

CNBC Coach/ Mentor Strategy

Triad Coach's Meeting Framework

The purpose of this document is to provide a conceptual framework for the Triad Coaching strategy of the CNBC. The goal of this strategy is to focus the triad coaching interaction toward life and leadership transformation. We seek through personal relationships, coaching skills and trust rich environments to partner with the Holy Spirit to encourage and equip leaders.

This framework is offered as a catalyst around which to organize the conversations of the coaching meetings. It is understood that coaching conversations will and should go where directed by the Holy Spirit. It is further understood that God honors preparation.

In an effort to learn from others and incorporate the best practices and understanding of transformative relationships we lean heavily on those who are fellow travelers. It is from our own experiences and the research and experience of others that we offer these coaching meeting guides.

This coaching framework is greatly influenced by two leaders, Bob Logan and Reggie McNeal. Their books are required reading for Triad participants. The "Focus" page material of each coaching session is often quoted directly from the pages of the book, *Practicing Greatness*. The Coaching Cycle and the Five R's are used with permission from Robert E. Logan *Coaching 101*, Copyright 2003 Church Smart Resources, St. Charles, Il. 60174

Meeting 1: The Discipline of Self-Awareness

The Focus

1. What is the discipline of self-awareness?

Defined: Self-awareness is a leader's intentional quest for self-understanding

Self-awareness includes:

- Self-knowledge: Knowing who you are
- Self-mindfulness: Understanding your motives for doing what you do
- Self-vigilance: Knowing what makes you tick and what ticks you off
- Self-consciousness: Knowing how you come across to others
- Self-alertness: Maintaining your emotional, physical and spiritual condition

2. Why is self-awareness important?

Without appropriate self-awareness, hidden traits, motives, addictions or compulsions of leaders may guide behaviors that create huge problems and may dismay, exasperate, and bewilder those they lead. Leaders who lack self-awareness are besieged from within. They are their own worst enemy. And don't even know it!

Leaders who know themselves have gained their best ally – themselves. They know why they are on the planet and what contribution they intend to make. They know the behaviors and values that support the mission. They know how to measure success. They know what they bring to the table in terms of talent and abilities. They know what they don't know, so they are constantly pushing their learning in strategic areas.

The Coaching Cycle



Relate:

- How are you doing personally?
- How is your family?
- Where are the points of frustration in your life these days?

Reflect:

- On a scale of 1-10 (1- being very low and 10 - being very high) How would you describe your level of self-awareness? Why?
- What has God called you to do?
- How has He shaped you to do it?
- What are (is) your
 - Spiritual Gifts?
 - Passion?
 - Abilities?
 - Personality Style?
 - Key Life Experiences?
- How much of your time is spent working within the frame work of how God shaped you?
- Which leadership assessment tools have you used to become more self-aware? (i.e. DISC, Strength Finders, Myers Briggs etc.)
- What self-awareness area does God seem to be indicating would be a growth area in the near future?

Refocus:

- What steps could you take to increase your level of self-awareness?
- Who do you know that seems to have a great deal of self-awareness? How could you learn from them?
- How are you going to apply what you are learning?

Resource:

- Which tools do you have to help increase your self-awareness?
- Who do you know that seems to have a high level of self-awareness? How might you be able to learn from them?
- Who might be able to be a truth teller related to your level self-awareness?
- Who might know of additional self-awareness resources?

Review:

- What are you learning?
- What is working?
- What needs to change?

Meeting 2: The Discipline of Self-Management

The Focus

1. What is the discipline of self-management?

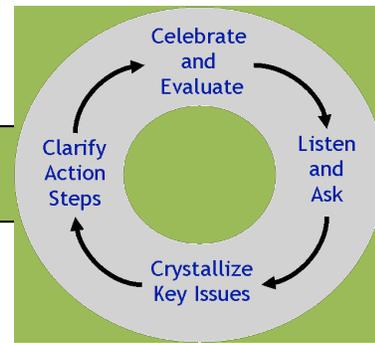
Defined: Self-management is the intentional personal stewardship of the leader's mental, emotional, spiritual and physical health.

Self-management includes: Effectively processing difficult emotions, right sizing personal life and ministry expectations, responding with wisdom to leadership temptations, pursuing intellectual development and physical well being.

2. Why is self-management important?

Self-management acknowledges that great leaders are great managers – not just managers of projects and other people but, primarily and foremost, of themselves. Failure to manage oneself leaves a leader vulnerable to self-sabotage or derailment.

The Coaching Cycle



Relate:

- How are you doing personally?
- How is this coaching working for you?
- How is your family?
- What can we celebrate?
- Where are the points of frustration in your life these days?

Reflect:

- On a scale of 1-10 (1- being very low and 10 - being very high) how would you describe your level of self-management? Why?
- Which emotions have you been feeling most in recent days?
- Of the three levels of expectations: What you expect of yourself, what the church expects of you and what you expect of your followers which seem to be the healthiest? Least healthy? Why?
- What does a healthy lifestyle look like for a ministry leader?
- How does your mood (optimistic or pessimistic), your empathy (your ability to read the emotions of others) and your connectedness with followers impact your work?

Refocus:

- What is your strategy for managing your negative emotions? How is that working?
- What adjustments need to be made in your management of expectations?
- What changes should you consider to increase your physical health?
- How might you increase your emotional intelligence?

Resource:

- Which tools do you have to help increase your self-management?
- Who do you know that is consistently good at self-management? How might you be able to learn from them?
- Who might be able to be a truth teller related to your level of self-management?
- Who might know of additional self-management resources?

Review:

- What are you learning?
- What is working?
- What needs to change?

Meeting 3: The Discipline of Self-Development

The Focus

1. What is the discipline of self-development?

Defined: Self-development is a life-long commitment to learning and growing and building on one's strengths.

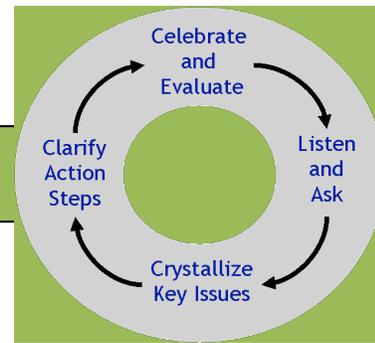
Self-development includes: Two key practices show up commonly in great leaders who adopt the discipline of self-development as a life habit. They pursue life-long learning and they build on their strengths. Self-development also includes failure-tolerance. The reason for this is simple: every leader experiences failure at some level. Great leaders, however, refuse to accept failure as a destination.

2. Why is self-development important?

Moses picked up a whole new set of skills at age forty, then assumed his major leadership role forty years after that. Abraham became a world traveler at seventy, then a father two decades later. Paul went to the desert to get his head on straight after his Damascus road experience—an event that caused him to rethink his theology and mission. The apostle did not begin his missionary journeys until his forties.

The discipline of self-development characterizes all great leaders. They never stop growing. Leaders who adopt this discipline as a life habit pursue lifelong learning and build on their strengths. They also choose to grow through failure.

The Coaching Cycle



Relate:

- How are you doing personally?
- How is this coaching working for you?
- How is your family?
- What can we celebrate?
- Where are the points of frustration in your life these days?

Reflect:

- How intentional are you currently about life-long learning?
- How do you learn best? How often do you involve yourself in those activities?
- How would those closest to you say you handle failure?
- Share a time that you failed and handled it poorly?
- Share another time when you failed and it became a powerful tool for learning and moving forward?
- How much of your work is organized around your strengths?

Refocus:

- What would a strengths based culture look like in your ministry setting?
- What habits can you put in place that will increase the likelihood that in twelve months using your strengths will be a normal part of your life?
- How will you develop a clearer strategy for self-development before our next meeting?
- What adjustments need to be made in your calendar to give you greater time and energy to focus on self-development?

Resource:

- Which tools do you have to help increase your self-development?
- Who do you know that consistently takes the opportunity to engage in self-development? How might you be able to learn from them?
- Who might be able to be a truth teller related to your level self-development?
- Who might know of additional self-development resources?

Review:

- What are you learning?
- What is working?
- What needs to change?

Meeting 4: The Discipline of Mission

The Focus

1. What is the discipline of mission?

Defined: The discipline of mission is discovering and intentionally pursuing the role God has both designed you to fulfill that will change the world for His glory.

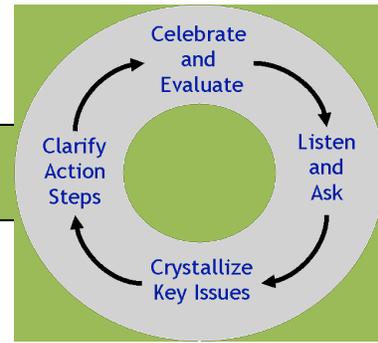
Mission includes: Leaders who embrace the discipline of mission believe God is the One who has determined their life assignment. Their life mission, not a job description, determines the content of their days, of their work, of their energies and talents.

Talent, passion, experiences, successes, personality traits, opportunities – all provide helpful hints in the mission discovery process. Together they form a picture of the leader's mission – much like the picture on the lid of a jigsaw puzzle.

2. Why is mission important?

Without a compelling mission we drift into busyness and let the wrong things define us. People, even leaders, typically define themselves in terms of their jobs. Great leaders, on the other hand, tell you what they intend to accomplish, the mission they are on. These leaders speak in terms of contribution, of significance, of changing the world. They don't work for an organization; the organization works for them. Their job, their role, their current assignment is the venue or platform from which they pursue their life mission. No matter what job they take or role they fill, they redefine the position to fit their mission, not the other way around. Great leaders reorient their lives around a core mission.

The Coaching Cycle



Relate:

- How are you doing personally?
- How is this coaching working for you?
- How is your family?
- What can we celebrate?
- Where are the points of frustration in your life these days?

Reflect:

- In four or five sentences tell me what you would really like to do with your life.
- What kind of environment would support that life mission?
- What people or cause do you feel drawn to?
- What do you want to help people do, achieve or experience?
- What message do you want to deliver?
- How do you intend to serve or have an impact on the world?
- Why did you say yes to God to begin with?
- How much mission and job alignment are you experiencing in your current role?

Refocus:

- What can you do to create greater alignment between your mission and your current vocational role?
- How will you develop a clearer sense of mission in the next thirty days?
- What adjustments need to be made in your calendar to give you greater time to pursue mission?
- What is your strategy for tapping into your passion and its energizing effect?

Resource:

- Which tools do you have to help increase your sense of mission?
- Who do you know that has a focused sense of mission? How might you be able to learn from them?
- Who might be able to be a truth teller for you related to your sense of mission?
- Who might know of additional mission development resources?

Review:

- What are you learning?
- What is working?
- What needs to change?

Meeting 5: The Discipline of Decision Making

The Focus

1. What is the discipline of decision making?

Defined: The discipline of decision making is the increasing ability of the leader to choose an effective course of action from an array of options.

Decision making includes:

- Asking the right questions
- Getting enough of the right kind of information
- Consideration of timing
- Involving the right people
- Operating with right motives
- Understanding intended outcomes
- Learning from mistakes

2. Why is decision making important?

Merely believing you are on a great mission does not guarantee success. Making good decisions does. Good decisions put the team or ministry he leads in the best position to accomplish its task. Great leaders know how to make decisions, when to make decisions, and what decisions need to be made. That's why they practice making better decisions relentlessly. While others are dreaming and talking, they are making decisions that change the world.

While leaders don't always make the right decisions, they do so often enough that they enjoy significant accomplishments in their leadership process to gain important credibility with their followers. These leaders have learned to think about success in terms of direction or forward movement, not as a destination. They have an identity apart from their ministry. They have embraced the fact that their ministry organization may reflect their personalities, priorities and passions but it is not an extension of who they are. Making decisions forces the great leader to give up perfectionism. We can be really good as a leader but we are not without fault or weakness.

The Coaching Cycle



Relate:

- How are you doing personally?
- How is this coaching working for you?
- How is your family?
- What can we celebrate?
- Where are the points of frustration in your life these days?

Reflect:

- How have you tried to strengthen the discipline of decision making in your life and ministry? How did it go? Why? What adjustments could you make?
- How intentional are you about developing your ability to make decisions?
- How does your relational style help or hinder your willingness to make decisions?
- Share about a decision you made that had an unintended outcome. Using the discipline of decision making how would you approach it differently?

Refocus:

- What decisions are you currently facing that could be an opportunity for you to practice the decision making discipline?
- How might you strengthen your decision making ability in the next thirty days?
- What adjustments need to be made in your decision making process to drastically increase their quality?
- How could you incorporate debriefing decisions into your ministry routine?

Resource:

- Which tools do you have to help increase your decision making capacity?
- Who do you know that consistently makes good decisions? How might you be able to learn from them?
- Who might be able to be a truth teller related to your current decision making skills?
- Who might know of additional decision making resources?

Review:

- What are you learning?
- What is working?
- What needs to change?

Meeting 6: The Discipline of Belonging

The Focus

1. What is the discipline of belonging?

Defined: Belonging is the determination to nurture our relationships and live in community with others, including our families, followers, mentors and friends.

Belonging includes: The discipline of belonging characterizes great leaders. They have the ability to enjoy significant relationships that nurture their lives. Leaders obviously do not experience the same level of community in each of these arenas of belonging. They not only value and practice community at multiple levels but also make a conscious decision to belong to others. They belong despite the risk, because they know that to quit risking is to quit loving and that to quit loving is to quit leading in the spiritual arena.

2. Why is belonging important?

The central tenet of the Christian faith is that God exists in community. Father, Son and Holy Spirit enjoy a relationship that has spilled out into the created order. The search for belonging is part of what it means to be created in the image of God. People need each other. We are relational beings. We not only want to belong, we only come to a true understanding of who we are in our relationships with God and with other people. We must belong to be fully alive.

The Coaching Cycle



Relate:

- How are you doing personally?
- How is this coaching working for you?
- How is your family?
- What can we celebrate?
- Where are the points of frustration in your life these days?

Reflect:

- How have you tried to incorporate the discipline of belonging into your routine? How did it go? Why? What adjustments could you make?
- How intentional are you about incorporating the discipline of belonging into your routine?
- Which friendship skills might be beneficial to work into your life?
- What would an appropriate amount of relational connectedness look like for someone in your role?
- How does your relational style help or hinder your willingness to belong?

Refocus:

- How might you strengthen one of the levels of your relational network in the next thirty days?
- What can you do to create greater opportunity to nurture the multiple levels of your relational networks?
- What adjustments need to be made in your calendar to give you greater time to deepen your relationships?

Resource:

- Which tools do you have to help increase your ability to cultivate relationships?
- Who do you know that seems to have a healthy relational network? What could you do to learn from them?
- Who might be able to be a truth teller related to your level of belonging?
- Who might know of additional belonging resources?

Review:

- What are you learning?
- What is working?
- What needs to change?
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Meeting 7: The Discipline of Aloneness

The Focus

1. What is the discipline of aloneness?

Defined: Aloneness is the practice of intentionally pulling away from the pace of ministry and engaging in soul-making and soul-healing solitude.

Aloneness includes:

- Embracing the wilderness experiences God chooses for our life
- Importing mini-wilderness experiences for our soul-development
- Fighting the enemies of aloneness
- Developing a non-performance based relationship with God
- Dealing with issues of self-rejection

2. Why is aloneness important?

The discipline of aloneness celebrates the great leader's capacity, not only to endure the loneliness of leadership but to actually build solitude into their lives. In solitude we observe Sabbath, we initiate extended times of prayer, we practice fasting and record our journey through journaling. Aloneness is important as leaders appreciate the depth of soul making that is possible in heart-to-heart exchanges with their Leader.

The Coaching Cycle



Relate:

- How are you doing personally?
- How is this coaching working for you?
- How is your family?
- What can we celebrate?
- Where are the points of frustration in your life these days?

Reflect:

- How intentional are you about incorporating aloneness into your routine?
- What would an appropriate amount of aloneness look like for someone in your role?
- What practice have you tried to incorporate/strengthen from the discipline of aloneness into your routine? How did it go? Why? What adjustments could you make?
- Describe a wilderness experience that has shaped you for ministry? How was it beneficial?

Refocus:

- What can you do to create greater amounts of aloneness into your daily, monthly and annual routine?
- What are you willing to do to combat the enemies of aloneness?
- How will you develop a greater commitment to aloneness in the next thirty days?
- What adjustments need to be made in your calendar to give you greater time to pursue aloneness?
- What is your strategy for sharing the benefits of aloneness you discover?

Resource:

- Which tools do you have to help increase your capacity for aloneness?
- Who might be able to be a truth teller related to your intentionality of practicing aloneness?
- Who might know of additional resources to help you import wilderness into your routine?

Review:

- What are you learning?
- What is working?
- What needs to change?