

## What is coaching?

### Coaching helps individuals and teams develop skills to:

- Connect** with others in ways that build trust and teamwork
- Communicate** a clear and compelling vision and roadmap for action
- Achieve** desired outcomes through effective execution of stated goals

### Clarity is critical to change. Coaches press leaders for clarity when it comes to:

- The big picture for one's life, ministry, and congregation
- The congregation's current reality
- Next steps for living into God's preferred future
- People's roles in the shared ministry process

### The Coaching Process (Logan & Carlton):

**Relate** - Establish coaching relationship and agenda

**Reflect** - Discover and explore key issues

**Refocus** - Determine priorities and action steps

**Resource** - Provide support and encouragement

**Review** - Evaluate, celebrate, and revise plans

### RELATING – “Don't skip the small talk” – Establishing rapport w/ leader & team

**Listening is the foundation of relating & relationships** – Some cardinal rules for listening:

Focus; Summarize (mirror); Invite (elaboration); Unpack (before responding); Clarify

**Asking good questions** (establishes trust; shows you're listening; reveals & clarifies; offers perspective), such as (individually, as a team, and congregationally)...

### 3 rules for listening:

Don't give advice

Don't tell people something they can discover on their own

Don't fix the problem for the other person (allow others to devise their own solutions)

Rather than having all the answers, coaches provide relational support, draw out people's best thinking, help them sort through options, and encourage as **coachees make their own decisions.**

### REFLECTING – “Where are you?”

+Ask (open) questions

+Avoid the expert syndrome

+Making room for **God's Spirit**

+ Complaining: Allow some space for “venting,” but keep things constructive & moving forward

+Summing up - The purpose of this is to help people get perspective on their situation.

### REFOCUSING – “What will you do?”

-After establishing rapport and a good sense of where things stand, **establish clarity on goals.**

-**Break down larger goals** into smaller ones; ensure there are **clear, concrete action steps.**

-**Goals should be SMART:** specific, measurable, achievable/accountable, realistic, time-specific

→ **Have enough goals** that there are a few things “simmering” **but not so many** efforts or diluted or leaders feel overwhelmed (approximately 3 at any given time?)

→ Make sure strategy pieces / next steps are **concrete**.

What will the person / team do, specifically, to move the bar on the goal in question?

What **progress** has been made so far? **What has worked and what hasn't?**

**What stands in the way** of moving forward?

**Checking realism/guts** – Are vision/goals consonant & dissonant enough w/ things as they are?

**Accountability** – If I know the coach is going to be calling, I want to have something to share!

Role play (if it might be helpful)

### **False beliefs about planning:**

-To plan is to constrict → actually grants freedom from being driven by circumstance alone

-Fear of failure

-Living by “shoulds” – there needs to be genuine investment in the goals or they won't happen

-Manageable/realistic goals (When we set our sights too high, we often quickly give up.)

-Give permission and encouragement to change if the goal doesn't fit – just trying harder at something that's not working usually doesn't improve the situation

-Negative self-talk

### **RESOURCING – “What do you need?”**

(Prayer, time – saying no to things not in the mission/purpose; people – teams/delegating; money – grants, but not all about \$)

### **REVIEWING – Celebrating / learning from successes and failures**

+**How do lived behaviors align (or not) with stated values, goals?** (for coachee, for congregation) Process? People (gifts)? Etc.

+**Healthy balance** between planning and action (planning w/o action vs. action w/o planning)

+**Evaluation** can help to check alignment, priorities, and encourage/celebrate

→ Take accountability seriously without making it onerous or excessive.

What's next in our coaching relationship? (**written or spoken evaluation of the coaching itself**)

→ What would you like me to do more or less of, or stop doing altogether?

→ What have you accomplished this month that you would not have done if you weren't partnering with a coach?

→ How do you feel about what you have and have not accomplished this month?

→ What are some things I could do differently?

→ What could I provide that would help you even more in achieving your goals?

→ Do you feel I'm pushing you enough, too much, or not enough?

→ Where have I missed the mark this month?

### **Narrative for change (Ladoux):**

What's the *purpose* for making these changes?

What's the *picture* of what this will look like and feel like for people?

What's the *plan* for getting there?

What's the *part* each person will play in the change process?  
What's the *process* for dealing with the tension or change (or obstacles along the way)?

**Beware of: Perfectionism, procrastination, setbacks, plateaus, discouragement**  
**Maintain a connection to the why, the larger purpose.**

**Ingredients of a good coaching relationship:**

Establishing **clear expectations**

**Regularly scheduled meetings** (not randomly; 1-2hr. max – be intentional about time)

A beginning and an ending (clear from the outset)

**Accountability** – at least some basic notes on goals, conversations, etc. to stay on track

**Confidentiality** – clarify from the outset; “If in doubt, don’t say it”; no need to talk/gossip about the coaching relationship (“safety” is key to effectiveness)

**Setting specific, measurable goals**

**Setting boundaries** – Can I call my coach outside of regular coaching appointments? Would I be bothering her? What about email? What are the boundaries of the relationship?

**Defining roles** – “The person being coached does the work.”

Are there **any other commitments** we need to make?

**The coaching agreement** – at least handwritten, but doesn’t hurt to email something brief and basic (how often, how long, accountability, confidentiality, goals, boundaries, expectations)

Dealing with conflict – **be up front**

**Please talk to us:** In case of an unresolvable issue, if you need to step away, if for any reason it’s not working, or if there are larger issues.

**Coaching focuses mostly on behavior;** if it delves deeply into more than this, counseling (or spiritual direction) may be more appropriate

**Starting out?...Keep it simple and get started!** (not perfection, but learning as you go)

Once you’re into the relationship (1-2 sessions), **revisit this material**

**Set aside a little time to review your notes** or think about where the conversation will go next

**Don’t hesitate to get in touch** with us if there’s something you feel you need to discuss

**Begin and end in prayer.** Trust in God to lead and guide this process. Give thanks to God as the giver of relationship – None of us has to have this all figured out, we must merely listen and strive to follow where Christ leads on the journey.

**See as God sees** – past the surface, past failings and flaws; not just who people are but who they can become. Don’t be afraid to dream!

**Additional notes:**

Pairing of coach with set of congregations after event, congregation will reach out to the coach; coach touches base with congregation in one month if no contact

"Hit the ground running" and **check in in 6 mos. after this retreat with Assistant to the Bishop**

At the least, a monthly check-in or meeting with congregations to move process along

**Follow** w/ assigned congregations for one year

**Meet in person** (congregations should pay your mileage), phone calls with leaders in between meetings are OK.

## **POWERFUL COACHING QUESTIONS (Logan & Carlton)**

### **Relate (starting out):**

What are your deepest passions? What really satisfies and fulfills you?"

What energizes you? What drains your energy?"

What legacy do you want to leave? What do you want to be remembered for?"

What are your strengths? Where are you gifted?"

What's one thing you'd like to change about yourself?"

### **Relate (ongoing):**

How are you doing?

Where are you (or "things") now?

How can I be praying for you?

What do you want to address?

How can we work together?

### **Reflect:**

What can we celebrate? (or, "What's working?")

What's really important?

What obstacles are you facing?

Where do you want to go? (setting goals)

How committed are you?

### **Refocus:**

What do you want to accomplish?

What are possible ways to get there? ("What else?" | action steps)

Which path will you choose?

What will you do (who, what, when, where, how)?

How will you measure your progress? ("How will you know you've been successful?")

### **Resource:**

What resources will you need to accomplish your goals (people, finances, knowledge, etc.)?

What resources do you already have?

What resources are missing?

Where will you find the resources you need?

What can I do to support you? (Synod Evangelists, Outreach Table, Synod, resource page, own experience/resources, encourage/accompany coachee in looking)

### **Review**

What's working?

What's not working?

What are you learning?

What needs to change?

What else needs to be done?

What further training would be helpful?

What's next in our coaching relationship?

### **Some Other Questions for Coaching:**

What do you need to pay closer attention to in the future?

What do you need to quit doing, do less of, or have others do on your behalf?

What changes do you need to make to do more of what you do best?