



# Leadership Coaching

**Leader's Manual**





## TITLE: Coaching

## Session 1

### SUMMARY:

Introduction to Coaching

Close look at '5 Rs' model of coaching

Practise coaching model

 **TOTAL TIME NEEDED:** 90 mins + 90 mins + break

### CONNECT



Individually,

- \* Make a list of the major achievements in your life.
- \* Who have contributed to your successes?

### ATTEND



In pairs,

- \* Share about a person who has contributed to your successes.
- \* What did they do that encouraged you?

### IMAGINE



A coach is...

- \* without using words, describe what a coach is – you may want to use a variety of images or focus on just one.

When everyone has finished:

- \* Go around and look at the images of your colleagues.
- \* What reoccurring themes are evident?

## INFORM



### What is a Coach?

#### A coach...

- \* Is an excellent **listener!**
- \* Helps facilitate **achievement** – helps others get to where they are going, gives them a sense of direction and find their focus
- \* Helps to answer:
  - Where are you?
  - Where do you want to go?
  - How do you get there?
- \* Provides **accountability.**
- \* Can ask good **questions.**

#### How?

##### 3 Simple rules:

- \* Don't **give advice**
- \* Don't tell people **something they can discover on their own**
- \* Don't **fix the problem for them**

Good coaching doesn't create dependency but independence.

#### Listening skills review:

- \* **Focus:** Give your undivided attention without allowing your mind to be distracted by other things.
- \* **Summarise:** Mirror back what other people are saying. At appropriate points reflect back what you hear without interpreting, evaluating or projecting.
- \* **Invite:** Invite people to share more about the topic.
- \* **Unpack:** Train yourself to think of their ideas as more valuable than your own. Exhaust their resources before introducing your own.

#### How?

- **Focus:** Smile, use facial expression, nod, open posture, square on, lean forward, eye contact, relax, SOLER SUN
- **Summarise:** Paraphrase
- **Invite:** Ask questions, tell me more
- **Unpack:** Stay on their agenda



<p>You are here!</p>	<p style="text-align: center;"><b>A coach doesn't have to have all the answers, just good questions.</b></p> <p><b>Questioning Techniques</b></p> <ul style="list-style-type: none"> <li>* Closed questions usually require a single word answer. Closed questions are a conversation killer</li> <li>* Open questions elicit more in-depth answers. They ask how a person feels, what they think or their opinion. They ask what, how, why etc.</li> <li>* Good questions need to be partnered with good listening.</li> </ul> <p><b>'5 Rs' Model of Coaching:</b></p> <ul style="list-style-type: none"> <li>* <b>Relate</b> – Establish coaching relationship and agenda – The person not the coach sets the agenda. Clarifying what the person wants to achieve allows the coach to commit to come alongside in these areas. Skipping over the relationship process can make people feel like projects. <ul style="list-style-type: none"> <li>o What drives them (passions, what energises them, the legacy they want to leave, gifts, talents)</li> <li>o Questions to ask: What are your deepest passions? What really satisfies and fulfills you? What enegises 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 the one thing you'd like to change about yourself?</li> </ul> </li> <li>* <b>Reflect</b> – Discover and explore key issues – This stage involves sorting out issues, deciding which ones are the most important, and committing to address them. Gain a clear picture of the realities of the current situation, both positive and negative. Reflecting is about shifting our focus onto what's really important and then making the adjustments to your life accordingly. Get specifics to gauge the level of commitment.</li> </ul>
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<p>Ask Questions, clarify, paraphrase so people understand where they are.</p>	<ul style="list-style-type: none"> <li>* The reflect stage serves to give people a picture of where you are and how far they've come. <ul style="list-style-type: none"> <li>○ Celebrations, what's important, obstacles, vision, commitment</li> <li>○ Questions to ask: What can we celebrate? What's really important? What connects you with God's call? What has the Holy Spirit been tapping you on the shoulder about? What frustrates you? What are you willing to endure to see your vision become a reality? Is it worth the cost? How committed are you? When will it be done? How realistic do you think this timeframe is?</li> </ul> </li> <li>* <b>Refocus</b> – Determine priorities and action steps – All leaders have bi-focal vision; long-range vision to see where God wants you to go in the future and short-range vision to see the individual steps it takes to get there. If you are only 'horizon' visioned you may fall into a hole. If you are here and now focused you could get lost. Creating the healthy balance is the goal of the refocus stage. The refocussing stage initiates forward momentum. <ul style="list-style-type: none"> <li>○ Identify goals and develop a specific plan. How do you measure progress?</li> <li>○ Questions to ask: So what exactly do you want to accomplish and how can you get it done? How will you measure your success? What do you sense God wants you to do between now and next time we meet?</li> </ul> </li> </ul>
<p>What are some of these?</p>	<ul style="list-style-type: none"> <li>* <b>Barriers to successful refocusing</b> <ul style="list-style-type: none"> <li>○ False beliefs about planning – people believe that if they plan they can't change them. Planning promotes freedom. To be godly we must be guided by the Spirit keeping flexible enough to change our plans as he leads.</li> <li>○ Fear of failure – not meeting the goals set may lead one to feeling a sense of failure.</li> </ul> </li> </ul>

- Living by 'shoulds' – some try to achieve their goals by how they think it should be done rather than what is most appropriate and applicable to them. False expectations! Trying harder is not always the answer. Sometimes the method or the goal needs to be changed.
- Negative self-talk – these are spiritual strongholds that Satan uses to persuade us to think badly of ourselves thus not allowing us to fulfil what God has called us to do. These strongholds keep us from taking the risk to step out and make positive changes.



\* **Resource** – Provide support and encouragement – Using resources properly may be the difference between someone reaching their goals and not reaching them.

- What you have, what you need, where from, what can I do?
- **If you don't know, know where to go!**

\* **Review** – Evaluate, celebrate and revise plans – When God had finished making the world, He stepped back, evaluated His work and celebrated what He had done – It was good!

- Celebrate how far they've come, what worked & what didn't, what's next?
- Questions to ask: What's working? What didn't? 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?
- **Reviewing successes builds strength and courage to take another step of faith.**



	<p>* Coaching feedback questions:</p> <ul style="list-style-type: none"> <li>○ What would you like me to do more or less of, or stop doing all together?</li> <li>○ What have you accomplished that you would not have done if you were not partnering with a coach?</li> <li>○ How do you feel about what you have and have not accomplished?</li> <li>○ What are some things I could do differently?</li> <li>○ What could I provide that would help you even more in achieving the goals?</li> <li>○ Do you feel I am pushing you enough, too much, or not enough?</li> <li>○ Where have I missed the mark?</li> </ul> <p><i>“The purpose of a man’s heart are deep waters, but a man of understanding draws them out.” Proverbs 20:5</i></p>
<p><b>PRACTICE</b></p> 	<p>Separate into 5 groups,</p> <ul style="list-style-type: none"> <li>* Each group takes one of the 5 Rs. Formulate a few questions that your could ask.</li> <li>* Write the questions on large sheets of paper and hang around the room.</li> </ul>
<p><b>EXTEND</b></p> 	<p>Individually,</p> <ul style="list-style-type: none"> <li>* Go around the room ‘collecting’ questions that <u>you would</u> use during a coaching session.</li> <li>* Add any other questions that you think of to your list.</li> </ul>

## REFINE



Find a partner (preferably one that you do not know very well)

- \* Try to elicit as much information as possible using your list of questions.
- \* Person being questioned: try to keep answers short. (this will give the opportunity for more questions to be asked)

## PERFORM



In groups of 3: Practise using 5 Rs method

- \* Label each person either A, B or C.
- \* Person A: Coach; Person B: Participant; Person C: Observer
- \* Using the scenario provided, conduct a 25 minute coaching session using the 5 Rs method of coaching. Try to spend approximately 5 mins for each 'R'.
- \* The coach and the participant are to interact as if they were conducting a real coaching session
- \* The observer is to make notes and provide feedback (5 mins) at the conclusion of their session. Remember to sandwich your 'ways to improve' between 'positive comments'
- \* Complete the activity again using different scenarios, swapping roles each time so that everyone has a turn in each role.

## TITLE: Coaching

## Session 2

### SUMMARY:

A different way of doing things - close look at GROW model

Practise using the GROW model

 **TOTAL TIME NEEDED:** 90 mins + 75 mins + break

### CONNECT



Reflecting on the past 12 months:

- \* What goals have you reached?
- \* What goals do you still have to reach?
- \* What goals have been 'shelved' or put in the 'too hard' basket? What factors affected/contributed to this?

### ATTEND



In pairs,

- \* What common New Year's resolutions do people make?
- \* Are they successful? Why do you think this is?
- \* Do you make New Year's Resolutions? Why? Why not?

### IMAGINE



Using pictures and symbols (without using words), draw a definition of SUCCESS. Share with a partner your definition and what each picture symbolises.

## INFORM



An empowering coach is like...

A midwife

- \* She/he is involved but she is not having the baby
- \* She/he is helping someone else give birth

How?

'GROW' Model of Coaching:

- \* **GOAL** – What do you want?
- \* **REALITY** – What is happening?
- \* **OPTIONS** – What could you do?
- \* **WILL** – What will you do?

You start each appointment with REALITY. Ask questions to establish what is happening in their life. You may be able to focus on something that comes from the conversation.

Then you can jump back from there to GOAL. *'Would do you want to happen/do/change?'*

**GROW** is like a washing machine agitator. It rotates back and forth.


**GOAL** - The focus of your appointment. (keeping in mind the overall goal)


**REALITY** – It is not your responsibility to understand their reality, it's your responsibility to help them understand their reality for themselves. You are raising their awareness so they can take responsibility for what they need to do.

**OPTIONS** – Help them think differently in order to get better results. You want them maximise their choices and improve the quality of those choices. Brainstorm a list of ideas.

**WILL** – It's time to hold their feet to the fire and make sure they commit to action. Help



	<p>them evaluate what they <u>WILL</u> do by looking at their best <u>OPTIONS</u> considering their <u>REALITY</u>. Committing to what they WILL do will shift it from being a GOAL to being REALITY.</p> <p><i>* Remember, you are the midwife not the mother!</i></p>
<p><b>PERFORM</b></p> 	<p>In groups of 3: Practise using GROW method</p> <ul style="list-style-type: none"> <li>* Label each person either A, B or C.</li> <li>* Person A: Coach; Person B: Participant; Person C: Observer</li> <li>* Using the scenario provided, conduct a 20 minute coaching session using the GROW method of coaching.</li> <li>* The coach and the participant are to interact as if they were conducting a real coaching session</li> <li>* The observer is to make notes and provide feedback (5 mins) at the conclusion of their session. Remember to sandwich your 'ways to improve' between 'positive comments'</li> <li>* Complete the activity again using different scenarios, swapping roles each time so that everyone has a turn in each role.</li> </ul>

<div>EXTEND</div> <div></div>	As a group,  * Complete a SWOT analysis of the GROW & '5 Rs' models (Strengths, Weaknesses, Opportunities, Threats)		
STRENGTHS		WEAKNESSES	
5 Rs	GROW	5 Rs	GROW
OPPORTUNITIES		THREATS	
5 Rs	GROW	5 Rs	GROW

## TITLE: Coaching

## Session 3

Participants will identify their preferred coaching model

Encourage participants to actively initiate or foster coaching relationship

<b>DISCUSS</b>	<ul style="list-style-type: none"> <li>* Which model do you prefer? Why?</li> <li>* Think of a potential coaching situation or one you are already involved in.</li> <li>* Write a few brief details (non identifying)</li> <li>* Which model would best suit this situation? Why?</li> <li>* In the coming week, what can you actively do to initiate/foster this coaching relationship</li> </ul>
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The Salvation Army