

GLEF2019

Coaching: how to ask powerful life changing questions

What is the compelling reason to coach?

- Coaching accomplishes a crucial part of God's purpose in history that is not accomplished through any other way. (Tony Stoltzfus)
 - "... Anyone who lives on milk, being still an infant, is not acquainted with the teaching about righteousness. But solid food is for **the mature**, who by constant use have trained themselves to distinguish good from evil." (Hebrews 5:11-1)
 - if we endure, we will **also reign with him**. If we disown him, he will also disown us; (2 Timothy 2:12)
 - To the one who is victorious, I will give the right to **sit with me on my throne**, just as I was victorious and sat down with my Father on his throne.
(Revelation 3:21)
- **Best tools for coaching**
 - Listening
 - Asking
 - Provide support for actions

Differences Between Counseling, Mentoring and Coaching

- Counseling
 - Healing and **fixing** past brokenness to help the person become whole.
- Mentoring
 - When knowledge is the main issue, a more senior individual **imparts** what God has given (wisdom, opportunities and counsel) to a more junior person.
- Coaching
 - Working with healthy people who want to improve further for a better future.
 - Focusing forward, growth centered
 - A coach **draws out** the abilities God has put in someone.
 - A coach is an expert in producing change in others, not in a specific subject
 - A coach is a better fit for cross-cultural ministry

Foundational understanding in coaching techniques

- You are able to **steward** the life God has given you.
- Never take the **freedom of choice** away by telling a person what to do, because free will is a gift from God. (Genesis3)
- Believe that I can **take my hands off** that individual's life and **God will step in** and do something incredible.
- What worked for one individual may not work for another.

Foundational understanding in coaching techniques

- Responsibility is the tool God uses to grow leaders. People grow by **taking responsibility** for things.
- People are the most motivated to act on their own plans and ideas.
- The biggest obstacle to growth and change is **motivation**, not information.
- A solution developed by the coachee will be most effective, because it naturally fits that person's personality and capabilities. It draws on a greater depth of information about their situation. They have higher buy-in for their own solutions. (research)

The Coaching Mindset vs. The Advice-Giving Mindset

- The Coaching Mindset (faith work)

I believe that God is already active in the lives of others and that they can take responsibility and solve their own problems much better than I can. They most need me to believe in them and to provide support, encouragement and accountability as they act on what they know.

The Advice-Giving Mindset

I believe that God wants to do something in the lives of others, but they don't have the ability to figure things out and need answers. They most need me to solve their problems.

- Leaders are developed by putting people in a situation, allowing them to take responsibility and stretch their ability.

COACHING IS

- Believing in people. Action oriented. Growth-centered. Aligned toward the future. Conversational. A relational partnership. Influence, not authority. Listening and asking instead of telling. Based on internal motivation. A support system for change

What does a coach do?

- Focus on conversation and push it toward action.
- Make a listening environment that unlocked the person's own creativity.
- not giving a product, but your services.
(an environment that helps them think more clearly; an acceptance that frees them to explore without shame; and an unconditional belief that leaves them energized and motivated to change.)
- When you combine listening with unconditional acceptance, powerful questions and a support structure for change, you have a real potential for growth!

Listening

- **be all there.**(giving a full undivided attention)
- Coaching is curious driven, not diagnosis driven. So, keep being curious when you listen.
- You don't have to expend any energy trying to figure out what the coachee's problem is or how to solve it. let go of the need to fix the coachee and allow room for the coachee to deal with God.
- **Where to be curious and ask questions?**
 1. The Person's Own Discernment or insight about the situation
 2. Turning Points or key actions and events
 3. Strong Emotion or reaction: this shows their heart
 4. Red Flags: things that don't seem to fit or don't sit right.
 5. Patterns: If there is a pattern, there is a reason behind it.

--> Those show you where to ask. ask questions, gather more information and give the person a chance to explain what is going on.

5 min, 80/20 Rule

- Commit yourself at least 5 min -15min to hear the person's heart!!
- 80/20 rule in conversation: Listen more than 80 %, Talk less than 20%
- Count two whole seconds before you speak!
 - One one thousand, two one thousand

Powerful questions

1. Open questions

- 1. They are questions that can't be answered with a “yes” or “no”.
- 2. Open questions allow people to answer in whatever way they want.

Example: turning yes-no questions into open questions

* “Do you have any other options?” → “What options have you considered?”

2. Bigger questions

- With bigger questions, there are more ways it can be answered.
- Solution oriented questions to bigger questions
 1. Could you find that information on the Internet? → 1'. Where could you find that information?

*Solutions developed by the coachee, have higher buy-in, and are more likely to work, since your coachee's own ideas are based on greater information about the situation and about their own capabilities.

3. Probing questions

- Probing questions are used to explore and gather information.
- *Observation and question technique.*
 1. Observation: Simply restate the comment from the coachee that caught your attention. You mentioned.... You said.....
 2. Then add a simple probing question about the observation, such as, “Say more about that,” or “What does that mean to you?”
- Be careful of Interpretive Questions
 - ”I’m finding it tough lately to want to get up on Monday mornings. I’m frustrated with my current project, I’m not getting the support I need, and I keep finding myself looking at the clock and wishing the day was over.”
 - A response like, “How long have you hated your job?” is likely to get a reaction from the person (“Wait a minute – I never said I hated my job...!”)
 - Instead, we might ask, “ How long have you been frustrated with your current project?” or “what kind of support do you need that you aren’t getting?” or “what triggers you looking at the clock and wishing the day was over?”

4. Direct Questions

- Direct questions narrow down decisions/solutions or nail down actions.
Ask for action or for a decision: “What will you do?”
Challenge the person: “How does that decision align with your values?”
Provide accountability: “Did you exercise three times for 20 minutes this week?”
Focus the discussion: “Do you want to focus on finding a job or making a budget?”
- Use inquiring and neutral language. Challenge without using guilt, shame or intimidation.
- Avoid Judgmental Questions and Why Questions
 - E.g. ”What were you thinking?” “Are you really going to throw away your career like that?”
 - E.g. “Why did you turn down the job?” into “What factors led you to turn down the job”

5. Revealing Questions

- change perspective and help a person get out of a box. (time, confidence, networks, responsibilities or money.)

Identify the box

1. listen for the parameters the person is using. see a pattern.
2. Ask a question that pushes the coachee to think outside it or reexamine whether it could be changed.
3. Visualization Technique: Ask the person to imagine as an exercise that it is gone. Then ask the person to envision their ideal future without that obstacle in the way.

- Walk Around the Block

If you knew you couldn't fail, what would you attempt?

If you had unlimited resources, how would that change your approach?

If your hurt went away, how would you respond?

If you had four more hours in a day, what would you do?

If you knew everything would turn out all right, what course of action would you take?

work backward to the present.

“What would it take to make this dream happen now?”

6. Ownership Questions

Push the person to take responsibility and be proactive.

There are three types of ownership questions:

1. The challenge to take responsibility: “What have you done that has contributed to the problem?”
2. The challenge to be proactive: “What could you do to make things better?”
3. The challenge to deal with God: “What does God want to form in your character through this situation?”

Transformational ownership questions

“What does that response say about who you are and what you believe?”

“What do you think God wants to do through this situation?”

“Assume for a moment that your circumstances have been custom designed by God for your growth. If that’s true, what is He trying to do in you?”

Powerful questions

- 1. Open questions
- 2. Bigger questions
- 3. Probing questions
- 4. Direct questions
- 5. Revealing questions
- 6. Ownership questions

Agenda Setting

- Questions, Looking forward
"What do you most want to talk about today?" "What could we work on that would make the most difference for you?" "What's going on in life that's got your attention right now?" "What do you want more of in life? What do you want less of?" "Tell me about a big dream that you've always wanted to go after." "What would be most helpful to focus on right now?"
- Questions, Leaving things behind
"If one burden could be removed from you in the next 30 days, what would that be?" "If you could wave a magic wand and change any one thing about your life, what would that be?" "Where are you stuck or not moving forward? "What is frustrating your progress?" "What area of life are you most motivated to improve?"

Tools for setting an agenda:

The wheel of life “On a scale of one to ten, how satisfied are you with each area of your life?”

- 1. Work:
- 2. Pace of life: Income, investments, retirement
- 3. Living Environment: home, office, car..
- 4. Personal development:
- 5. Hobbies and Recreation:
- 6. Community:
- 7. Family and children
- 8. Married/single life
- 9. Church/ministry
- 10.. Spiritual life
- 11. Physical Stewardship
- 12. Social stewardship

Evaluation)

Ask where God has been speaking to you the most about making changes over the past six months.

Tools for setting an agenda:

2. Identifying pressure points

1. “What are the pressure points in your life? Where is life difficult right now?”
2. “What is your biggest energy drain? Your second biggest?”
3. “Name five minor annoyances that sap your energy and drag you down.”

Try an ownership question:

“What could change about you that would make this situation different?”

“If you were going to make some fundamental changes so this never happened again, what would you have to do?”

“What do you think God is saying to you through this situation?”⁰

3. Finding God's agenda

God initiates change.

1. “If you were to list what you think the top three items are on God’s agenda for you, what would they be?”
2. “If your current circumstances were part of God’s plan to develop you as a person, what would you say He is up to?”
3. “What area of your life has God been speaking to you the most about in the last six weeks?”

Goal setting

- Making a decisive choice to reach a certain end.
 - Declaring a goal unleashes God's power on the coachee's behalf.
Visualizing the end result motivates the person to pursue a better future.
- ****Visualization Technique**
“Draw me a picture: what will your life be like when you achieve this goal?”
What will be different? Describe the change in how you will look, feel, think, act, etc. when we've reached this objective.”
“What will your average day look like once you've reached this goal?”

SMART goals

- The **S.M.A.R.T.** format is an excellent tool to refining a goal.

Specific

Measurable how you know when you've reached it?

Attainable Set a goal that you control!

Relevant important enough to you-ones you care enough about to work hard to achieve.

Time-Specific Pinning yourself down to deadline

SMART goal questions

Specific "Can you define more clearly what you want to accomplish?"

Measurable "How will you know when you've reached this goal?"

Attainable "Does meeting this goal depend on someone else?"

Relevant "Of the things you've mentioned, which would you most like to change?" "Is there anything else that is more important to focus on right now?"

Time-Specific "Give me a time limit: by when will you reach this goal?"

Taking Action

- How to turn 'want' into "I will do".
Coaching is " getting things done, not just talking. Coaching always end with action on it!
What exactly are you going to do and when will you do it?"
- **Generate options**
- “*Give me five options.*” “What could you do?” “What else could you do?”
- **Making suggestions**
- 1. Ask a question instead
- 2. Offer your idea last
- 3. Make multiple suggestions instead of only one.
- 4. Ask the coachee to choose

Taking Action

- **Establish solution**
- “Which option do you want to take?” “Out of all those options, which do you think is the best?”
- Verbalize! Often ask, “Is that a step you want to take?” and want to hear the coachee say, “Yes!”

Taking Action II

- Four tests that evaluate action steps

1. *The Clarity test*: I know exactly what I need to do
2. *The Commitment test*: I definitely will do this
3. *The Date Book test*: I've broken this down to where I can put it in my date book
4. *The Deadline test*: I know when I've committed to have this done

Nailing down

“So state your action step. Verbalize it!

“On a scale of one to ten, how certain are you that this step will get done?”

“What would it take to make that ‘six’ into an ‘eight’ or a ‘nine’?”

Support

- Support centers *motivation and energizing*
- Key element for change is not 'knowing what to do' but 'being motivated to do it'!

Change is a team sport

The support, encouragement and accountability (SEA) a coach provides is so invaluable that it can transform lives all by itself.

Motivation starts from God through circumstances, and motivate you to change. Motivation finishes by peer support, encouragement, and energizing.

Three Encouragement tools

1. *Celebrating the progress*: focus on the accomplishments
2. *Expressing belief in them*: I know you can do it...keep going!
3. *Naming their identity* : most powerful

- I am proud of you...what you have done so far. Name really who they are!

“The way you handled the retreat shows what a tremendous organizer you are. You are really gifted in that area.”

Accountability

- When I know my coach is going to ask me next week about my conduct, I am much more successful at sticking to my standards. when I do fail, accountability helps me quickly get back up and try again; because someone else knows I'm down and need encouragement.
Accountability that is gentle but firm, energizing and encouraging draws us closer to God.

Healthy Accountability

1. **Voluntary** I asked to be accountable.
2. **Positive** always there to cheer me on. Energized, excited, and determined after session. (Trying to motivate with negative emotions like guilt or shame drains energy and is counterproductive in the long run.)
3. **Consistent:** regular basis like every week
4. **Honesty**
 - It calls for honest, authentic answers.
 - Give grace but don't lower the standard.
 - (To give grace means accepting that there may be a good reason why things didn't get done and believing that the person's actions weren't motivated by apathy or disrespect.)

Great Accountability question: Ask a Direct, Closed Question

- How do you ask accountability questions?

1. “How did your action steps go?”

2. “Give me a progress report on your action steps”

3. “Did you do your action steps this week?”

4. “OK, let’s look at your action steps. The first one was to find a book on small group leading. Did you do that?”

Examples of how to give grace and not lower the standard when doing a reset:

“Thanks for being honest with me about that. What do we need to do to make sure that your step gets accomplished this week?”

“OK-that happens sometimes. Let’s identify the obstacle and make a plan to deal with it. What stopped you from taking that step? What do we need to do to overcome that obstacle and move the piles?”

“Is that still a step you want to take? [If so...] When would be a realistic date you could have that done by?”

The Transformational Approach

- Stopping to uncover and address the underlying issues instead of just pushing harder on the original step.

Good reason questions

Can you think of three good reasons why they might be acting in that way? (This is a great way to train yourself to believe that there is a good reason for what people do-whenver they do something you don't understand, see if you can come up with a plausible explanation for that behavior.)

- Challenge a pattern

there are still times when people are simply undisciplined,
Have an honest conversation about it and make some changes.

**If you do decide to end a coaching relationship, work hard to close on a positive note. don't allow your frustrations to put any obstacle in the person's way that would keep them from reaching out to a coach or mentor in the future.

Peer coaching

- Importance of Having Peers: What's the one key factor that the biggest predictor of whether people succeed in their call or not? Research shows that it's whether they had accountable, transparent, growth centered relationship in their life.

Acts 2:42)The richness of the body of Christ . You can't fulfill your destiny alone. You need relationships!

Peer coaching relationship is a mutual influence-based relationship, not an authority-based relationship.

Who can be my peer?

1. Looking for working alongside.
2. Same gender
3. Three C's

Chemistry. Commitment. Courage to asking hard questions without intimidating

4. Ask God to match up

Peer Accountability

1. Permission "Please ask me about this"
2. Question Develop and write down the question you want your friend to ask you.
3. Structure Define when and how often the accountability will be provided.