

Leadership Essentials

Coaching and Mentoring **(Leader Guide)**

Class Objectives:

1. Provide an overview of the role of a coach and mentor
2. Equip you with some practical tools that will help you effectively coach others and help them grow.

What are some leadership limitations you're running into right now?

(circle all that apply)

Follow Through	Quality
A "Blind Spot" (how would you know)	Relational Chemistry
Confidence	Maturity
Knowledge	Character
Motivation	Competency
Calling	Other (write it out)

Mentor -Goes before and "pours in"

Goes before and "pours in" (they've done it, and you're learning from them.) Mentors certainly can be trainers, but there's more, mentors are those "life changing people". They make an **investment that impacts long term** into your characters and career. They ask the big questions... "What are you working on big? What's next for you in life? Mentors can also be historical-people who have written books or had books written about them can mentor us...Paul mentors in the NT when he writes churches...and even thousands years later he's mentoring us. Organizations can use mentoring programs to build morale and increase retention.

Coach -Stands beside and "draws out"

Stands beside and "draws out" **Coaches make near term skill development investments** that can have long lasting impacts. Coaching focuses on performance improvement and specific outcomes needing to be achieved. Great Coaches don't have to be better, they have to believe

the person they are coaching has greatness in them, and they help to draw that out with questions and listening.

Sponsor -Stands behind and “puts forward”

Stands behind and “puts forward” These are people that you would support and believe in, or **someone may sponsor you**. They stand behind you...who you are, your character...they say “I believe in you” and encourage others to do the same.

What’s the Goal of leadership:

The **goal** is to help others **succeed**.

What are some good **behaviors** or values of a **coach**?

Listen	Winning	Humility
Good Questions	Accountability	Vision
Grace	Discipline	Teamwork
Truth	Spiritual	Caring

Four Ways to Gain Credibility:

- 1. Position** direct authority given over a person being coached. Effectiveness will depend on quality of experience and relationship. Are you perceived as helpful, trustworthy, and caring.
- 2. Expertise** is recognized due their knowledge/experience in an area being coached. Because of this expertise that are the leader.
- 3. Spiritual Authority**is recognized for wisdom and spiritual discernment. Because of their position as a spiritual authority they have a precious responsibility.
- 4. Relational Authority** a personal relationship that has developed and trust exists with the people or person being coached.

Three Skills For Leading Well

1. **Listening**

***The ability to listen well enough to ask effective questions is the single most important key to good coaching.**

Active listening is a real skill, letting others know that you're listening is a form of care and build relationships.

2. **Asking good questions.**

***Asking good questions is a key to hearing where people are at. It's unlikely you'll simply know.**

Draws out, helps you listen and understand and resist telling, demonstrates value.....

3. **Preparation**

***You being prepared for the meeting not only spends the time more efficiently, it's also a demonstration of care for those you're leading.**

Start and Finish Strong!

1. **Discuss Commitment Upfront:** How often meet and how long, regular meeting times or sporadic. (discuss the details, make sure you're on the same page with the person you're coaching, miscommunication will happen, it's really a matter of how little it happens and how it'd handled when it happens.)
2. **Expectations:** deal breakers, values, what they can and cannot expect from you, etc ***Ask what their expectations are ahead of time!!! (it's important to be honest about how this coaching relationship should go. As a leader, you may want to build in next steps to most meetings to keep moving things forward)

Trust is the [currency](#) of leadership!

COACHING: GROW Model

At each stage of the process, the coach focuses their efforts on these areas:

OPTIONS-
What actions
are possible?



WHAT'S NEXT?
What actions
are possible?

REALITY-
What's your
current situation?

GOAL- What do you want to achieve?

Goals: Establishing what the person being coached wants to achieve, asking questions, and actively listening.

Reality: Exploring the current situation by inviting self-assessment, asking questions, actively listening and providing perspective.

Options: Brainstorming a full range of options, empowering, ensuring choice, asking questions, and actively listening.

What's next: Motivating the person being coached to commit to taking action, supporting their efforts, actively listening and asking questions.

COACHING:

(discuss the value of asking good questions as apposed to making definitive specific statements.)

TURNING STATEMENTS INTO QUESTIONS

In order to avoid “autobiographical responses,” as well as to develop your questioning skills, take the following statements and reframe them as questions. This can be done individually on paper, but it works very well in a group context.

STATEMENT

“That’s unethical!”

Word?

“That’s a stupid idea!”
the past?”

idea?”

“You’re not following through.”

“That schedule is unrealistic.”

“Your interpersonal skills are week.”

“You should advertise.”

“You’re neglecting your family.”

“God doesn’t act that way.”

“That attitude of yours stinks.”

“If you don’t improve the nursery,
You’ll start to lose those families.”

“You’re lying to me.”

“Read that book before our next
coaching appointment.”

“It’s not as bad as you think.”

REFRAMED AS A QUESTION

“Are you sure you’re comfortable with that ethic?”

“How do you see that matching up with God’s

“Do you have an example of where that’s worked in

“What might be some ways to improve on that

COACHING: 55 QUESTIONS

(a simple question list to draw ideas from)

Spiritual

1. What three words describe your current relationship with the Lord.
2. How would you describe your most recent times of personal and corporate worship of the Lord?
3. What's been happening between you and the Lord during your daily devotions over the last two weeks?
4. What was your most recent significant encounter with God like?
5. What have you been reading in the Bible? How has the Holy Spirit been applying it to your life?
6. What do you believe the Lord is saying to you about....?
7. Where is your faith being stretched?
8. Would you describe your current level of inner peace high, medium, or low? Why?
9. What is your biggest challenge in trusting the Lord right now?
10. In terms of your own personal spiritual growth, what is your next step of obedience?

Character

11. In what ways are you becoming more Christ like?
12. What do you think the Lord would most like to change about your character?
13. In what areas right now is your personal character growth slow and difficult?
14. Are you a truth-teller? How do you know?
15. In what areas of your life are you struggling to be unselfish?
16. Are you being tempted sexually? How are you dealing with it?
17. Who are you learning from? What are you learning?
18. In what ways has God asked you to be faithful in a "few" things so he can put you in charge of "much"?
19. In terms of your own personal character growth, what are your next steps of obedience?
20. In what areas do you want me to hold you accountable for character growth?

Relational

21. How are things at home?
22. What are you doing to grow as a servant to others?
23. How would others describe the tone of your recent interactions with them?
24. What are you doing to stay people oriented versus program oriented?
25. What are your three strongest relational skills?
26. Do you hear much gossip? How do you respond when you do?
27. What are the qualities of those you find easy to work with? The qualities of those who are difficult for you?
28. What do you find yourself most often apologizing for?
29. Are there any unresolved issues in your circle of relationships right now?
30. Are you aware of anyone you need to forgive? What will it take to do it?

Ministry Management

31. Where do you see God sovereignly at work in your ministry?
32. In what ways is your ministry really making a difference?
33. How does your area of ministry contribute to the overall objectives of this church?
34. What is your area of ministry's greatest strengths? Greatest weaknesses? Greatest needs?
35. What excites you the most in your ministry?
36. Where are you encouraged? Where are you concerned?
37. What have you been working on since we last met?
38. Where do you see recent progress your pleased with?
39. What areas of ministry do you find most challenging right now?
40. What important ministry tasks do you currently consider incomplete?
41. What ministry plans may need to be adjusted?
42. Where are you experiencing road blocks?
43. What is the next "new ground" to be taken?
44. What are the next three "home runs" your ministry area needs to hit?
45. If you could accomplish just one thing in the next month, what would it be?
46. What will you be working on in the next month?
47. When will you complete.....?
48. Are you currently accelerating, cruising, or coasting?
49. If you had an extra five work hours a week, what would you devote it to? An extra \$___? Three more high quality leaders?
50. How are you investing time in ministry areas that are not currently urgent, but are very important to you right now that I may not be aware of?
51. What do you need to do a better job?
52. Are you getting adequate direction to follow?
53. How can I better serve you?
54. What do you like best about being on our team? What do you like least?
55. Is there anything that is important to you right now that I may not be aware of?