

# Report of the Coaching Task Force

January 2022

## Our Vision:

**Every leader empowered...  
through coaching and coaching skills...  
to multiply disciples, leaders, and churches.**

The result of our efforts is to empower every leader across the Missionary Church in every district and region, and every church and ministry, to utilize and share a coaching lifestyle and mindset.

We envision a day when a coaching lifestyle is requisite for every national leader.

We invite every leader to be empowered through coaching and to serve with a coaching mindset.

We are fueling an empowerment culture that will impact how we empower anyone anywhere any time: to make disciples, to raise leaders, to strengthen teams, to send missionaries, and to start churches. Coaching provides the empowerment for T.E.A.M. across the Missionary Church and beyond.

## Coaching Defined

“The purposes of a man’s heart are deep waters, but a man of understanding draws them out.” – Proverbs 20:5

“For you know that we dealt with each of you as a father deals with his own children, encouraging, comforting, and urging you to live lives worthy of God, who calls you into his kingdom and glory.” – 1 Thessalonians 2:11-12

“Coaching is an ongoing, intentional conversation that empowers a person or group to fully live out God’s calling.” – Keith Webb

“Coaching is the process of coming alongside a person or team to help them discover God’s agenda for their life and ministry, and then cooperating with the Holy Spirit to see that agenda become a reality.” – Bob Logan

“Coaches help people develop their God-given potential so that they grow personally and make a valuable contribution to the kingdom of God.” – Steve Ogne

## The Power of Coaching

Coaching is incredibly powerful. Imagine how you would be impacted by

someone who listened to you, helped you listen to God, and then asked you good questions that enabled you to focus on doing what God wanted you to do.

Coaching is essential to empowering others to accomplish God's purposes. It involves coming alongside to help others to do their part in God's redemptive mission. Good coaches encourage, comfort, and urge leaders to live on purpose and fulfill God's calling.

## 7 Benefits

1. Coaches help you go further faster.
2. Coaches enable you to focus more clearly on the next steps to attain your goals.
3. Coaches raise your self-awareness to a new level.
4. Coaches give you clarity on your priorities.
5. Coaches celebrate your progress.
6. Coaches aid you in accomplishing your objectives.
7. Coaches give you hope.

## **Our Biblical Foundation**

In Acts 11:23-24, Barnabas provides a biblical picture of empowerment through coaching: "When he arrived and saw the evidence of the grace of God, he was glad and encouraged all to remain true to the Lord with all their hearts. He was a good man, full of the Holy Spirit and faith...and a great number of people were brought to the Lord." Like Barnabas, coaches come alongside to help.

Steve Ogne notes, "Of all the people we find in the New Testament, besides Jesus, none fits the picture of a coach better than Barnabas. Indeed, his name means 'son of consolation or encouragement.'" In fact, his real name was Joseph. He was such an encourager that he became known as Barnabas.

By encouraging and challenging others, Barnabas empowered them for ministry. The goal of coaching is to help someone live out their calling. Each person needs to discover for themselves what God wants them to do. Coaches aid that process, but they don't direct it. Coaching is not about telling others what to do; it's about helping them discover what God wants them to do for themselves.

In the Parable of the Sower (Mt 13, Mk 4, Lk 8), Jesus teaches on the key to fruitfulness—hearing and obeying. The seed is sown broadly among different soils: along the path, rocky places, among thorns, and on good soil. Only the seed that fell on good soil "came up, grew and produced a crop, multiplying thirty, sixty, or even a hundred times." Jesus explains that the seed that only the good soil were those who "hear the word, accept it, and produce a crop." The key to fruitfulness is hearing and obeying. Coaches come alongside to help anyone to listen to God and do what He says, bearing fruit that lasts.

Certainly, Jesus is our master coach. When you watch the way that Jesus interacted with people, you see that He was often listening and asking questions. The Gospels record over 225 questions of Jesus. As Tim Roehl points out, “We can learn much about coaching from Him. He met people where they were—He asked questions. He assessed needs. He affirmed their worth and value to Him... The life of Jesus is an inexhaustible supply of wisdom and insights about how to coach.”

Bob Logan notes, “Coaching has been practiced in a variety of ways for thousands of years. Coaching has been known under the names of discipleship, leadership development, and pastoral training. John Wesley’s ‘circuit riding preachers were functional ministry coaches. Whenever we see people intentionally come alongside others to help them in their life and ministry and help them listen to the Holy Spirit, there’s coaching going on.”

Every Christian has the Holy Spirit residing within. Jesus told His followers in John 14:26, “But the Counselor, the Holy Spirit, whom the Father will send in my name, will teach you all things and will remind you of everything I have said to you.” Notice the specific actions: “...will teach you...and will remind you.” Too often we assume that it is our job to teach and remind. Jesus indicates that both actions are the work of the Holy Spirit. We simply come alongside to cooperate with the work of the Spirit.

The emphasis in Ephesians 4:11-16 on the role of apostles, prophets, evangelists, shepherds, and teachers to “prepare God’s people for works of service, so that the body of Christ may be built up” is a practical picture of coaching in action. Our commitment to train everyone as ministers (T.E.A.M.) requires gifted leaders with coaching skills and lifestyle to invest in the ongoing empowerment of local church members.

Keith Webb clarifies, “...a coach's job is not to help another person to achieve whatever he or she wants. There are bigger purposes at work. Coaches help people to become what God would have them become (Eph 1:4, 5), and to do what God would have them do (Eph 2:10). Coaching stewards the calling, gifting, and potential that God has given each person. Calling is discovered and clarified in ongoing ways through many different means. The coach, most likely, is NOT the best judge of the other person’s calling. That person themselves and the Body of Christ around him or her are often better able to discern God’s call.”

## **Our Empowerment Strategy**

Coaching is our strategy for empowering leaders.

Through coaching, we help people to build the support network they need to keep going on their journey to fulfill their God-given calling.

We are committed to using the COACH Model as our primary tool for empowering leaders and implementing action throughout the Missionary Church and World Partners – and to integrating coaching throughout all our denominational training (T.E.A.M. / ON MISSION / GENERATE / etc).

We seek to establish an empowerment culture in every region and every church. We believe that it is essential for everyone who serves in national and regional/ district leadership to be coached and to empower others with coaching skills. We also recommend that every RD/DS/RSC attend the Coaching Mastery training offered by Creative Results Management (CRM).

### Outcomes of an Empowering Culture

1. Disciples and leaders will be empowered through coaching.
2. Coaches will be developed and empowered.
3. A coaching mindset and lifestyle will be embraced.
4. Our empowering culture will in every leader in every church in every region

An enduring culture of coaching is focused on the development of oneself and the leaders around you. The outcome of an empowering culture will be the multiplication of disciples, leaders and churches who bear lasting fruit.

### Keys to an Empowering Culture

1. Helping coaches to grow in their skills and impact through mentor coaching, training, practice, assessment, feedback, coaching supervision, cohorts, etc.
2. All national and regional/district leadership to be coached and to empower others with coaching skills.
3. Embracing a simple, reproducible model that actually works (i.e., The Coach Model).
4. A reproducible process that accelerates the development of coaches and the empowerment of leaders all over the place.

Establishing an empowering culture of coaching will result in increased effectiveness, improved teamwork, higher morale, longer retention of people, and greater impact.

“Healthy things grow.  
 Growing things change.  
 Changing things challenge us.  
 Challenging things produce character.  
 Character makes us healthy.  
 Healthy things grow.” – James Ryle

## Our Coaching Distinctives

A coach's approach to coaching and a coaching relationship shows up in every conversation. As we empower leaders across the Missionary Church, here are our coaching distinctives:

1. **Client-Focused** – When starting a coaching relationship, your primary aim is to serve the leader you are coaching. The leader is the client and sets the agenda. It's not about what you as a coach think or believe the client should do. Rather, focus on helping the leader to discover how to move forward to attain identified goals.
2. **Non-Directive** – There is not a set curriculum that the client needs to accomplish. The coach is not the expert who is hired to tell someone what to do next. Our coaching approach is non-directive. As the coach, you come alongside, actively listen, and ask powerful questions which give the client greater clarity.
3. **Transformational** – Leaders who enter a coaching relationship commit to do whatever is necessary to reach their goals. They aren't content to just change a few things – they want transformation. Our coaching approach is built on a commitment to helping clients experience transformational leadership!
4. **Spirit-Sensitive** – In every coaching conversation, together we will listen to the Holy Spirit to discern what He is saying, where He is leading, and how He is working. Your responsibility as a Christian coach is to cooperate with the Holy Spirit's work in the life of your clients. You cannot (and will not) assume the Spirit's role in a leader's life.
5. **Awareness Raising** – While guiding the leader to take appropriate action steps to reach their goals is an important part of coaching conversations, we recognize that raising awareness about oneself and the circumstances around the issues faced is necessary before a leader can identify the right actions. Our approach includes working with clients to help them 1) increase awareness of what's happening within, 2) focus on being and not just doing, and 3) see them become healthy and effective leaders.
6. **Results Oriented** – Coaching enables leaders to go further faster. When a leader knows where they are going, working with a coach will empower them to attain their goals. In situations where greater clarity is needed, coaches will ask questions that generate focused direction. Each coach approaches every coaching conversation with intention to help a leader to both identify and pursue desired outcomes.

## Our Developmental Process

### CRAWL

- 1-day coach training in the region + 3 group sessions (\$25 materials plus \$5)(\$1k facilitator)
- All participants will work with a peer coach following the 1-day training
- Sort the soils – identifying who has coaching “inside”
- Distribute booklet on Coaching in Ministry

- Weekly Drip email campaign – articles and stories
- Offer Pro Bono Coaching = 1 issue + 1 call + 1 hour
- District/Regional Conference – Demo/Presentation + Workshop
- National Workshop series – quarterly – growing your coaching skills

### WALK

- Book club with The COACH Model for Christian Leaders by Keith Webb
- Host the 3-day training in the region + 6 group sessions @ \$250 (3 months after 1-day) (\$25 plus food/facility per person) (\$2500 facilitator)
- All participants will start coaching others in the region + mentor-coaching through internship/apprenticeship process
- Provide coach to every newly credentialed minister (6 sessions/year)
- Launch regional Coaches Café

### RUN

- Send hungry leaders (ideally the RD) to the 5-day CRM training (\$3k+)
- Purchase Training License for 3-day (\$1500)
- ICF Pursuit for those interested (\$1500 + \$400 + \$250)
- Require 3-day Coaching Workshop for those in credentialing process
- Provide coach to every credentialed minister (6 sessions/year)
- Provide coach to every credentialed pastor's spouse

## **Our Coach Qualification Process**

An intentional process for the “validation” and ongoing recommendation of coaches throughout the Missionary Church will be developed to encourage a standard of coaching excellence. A Mentor Coach will work with each apprentice coach through the process to help them identify areas of coaching strength and areas that need further work. Our desired outcome is to be able to recommend the Apprentice Coaches as Coaches with effective coaching skills as part of a Regional Coaching Team in every district and region. A potential template for regions to follow would include:

- Complete one of the 3-day COACH workshops or the [Coaching Mastery Certificate Program](#) offered by Creative Results Management. [Note: VINIA offers coaching workshops in the Spring and Fall. CRM offers their course both live and online throughout the year.]
- Complete the Coaching Apprenticeship:
  - Apply and interview to be accepted as an apprentice coach
  - Complete 6-session coaching series with a qualified coach.
  - Engage with mentoring process: a review of the COACH Model, peer to peer coaching sessions where you will be both the coach and the coachee, how to create a coaching series, and learn pre/post coaching processes.

- Supervision with your first 2 clients, including review of 2 recorded coaching conversations.
- Agree to serve on the Regional Coaching Team for a 12-month term and have the available time to coach 2 clients. After the term is over, if desired and approved, you will have the option to renew for another term.
- Agree to the Coaching Guidelines and to attend the monthly Coaches Café.
- Be recommended to the Regional Board as a qualified coach by the Regional Coaching Director.

## Marketing/Promotion

- Alumni recruiters
- Stories of Fruitfulness
- Pro-bono coaching
- Drip email campaigns
- Crawl – Walk – Run
- Social Clout
- Empowerment and Coaching on website
- “Find a Coach” button
- Pursue women coaches

## Benefits and Compensation for Coaches

- National Budget – include funding for coaching and coach training
- Regional Budget – include funding for coaching and coach training
- 6 sessions pro bono - \$100/session after that... (written agreement)
- Raising funds for Coaching! – grants / individuals – Quasi-Endowment
- Principle: coachees must have skin in the game.
- Pastors are paid – coaches are paid.
- One fund – multiple contributors...
- How will we pay for the training?
  - Attendees pay their way – or their church pays for them.
  - Scholarships available.
- How will coaches be compensated?
  - Inside region: Coach receives \$25 credit toward training per hour (from region) and coachee pays \$100/session after first 6 pro bono (to region)
  - Outside region: \$100/session (paid to coach as independent contractor)

## Practical Considerations

- Coaching agreements must be in place up front – between region, coach, and

- coachee
- Coaches agreements for all recommended coaches – between region and coach
- Every pastor must be equipped with basic coaching skills
- We need regular communication about coaching to help leaders have a better grasp of what coaching is (stories)
- Begin using the Coach Model as the template for TEAM Cohorts
- Initiate a validation process for “MC Recommended Coaches”

## What do we SEE in 10 years?

We envision a day when a coaching lifestyle is requisite for every national leader. We invite every leader to be empowered through coaching and to serve with a coaching mindset.

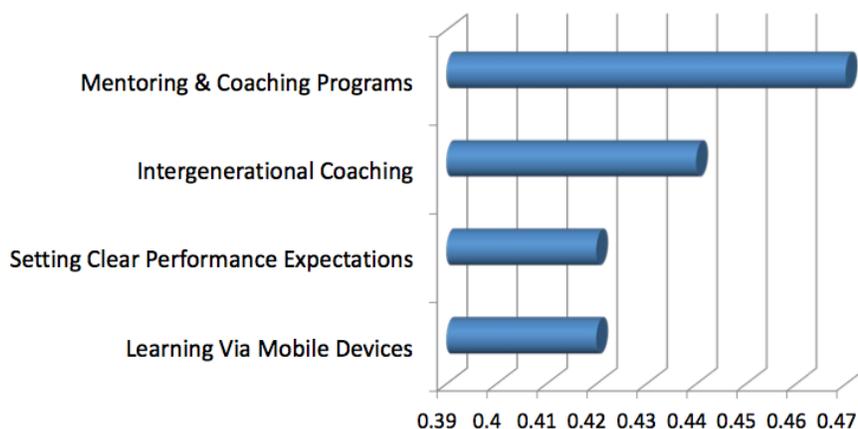
- Pastors enjoying their pastorate – staying longer
- Successful 2<sup>nd</sup> and 3<sup>rd</sup> generation pastors/churches
- Health – defined by transparency and honesty
- Increase in obedience and holiness because people are listening to Holy Spirit
- Coaching is a Catalyst/Mechanism – for transformation
- Implementation – (results) – because of empowered leaders
- More leaders raised + More churches started + More communities served
- Every National Director and Regional Director has completed the 5-Day Coaching Mastery training offered by Creative Results Management
- To be considered to serve as a Regional Director – you are a proven coach
- To be credentialed – you complete the 3-day training
- Families are getting healthier – transformed
- Every pastor and every spouse have a coach (access)
- Our denomination is relevant and vibrant because of our commitment to empowerment
- Farm system for training coaches – offered (required) coaching for every pastor
- Bi-annual National Gathering/Conference for Coaching Empowerment
- Every WP staff/missionary completes the 3-day Coach Workshop training
- All WP RSC (Regional Strategy Coordinators) complete 3-day training
- Trainers in every region
- The catalyst for TEAM / Disciple-making / Multiplication is coaching
- Online training – essentials and advanced
- National Director for Empowerment
- National Team for Empowerment
- Tim’s nephew – funding source
- Quasi-endowment
- Include coaching component with all T.E.A.M., ON MISSION and COACHING training – group and individual

- Coaching is provided to all new pastors, church planters, new staff, newly credentialed ministers
- Coach training at all MLC meetings
- Teams of coaches in every region
- Teams of coaches in every church
- Group coaching for pastoral transitions
- Intentional engagement with next gen
- Coaching is an integral element of our culture, accelerating the development of fruitful leaders, teams, and ministries
- To be a national leader – coaching must be “inside” you

## Coaching the Next Generation

According to an ASTD report in 2012, “The majority of organizations use on-the-job training as a development approach, but formal/coaching is the only approach correlated to higher market performance.”

**What Millennials Think is Most Effective**



### Key Insights

1. Values are more important than vision.
2. Authenticity is more important than quality.
3. Success is measured by the experience not the result.
4. Accountability is found in a community of leaders.
5. Story is more powerful than management theory
6. Young and postmodern leaders need holistic support

### The Bottom Line

- The key to coaching emerging leaders is relationship.
- Young, developing leaders are looking for relationship and they will receive coaching and mentoring from those with whom they have relationship.

## RECOMMENDATIONS

1. We recommend coaching as the empowerment strategy for the Missionary Church.
2. We recommend the Missionary Church, Generate, and World Partners adopt this vision for empowerment: *“Every leader empowered through coaching and coaching skills to multiply disciples, leaders, and churches.”*
3. We recommend using the COACH Model as our primary tool for empowering leaders and implementing action throughout the Missionary Church and World Partners – and integrating coaching throughout all our denominational training (T.E.A.M. / ON MISSION / GENERATE / etc).
4. We recommend all National Leaders, Regional/District Directors, and Regional Strategy Coordinators consider:
  - a. Start or continue being personally coached
  - b. Complete a 3-day or 5-day Coach Training
  - c. Embrace a coaching mindset with their leaders and teams
  - d. Initiate the crawl/walk/run process and set goals for progress
  - e. Establish Regional Coaching Teams
  - f. Join together in cultivating an empowering culture of coaching
5. We recommend selecting a national Director for Empowerment and a National Team to facilitate the implementation of this vision (specifically “What We SEE in 10 Years”) and the cultivation of a coaching culture in every church and every region.
6. We recommend an intentional qualification process be established for the “validation” and ongoing recommendation of coaches throughout the Missionary Church.
7. We recommend time and financial resources be devoted to the empowerment of leaders nationally, regionally, and locally through coaching relationships.