

## Developing Leadership through Mentoring and Coaching (SBC-Fall 2016) Unit 10

### Distinctives and Essential Skills of Coaching

#### I. Questions / Review

#### II. Goals for This Unit:

- A. To define coaching as distinct from mentoring and disciplining.
- B. To explore the distinctive benefits of coaching.
- C. To examine essential skills for coaching.

#### III. Definition of Coaching

Coaching is the art and practice of enabling individuals and groups to move from where they are to where they want to be (Gary Collins, *Christian Coaching*, 2nd ed., loc. 205 of 4701 in Kindle).

Coaches are change experts who help leaders take responsibility for their lives and act to maximize their own potential (Tony Stoltzfus, *Leadership Coaching*, loc. 252 of 4842).

Coaching is unlocking a person's potential to maximize their growth (John Whitmore, *Coaching for Performance*, cited by Tony Stoltzfus, *Leadership Coaching*, loc. 252 of 4842).

A coach helps others to assess their situation then improve their skills, disciplines, and knowledge so that they can make the necessary big picture changes . . . (Daniel Harkavy, *Becoming a Coaching Leader*, pp. 38-39).

#### IV. Distinctives of Effective Coaching

In contrast to the emphasis on imparting information through tutoring and instruction, coaching is unlocking a person's potential to maximize his or her own performance (John Whitmore, *Coaching for Performance*, cited by Gary Collins, *Christian Coaching*, loc.139-140).

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(Coaching) . . . is a form of servant leadership that involves encouraging people to pursue their goals and fulfill their potential (Gary Collins, *Christian Coaching*, loc. 431 in Kindle).

Each of these roles-counselor, teacher, trainer, consultant, mentor, coach is unique, and a good coach needs to have some skill in each area. Sometimes a coach will be a teacher. Sometimes a mentor. Sometimes a counselor. Sometimes a trainer, but always a coach (Daniel Harkavy, *Becoming a Coaching Leader*, p. 39).

When I'm mentoring, I'm teaching a person, letting him draw from me or learn from my experience. When I'm coaching, I'm pushing a person to draw from his or her own resources and experiences. Coaching is helping people learn instead of teaching them (Tony Stoltzfus, *Leadership Coaching*, loc. 298 of 4842).

Effective coaching...

...is guided by trustworthy character.

...reveals realistic self-awareness.

...is rooted in respectful relationships.

...is focused on meaningful change while celebrating personal uniqueness.

...maximizes good questions.

...leverages proactive listening.

...requires emotional sensitivity and psychological discernment.

...demands courageous honesty.

...models intentional improvement and life-long growth.

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### V. Clarifying Other Disciplines

- A. Discipling: To help someone learn the basics of Christianity and following Christ. It has a narrow focus on teaching biblical truth to a less mature believer so that they are capable of reproducing the process with others.
  
- B. Training: To help someone to learn new behaviors and skills/competencies.
  
- C. Teaching: To help students learn a specific body of knowledge. Teaching is primarily focused on imparting information by the facilitator.
  
- D. Mentoring: To actively or passively share with someone who is less experienced. A mentor is typically someone who is an expert in their field.
  
- E. Consulting: To come into an organization to determine where the most significant challenges or opportunities for improvement might be and then make specific recommendations. Professionals are paid to analyze and resolve by giving expert advice and guidance.
  
- F. Counseling: To help someone who is struggling with some current or past event that prevents the person from functioning in the healthy ways. Counselors help people deal with problems that stem from inner turmoil that is personal.

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### VI. Skills of an Effective Coach

- L** Listening - Requires great focus
- I** Interrogating Reality - Addresses difficult issues
- S** Sensitive to People - Expresses genuine concern
- T** Tender Toughness - Balances concern with accountability
- E** Encouragement - Points toward hopeful, realistic outcomes
- N** Navigational Skills - Stays focused and deals with distractions
- E** Equipping - Provides resources/relationships needed for growth
- R** Relate, Repeat, and Reframe - Pushes toward healthy progress

### VII. Tools for Effective Coaching

- A. Life Plan: What is most important to you and how do you achieve it?
- B. Life Map: What has brought you to where you are?
- C. Business/Ministry Plan: What does success look like professionally?
- D. Assessments: What are your God-given strengths and behavioral preferences (Discovering SHAPE)?