

LEADERSHIP DEVELOPMENT

COACHING MANUAL



Leadership is an important aspect of Grace Church and leadership development is crucial to helping people reach their full potential. This manual is a tool for helping you to grow as a leader as well as help those you lead to grow in their abilities and gifts. Coaching, the main platform for leadership development, is defined and outlined in the following pages, which are intended to help you maximize your role as a coach and ensure effective coaching sessions. Your coaching time is an opportunity to engage in graciously intrusive conversations to encourage development in the Three Key Relationships (God, Church, World). When you **engage in coaching you will be practicing the rhythm of “Influence” as you build up** those you lead.

Leadership and Coaching Defined

Leadership

Leaders at Grace influence others to help make the vision of loving Jesus and loving people a reality ¹

Leadership Development

Identifies and equips followers of Jesus for their place in the Leadership Pathway²

Leaders at Grace Church should demonstrate the following characteristics:

- Worthy of respect and are people of integrity³
- Growing in Christ-like character:⁴ love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, self-control
- Influence others naturally
- Are teachable⁵
- Uphold and communicate the vision and values of Grace Church
- Have, or have potential for, the skills necessary for a specific leadership role(s). ⁶

Coaching

In an effort to continuously grow and develop leaders for kingdom impact, all Grace Church leaders should regularly participate in leadership coaching. Coaching is the process where leaders come alongside an individual to assist in developing leadership skills, relational behaviors, and to encourage continued spiritual growth **for the purpose of furthering God’s mission.**

With the exception of the Peer Leader, ALL leaders will be involved in coaching others. Coaching is simply conversations around skill development, abilities, and behaviors with the intention of creating an action plan. To help your conversations be as effective and consistent as possible, coaching forms have been created to assist you in planning and guiding your coaching conversations.

Coaching is the primary path for leadership development in our church. This strategy utilizes personal relationships to build trust which provides an avenue for direct and relevant feedback.

¹ (Matthew 22:37-40; Romans 12:8)

² (Exodus 18:17-24; Mark 3:13-18; Matt. 20:24-26; John 21:15-25; Acts 6:1-6)

³ (I Timothy 3:2)

⁴ (Gal 5:22-23)

⁵ (Phil. 2:1-11)

⁶ (Romans 12:8)

This Leadership Development Coaching Manual includes tools for coaching sessions, including:

- Conversation starters
- Questions around the three areas of leadership
- Help for sharing observations
- Tips for giving feedback
- Guidelines for navigating difficult conversations

Coaching Model

Effective Coaching:

To provide the best possible feedback as you build into your team members, effective coaching should follow the guidelines below:

- Observing team members at least two times per year:
 - What leadership skills are they demonstrating?
 - What spiritual gifts do you see in them?
 - How are they growing in developing relationships with others?
- Initiating coaching sessions with each team member
 - Every other month (minimum)
 - Approx. 30-60 minutes in length
- Coaching sessions should focus conversations on three areas of leadership:
 - Leadership Skills, Spiritual Growth, and Relationship Development.
(The following pages include tools for focusing conversations, based on observation, around these areas.)

IMPORTANT NOTE:

Leaders involved in multiple ministry areas should be coached by the leader within the ministry where they spend the majority of their time and energy.

Here's a framework you can use for your coaching conversations:

1. Check-In
2. Observations and Feedback
3. Action Plan
4. Coach Self-Evaluation

*This outline is also embedded in the Coaching Form.

Additional Check-in questions for Ministry/Department Leaders:

How are your coaching sessions going?

How do you see your team connecting with one another?

What is God teaching you currently? Where are you experiencing spiritual growth in your life?

Team Leader Guide - For Coaching of Peer Leaders
Coaching Questions, Statements, and Observations

As a Team Leader, your coaching conversations with Peer Leader(s) should focus on the following leadership skills, as needed.

Leadership Skills	
Skills	Sample coaching questions
Frequently and consistently looks for potential in others (ICNU)	<ul style="list-style-type: none"> ● Who have you identified as having potential for a leadership role(s) within Grace? ● What characteristics do you look for when identifying potential leaders? ● In what ways have you used ICNU to discuss their potential?
Self Development	<ul style="list-style-type: none"> ● What roles/tasks/areas would you like to explore? ● What areas are you passionate about? ● What makes you uncomfortable? ● Are there specific skills you would like to develop?
Overall Leadership	<ul style="list-style-type: none"> ● What are you learning about leadership? ● What do you see as your greatest gifts and strengths? ● How can these be maximized to use for kingdom impact? ● Describe the leader you'd like to become.
Coaching Observations: <ul style="list-style-type: none"> - These are NOT meant to be shared with the person you are coaching. - Take notes regarding indicators of leadership growth or stagnation. 	
Worthy of respect, people of integrity	Is this person known for being honest, doing the right thing, etc.?
Demonstrates Christ-like character: <ul style="list-style-type: none"> - love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control 	Do you see these characteristics in how this person interacts with others?
Influences others naturally	Do others tend to follow the leading of this person? Are they persuasive and collaborative? Do others seem to trust their judgment or direction?
Is teachable	Is this person open to feedback? Do they take steps to learn, grow, and try new things? Is this person willing to take direction?

Upholds and communicates the vision and values of Grace Church	Do they talk with their team about why they do what they do, and how it aligns with the vision and values of Grace?
Has, or has potential for, skills needed for a specific leadership role (different than current role).	What skills do you see in this person that potentially aligns with another leadership role?
3 Relationships	
Areas	Sample Questions
<p>Relationship with God</p> <p style="text-align: center;">**CAUTION**</p> <p>This section is NOT about telling the person how to engage with God. This IS about asking the right questions to help uncover what is helping or hindering spiritual growth.</p>	<ul style="list-style-type: none"> ● Tell me about your personal time with God. ● How does time with God affect your life? ● How do you see God working in your life? ● Where is God leading you?
Relationship with the Church	<ul style="list-style-type: none"> ● Please describe how you are connecting with other believers, both inside and outside of Grace Church.
Relationship with the World	<ul style="list-style-type: none"> ● Tell me about faith/spiritual conversations you've had with non-believers. ● What opportunities have you had to share your faith? ● How have you deliberately put yourself in situations where you connect with non-believers?
<p>Coaching Observations:</p> <ul style="list-style-type: none"> - Make notes below regarding indicators of leadership growth or stagnation - <i>This is NOT meant to be shared with the person you are coaching.</i> 	
Church attendance	<ul style="list-style-type: none"> ● Do they attend regularly? With what frequency? ● Are they committed to Grace? How do you know?
Bible Study/small group	<ul style="list-style-type: none"> ● Are they involved in a small group? Why or why not? ● Is this involvement making a difference?

**Suggestions for *Navigating Difficult Conversations* and building *Relationship Skills* can be found at the end of this manual.

Ministry Leader Guide - For Coaching Team Leaders
Coaching Questions, Statements, and Observations

As a Ministry Lead, coaching conversations with your Team Leader(s) should focus on the following leadership skills, as needed.

Leadership Skills	
Skills	Sample coaching questions/statements
Frequently, consistently, looking for potential in others	<ul style="list-style-type: none"> ● Who have you identified as having potential for a leadership role(s) within Grace? ● What characteristics do you look for when identifying potential leaders? ● In what ways have you used ICNU to discuss their potential?
Self Development	<ul style="list-style-type: none"> ● What roles/tasks/areas would you like to explore? ● What are you passionate about? ● What makes you uncomfortable in your role? ● What skills would you like to develop?
Vision Carrier	<ul style="list-style-type: none"> ● In what ways are you sharing the vision and values of Grace?
Overall Leadership	<ul style="list-style-type: none"> ● What are you learning about leadership from your role? ● What do you see as your greatest gifts/strengths that have kingdom impact? ● How would you describe the leader you would like to become?
Coaching Observations: <ul style="list-style-type: none"> - These are NOT meant to be shared with the person you are coaching. - Take notes regarding indicators of leadership growth or stagnation. 	
Worthy of respect, people of integrity	Are they known for being honest, doing the right thing, etc.?
Demonstrate Christ-like character: <ul style="list-style-type: none"> - love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, self-control 	Do you see these characteristics in how this person interacts with others?
Influences others naturally	Do others tend to follow the leading of this person? Are they persuasive and collaborative? Do others seem to trust their judgment or direction?
Is teachable	Is this person open to feedback? Do they take steps to learn, grow, and try new things? Do they take direction?

Upholds and communicates the vision and values of Grace Church to others	Do they talk with their team about why they do what they do and how it aligns with the vision and values of Grace?
Coaching Others	
Coach the coach: Team Leads are coaches. In order to coach on coaching skills, you will need to observe them in action.	<ul style="list-style-type: none"> ● How are your coaching conversations going? ● What are you struggling with in coaching conversations? ● How do you know if your coaching is effective? In what ways do you need to alter your approach to be more effective? ● Share any feedback you (Ministry Lead) have from observing their coaching..
<p>Making Observations/giving feedback:</p> <ul style="list-style-type: none"> - BOTH Team Leads and Ministry Leads should be using these examples (on right). 	<p>“Here is an example of something I saw you do really well...”</p> <p>“Here is a talent I see in you and where I think it could be best used...” [either in the current or a different role]</p> <p>“I noticed that you _____. I have some suggestions for a better way to do that”</p>

3 Relationships	
Area The following areas of spiritual growth should be addressed as needed in the coaching session	Sample Questions
Relationship with God **CAUTION** This section is NOT about telling the person how to engage with God. This IS about asking the right questions to help uncover what is helping or hindering spiritual growth.	<ul style="list-style-type: none"> ● Tell me about your personal time with God. ● How does time with God affect your life? ● How do you see God working in your life? ● Where is God leading you?
Relationship with the Church	<ul style="list-style-type: none"> ● Please describe how you are connecting with other believers, both inside and outside of Grace Church.
Relationship with the World	<ul style="list-style-type: none"> ● Tell me about faith/spiritual conversations you've had with non-believers. ● What opportunities have you had to share your faith? ● How have you deliberately put yourself in situations where you connect with non-believers?
Coaching Observations: - Make notes below regarding indicators of leadership growth or stagnation - <i>This is NOT meant to be shared with the person you are coaching.</i>	
Church attendance	<ul style="list-style-type: none"> ● Do they regularly attend? ● Are they committed to Grace? How do you know?
Bible Study/small group	<ul style="list-style-type: none"> ● Are they involved in a small group? Why or why not? ● Is this involvement making a difference?

Department Leader Guide - For use in Coaching Ministry Leaders
Coaching Questions, Statements, and Observations

As a Department Lead, your conversations with your Ministry Leader(s) should include coaching focused on the following leadership skills as needed.

Leadership Skills	
Skills	Sample coaching questions/statements
Regularly looking for potential in others	<ul style="list-style-type: none"> ● Who have you identified as having potential for a leadership role with Grace? ● What do you look for when identifying potential in others? ● How do you share what you see in them?
Self Development	<ul style="list-style-type: none"> ● What roles/tasks would you like to try out? ● What are you passionate about? ● What makes you uncomfortable in your role? ● What skills would you like to build?
Coach the coach: Ministry Leaders are coaches. In order to coach them on their coaching skills, you will need to observe them coaching others.	<ul style="list-style-type: none"> ● How are your coaching conversations going? ● What are you struggling with in coaching conversations? ● What do you need to make your coaching more effective? ● Share any feedback you (Department Lead) have from observing them coach.
Vision Casting	<ul style="list-style-type: none"> ● How are you involving your team in the vision for your ministry? ● Do you feel like your team is committed and engaged in the goals of your ministry? ● In what ways do your team members connect what they do with the vision of your ministry and Grace Church?
Leading People	<ul style="list-style-type: none"> ● How do the dynamics on your team enhance or inhibit collaboration and/or cooperation within the team and between teams?
Overall Leadership	<ul style="list-style-type: none"> ● What are you learning about leadership from your role? ● What do you see as your greatest gifts and strengths that impact the kingdom of God ● What kind of leader do you want to become?
Coaching Observations: <ul style="list-style-type: none"> - These are NOT meant to be shared with the person you are coaching. - Take notes regarding indicators of leadership growth or stagnation. 	
Worthy of respect, people of integrity	Are they known for being honest, doing the right thing, etc.?

Demonstrate Christ-like character: love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, self-control	Do you see these characteristics in how this person interacts with others?
Influences others naturally	Do others tend to follow the leading of this person? Are they persuasive and collaborative? Do others seem to trust your team member's judgment or direction?
Is teachable	Is the team member open to feedback? Do they take steps to learn, grow, and try new things and/or take direction?
Upholds and communicates the vision and values of Grace Church to others	Do they talk with their team about why they do what they do, and how it aligns with the vision and values of Grace?
Coaching others	
Coach the coach: Ministry Leaders are coaches. In order to coach them on their coaching skills, you will need to observe them coaching others.	<ul style="list-style-type: none"> • How are your coaching conversations going? • What are you struggling with in coaching conversations? • What do you need to make your coaching more effective? Share any feedback you (Ministry Lead) have from observing them coaching.
Making Observations/giving feedback	<p>"Here is an example of something I saw you do really well..."</p> <p>"Here is a talent I see in you and where I think it could be best used..." [either in the current or a different role]</p> <p>"I noticed this _____ (did/said something less effectively, didn't say/do something they should have, etc.). I have a couple of suggestions for you."</p> <p>"Doing____ or saying _____might be a more effective/constructive/gentle approach."</p>

**Suggestions for *Navigating Difficult Conversations* and building *Relationship Skills* can be found at the end of this manual.

3 Relationships	
Area The following areas of spiritual growth should be addressed as needed in the coaching session	Sample Questions
Relationship with God **CAUTION** This section is NOT about telling the person how to engage with God. This IS about asking the right questions to help uncover what is helping or hindering spiritual growth.	<ul style="list-style-type: none"> ● Tell me about your personal time with God. ● How does time with God affect your life? ● How do you see God working in your life? ● Where is God leading you?
Relationship with the Church	<ul style="list-style-type: none"> ● Please describe how you are connecting with other believers, both inside and outside of Grace Church.
Relationship with the World	<ul style="list-style-type: none"> ● Tell me about faith/spiritual conversations you've had with non-believers. ● What opportunities have you had to share your faith? ● How have you deliberately put yourself in situations where you connect with non-believers?

Coaching Observations: <ul style="list-style-type: none"> - Make notes below regarding indicators of leadership growth or stagnation - <i>This is NOT meant to be shared with the person you are coaching.</i> 	
Church attendance	<ul style="list-style-type: none"> ● Do they regularly attend? ● Are they committed to Grace? How do you know?
Bible Study/small group	<ul style="list-style-type: none"> ● Are they involved in a small group? Why or why not? ● Is this involvement making a difference?

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Navigating difficult conversations

Sometimes coaching sessions can become difficult when there is an emotional reaction to the coaching from the one being coached. This can happen any time and can leave the coach feeling stuck. While it can be hard, sometimes being a good coach requires you to say the tough things. Below are some common scenarios and sample statements/questions to help move the conversation to resolution.

Scenario	Possible questions/statements
<p>Defensiveness You share some observations and feedback on something the person needs to correct and they respond by being overly sensitive, blaming others, or not being open to doing things differently.</p>	<p>“You seem upset by what I’m sharing with you, what is causing this reaction?”</p> <p>“Since [behavior/skill you want to correct] is part of your role as a(n) [XYZ], my job is to help you develop as a leader. So, let’s talk about some ideas for strengthening that behavior/skill for you”</p>
<p>Failure to improve/perform You have coached the person several times about something they need to improve or perform and no progress is being made.</p>	<p>“We’ve been talking about this for a few coaching sessions and it seems like you’re still struggling with this. What is challenging for you?”</p> <p>“How comfortable are you with what we are asking you to do?”</p> <p>“How confident are you that you will be able to strengthen this skill/behavior?”</p> <p>“What other ideas do you have for building the skill besides what you’ve already tried?”</p>
<p>Resistance to being coached Resistance to coaching can be in play when a person you are coaching either verbally or nonverbally indicates they don’t need/want coaching, and they want the conversation to be over. They might tell you that they just want to do it their own way or that your way won’t work. They also may simply agree with everything to end the conversation.</p>	<p>“It appears that you are not engaged in this coaching conversation, tell me what’s going on for you.”</p> <p>“Being coachable and open to learning and growing is part of being a great leader at Grace. What is it about this process that is annoying/frustrating/irritating to you?”</p>

Relationship Development Skills

Skills	Observing the Skill in Action
Compassion	<ul style="list-style-type: none"> ● Noticing someone is struggling ● Empathizing without judgment ● Offering to pray for others ● Suggesting resources ● Following up later to see how they are
Safe Dialogue	<ul style="list-style-type: none"> ● Knowing when to move to a private setting ● Open to/inviting feedback from others ● Taking action on suggestions/concerns ● Honoring confidentiality but knowing when to escalate to leadership ● Showing genuine curiosity about the other (no agenda for the person)
Encouragement	<ul style="list-style-type: none"> ● Learning what encouragement looks like for each person ● Looking for opportunities to praise or reinforce good work, good effort, or progress against a goal ● Authentic support (don't contrive a reason to give praise or recognition)
Building trust	<ul style="list-style-type: none"> ● Keeping promises ● Maintaining confidentiality ● Open to feedback (non-defensive) ● Being honest (with feedback, in interactions and actions) ● Owning mistakes ● Giving credit for good work
Modeling	<ul style="list-style-type: none"> ● Demonstrating the skills you expect of your team ● Demonstrating ownership of your responsibilities and role



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