



New Horizons
COMMUNITY CHURCH

Leadership Training

Coaching and Mentoring

Participant 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
3. Provide you with an opportunity to practice those tools.

THINK ABOUT THE PEOPLE YOU ARE CURRENTLY IN WHAT IS CALLED OR SEEMS TO BE A MENTORING OR COACHING RELATIONSHIP WITH AND THEN ANSWER THE FOLLOWING:

1. Name someone who has been a great mentor or coach in your life?
 - What values or qualities made them effective?
2. My most pressing coaching challenge today involves:
(circle all that apply)

Follow Through	Quality
A “Blind Spot”	Relational Chemistry
Confidence	Maturity
Knowledge	Character
Motivation	Competency
Calling	Other (write it out)

3. The reason this is my most pressing challenge is?

Roles:

_____ -Goes before and “pours in”

_____ -Stands beside and “draws out”

_____ -Stands behind and “puts forward”

Goal: To Help Someone Else Succeed!

A relational process whereby you help another discern and carry out God's purposes for him or her with the Holy Spirit's Help.

Behaviors/Values of a Good Coach:

Biblical Examples:

Four Ways Authority is Created:

1. Positional

.... direct authority given over person being coached.

Effectiveness will depend on quality of experience and relationship.

Are you perceived as helpful, trustworthy, and caring

2. _____

....is recognized knowledge/experiences in area being coached

3. Spiritual Authority

....is recognized for wisdom and spiritual discernment

4. _____ Authority

.... a personal relationship developed and trust exists with person being coached.

Three Skills:

1. _____

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

2. _____

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

To Gather Information

To Increase Awareness

To Promote Action

3. _____

Start and Finish Strong!

1. Discuss Commitment Upfront:

how often meet and how long, regular meeting times or sporadic

2. Expectations

deal breakers, values, what they can and cannot expect from you, etc

***Ask what their expectations are ahead of time!!!

_____ is the currency of leadership.

COACHING: GROW Model

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



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

Why set goals? Goals are an important tool in the process of growth. It's uncommon for growth to occur without the motivation of a goal. Setting goals



can also be difficult. Where do you start? What obstacles are in the way? Is not the right time? Goal setting is an important part of the GROW model. Goals are tools that coaches and mentors will use frequently to help people take those next steps. A clear, focused goal is something achieved far more often than loose undefined goals. The SMART goal model will help you and others grow in your leadership.

1. _____

Your goal should be clear and specific, otherwise you won't be able to focus your efforts or feel truly motivated to achieve it. When drafting your goal, try to answer the five "W" questions:

- What do I want to accomplish?
- Why is this goal important?
- Who is involved?
- Where is it located?
- Which resources or limits are involved?

2. _____

It's important to have measurable goals, so that you can track your progress and stay motivated. Assessing progress helps you to stay focused, meet your deadlines, and feel the excitement of getting closer to achieving your goal.

A measurable goal should address questions such as:

- How much?
- How many?
- How will I know when it is accomplished?

3. _____

Your goal also needs to be realistic and attainable to be successful. In other words, it should stretch your abilities but still remain possible. When you set an achievable goal, you may be able to identify previously overlooked opportunities or resources that can bring you closer to it.

An achievable goal will usually answer questions such as:

- How can I accomplish this goal?
- How realistic is the goal, based on other constraints, such as financial factors?

Tip:

Beware setting goals that someone else has power over. For example, "Get that promotion!" depends on who else applies, and on the recruiter's decision. But "Get the experience and training that I need to be considered for that promotion" is entirely down to you.

4. _____

This step is about ensuring that your goal matters to you, and that it also aligns with other relevant goals. We all need support and assistance in achieving our goals, but it's important to retain control over them. So, make sure that your plans drive everyone forward, but that you're still responsible for achieving your own goal.

A relevant goal can answer "yes" to these questions:

- Does this seem worthwhile?
- Is this the right time?
- Does this match our other efforts/needs?
- Am I the right person to reach this goal?
- Is it applicable in the current socio-economic environment

Is your goal relevant? Meaningful to you? If you can't answer yes to the questions above, how would you rephrase or restate your goal? Do you need to start over?

5. _____

Every goal needs a target date, so that you have a deadline to focus on and something to work toward. This part of the SMART goal criteria helps to prevent everyday tasks from taking priority over your longer-term goals.

A time-bound goal will usually answer these questions:

- When?

- What can I do six months from now?
- What can I do six weeks from now?
- What can I do today?

MINI GOALS

In the goal making process, a general task list should be created that help achieve the new goal. It's easy to make a bunch of SMART goals leading to one big event, however, consider a SMART goals for any goal, especially ones leading to a bigger goals.

Make a SMART Goal

S. _____
M. _____
A. _____
R. _____
T. _____

What would two mini goals be?

S. _____	S. _____
M. _____	M. _____
A. _____	A. _____
R. _____	R. _____
T. _____	T. _____

Developing Leaders

In leadership, it's common that among the people you influence, there is one person, one individual that is being developed to do what you do. As a leader, it's important to continually be narrowing in on the right person to fill your role and leadership responsibilities one day. Training someone else is a direct effort to replace you and what you're doing.

What Developing Leaders is: A method of multiplying leadership.

As a leader, using the Leaders In Training (LIT) growth path is the way for you to multiply leaders. ie. As a small group leader, you can train a LIT to eventually lead that very life group (to allow you to start another) or for the LIT to form a small group of their own.

What Developing Leaders is not: A training program only. Although training will be needed in a variety of leadership roles such as coaching, mentoring, developing an apprentice is to multiply leadership. As a leader, how do you multiply your leadership?

1- I do, _____, we talk.

- As an experience leader leads a team, an apprentice takes time to observe. Shortly after a few observations of leadership the leader and apprentice should meet and discuss 3 questions.
 - What worked?
 - What didn't work?
 - How can we improve?

2- I do, _____, we talk.

- The leader give the apprentice an area of responsibility for an upcoming leadership moment. This might be the prayer part of a small group while the leader completes the rest of the time. This experience should be followed up with a one-on-one talk.

3- You do. _____, we talk.

- As the apprentice transitions into more leadership responsibilities, the leader continues to release tasks and leadership of others. Again, the leader and apprentice should be meeting regularly to discuss how this is going.

4- You do, _____, we talk.

- Now, the apprentice is talking the full set of leadership responsibilities as the leader observes. The apprentice and leader meet and revisit the same three questions from step 1.

5- You do, _____ watches.

- This is the apprentice now as a leader, playing the role as leader from step 1 raising up an apprentice to a leader. This is _____

The Coaching Conversation Tool-Kit

Coaching Convo. Guide	Reframing Statements	55 Questions	Role Play Examples
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COACHING CONVERSATION GUIDE

1. CELEBRATE!

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2. REVIEW AND FOLLOW UP

3. AGENDA

4. KEY QUESTIONS

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5. ASSIGNMENT(S)

6. WHAT I NEED TO DO FOR NEXT MEETING

7. PRAYER REQUESTS

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-

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8. NEXT MEETING DATE/TIME

COACHING: 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	REFRAMED AS A QUESTIONS
“That’s unethical!”	“Are you sure you’re comfortable with that ethic?” “How do you see that match up with God’s Word?”
“That’s a stupid idea!”	“Do you have an example of where that’s worked in the past?”
“You’re not following through.”	“What might be some ways to improve on that?”
“That schedule is unrealistic.”	
Your interpersonal skills are weak.”	
“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.”	

COACHING: 55 QUESTIONS

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 you're 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?
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?

Role Play Scenarios

Smart Goal

You and your coach have already established that your real need is to improve your time management skills. Your coach will walk you through the steps to create a SMART goal to help you manage your time. Respond to the questions naturally, as you might in real life. *Use your imagination to embellish the conversation, when appropriate.

GROW Corrective Coaching

You're meeting with your coach for the third time as you've missed the deadline, again. Your coach comes to a meeting with a GROW plan already developed and introduces you to the next steps. *Coach, identify the shortcomings and make a plan, remember, be prepared for the meeting ahead of time.

Reframing Statements

Two of your employees just got into a verbal confrontation. One of them is accused of deceptively taking the sale from the other representative. In a group of three, the coach will walk through a conflict resolution conversation and reframe statements to questions to help draw out a conversation that facilitates reconciliation and/or next steps. *spend a moment as a group of three discussing the details prior to role play.

Starting and Finishing Strong

You've just been approached to become a mentor to a young ambitious individual. As a successful career entrepreneur you enjoy developing young people, however time is limited. Discuss the formation of a mentoring relationship with the mentee and set clear expectations and agree on the commitment. *spend a moment defining the career/mentoring path for the mentee. ie. This is a mentor/mentee relationship to help grow as an executive, or a youth pastor aging into a senior pastoral role.

Ministry Volunteer Leader Development

You're a leader in your ministry. The ministry is growing rapidly and you need to raise up another leader. Fortunately, you've already identified a person with great potential to lead and is already serving. Using the development plan, have an initial meeting with your leader in training and describe what the next period of time will look like to help them grow into a leadership role. *depending on the ministry you'll have to describe a path that makes sense for the needs of the ministry. Think through the high level training, talents and skills that need to be developed.

Building Relationships

As a leader and coach you want to continue to build meaningful working relationships with your employees. You're wanting to check in on someone who seems to have been distracted at work lately who is usually a high performer. Something is wrong and you need to provide care and empathy to your employee and you want to get them back on track to being a top performer. Guide the employee through a conversation that helps build the working relationship to help them recover and get back on track. *Sometimes leaders need to help their followers rest and practice self-care. Often times, rest, vacation, time-off play a big role in restoring performance.