

PARTICIPANT GUIDE



**DEVELOPING OTHERS
THROUGH COACHING**

DEVELOPING OTHERS THROUGH COACHING

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SESSION 1



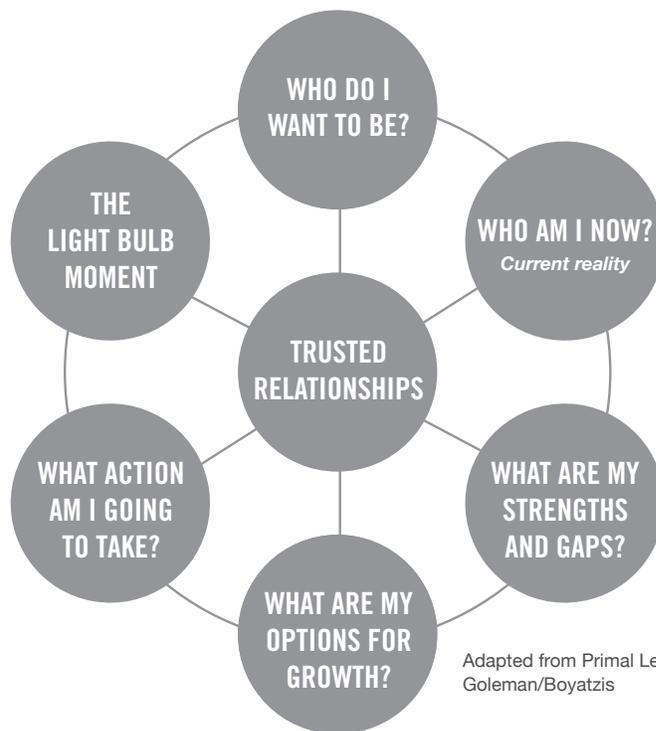
TALK IT OVER: Discuss a time when you experienced a period of focused personal growth.

- What motivated you to grow?
- What action did you take?
- Did others help you? If so, how?

THE PERSONAL GROWTH PROCESS

Principles of Personal Growth

- People develop the best while they are _____.
- Personal growth is born out of _____.
- It's difficult for growth to occur without trusted _____.
- People grow when they _____ their growth.



IT'S ALL ABOUT THE "LIGHT BULB MOMENT"

Coaching is the process of guiding another person (primarily using questions) to own their growth by gaining more self awareness, making better decisions, and deciding what steps they will take. A coaching approach enables you to recognize when people are at the "light bulb moment" (or take them there) and then help them choose the next steps they will take as a result of their own insight.

WHAT HAPPENS WHEN PEOPLE TAKE OWNERSHIP?

Q X C = RESULTS

What three people would you like to see more fully own their growth? It could be someone you are mentoring, your children or family members, a person or team that you are leading, or any one else. These are your opportunities to take a coaching approach.

1. _____
2. _____
3. _____



TALK IT OVER: How do you see this approach to coaching different from what you've seen from the typical role of coaching?

HOW TO TAKE A COACHING APPROACH

- Establish rapport and be authentic with the other person
- Learn to recognize where the person is in the stages of change
- Be purposeful about your conversations

COMMON QUESTIONS ABOUT COACHING

What is the difference between coaching, mentoring, training, and counseling?

- Training: passing on your knowledge to another person
- Mentoring: sharing your wisdom and experiences with another person
- Coaching: leading the other person to own their growth and action steps
- Counseling: helping people deal with past issues in their life

When is a coaching approach not appropriate?

- When the consequences of not intervening would be too severe
- When you haven't provided expectations or basic training
- When the other person is unaware of a problem that needs attention

How does a coaching approach help me become a better leader?

Probability Others Will See You as a Great Leader		
Drive for Results?	Good Coach/Mentor?	Your Probability
Strength	Weakness	_____ %
Weakness	Strength	_____ %
Strength	Strength	_____ %

Adapted From Zenger-Folkman



Adapted From Zenger-Folkman

How can I provide coaching beyond my current relationships?

The best opportunity you have to put a coaching approach into practice is within your current relationships, so begin there. Beyond that you might consider:

- Making yourself available to help others
- Looking for environments where people are ready to take next steps
- Taking on a role that requires you to develop other individuals or leaders

Where can I find resources to help me as I develop and coach others?

Visit <http://resources.lifechurch.tv> and search for the tag “coaching” to find:

- Additional books and resources on how to take a coaching approach
- Tools and resources others need to take action on their growth
- Tools that can help start a coaching/development conversation

SESSION 2



TALK IT OVER: How successful are you at building an environment of trust in your relationships? What are some of the barriers that keep you from building trusting relationships?

ESTABLISH RAPPORT AND BE AUTHENTIC

Great people developers intentionally develop the following characteristics that enable them to build rapport and be authentic.

1. Great people developers _____ a _____.
 - Do you build trust with others? Rating _____
 - Do you encourage collaboration? Rating _____
 - Do you recognize the accomplishments of others? Rating _____
 - Are you genuine and do you truly connect with others? Rating _____

2. Great people developers _____ effectively.
 - Do you listen effectively? Rating _____
 - Do you ask powerful and insightful questions? Rating _____
 - Do you value diverse ideas? Rating _____
 - Do you provide feedback in an empowering way? Rating _____

3. Great people developers _____
 - Are you able to help others set goals and expectations? Rating _____
 - Do you help others become more willing to change? Rating _____
 - Do you foster innovation and new thinking? Rating _____
 - Do you hold others accountable to follow through? Rating _____

4. Great people developers provide _____
 - Do you look for ways to connect others with new opportunities? Rating _____
 - Are you aware of training, books, and resources that could help others? Rating _____
 - Do you have experience using helpful tools and assessments? Rating _____
 - Do you connect people with new relationships? Rating _____

LEARN TO RECOGNIZE WHERE A PERSON IS ON THE STAGES OF CHANGE

Although the process of personal growth is predictable, the pace varies widely so understanding the stages of change will help you know what to expect from the person you are developing.

Question: At what point does the “light bulb moment” occur in the stages of change?

The Six Stages of Change*

1. Not Ready to Change
2. Considering Change
3. Preparing to Change
4. Taking Action
5. Maintaining the Change
6. Relapsing

Applying the Stages of Change

- As you converse with a person you are developing, determine where the person is on the stages of change then adjust your expectations accordingly.
- Do not expect a person to move through multiple stages all at once, so in the earlier stages of change, the conversation may focus more on self-awareness than specific action.

BE PURPOSEFUL ABOUT YOUR CONVERSATIONS

Conversations reach a more positive outcome when thought goes into them ahead of time. So, an effective coaching approach utilizes an intentional, yet flexible, framework to use in any conversation whether it is planned or spontaneous.

Four Important Elements to Include in a Conversation (GROW)

- Goal: Clarify the purpose and outcome of the conversation
- Reality: Help the person get a clear picture of their situation
- Options: Help the person explore options, new thinking, and available tools
- What: Ask the person to commit to taking specific action

*The Six Stages of Change is taken from *The Extraordinary Coach* by John Zenger & Kathleen Stinnett. McGraw-Hill Publishers, 2010

SAMPLE COACHING CONVERSATION OBSERVATIONS

As you watch the sample coaching conversation, take notes of examples of the coaching principles in action that you would like to use in your own conversations. This conversation is very real and was not staged. Here are some questions to consider as you take notes: What did you like about the conversation? What would you have done differently?



TALK IT OVER: What are some things you learned from watching the sample coaching conversation?

COACHING CONVERSATION POINTERS

Ideas To Get a Conversation Started

- If you're working with someone who's not sure where they'd like to develop, but would like to do so, use the coaching topics checklist in advance. You can find the coaching topics checklist in Appendix 1 or online at <http://resources.lifechurch.tv/items/122/coaching-topics-checklist>.
- If the other person initiates, let them know you'd like to hear their thoughts first and that you'd like to help them think it through with a few questions.
- If you initiate, begin by framing the issue you'd like to talk about and then let the other person know you'd like to help them think through what they'd like to do.

How to Make Your Questions More Powerful

- Ask _____ questions (who, what, when, how, and why).
- Begin _____ and focus increasingly on _____.
- Seek out and explore _____ and _____.

How to Listen More Effectively

- Ask additional clarifying questions
- Pay attention to non-verbal cues (posture, body language, etc)
- Listen for emotions, then follow that trail as far as possible
- Repeat what you hear the other person saying or restate it in different terms
- Use "laser phrasing" to distill what you hear into single statements
- Allow times of silence so the other person continues to talk or reflect



TALK IT OVER: What are some things you learned or observed during your coaching conversation?

SESSION 3



TALK IT OVER: What are some things you learned from watching the sample coaching conversations?

WHEN TO OFFER YOUR PERSPECTIVE

You perspective could be helpful...

- When the other person has already come up with a few _____.
- You have relevant _____ that the other person doesn't have.
- When you have knowledge of _____ or _____ that may be helpful.
- You've observed the other person in _____ and can provide feedback.
- The other person _____ for your point of view.

If you choose to offer your perspective...

- Ask for _____ to offer your point of view.
- Offer your thoughts in small _____, and be _____.
- Be intentional to not diminish the other person's _____.
- If you've said everything you _____ to say, you probably said too much.

Characteristics of SMART Goals

S _____

M _____

A _____

R _____

T _____



TALK IT OVER: What are some things you learned or observed during your coaching conversation?

APPENDIX

COACHING CONVERSATION TOPICS

In preparation for your coaching conversation, please choose up to three topics that are of most interest to you.

- Getting clear about God's vision or purpose for my life.
- Developing a plan for my personal growth.
- How to get started accomplishing something I'm passionate about.
- Understanding where I can get involved in leadership.
- Growing in my personal relationship with Christ.
- Responding to a test of my character that I'm facing.
- How I can get off to a good start in a new leadership role.
- How I can contribute more or expand my role and responsibility.
- Understanding myself and how I can work better with others.
- How to gain more core competencies in a particular area.
- How to handle a specific challenge I am facing.
- How to overcome any major weaknesses that others perceive me to have.
- How to identify and develop the important strengths I possess.
- Other:

You can download a document with even more coaching questions at <http://resources.lifechurch.tv>. Simply search for the tag "coaching" and then click on the "Powerful Coaching Questions" resource. This document contains nearly four pages of possible questions that are organized into different categories.

Developing Others Through Coaching



G.R.O.W. Framework for Coaching Conversations

GOAL	<i>Clarify the purpose and outcome of the conversation</i>
Agree on the issue or topic to discuss	<ul style="list-style-type: none"> ○ What is on your mind? What is the most important thing for us to focus on? ○ How can I help you in this situation? How close to being ready to change are you? ○ I'd like to talk about...
Determine the "take-away"	<ul style="list-style-type: none"> ○ What would you like to take from this conversation? ○ By the end of this conversation, what would you like to accomplish? ○ Let's talk this through until you feel clear about what your next steps should be...
REALITY	<i>Help the person get a clear picture of their situation</i>
Look at all the angles	<ul style="list-style-type: none"> ○ What is happening? What is working well? What challenges are you running into? ○ How do you see the situation? How do you feel about it? What is God saying to you? ○ What will happen if you continue to do the same thing?
Decide on the "core issue"	<ul style="list-style-type: none"> ○ If you focused your attention on the most relevant thing, what would that be? ○ What one breakthrough would allow you to make the most progress right now? ○ What is the root cause of the problem here?
OPTIONS	<i>Help the person explore options, new thinking & available tools</i>
Picture the future	<ul style="list-style-type: none"> ○ What do you think you can do about the "core issue" in this situation? ○ What would you like to see happen here? What would the ideal situation look like? ○ How will you know that you're seeing success or taking steps forward?
List several options	<ul style="list-style-type: none"> ○ What might be some approaches you can take? What else might work? ○ What tools, resources, or training might be helpful to you? ○ Could I offer a couple of thoughts that might be helpful?
Explore barriers or resistance	<ul style="list-style-type: none"> ○ What challenges do you think you're going to run into? ○ Where would the most resistance to change come from? ○ If you've tried to solve this problem in the past, what went wrong?
WHAT	<i>Ask the person to commit to taking a specific action</i>
Decide on what action to take	<ul style="list-style-type: none"> ○ Now that we've talked it through, is there action you are going to commit to take? ○ Who do you need to reach out to for more help or support?
Set S.M.A.R.T. goals	<ul style="list-style-type: none"> ○ What specific steps will you take? When will you complete them? ○ How do you plan to stay focused? Who will hold you accountable? ○ Do you think the goals you've set are relevant to where you are right now?
Ask for feedback on your coaching	<ul style="list-style-type: none"> ○ Was this conversation helpful to you? How could I have been more helpful to you? ○ Did we accomplish what you set out to accomplish? ○ Do you want to have another conversation? If so, when should we plan for it?

Developing Others Through Coaching



The Characteristics of a People Developer

Great people developers:

Foster a Relationship	<ul style="list-style-type: none"> Do you build trust with others? Do you encourage collaboration? Do you recognize the accomplishments of others? Are you genuine and do you truly connect with others?
Communicate Effectively	<ul style="list-style-type: none"> Do you listen effectively? Do you ask powerful and insightful questions? Do you value diverse ideas? Do you provide feedback in an empowering way?
Inspire Change	<ul style="list-style-type: none"> Are you able to help others set goals and expectations? Do you help other become more willing to change? Do you foster innovation and new thinking? Do you hold others accountable to follow through?
Provide Connections	<ul style="list-style-type: none"> Do you look for ways to connect others with new opportunities? Are you aware of training, books, and resources that could help others? Do you have experience using helpful tools and assessments? Do you connect people with new relationships?

The Stages of Change (adapted from The Extraordinary Coach by John H. Zenger)

Stage of Change	The Individual's Actions or Experiences	Your Focus Should Be
Not Ready to Change	A person in this stage is not yet ready to make a change. They may be in denial, may not believe the consequences of their current situation will be that serious, or they may feel resigned or unable to affect change.	Invite the person to begin thinking about change.
Considering Change	A person in this stage is considering making a change. They begin weighing the benefits and costs of the change.	Help the individual to examine the costs and benefits to change.
Preparing to Change	A person in this stage may actively investigate possible options and may begin to experiment with small changes.	Help the person identify the barriers to full-fledged action.
Taking Action	A person in this stage commits to a plan of action and takes definitive action to change.	Help the person plan the path of action and provide generous encouragement and support.
Maintaining the Change	A person in this stage maintains new behavior over a period of time and follows through with ongoing milestones and measurement.	Help the person monitor progress, hold them accountable, and continue to provide encouragement.
Relapsing	A person in this stage reverts to a previous behavior pattern and may feel frustrated or demoralized.	Help the other person focus on the successful part of the plan, determine what went wrong, and decide how they can re-engage with their goals.

NOTES