



NEXT GENERATION  
LEADERSHIP PROGRAMME

Creating servant leaders for the African Church

# The Heart of a Servant Leader: Coaching



# Our Learning Agenda

- Look to Jesus as a role model of a “leader as coach”
- Identify the steps of the Coaching GROW model
- Apply the Coaching GROW Model and coaching competencies of presence, active listening and powerful questioning
- Identify steps you will take to coach others and to cultivate a coaching culture through your leadership



## Prayer - The Heart of a Servant

*Give me the heart of a servant,  
Tender and faithful and true.  
Fill me with Love, then use me, O Lord  
So that the world can see you.*

# The Goal of Coaching

“For we are God’s  
handiwork, created in  
Christ Jesus to do good  
works, which God  
prepared in advance for  
us to do.”

Ephesians 2:10





# Coaching Definitions

- Coming alongside a person or a team to help them discover God's agenda for their life and ministry; cooperating with the Holy Spirit to see that agenda become a reality by encouraging and challenging others – empowering them for ministry (Logan, 2012)
- Practicing the disciplines of believing in people in order to empower them to change (Stoltzfus, 2015)
- Unlocking a person's potential to maximize their growth (Whitmore)

# Coaching vs. Counseling/Mentoring/Consulting



# Coaching . . .

## Coaching **DOES**

Lift/Support  
Ask/Request/Listen  
Engage in dialogue  
Facilitate by empowering  
Seek the answer  
Stimulate creativity with purpose  
Celebrate learning  
Create vision  
Believe vulnerability is power

## Coaching **DOES NOT**

Push/Drive  
Tell/Direct/Lecture  
Talk at people  
Control through decisions  
Know the answer  
Trigger insecurity using fear  
Point to errors  
Create procedures  
Believe knowledge is power

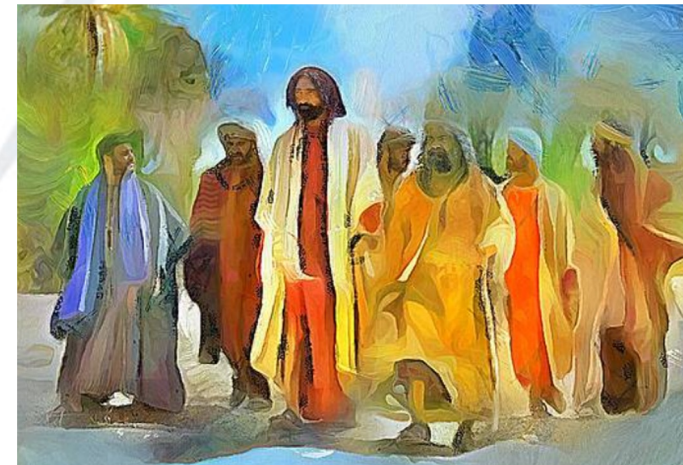
Coaching **does** . . . support many roles that leaders play

# Jesus as Coach: Engaging

- Jesus uses powerful questioning
- Jesus uses inquiry versus telling
- Jesus could have told His disciples who He was. He instead chose to use inquiry to draw the answer from within His followers

“Jesus and his disciples went on to the villages around Caesarea Philippi. On the way he asked them, ‘Who do people say I am?’ They replied, ‘Some say John the Baptist; others say Elijah; and still others, one of the prophets.’ ‘But what about you?’ he asked. ‘Who do you say I am?’ Peter answered, ‘You are the Messiah.’ ”

Mark 8:27-29





# Jesus as Coach: Empowering

“Jesus embodies the ultimate example of someone who fostered collaboration and strengthened individuals. A lot of people talk about Jesus as if he were a soloist. They seem to forget that a large part of his ministry was in collaboration with others.”

J.M. Kouzes & B.Z. Posner, *Christian Reflections on The Leadership Challenge*, 87



# Jesus as Coach: Visioning

“Jesus sees in us who we are and who we were made to be. He loves us for who we are. Coaching is a conscious imitation of the way that Christ looks at us and the way that God develops leaders. It’s a relationship-centered on helping people discover and fulfill their destiny . . . using goals and action steps to move strategically toward that end.”

Tony Stoltzfus, Author

*Leadership Coaching: The Disciplines, Skills, and Heart of a Christian Coach*



## *ACTIVITY:* Coaching Self Assessment



Assess your  
current coaching  
competencies

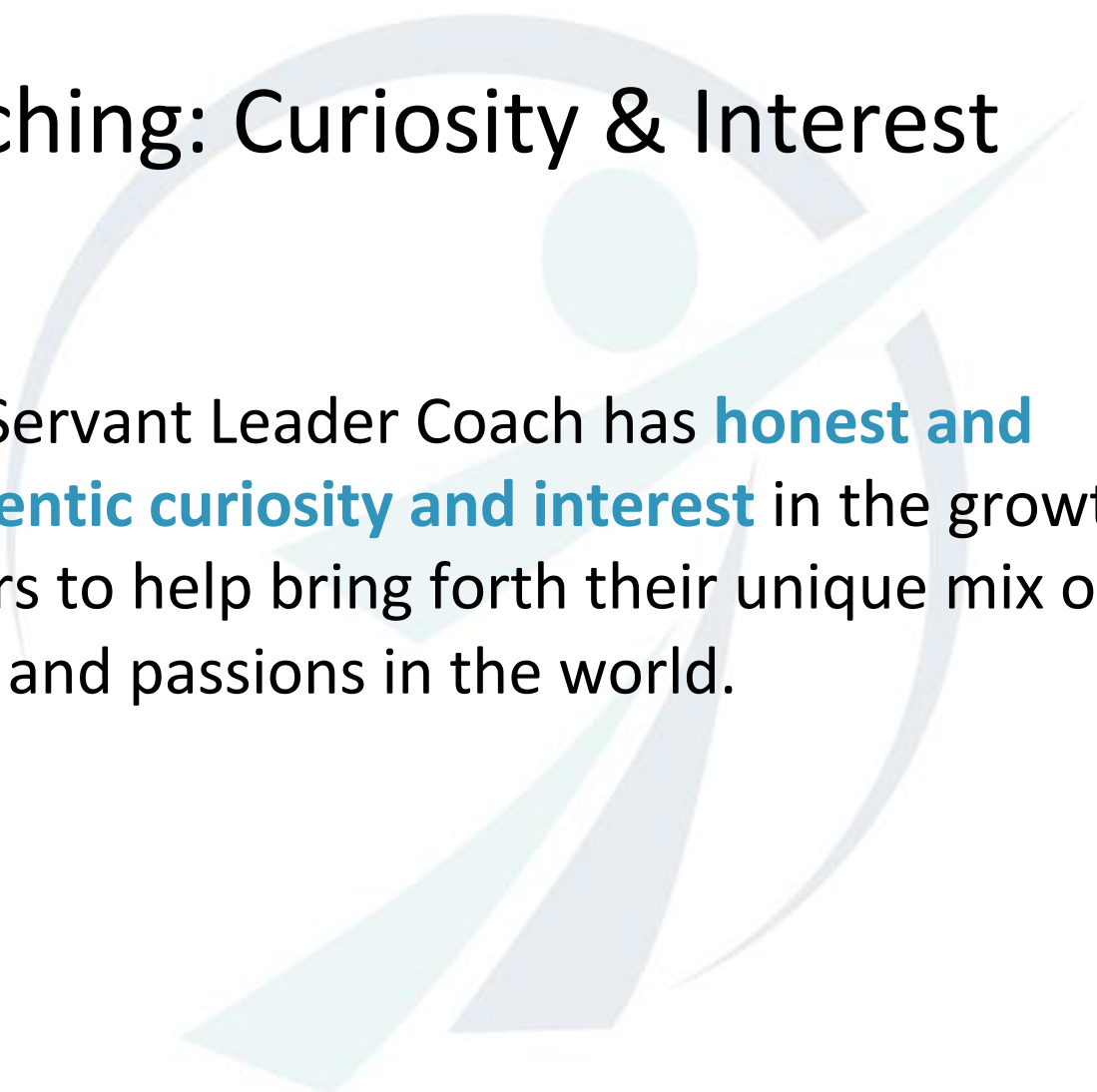
# Coaching: Mindsets & Skillsets





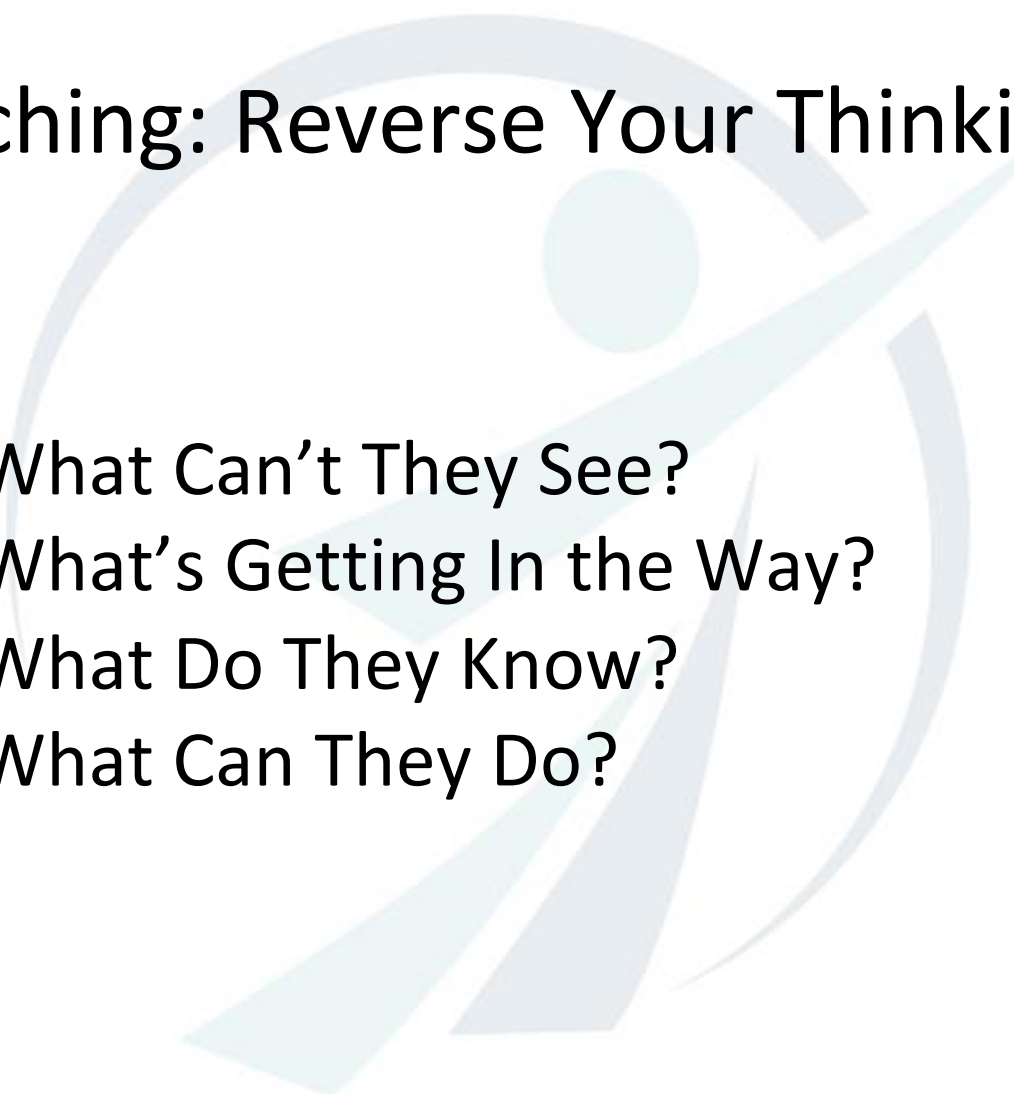
# Coaching: Curiosity & Interest

The Servant Leader Coach has **honest and authentic curiosity and interest** in the growth of others to help bring forth their unique mix of gifts, skills and passions in the world.





# Coaching: Reverse Your Thinking

- What Can't They See?
  - What's Getting In the Way?
  - What Do They Know?
  - What Can They Do?
- 



# Coaching: Opportunities to Coach

## The Coachable Moment

Knows,  
But is Unsure

Knows Some,  
But Not All

Knows How,  
is Confident

Doesn't Know  
How



# Coaching: Opportunities to Coach

## The Coachable Moment

“I don’t know how...how do I?”

“I didn’t know I needed to...”

“I hadn’t thought of that...”

“Tell me what to do...”

“Really?”

“Where did we learn that?”

“Why...”

“This is hard...”

“Don’t worry I can do it...”

“I’m at a loss”

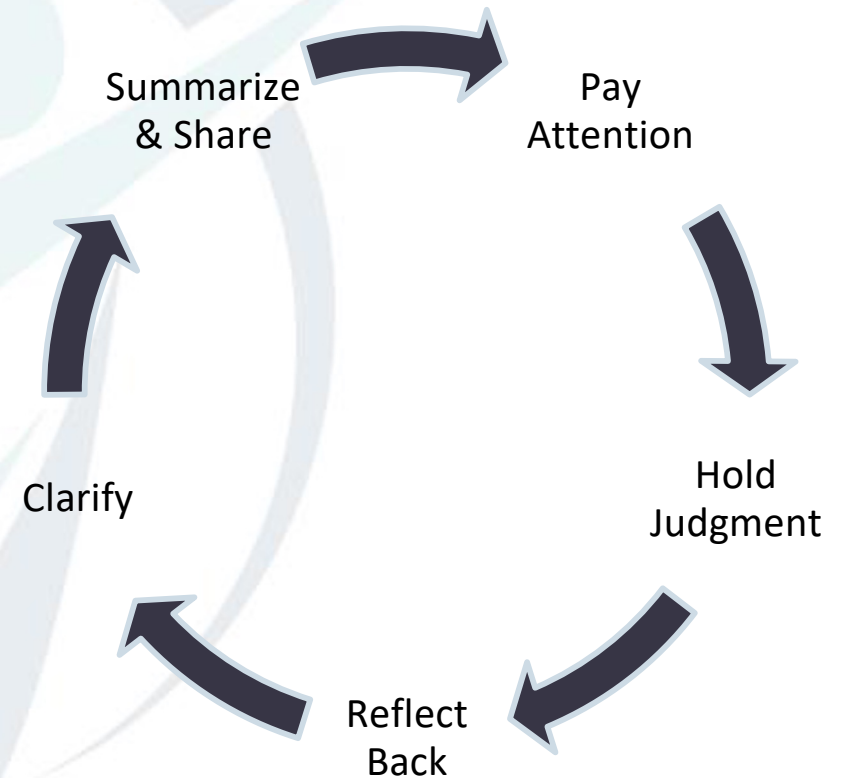
“So and so said...”

“I need to talk this through with someone.”

# Coaching: Active Listening

## 80/20 Rule

Strive to:  
Listen 80% of the time  
Speak 20% of the time





# Coaching: Powerful Questioning

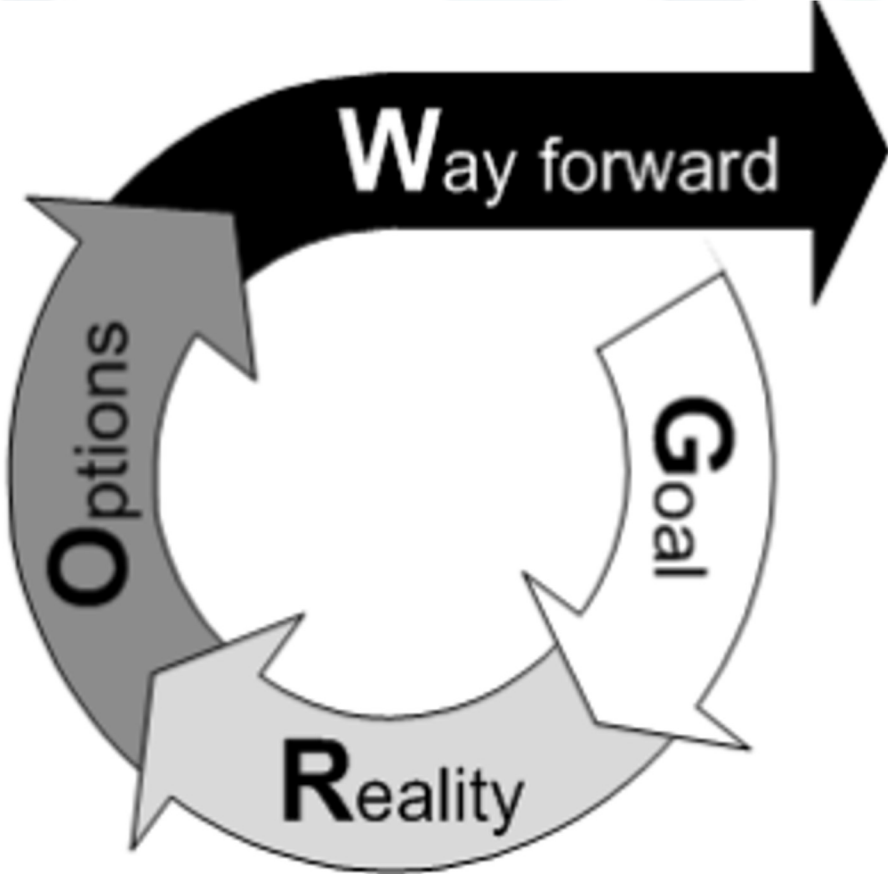
In coaching we believe people have the answer INSIDE of them. We use **powerful questioning** to help them find it.

- Shifts Ownership for Learning & Action
- Motivates, Empowers, & Builds Confidence
- Develops the “Response-Ability” Muscle
- Builds Relationship & Trust

*In the Gospels Jesus asks many more questions than he answers.*

*(Jesus asks 307 questions.)*

# Coaching: G.R.O.W. Model



# Tenets of Synodality: Openness/Non-judgement

Courage

Humility

Dialogue

**Openness / Non-judgement**

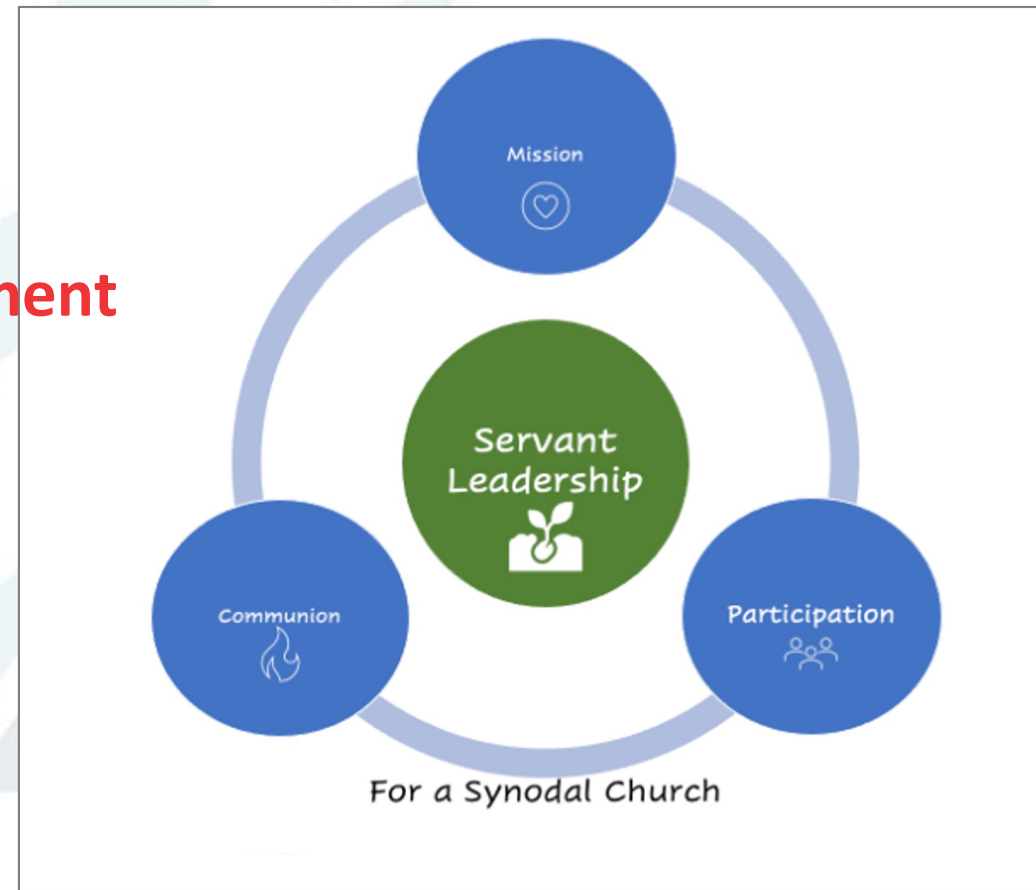
Discernment

Belonging

Visionary

Hope

Agency



# Openness/Non-judgement

Jesus asks...

“Woman, where are they? Has no one condemned you?” “No one, sir,” she said. “Then neither do I condemn you; go and sin no more,” Jesus declared.

[John 8: 10-11](#)

**Reflect:** Jesus asks simple yet powerful questions and models non-judgment, creating a safe space for growth and change.





## **ACTIVITY:** Coaching Demonstration

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*Sister Catherine is studying at the University and traveling back to her community every night. She has to fit in the daily program of the community: prayers, her duties such as cooking, cleaning, teaching catechism, and overseeing the youth program. In addition, she has to finish her assignments and study for her exams.*

*A faculty member, with whom Sr. Catherine has had several classes, has noticed that Sr. is often arriving late to class, and that her participation and grades are taking a turn downward. The faculty member invites Catherine to meet with her to discuss her progress in the program.*



## *ACTIVITY:* Debrief

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- Which of the coach's techniques worked well?
- What could the coach have done differently/ more effectively?
- Were Sr. Catherine's concerns properly addressed?
- How did Sr. Catherine respond to coaching?
- Do you expect Sr. Catherine to follow through with her intended actions?



## *ACTIVITY:* Coaching Practice

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- Which of the coach's techniques worked well?
- What could the coach have done differently/ more effectively?
- Were Sr. Catherine's concerns properly addressed?
- How did Sr. Catherine respond to coaching?
- Do you expect Sr. Catherine to follow through with her intended actions?

# ACTIVITY: Coaching Practice

## Actively Listen

- Can I be completely present for the other person?
- Will I listen for possibilities that may be hidden?
- Have I freed myself from judgment and distractions?

## Pay Attention to Body Language

- Maintain eye contact
- Stay open (no crossed arms)
- Maintain relaxed posture
- Appropriate tone of voice

## Check My Attitude

- Am I prepared to listen?
- Have I planned well?
- Do I have the mentoring mindset?

## Give & Receive Feedback

- Identify strengths & abilities
- Reinforce, Refine, Redirect
- Be specific and objective
- Provide examples, impact
- Be open to receiving feedback

## Ask Questions

- Ask instead of tell
- Use open-ended questions

## Model the Way

- Am I confident & assured?
- Approachable?
- Authentic?





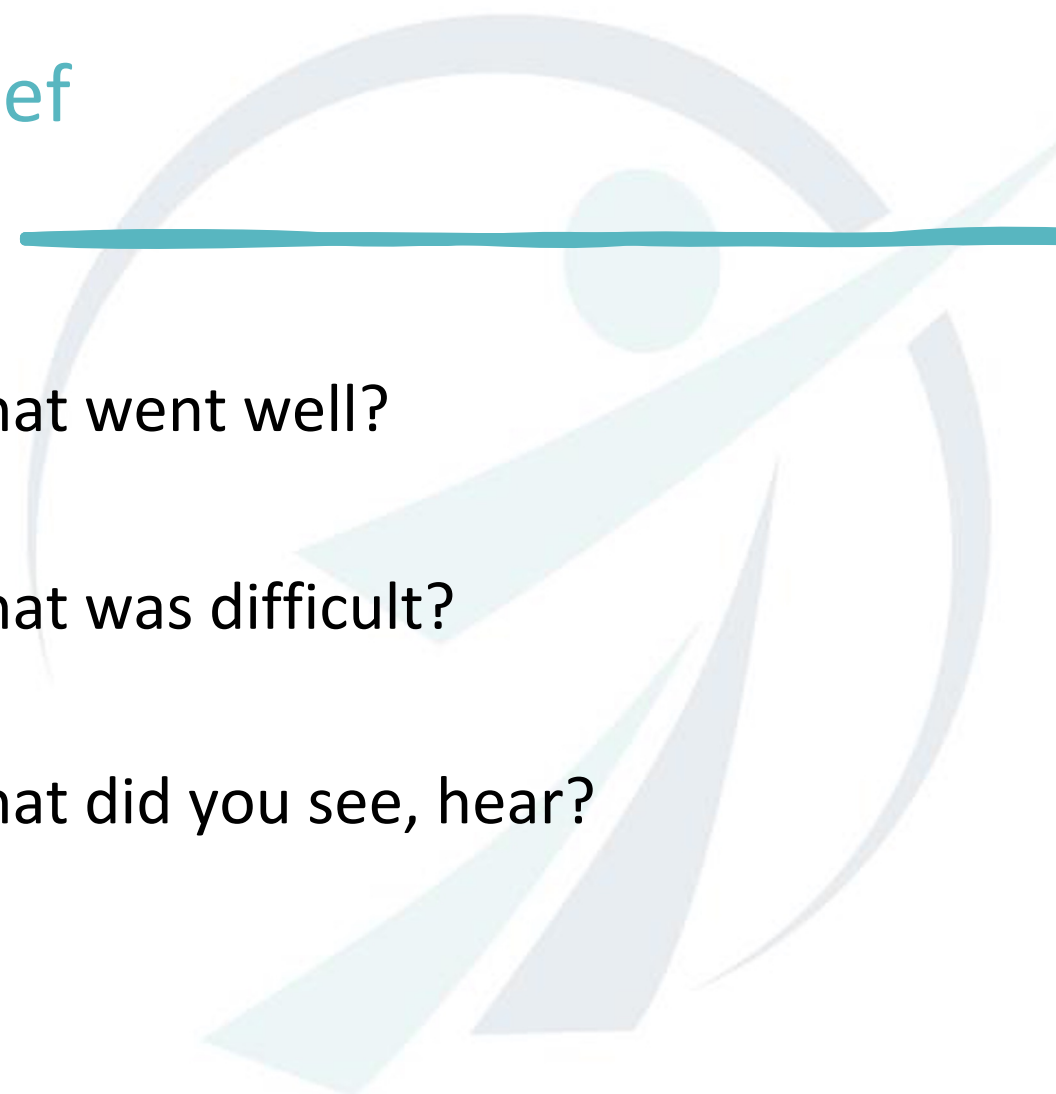
## *ACTIVITY:* Coaching Triads

- Work in triads to role-play a coaching conversation that follows the G.R.O.W. model.
- Each group member will choose one scenario to try/test out as a practice coaching session.
- One member will be the coach, another the coachee, and the third team member will observe, jot down observations and debrief the exercise using the template on page 23
- Each triad will rotate so that everyone has an opportunity to try out the model, practice and get feedback.
- You have 60 minutes for this activity 20/20/20



## Debrief

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- What went well?
  - What was difficult?
  - What did you see, hear?
- 



## *ACTIVITY:* Coaching Action Plan

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- I will do less of...
- I will do more of...
- Three actions I will take to develop as a coach
- I will know I am a servant leader coach when...

*Record in your leading and learning guide.*