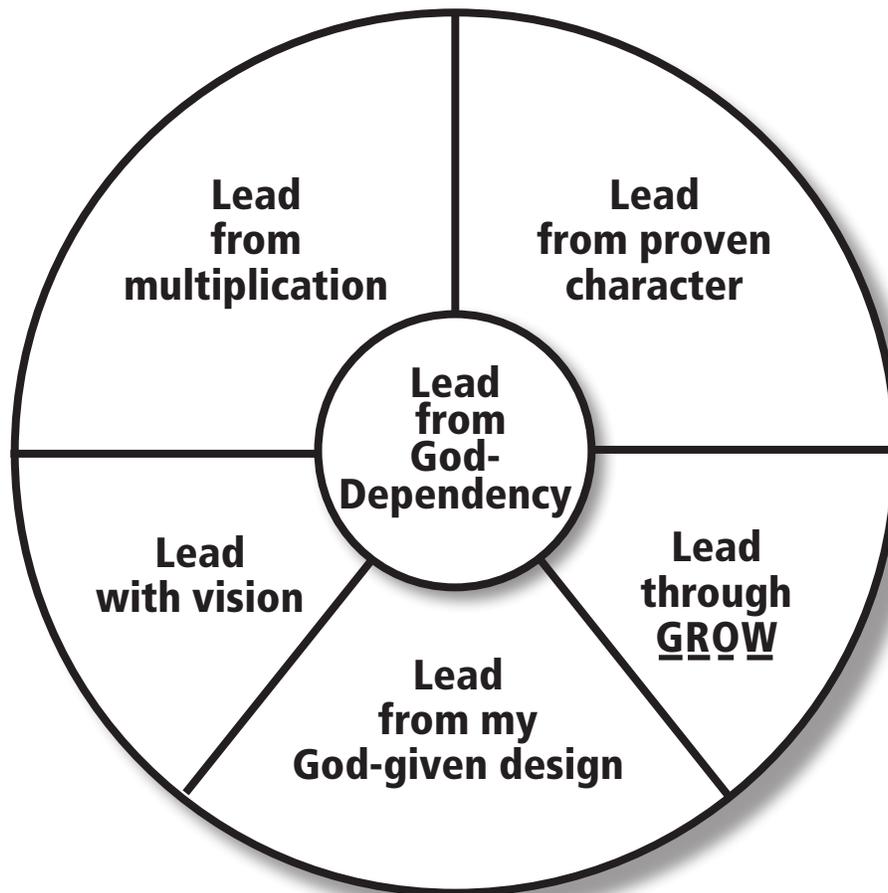


**Coaches are  
ruthless about the  
process but exercise  
little control over  
the outcomes.**

# Session Seven: Coaching for Leadership Development

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## The Leadership Wheel



### Lead from God-dependency

- I practice a consistent daily time with God through reading the Scriptures and prayer.
- I care for my people by regularly praying for them.
- My love for God motivates me to take steps of practical obedience from my reflection and study of the Scriptures.
- My heart for God grows through regular steps of faith.
- Other:

### Lead with vision

- I have a personal vision statement for my ministry.
- I help each of the ministry leaders develop a vision statement for their ministries.
- I regularly review our vision statements together to assess our ministry progress.
- I develop practical ways to communicate and motivate people around the vision.
- Other:

## **Lead from proven character**

- People feel they can trust me to do what I say.
- I take practical steps to serve people.
- I work at resolving conflicts in a biblical way.
- I take time to listen rather than imposing my views.
- Other:

## **Lead from GROW**

- I help my leaders set **G**oals for their ministry.
- I lead people in **R**eality checks, seeking feedback and assessment of our progress.
- We have identified together our **O**utcomes, or “wins” to measure progress.
- We have agreed upon the **W**hat, **W**here, **W**hy, **W**hen, and **W**ho for effective planning.
- Other:

## **Lead from multiplication**

- I regularly disciple at least one-two people a year.
- I am growing in my ability to effectively coach people.
- I have a plan to recruit and develop the next generation of leaders.
- I help my leaders to disciple and/or coach others.
- Other:

## **Lead from my God-given design**

- I have studied and have a clear understanding of my spiritual gifts.
- I have a good understanding of the strengths of my personality and organizational roles.
- I am confident to lead from my strengths and willingly accept and delegate to the complimentary strengths of others.
- I take practical steps to shape my leadership responsibilities around my God-given gifts and strengths.
- Other: