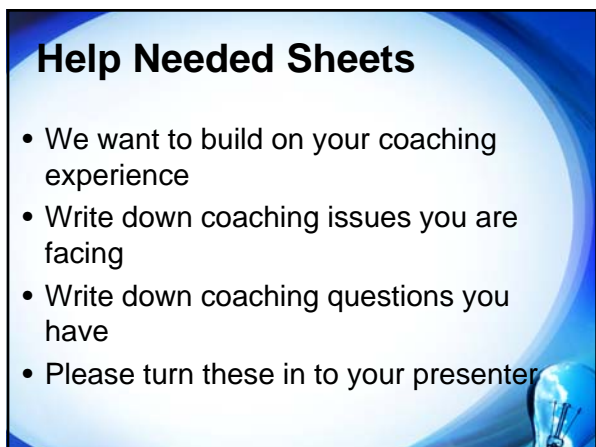


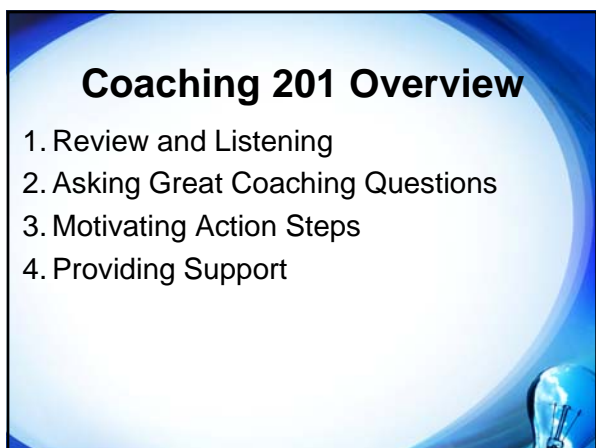
Coaching 201

“Digging Deeper with Intentional Coaching”



Help Needed Sheets

- We want to build on your coaching experience
- Write down coaching issues you are facing
- Write down coaching questions you have
- Please turn these in to your presenter




Coaching 201 Overview

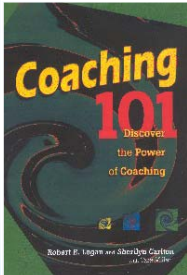
1. Review and Listening
2. Asking Great Coaching Questions
3. Motivating Action Steps
4. Providing Support

Coaching Definition


Coaching is coming alongside another person to encourage, equip, and empower them through the process of self-discovery in an effort to help them succeed. -- Dr. Bob Rowley



5R Coaching Model




- Relate
- Reflect
- Refocus
- Resource
- Review



Coaching Objective


- Give a man a fish and you have fed him for a day.
- Teach a man to fish and you have fed him for a lifetime
- Help a coachee make a decision and you have helped him for today.
- Help a coachee become a great decision maker and you have helped him for a lifetime.

- We want to help the women and men we coach learn to make wise decisions for themselves. We want to help them find out what God wants them to do, and do it.




Creating Change in People

- Information does not change people, but motivating them to action does!
- Change is far more likely to happen if it is THEIR idea rather than something we tell them to do.




Key Coaching Principle

- When do people know they are respected and valued?
- WHEN they are listened to!
- Great coaches learn to listen well.



Coaching Exercise

- Sing a favorite song out loud (softly!)
- Write down the Pledge of Allegiance at the same time
- Debrief: What Happened?




Great Coaches are Great Listeners

“Becoming a great coach requires developing an extraordinary ability to listen.”


-- Tony Stoltzfus in *Leadership Coaching*, p. 147

- Externals: posture and eye contact
- Internals: focus and paying attention




Coaching Exercise

- Get with a partner
- Coachee: Tell about your coaching training and experience
- Coach: Have a conversation with them where you are listening 80% and asking questions 20% of the time.
- Immediately after, reflect on and tell them:
 - What else did I think about during this conversation?
 - What started the conversation in my head?
 - What distracted me?
 - How often did I problem-solve or think of replies?
- Switch roles (ten minutes each for twenty minutes total)
- Debrief: Tell us what happened . . .



Want to be a great coach?


- Make a commitment to become a great listener!
- **Proverbs 18:2 (NASB)**
2 A fool does not delight in understanding, But only in revealing his own mind.



Coaching Exercise


- Get with a partner
- Coachee: Take a full five minutes to tell the story of one of the first ministries you were ever involved in.
- Coach: As you listen, write down every thought or question that pops into your head as they happen
- Switch roles

- Debrief: What did you observe?



Common Distractions


- I'm solving your problem while I'm listening
- I'm thinking of my next great question to ask
- I keep thinking about a conflict or problem I am having
- What you said reminded me of something I need to do
- I did not leave enough margin before this appointment
- I'm allowing my environment to distract me
 - I'm tired (really struggling with sleep deprivation!)
 - I'm sending out an e-mail while listening
 - I have the internet on or a muted TV
 - I'm looking at something in the room (private place)
 - I'm looking at someone else (public place)



How to Listen and Stay Focused


- As we listen, something makes us curious
- So we develop a solution plan (distraction)

- Solution:
 - Ask questions about what made you curious




Mentoring vs. Coaching

- In Mentoring, you discern what YOU think is going on
- In Coaching, you attempt to draw out what THEY think is going on




Levels of Listening

- Level 1
 - I hear the words of the other person, but my focus is on what it means to me (my judgments, feelings, and conclusions).




Levels of Listening

- Level 2
 - The attention is laser-focused on the other person, not on self and not on the outside world.
 - A coach becomes unattached from self, their agenda, their thoughts and their opinions.



Levels of Listening


- Level 3
 - This level of listening moves more into the area of the intuitive.
 - A coaching response might be: “I sense (fill in the blank). What’s that about?”



Levels of Listening


Discovery Listening

- Focus on the other person
- Summarize what he/she is saying
- Invite him/her to say more
- Ask him/her to unpack what has been said
- Clarify what you have heard




Coaching Exercise

- **Get with a partner**
- **Coachee:** Talk about a project you can't seem to get done around the house
- **Coach:** As something makes you curious, ask questions:
 - Tell me more about that
 - What did you mean when you said . . . ?
 - What do you see as your next steps?
 - What do you sense God wants you to do about that?
- **Switch Roles**
- **Debrief:** Did asking questions help you stay focused and listen better?




Group Discussion

- Discuss ways you have NOT listened well when coaching
- Discuss action steps you will take to improve

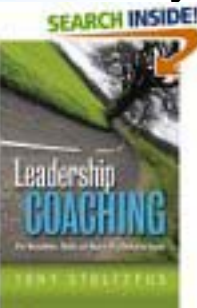


Session 2


Improving Your Skill
with
Asking Questions



Key Resource




*Leadership
Coaching*
By
Tony Stoltzfus



Good Questions


“Good coaching isn’t the art of giving good answers.
It’s the art of asking good questions.

-- Bob Logan (www.coachnet.org)



Video


Psychologist



A Coach Draws Out

Proverbs 20:5 (NASB)


⁵ A plan in the heart of a man is *like* deep water, But a man of understanding draws it out.



How to Ask Better Questions

1. Avoid Closed Questions

Closed questions can be answered with a “yes” or “no” answer which stifles conversation.




Closed vs. Open

- Is this an effective strategy for you? (yes or no)
- What makes this an effective strategy for you?

- Is there more to be learned here? (yes or no)
- How can you increase the learning in this experience?


- It sounds like you are stuck between two choices– is this true? (yes or no)
- What’s another choice you could make?



Your Two Best Friends

- **How?**
- **What?**

- **Why** is your enemy because it puts them on the defensive.




Coaching Exercise

Coachee: Share another challenge you are facing in your life.

Coach:


- Ask ONLY closed questions for five minutes (if you can last that long)
- Then ask open questions for five minutes
- Switch roles . . .
- Debrief: What happened?



How to Ask Better Questions


2. Gather more information

- Less = More
- It is better to gather more information to help generate a solution and action steps for one problem than a little information about many goals or problems.



Coaching Exercise

- Find a new partner
- Coachee: Talk about a problem you are facing or a goal you want to achieve
- Coach: Gather information by asking probing questions for five to ten minutes
 - Tell me more about _____
 - You mentioned that you felt _____. Help me understand what you are feeling.
 - How would you like to see this situation change?
 - What is keeping you from moving forward?
- Switch Roles . . .
- Goal is to gather more information



How to Ask Better Questions


3. Ask Bigger Questions (avoid narrow options)

Problem: "We can't meet in our rental facility in three weeks."

- Small: What about a hotel?
- Bigger: What options do you have?

Problem: "I don't have the family time I want."


- Small: What can you cut out of your schedule?
- Bigger: What are some things you could do to have the time you want?



How to Ask Better Questions

4. Avoid Solution-Oriented Questions

- These are a solution offered in the form of a question.
- "would you", "could you", "should you"




From Leadership Coaching

SOQ: Could you find that information on the internet?
Replace with: Where could you find that information?


SOQ: How about if you took a class in that?
Replace with: How could you educate yourself in that area?

SOQ: Would it work if you gave both options and let her choose?
Replace with: What kind of process would lead to a decision you could both feel good about?



Coaching Exercise (everyone)


- Your Children’s Director just found out her nursery coordinator is relocating . . .
- What are some of the Solution-Oriented Questions a coach could ask?
- PS. These are NOT the kinds of questions we want to ask!



How to Ask Better Questions


5. Ask Probing Questions

- They use the coachee’s own words
- They are succinct (short vs. long)
- They are neutral (they don’t judge)




How to Ask Better Questions

- Ask Evaluative, Reflective and Behavioral questions
- **Evaluative:** How effective is your assimilation strategy?
- **Reflective:** What programs do you have in place to assimilate guests?
- **Behavioral:** What are the things your greeters do on Sunday mornings?




Preparing Coaching Questions

- Review your notes from your last coaching appointment.
- Carefully determine the areas on the 5R report you want to probe with questions.
- Brainstorm effective opening questions for each area.
- Develop appropriate follow-up questions.
- Prepare to listen and be sensitive to God's agenda.



Session 3. Improving Action Steps

- Information doesn't change people
- Motivating them to action does



Coaching Funnel




- Goal
- Reflect
- Refocus
- Action Steps




Implementing Change

- In order to help them succeed and achieve their goals, you as the coach need to help them develop and implement action steps
- Definition of insanity: Continue to do the same things and expect different results.
- Goal = Action Steps = Change




Coaching

John Whitmore sees the heart of coaching as the coach creating **awareness** and **responsibility** on the part of the person he or she is coaching. By awareness he means perceiving things as they really are. Once a person is aware of their situation they must then decide what **options** they are going to pursue. -- *Coaching for Performance*, p. 8




Goal of Questions

- You want your coaching questions to challenge the coachee to take responsibility and change
 - A planter who is not gathering
 - A pastor who is not developing leaders
 - A small group leader who is not building community
 - A children's director who is not building a team
 - A person who is not living a healthy lifestyle
 - A person whose office is a mess




Reflect and Refocus

- Listening and asking good coaching questions help the coachee reflect on the present reality and refocus on a strategy for change.
- This leads to S.M.A.R.T. goals
- This leads to specific action steps for the coachee to implement the change to achieve the goal.




Tony Stoltzfus' GET model

- **G**enerate Options (Here you help the coachee generate multiple potential options for removing barriers and obstacles)
- **E**stablish a Solution (Here you help the coachee evaluate those options and decide which is best)
- **T**ake Action (Here you help the coachee develop specific action steps to implement that solution)




Action Steps

- Need to be clear
- Coachee needs to be fully committed to them
- Need to be on their calendar
- Need a deadline
- Need to be verbalized by the coachee as to what THEY will do




Coaching Exercise

- **Coachee:** Get with a partner and share a problem, obstacle or challenge in your life (A change God wants you to make)
- **Coach:**
 - Listen
 - Ask
 - G.E.T.
- Switch Roles (30 minutes each)
- Debrief




Session 4. Improving Support

How can you support the person you are intentionally coaching in the process?



Use the 5 R Report!

- Bob Logan says that you double your coaching effectiveness by having the coachee work on this in advance.
- Whitmore says we want to create awareness and responsibility. The 5 R Report does this.
- It is coachee oriented.
- It helps you prepare for the coaching appointment. (get it in advance)
- It functions as a “Progress Report”




Create the Expectation

Stoltzfus says, "Consistently asking for progress reports creates a performance-enhancing environment which is characterized by:

- Responsibility
- Seriousness
- Consistency


-- *Leadership Coaching*, p. 264



Using the 5 R Report

1. I would rate my "personal happiness factor" as B
(A=outstanding, B=above average, C=doing okay, D=slipping, F=rock bottom)


- Why? I am enjoying what I am doing, yet I am aware of the work that is ahead of me and the **stress** that I am already feeling is a lot.
Tell me more about the stress you are feeling; What are you doing to handle stress?



Using the 5 R Report


5. What ministry roadblocks are you facing? What has demanded your attention since we last talked that has taken you off track?- Trying to get **organized**.

- **What would you getting organized look like?**
- **How would being organized help you?**
- **What action steps do you want to commit to this next month which will solve getting organized?**




Accountability

- You must leave the coaching appointment with specific action steps the coachee has committed to.
- He or she will indicate progress towards these action steps on their next 5 R Report.
- Hold them accountable during appt.




Note Taking

- Have an electronic folder for coaching appointments
- Include a folder for each person you are coaching
- Download their monthly 5 R report into their folder
- Have a file for each person
- Copy and paste their monthly report into their file so you have the entire coaching history in one document
- Highlight areas you want to probe; add questions you want to ask before the appointment
- Add notes during the appointment



Span of Care

- Excellent Coaching Requires Time!
- How many people you can coach differs for each individual
- You need time to: pray, read 5 R report, highlight and add questions, have some margin before appointment and review
- Phone call or e-mail between appts.



Profile

- You can support your coachee better by understanding them better!
 - DISC
 - MBTI
 - Uniquely You
- Grow in your understanding of the assessments tools

DISC: Four Personality Types

- **Dominant**, Driver 3%
 - Fast-paced for Maximum Impact, Task-oriented
- **Influencing**, Inspiring 11%
 - Fast-paced for Maximum Impact, People-oriented
- **Stable**, Steady 69%
 - Slower-paced for Maximum Quality, People-oriented
- **Compliant**, Correct, Critical 17%
 - Slower-paced for Maximum Quality, Task-oriented

The High D

Likes an active environment where he/she can have authority

The Extrovert, The Doer,
The Dominator

- High ego strength; seeks authority; initiator
- Impatient; always in a time crunch
- Greatest Fear=Being Taken Advantage Of

The High I

Likes an active environment where he/she can be accepted

Outgoing, Optimistic, Persuasive

- Emotional
- People-oriented
- Greatest Fear= Loss of Social Approval
- Disorganized
- Optimistic
- Encouraging

The Talker: Influencing, Enthusiastic, Inducement
People person, Emotional, Demonstrative



The High S

Likes a passive environment where he/she can be appreciated

The Introvert, The Watcher, The Diplomat

- Loyal; Gentle team player
- Person of substance; Family-oriented
- Displays high level of trust
- Greatest Fear=Loss of security
- Possessive; Resists change & adapts slowly

The Loyal Peacemaker: sympathetic, quiet, steady, stable, maintains status quo, competent, easygoing




The High C

Likes a passive environment where he/she can have control

The introvert, The analyst, The idealist

- Perfectionist-according to their own standards
- Sensitive; their feelings are hurt easily
- Greatest fear=Criticism, change in circumstances or conditions
- Accurate; wants to know all the background and details
- Needs many explanations; asks many questions

The Thinker: Analytical, Compliant, Competent, Conscientious, Talented



Coaching Exercise

- Divide into four teams
- Each team takes a DISC type
- How can you best coach that type of person?
 - Listening
 - Asking Questions
 - Taking Action Steps
 - Support

Ministry Area Knowledge

- One of the major tools a coach has is that he or she knows his ministry area well.
- Take action steps each year to grow
- Include these on your Personal Coaching Growth Plan each year


The Fifth R: Review

Support the coachee

- By calling them back to what they should be focusing on at this stage
- By calling them back to their major focus for the year
- By reminding them of what they (and you) have committed to during this appointment
- By scheduling your next appointment


Be a Barnabas!

- Celebrate Wins and Progress!
- Be intentional about encouraging them
- Believe in them




Next Steps

- Work on Certification
- Develop your Personal Growth Plan
- Read *Leadership Coaching* by Tony Stoltzfus
- Work through *Developing Coaching Excellence* by Logan and Reineke (NextStep Resources 1.800.444.BOOK)
- Coaching course in EQUIP



Coaching Certification 101

1. Coaching Clinic 101
2. Read *Coaching 101* book
3. Complete *Empowering Leaders* resource kit
4. Up/Down coaching relationship
5. One year supervised coaching experience
6. Monthly 5R Reports
7. Annual evaluation
8. District recommendation
9. National approval





5 R Coaching Report

Name _____ Date _____

Relate

1. I would rate my "personal happiness factor" as _____ .
(A=outstanding, B=above average, C=doing okay, D=slipping, F=rock bottom)

Why?

How is your walk with the Lord?

Why?

How are you and your family doing?

2. Update on exercise, rest, days off.

Reflect

3. Evaluate your ministry efforts in the following areas:

Winning the lost:

Building the believer:

Equipping the worker:

Multiplying the leader:

4. Here is a progress report on my action steps from last month:
5. What ministry roadblocks are you facing? What has demanded your attention since we last talked that has taken you off track?

Refocus

6. What one area of change do you feel God wants you to work on this coming month?

7. What two other S.M.A.R.T. goals do you have for the coming month?

8. My personal retreat day at the end of this month is _____.

Resource

9. I need help with resources in the following areas?

10. Please pray for me in the following areas:

Review

COACHING CLINIC 201 EVALUATION

Pastor Lay Leader District CP Leadership Team

Number of years you have been coaching? _____

Number of people you have coached? _____

1. What was most helpful about this clinic?

2. What was least helpful about this clinic?

3. What would you change (What's missing)?

Coaching Clinic 201

Help Needed Sheet

- Write down coaching issues you are facing:

- Write down coaching questions you have: