

## Coaching Apprentice Leaders to Develop a Transformational (4D) Learning Design (Dana Allin)

**Dana:** My name's Dana Allin, and I am the executive of a Presbyterian denomination in the United States we recently formed about five years ago. One of the things that we have longed to see but have struggled with, and I don't know if you all find this as well, is that we have younger people who desperately want to be mentored. And we see this with especially millennials, those that in their 20s and 30s. They desperately want people to mentor them. And then we get these older people – 50s, 60s – no harm there to say that as *older*, but those on the older side of the pastoral spectrum, who want to pour into younger leaders.

But they're a little hesitant because, at least what we find in the United States is, what worked 30 years ago for ministry isn't necessarily working now. Some of the older leaders, we don't want to pour our skills into the next generation because we think there's a whole new set of skills that are required in the future. So we have desperately wanted to hook these two groups up to be able to have kind of a mentoring into the future. And what we have found to be much more effective is, rather than taking simply a mentoring approach that we take a coaching approach. So hopefully that's why you all are here; you have some familiarity with coaching or are wanting to explore it. How many of you have any experience in coaching and ministry coaching, executive coaching, life coaching?

There's an International Coach Federation (ICF) and it's going to be the main licensing board for coaches, associate coach, professional coaches, master coaches. I've gone through their process in the last 15 years of coaching people, and I've really seen it as a remarkable way to help leaders develop. So when I was talking to Malcolm and Sarah about this particular thing, I said that in my experience most of the times when we look at what they call the 4D model (which we'll go into and dive into just to make sure we're familiar with that), a lot of times the way forward that people do is that an older or more mature person tells a younger person, "Here's what you've got to do to develop this skill." And that can be very effective; but what we find is that when we take a coaching process, which is instead of coming top-down, coming alongside and helping to draw out of the person where it is that God is at work and how. So I want you to think. How many of you have any experience with the 4D model, the ConneXions Model? Okay, some of you. I found this to be extremely helpful. For those of you who have used it, do you like it? Do you currently use it in different context? Yeah. And how do you, where do you use it?

**Participant:** We use it with helping leaders who are working in schools, training leaders.

**Dana:** Training leaders working in schools, okay. So, Sarah said, “Hey, you probably want to just take a little bit of time to go over that model and then talk about how do we use coaching to help people develop that.” What I was really intrigued by it is especially in the church in the west. We often are consumed with education; we just think someone wants to grow and there, great, give them a book, right? Or give them a program that’s going to take it very linear from here to here to here. The reality is though, that God is growing each of us at totally different places. And the process for growth in our lives usually is more than simply a one week experience. If you ever preached on the Fruit of the Spirit, a lot of times you preach love and joy and peace and patience.

Well, you preach one week on love, you preach the next week on joy ... everyone isn’t automatically more loving after one week, right? It takes a lot more than just simply a one week kind of message even if there’s a small group of Bible studies associated with it. To really develop that aspect of the Fruit of the Spirit takes some time. So what I really enjoyed about the 4D model is understanding the way that we need different types of engagements in order to grow in a particular area. Does everyone have one of the handouts? I didn’t know coming in how sensitive we had to be in using Christian language. I kept everything pretty secular on there but obviously we want to apply this too in Christian context. It’s looking at saying, where is it that we want to grow in our lives and what are the particular types of engagements that we want to be able to have? On the handout they say the 4D – I term it often as the four directions that we want to look whenever we’re going to grow. So one direction is we want to engage with God, right? Okay, so that’s the top right there. We want to say, if we’re trying to grow in a particular area, how do I want to be engaged with God in order to let that characteristic develop in my life? The first time that I ever used this model, I was really wrestling with taking my identity in Christ versus taking my identity in my accomplishments.

Anybody else ever had that issue? No, just me? Sometimes taking your identity in your accomplishments and what you do. So when I was a pastor for church, right? Attendance is up; worship is up, budget is up, I feel pretty good about myself. Attendance is down, worship attendance is down, you’re kind of taking that personally rather than taking my identity in who I am in Jesus. Does that make sense? I would assume we all struggle with in one way or another at times. So I said I want to develop a design that is going to help me to be able to grow in that area. So then I say, okay, in what way do I want to engage with God in the midst of trying to find my identity? So I said, okay, I want to get involved in regular prayer. Regular prayer to simply to ask God to give me the strength and the ability to be able to take my identity in being an adopted child of God, rather than taking my identity in what I am doing. Or I’m going to examine at the end of the day.

Where was I tempted to take my identity in my work, from my accomplishments? Either things went well to things did not go well, that sort of thing. So how do I want to engage with God? What are the particular activities? Then I want to not only want to engage with God but I want to look down to engage with truth. So what are the kind of activities that I need to put? And so I

said okay, for a three-month period, I want to make sure that I'm really focusing on my relationship with God based on my particular identity with Him. So I want to engage with God that way. But I also want to engage with truth. And so I said, I'm going to read through the Gospels, but I'm going to read through the Gospels in a different way than I have in the past. I really want to focus on how God identifies with us as His children; let me take those kinds of passages deeply. So I went through, picked out all those particular passages where Jesus talks about children, or talks about when we have faith in Him, when we have the right to become children of God. And I want to be able to dig deeply into those.

So I wanted to engage with truth. So it could be reading particular passages; it could be I want to read a book called *Sonship*. It's a great book about helping us take our identity and who He has made us to be. Then I want to look to the left, and I want to engage. How do I engage with others? So, who else do I need to bring into this particular design? So I asked; I asked others – you need to pray for me. Who are the three people that I need to have pray for me in the midst of this particular activity that I am doing or who can keep me accountable, or who can help me to know, to be able to pick out, “Hey, I think you're going in this direction – I think you may be kind of again taking your identity in your relationship with others.” So, we're talking about this four dimension thing. And then what kind of experiences do we need to have? So how do we engage with experiences? If ever we're going to learn something, we know we don't just learn from the textbook. But we have to try it out, so we have a little bit of trial and error. So I said some of the experiences that I wanted to do is I wanted to say, okay, no electronics before Bible and before bed. Meaning that it's very easy – we all have our smartphones – very easy first thing in the morning, what emails did I get? Let me respond to the emails right before I go to bed; I want to be on top of it so people think I'm in control. I'm responsive and all that kind of stuff again, fueling that thing saying, these are the different activities that I want to make sure that I do. So over a three-month period what I'm engaged in. Then I had some other things in this as well; when I'm engaging in all of these activities. I saw remarkable transformation in my own understanding of who I am in Jesus. Okay, does that make sense? With that 4D model, those of you who have used that before?

Okay, so again, I often find the way we will use this, is that we will have an older leader going to a younger leader say, “Here's what you need to do, here's what you need to do, here's what you need to do here.” And I think the challenge with that is that it makes these younger apprentice leaders, it makes them dependent upon the older leader. Do you know the biological concept of imprinting? That when something is just born, certain animals will imprint on the first thing they see. So if a duck sees something that's not its mom, it will imprint on that thing as its mom. I think a lot of times what we do is we make our apprentice leaders so dependent on us that they imprint on us and not on Jesus. Right? Did you ever see that? And then if you ever take a copy of something through a copy machine? You take a copy of something, take a copy of something, take a copy of something, maybe about ten copies down, it's really smudged, isn't it? It really doesn't look the same way that it did when it was first

there. So by making a copy of me in the next person, and that person's making a copy of them, and that person's making a copy of them, by the end, we're pretty far away from Jesus. What I want people to do is to be copying Jesus, not be copied on me.

So I find rather than me going down and trying to pass certain things on to people, rather to take the approach of a coach and come alongside of them to be able to drive and understand that the Holy Spirit's at work in their lives, to be able to have them develop their own plan. So let me take that, and I'll talk to you a little bit about coaching. And by the way, what I would love to have if there's somebody here, if you could think, here's an area that I want to grow right now. Maybe it's a particular skill that you want to have, maybe it's a particular learning or a new piece of knowledge that you want to gain, whatever it may be, if you can think, and for all of us, if we can think, where is it that God wants us to grow right now? Then we can take a little bit of time, and I hope that someone will be willing to volunteer so we can kind of coach out your own action plan around these things. Does that make sense? You don't have to volunteer now. But I'd love if someone is willing to do that in about 10 minutes when we talk about coaching. Okay? So if you look on your outline, we say, "What is coaching?" Well, coaching is a vibrant relationship, engaged to help the client or maybe the apprentice leader to discover and achieve a new goal, skill or character trait. The coach comes alongside the client to engage in active listening and powerful open-ended question-asking to help the client achieve their goals. So how is this different than normal mentoring process? How is just that definition there than how we usually approach developing leaders?

**Participant:** Instead of just telling them, "This is the way you need to do it," trying to getting it where they will be able to understand what needs to be done. And trying to go from there.

**Dana:** And what do we need to believe about the apprentice leader and about the work of God in order to take this kind of approach?

**Participant:** If the Holy Spirit isn't doing it inside of them, it probably isn't really happening.

**Dana:** What else?

**Participant:** I guess it's not going to be a long-term change or transformation if it's not coming from inside. It's going to be short-term, maybe.

**Dana:** So yes, say that again, I like where you're going on that.

**Participant:** I think if we engage them to be part of the transformation or dependent on God, which is generally the heart, I think it's going to be a long-term transformation, not the short-term. They need to be a part of the involvement.

**Dana:** So if I am telling somebody what to do, "Here's what you need to do," they're motivated maybe to please me or get me off their back; they're not motivated because the Spirit is prompting them. I was talking to my sister one time who is about 15 years older than me, and she'd gone through a divorce. She was looking for somebody, and she kept saying, "You know, I need to find Mr. Right, I need to find Mr. Right." But I kept telling her, "You need to make yourself Mrs. Right in order for Mr. Right to be attracted to you." Right? So we have this conversation for two years – I keep telling her, "You need focus on yourself, not on who you want to find."

We keep doing that over and over and over again. Finally I said, "I'm going to take a coaching approach to this. What do you think you need to do in the midst of this situation? What's that kind of person you're looking for? And what would that kind of person who you're looking for, what would they be attracted in?" So we started to go through these questions. She said, "You know what I need to do? I need to make myself Mrs. Right in order for Mr. Right to be attracted to me." "I've been telling you that for two years!" Right? But the fact that she said it, and she owned it made it her own and from that point forward she really began to work on her own life, and she began to work on her own relationship with God and ended up marrying a great guy. But she didn't do it because I told her to do it, she did it because she was working on it on her own. Does that make sense? Okay. So in coaching, what we talk about are these 5Rs – the 5Rs of coaching that we want to make sure are in any conversation that we have.

Coaching can be a pretty complex process. ICF has 11 kind of qualities and attributes of a professional coach. I'm just going to strip all that down to five simple ways to understand what needs to be involved in a coaching relationship. The first one is that we are able to relate, that we're able to build trust between, and I'm going to use the term "us" as the leader as between a coach and what would be either the client or the apprentice leader; that has to be that relational trust. They have to be able to trust in what you're going to tell them, that you're going to keep confidences; they have to trust that you want the best for them, all of that kind of stuff. You have to have that kind of relational environment where we can really know each other. And then the second thing is we want to help the person reflect. And this is the part of the process that I love the most – not being able to come into a relationship with an individual and tell them, "Here's where I think you need to go" but to ask the question, "Where are you? Where are you in your own journey with God? Where do you feel like you need to grow in skill

or where do you need to grow in ministry area, or where do you need to grow in your own heart and your relationship with the Lord?" And just begin to kind of tease that out of the person by asking those particular questions.

So it's kind of like on the map in the hotel, or in a map in the mall, or any place, right? It says here's where everything is, and then there's a dot that says, you are here, right? Helping the person to understand *you are here*. Here's where you are right now in your life. And then after you go to refocus, to reflect, which is, "And here's where I am." Refocus is what? Here's where I want to go. Here's where I think the Lord is leading me. Here's where God is at work right now, in my life and where He wants to take me. And so I am moving in that particular direction. And so a lot of times, we don't know where or we can't assume we know where God wants to take a particular individual. I think that's why so often, all those linear approaches to discipleship fall short on leadership development. It's like everybody's going to go through this class and everybody's going to do this and this, and this, and this. Well God is working in a different place in my heart and mind than He is in your heart and mind. And so rather than saying, "Well, hey you know, if my brother here really needs to work on peace, his own life. Okay, well, hey, and if I'm the pastor, in three years, I'm going to preach him that. Okay, just wait for that." That's not a very helpful approach to discipleship, is it? Or leadership at all. Rather say, "Okay, let's work on that particular environment now, or that particular aspect now, so that you can be able to go forward." Okay, so refocusing, where is it that God is wanting to take us? And then resource. What's it going to take?

**Participant:** How do we determine that whether apprentice, before we help them where to go?

**Dana:** Where to go?

**Participant:** How do we, you know, where they are?

**Dana:** Yeah ... so moving from that where does the apprentice need to go, there is some aspect if you are in a supervisory position. I think there could be some aspect where you may say, "Hey, here's some areas that where I think you want to grow." Or the person's a small group leader, you may say, "What are the skills that a small group leader needs?" And begin to help them tease out ... they need to be able to build trust, they need to be able to lead the discussion, they need to know teamwork, all of that kind of stuff. And you may ask the person, "So, of all those skills that it takes to be a small group leader, where do you need the most

help?” And then the apprentice leader is going to be able to come up with that and say, “Well maybe it's this area.” Or what I ask, I'll use coaching in marriage counseling, I'll say, “Where does your spouse think you need to grow?” Right? Because your spouse probably has a pretty good interpretation of where it is that you need to grow. So, “Where would your friends think you need to grow, where would your pastor, your other people ...” Does that help? Makes sense?

**Participant:** Yeah, I mean if someone comes to us, could be an apprentice, coaching as a leader. How do we know where he is right now before we guide him to go to a certain place?

**Dana:** Yeah, well you know, a lot of times, if someone comes as an apprentice leader, I would ask, first of all, “Why is it that you're coming to me? Where in your own development are you feeling the need to grow? Why do you feel you need a mentor at this particular time?” And then see what they said. If they say, “You know, I feel like I've gone through the motions of faith for so long, and I really want, I really want to grow.” “Okay, great, tell me what that means.” And begin to unpack that a little bit of what God is already stirring in your heart, or because you can use this in a variety of ways, you may also have a predetermined list of competencies that a potential leader would have. So if you have an associate pastor or any particular person, you may have a list. We in our denomination have a list of ten competencies that we think all future pastors need. So we might do some things to help them explore, “Oh, I'm strong in this area and this area, but I'm weak in this area.” So that you kind of have to look at your own circumstance to say what could be the variety of things for a person to want. Does that make sense?

**Participant:** Yeah.

**Dana:** So that's why I'm trying to keep this a little bit generic in that so that you can now apply it in whatever particular context that you're in. So after you refocus, in terms of where we're going to go, then we want to look at resources. Okay, what is it going to take to get there? And that's why I think we want to begin to ask these other questions. What kind of experiences would you want to do in relationship with God? How can the Lord help you in the midst of this? What education, what training do you need? Is there particular books? Are there passages of scripture? Are there other information? Who else, engaging with others, who else in your community can help you achieve that particular outcome? Who can help you along the way? And what experiences might you need in order to grow? So if a person, for example, is a small

group leader you might say, “Okay, you grow as a small group leader – how do you need to engage God in that process?”

“How do you need to engage with truth in order to grow? How do you need others to come alongside of you as you grow, and what kind of practical experiences might be?” Maybe I need to try to lead a small group for a period of time and have a senior leader there. Or, I need to go interview a couple of small group leaders who I really admire – their faith, their ability – and I’m going to interview them and see what makes them an effective leader. So that they can begin to fill in this box, and what we find is that they fill in those boxes and again they’re going to be much more likely to do these things than they are if we just simply tell them. And then in the last part, in the review we want to say, “Okay, are these things in these boxes, are these the right things? What’s missing? Or where could you get derailed in this process?” So I ask that to people all the time, and we’re coming up with a coaching agenda. “Where could you get derailed? What will be challenging about living this out.” And they could say, “Well, time; this is a lot of new things.” So I may say, “What do you need to cut out of your own regular practice in order to put these things in?” “Well, I need to cut out TV watching or whatever it may be.” Does that make sense? And then they start to kind of flesh all of that kind of stuff out. So what do you see as you're hearing that? What other reflections or questions do you have on those five elements of a coaching relationship?

**Participant:** I have a question. Does this relate to any age? I mean, when someone is that young with the lack of, let's say, experience etc. Is it related to all kinds of ages or situations? Can you generalize this – you know what I mean?

**Dana:** Yes, absolutely. Does a person already have to be of a certain age to do that?

**Participant:** No, I mean sometimes you need to be told what to do. I'm still of the belief that they need to have the ownership to be part of this. But sometimes I think we need to tell them what to do.

**Dana:** Yes, there should. So here’s the way we normally approach in coaching. We will help a person unpack their own thinking, and we will tell them what to do. First of all, if you’re in a supervisory relationship, so if I’m working with an associate pastor, something like that, and I had an associate pastor who was in charge of our deacon’s ministry. We were just starting deacons and there were certain things I anticipated. He was in charge of it; I had to tell him, “Here’s the basic parameters that I want to see you fall in, in terms of deacons. But beyond



those parameters, you can have pretty much free range.” So I gave him a little bit of the parameters and told him, but then I let him kind of fill in from there. Here’s what was really cool – I did this with my daughter who was six years old. I said, I’m going to try this with her (she’s eight now, but I did it when she was six) and I said, “Where do you think you want to grow? And where do you think God wants you to, as you follow Him?” And she said, “I think God wants me to be nicer to my brothers,” and I said, “I think God wants that, too.”

Absolutely. As I watched that interaction, I start to coach and said, “Well, how do you think God can help you in that process?” She said, “I could probably pray, yes, I could probably pray.”

“How often do you think you should pray?” “Well I pray, we pray every night as a family, every night, right?” So she’s already filling in that box. And then I said, “Well, what about truth?” Now here’s a part where I had to help her. Because how do you engage with truth? And so we were talking about some things and this took a little longer than I’m making it sound now. But I asked her, “Have you ever read any Bible stories about how we are supposed to treat other people?” Thinking for a minute, “Yes, you know we did that one about the good Samaritan,” so she had that. And I said, “You know, there’s other passages too, that talk about how we treat other people. How ‘bout I give you a list of some passages, some Bible verses that we can read, and you can go over those. We can do those together.” She said, “Okay.” So she’s doing that. “So what do you want to do for experience?” And she said, “Well, I need to be nicer to them.” She already knew that. And I said, “Okay, what would be a small sliver?” And she goes (and I was so happy), “What if I did one thing nice for them every week?” I said, “I think that would be great!”

I think one nice thing for them – great, that would be good. So you got your experience. I said, “How can (and this is when I filled in a little bit), how can Mom and Dad help you in this?” And she stopped for a little bit, and said, “Tell me when I’m not doing it. Just remind me of this.” So it was great because obviously, she created this, we put it on a little chart for her. We put it in her room, and when we prayed every night, we talked about it. We’d say, “How’s it going?” And this made a pretty significant impact in her life and her relationship with her brothers. So, very simple, right? But she owned it, and she put most of the things on the board even though we helped her, and she was able to do it. So I do think there’s a way if we see things in other people’s lives that we know the Lord wants to work on, I think we can absolutely do that and give suggestions and input. But I think people will surprise us the more we ask them where they think they should grow. I think people will surprise us more than we assume they will. Does that make sense? Yes. That was a little bit longer of an answer, but I’m hoping that might ... you can do this with a six-year-old. I meant to tell Malcolm this too, that I did that. Other questions? And then I’d like to have a volunteer if possible.

**Participant:** Wondering if we could use even in a secular approach in my country.

**Dana:** Yes, yes.

**Participant:** And he could get something out of this; he could be coached. But then if you mention truth in the Word of God, coming in it brings the spiritual, the Christian aspect into it. For him to be true in his way, he could run away, applying the same model without specifying truth as in the Word of God. You take that out it could be applied in a mutual context, and they would still get something out of it

**Dana:** Yes, and you're saying that's good then.

**Participant:** No, I'm saying what's missing is truth in the Word of God.

**Dana:** In the Word of God, yes. So in an evangelistic context, in the place I'm from in the United States, it is the second most never-churched city in the nation. So, the percentage of the population is the second most that have never been to church. Now, way more people go to church than in some of your context. But there are people who say, "I want to discover; tell me about what you believe." I said, "Okay, what other Christians do you know?" So there's ways that we can do this, and then absolutely, if we're saying in truth, we may need to help guide them in terms of what material they can engage with, either obviously the Bible itself, but also if there's any other kinds of things that can help them unpack. So I'm curious, is there anyone who will be willing to say, "Yes, here's an area I'd like to grow in."

**Participant:** Okay in the area of stewardship.

**Dana:** Okay, stewardship, great. Is that for your own self?

**Participant:** Yes.

**Dana:** So tell me, what is your name?

**Participant:** My name is William, William Gordon from India.

**Dana:** William, okay great. So tell me, William, what ...

**William:** I had a team of about 15 guys, 14 people missionaries of other place – we have a tremendous responsibility to reach India. We've got a lot of clubs with our kids – is that satisfactory, can I just put my hands back as if we did it? Or is there another task and God wants us to do things differently? We know it's the man before the machine, so how do we equip and increase the level of quality of stewardship through our people to reach where God has placed us?

**Dana:** Okay, great. And so how would you crystallize where you want to grow as a leader?

**William:** This is personally?

**Dana:** Yes, it could be related to that.

**William:** Effectiveness. Making choices. Decision making.

**Dana:** Great.

**William:** And challenging people. Trying to identify the potential in others. To try to bring out the best in different people, different locations. So how can I be, have sense of wisdom?

**Dana:** Yes, a lot of things in there. Yes, I wrestled with that being in a denomination of people all over the place. Okay, wisdom – where do I spend my time and energy, and all of that.

**William:** Cutting out the clutter, sticking to the books.

**Dana:** Okay, great. So I'm going to put that up here. I heard you say that a few times, just things around focus. Okay, so developing wisdom around focus. And why is that? You said it a little bit before, but why is that the key area of growth for you?

**William:** Because the context is changing in India – the political situation, the opposition – there's so much which needs to be considered to make a wise choice. Like for a simple example, if we just showcase what we're doing, it may be right for the Christian feedback but for the other feedback, it's wrong. Because you cannot, so you need to censor information, you need to shift; it's really complicated, that's why.

**Dana:** Yes, yes.

**William:** What I'm saying is when the wisdom comes, how much should you be about the surface and how much do you go below the surface, and still motivate the ministry?

**Dana:** That's right. And one of the nice things about coaching is, I don't need to know. I don't need to be an expert in his situation; I don't even need to know the totality of his situation. I'm more asking him questions for his own awareness of it than I am for my awareness. Because in the beginning when we talked about a variety of things and coming into the certain case now, I think you feel like we have a good perspective on why this is key.

**William:** Make the right decisions.

**Dana:** So I'm going to put that down: make right decisions.

**William:** And in business with respect to relationship that God is praying about it and getting the directions because we are stewards of Him, so we're not answering what is His perspectives of, seeking His ... so prayer would be definitely huge.

**Dana:** Would be a huge thing. Okay let me put that in there in one second, but you want to make the right decisions about stewardship right? Okay, so one is prayer – can you be a little bit more specific in terms of how you want to bring this to the world?

**William:** I feel there's a pledge to just going with what you're doing, being content and satisfied rather than coming down to a point, you know, how desperate I am for God to get into the situation and change it for the better. Versus things are going well and God's great [inaudible 00:40:02]. So coming down to a point and say, God, there's probably a change that's needed; I don't see it, but I know it's there. Give me that. So you're not seeking Him and saying, please intervene ...

**Dana:** And what action is related to that?

**William:** I would say time alone with God. I would increase my spending time to quantify my pressures that are on me, the things which I am battling with, to be able to bring it forward. So I need to quantify what I'm wrestling with and take it forward with Him.

**Dana:** Okay, quantified.

**William:** And probably those are the same things which others are facing.

**Dana:** Okay, so you want to increase your prayer. Is there a way that you would be able to articulate that in terms of amount of time a day or a week or something like that?

**William:** I'd like to probably catch up on an early morning walk with a message on. When you're walking kill two birds with one stone, and to add onto that and follow a meaningful passage.

**Dana:** So that's morning ... so increase that for morning and what I would do in a normal situation is just helping because again, the more specific you can be in here, the more likely it will be done. And sometimes we say – and I want to be real careful about not being legalistic – I'm going to pray 30 minutes a day and I'm going to do that kind of stuff, so I think there's a balance between that.

**William:** If I'm responsible for the others, I need to be able to pray for each one of them separately and their situations rather than a general prayer. So what is 40 from my side is if I just put it all generally and I'm not specific to the issues which are being faced by the different people. So I need to be very specific. I don't know ... has got to happen separately from this. So it's your own quiet time, it's time alone with God, getting in the presence of God and so that's effectively bringing each one into that. So it's more, I'm the leader, you've got to be much more, know what I'm saying?

**Dana:** Oh absolutely yeah, so you just want to pray because this is great. So you're saying you're going to be more intentional about your time with prayer, and you're going to specifically pray for each person that has those responsibilities. How else would you want to bring God into it?

**William:** Creating an effective feedback system from the people coming back, because I can just go into my own track and not listen to them; so I need to create a feedback from each one of them and what is happening on the field, what is the thing that they're wrestling with. So I'm sure that there is a feedback.

**Dana:** Okay, so I'll put that with the others. How would you create that feedback?

**William:** From me, I look at specific timings for each one so we can stay rather than having all the emails and checking – you know, specific time set aside for each one so this is the slot, and we get the information.

**Dana:** So, specific, and how many leaders are we talking? How many people are we talking about?

**William:** 12.

**Dana:** 12, okay. So I'm going to say a specific time for each leader. How often?

**William:** Every two days you have three people, so right across the whole week. So plan it out for the week.

**Dana:** So all 12 leaders every week; 12 leaders per week. And by the way, when I was asking about this thing, about other ways to get into that, you may have come back and said, “Yeah, I need to spend a silent retreat with God.” Or if I was also leading or something like that, I might suggest that “Would a silent retreat be helpful?” or “Would fasting be helpful?” or something like that. I could throw those kinds of suggestions in and he can take it or not take it. But sometimes the asking “what else” provides us to start to think about things we hadn't thought before, so that could have led for other things coming out in here. And in some ways I may have pushed. Okay, what other ways besides this? So, specific time for each of the 12 leaders every week, that's great. How else do you need to involve others?

**William:** The context is the governance is changing. There are new rules, new regulations how you conduct the ministry, what you don't do, what you do with the government. Finding out what the regulations are; what are the changes and how the ministry can be effective, how we protect that. And communicating with the others.

**Dana:** Great, okay, connecting with the government. What else?

**William:** Putting things on our Facebook.

**Dana:** Are there other organizations that are facing similar challenges?

**William:** Yes, you've been able to initiate ... now I partnered with someone else, and another organization head and how he is facing it and how he had to responded to the government in different ways. So different organizations and how they deal with similar situations.

**Dana:** So, I'm going to put “connect with other organizations.” If we were really going into this in more detail, I'd say “Okay, so what are those?” and that kind of thing. I just asked the question, “Are there other organizations going through it?” so that opens up a new opportunity. What about truth? How does engaging with truth help you in this?

**William:** I know the purpose for existence is to equip the present generation to reach the next and God's Word is the foundation that we have. But we are leaving a foundation for someone else, and that will be the next generation. So the truth is the calling that we have, the time which we are losing; we have a time slot – maybe leadership is just available for one year. How do we impact him? How do we equip the kids with a foundation? How do we build their lives? So those are the issues; that's just the reason and the cause for our existence, that we need to press on, not give up, still stand firm with those values and impart the different truths. So ensure that you know spiritual truth ... that's one thing. Weekly guidelines of Bible truths, explanations of that ... so those are the different things.

**Dana:** That's the things that they need to do, right?

**William:** Yeah.

**Dana:** How do you need to engage with the truth as you seek to make decisions?

**William:** That's what I'm saying with respect to the plan that we had – how do we conduct that? So break it down into checklists perhaps, and ensure that those stay on. So those are removing the clutter; just the main issues. Like if you have a topic to be done, you can have a two-page thing but you can't have half an hour's time. 1,2,3 is my main point. So how do we shrink it and ensure that this is the “must learn” and not the “could learn” and “should learn?” So how do you shrink it to ensure that you definitely tick-mark those issues? So I need to go through with that.

**Dana:** Reduce truth to bite-size manageable packages. And one of the things I'm wondering in truth is, are there particular passages of Scripture, books of the Bible, parts that you want to read so that you can become wise in your stewardship?

**William:** Yeah, case studies ... leadership models and books on that, teachings of sermons and topics on those issues.

**Dana:** Like you said, Solomon, he had some wisdom, right? Those kinds of things – okay. So that one, you're just kind of throwing it out as potential suggestions, and it could really create his



own quiet time devotional time around those particular issues. We have 40% of our pastors are probably going to retire in the next five years, so we're working with somebody on, "How do we help congregations transition well?" And he said – this guy is kind of an expert on transitions – and he said he re-read the Old Testament all through the lens of transition and leadership succession. Nothing I had ever thought of before, but all the stories that we know and are familiar with, when you read it through that lens of what the leader is going through with transition, it opens up a whole new world of things. And he pulled stuff out of the Scriptures that I had never seen because he looked at it through that lens. So if you, for example, looked at particular passages of Scripture through the lens of how was wisdom achieved etc., you might be able to have that. Anything else in experience?

**William:** Conducting our trainings, we have to do it differently because there is less publicity and you don't communicate, you don't broadcast what you're doing, but at the same time you know ...

**Dana:** I heard you say you have to – my language would be trial and error – like you're trying new things and you're getting that feedback, so you're trying to implement some of these decisions and seeing how it goes. So it could be evaluating new actions, and that might be something that I would say you might want to explore a little bit more. Now, do you think if you did all of these things – you're thinking three months – you would be at a better place to make those decisions? Where could this go astray? Where else could this go wrong?

**William:** We are accountable to writing a feedback ... everyone get this transferred so we know where we are moving forward and at what pace. Probably write a journal sort of a thing to keep track.

**Dana:** Journal – that might be under experience; journal about stuff. Prayer team – who do you want to enlist to pray for you?

**William:** The people who are overseeing this. Also at the same time we need a couple of judges or elders or board members.

**Dana:** Okay, overseers, churches. You also mentioned accountability. Would that be the same people you'd be accountable to or would that be ...?

**William:** There's one more actually. I'm accountable to my wife.

**Dana:** Ah yes, don't forget that! Yeah, how does your wife need to be involved in this to keep you accountable?

**William:** Time spent, because mostly what happens in India you spend lots of time ... you know its ministry first, family second; God and family and then ministry. So from that perspective, it all has to stay in context with not wreck your marriage and not wreck your relationship but at the same time, manage both.

**Dana:** Yeah, balance. That may be the first thing on your list that you need to do right is talk to your wife. Good, how does that feel?

**William:** It's good, yeah.

**Dana:** How does that feel about your big thinking, about the challenges ahead implementing this?

**Audience:** Good.

**Dana:** Yeah, it's good; good. So just from the rest of you kind of just watching that process, what did you notice, especially if you can relate to any of those five R's?

**Participant:** I think the number three of deep focus. We're trying to make him focus exactly what he needs to. Another thing that I realized, don't talk too much but ask questions.

**Dana:** Yeah, asking questions.

**Participant:** Also, you made them aware where he wants to go.

**Dana:** Yeah, and how did you see that?

**Participant:** Because the first question you asked (“What's the challenge?” or “What do you want to do?”), he said, “Make right decisions and then he took this ... and then you took each part – “So how would you want God to engage this?” so he kept answering.

**Dana:** Yeah, because it was all related. That refocus, that this is now the new focus ... it was his idea, not mine. Imagine, these are all kinds of resources to help bring you to that.

**Participant:** I think we've got a skeleton, a good skeleton, for us to fill in.

**Dana:** And hopefully, you felt that I wanted you to succeed.

**Participant:** Oh yeah.

**Dana:** I've seen people who get very “judgey” on someone else's plan and then the person shuts down and really doesn't go forward. What else did you notice about what I was doing or what William was doing? One of the things I try to do is ask (I didn't do it on all of them) but ask open-ended questions. So ... not “is there, are there?” but “what, when, how?” ... that kind of thing because it really begins to unpack the thinking. So how would you use this in that coaching pack just from what we've heard and done so far? Could you see yourself using this in developing leaders in your context?

**Participant:** Sorry, I have an earlier question.

**Dana:** Yeah, please.

**Participant:** Sorry. The fourth point – the resource – and you just identify it here or how do we do it in this example?

**Dana:** Yeah, in some ways with all of this is the resource because these are the resources that he will need to go forward. So if I did it linear – you know, relate “How are you? What's your name? Tell me about your context ...” Some of that is the “Relate ‘Where are you?’ and ‘Where do you need to go?’” – that was kind of the refocus here. And then all this is the resources to help get them there. And then I asked him, “What could derail this? or What else? or What's missing?” So a lot of time you begin to look at a plan and ask what could go wrong what you need to do in order to make sure this happens. And then he comes up with the last one of his wife (we won't tell her that this was the last thing on his list) but he could see that hole, so that was on the review, where we kind of reviewed and we looked at this.

**Participant:** You mentioned the three months; so does that mean in three months then you would check back?

**Dana:** Yeah, because I find three months usually is a pretty good time for someone to engage – it's not too long, and it's not too short; in a week or two it might be tougher. But even if someone is trying to grow in a particular area and is going to take six months to a year, I want to break that down into probably a three-month time period, what you want to see true in a three-month time period. Then that's you know Step A, and then a month later or three months later, where do you want to go from here? Is this similar to, I mean not necessarily this part but just the coaching, is that similar to what you experienced in CMI?

**Participant:** Yes, but I really like the direction it gives to the coaching.

**Dana:** Yeah, I love these 4Ds. I mean I just found it so helpful; and then to do it through a coaching process has been super fun.

**Participant:** I have a question. To have or to do a proper session of coaching, from your experience, how long or what's the proper time to quote the person? Would it depend on the age or depend on the subject to have the proper discussion? Should it be done in phases or in one session?

**Dana:** Yeah that's a great question. If I'm simply doing these as kind of a one-off in terms of I'm meeting with the person and I'm going to coach them, help them develop a plan and then I'm not going to see them again for three months – because for William I may not see him again until eternity, right? But in some ways, I may not be the one who's checking in, but other leaders that I coach. In general, I might be coaching on a weekly or monthly basis and then checking in on those things. So I find most of my coaching sessions are half an hour to an hour and I will usually do about four or five sessions in maybe a three month period. So it's like every two weeks, every three weeks, something like that. And every two weeks usually gives a long enough time for somebody to gain traction in a particular area, but not so long that we kind of forget where the goal was. So if I wait two weeks, that's usually a pretty good rhythm and then after three or four months just to evaluate, “Hey, do we want to continue coaching?” Maybe I was just coaching to on-board a new pastor into a position or something like that ... great, then our time is done.

Some people have got long-term coaching relationships of five years, something like that. This particular session we're talking about coaching into the 4Ds like this, but regularly I would do a very similar type of a session and say, “How would we want to check-in?” I may not necessarily go through all of those because part of what he's wrestling with is he wants to grow in making the right decisions so I'm trying to coach to that. But the other thing we could have done is saying okay he's got an issue before him, “How do we do our ministry in the face of a changing landscape?” We could have just done a regular coaching session and asked him some of the same types of questions, “How do you want to go about this particular task?” and kind of walk through various things as well, even without trying to grow his particular wisdom and stuff, just how does he approach the problem that he has?

**Audience:** What do you surely do if they don't do it?

**Dana:** What do you do if they don't do it? Part of it depends ... so if I am coaching a staff member who is accountable to me in a different way, then we're going to have different kinds of conversations in terms of “Why wasn't this done?” But a lot of times I find that the reason I'll coach a pastor ... so I'm coming alongside and they're wanting to change the culture of their church; they're wanting to raise leaders. And they're saying, “I'm going to talk to every elder this month.” “Are going to have a one-on-one meeting?” And I come back next month, and I say, “How did your meetings go with your elders one-on-one?” He goes, “I didn't do any of them.” I could get mad, or I could get upset. Part of the thing I want to do though is to say, “What is holding you back from having those meetings?” and we can take what was normally a process of an action plan that I'm going to do, and we can unpack. “Well, what stopped you

from doing that? And what the pastor must say is, "I just have huge fear; I have a fear that when I have this meeting with the elders they're going to tell me I'm not doing a good job, and that I need to look for a new pastoral position," and that kind of thing. That's why he didn't do it, so then I'm realizing, okay the reason that they're not doing it isn't because they're lazy or they ran out of time; there is some other kinds of issues.

You can say, "Well, how do we deal with that? How do we coach you? Maybe it's through your identity with Jesus so that you can have those kinds of conversations and not avoid them." So I don't want to take a posture of being mad or upset but to say what got in the way and it could be my wife was in a car accident. I was working with one pastor ... had an action plan; his wife got in a car accident, had to have some major surgeries. That's a very reason why he couldn't fulfill his action plan. "Okay, let's refocus on that as your wife gets back into the next phase as she heals."

Other questions about coaching or how you might coach apprentice leaders? One of the things I might even encourage you to do, even if you're not doing official coaching sessions, is begin by just asking questions. When people come to you with problems or something like that is to ask them questions. So a lot of times as leaders people come and go, "What do you think I should do about this?"

And then I'll say to them, "What do you think you should do about this?" And they'll come back, "Well no, I'm asking you because I want your opinion." So I will say back to them, "Well, you've obviously thought about this a lot more than I have, so tell me what you've thought so far and then I'll give you my input." So they'll kind of expand ... "Well, this and this and this and this." And so I ask them clarifying questions, and by the end of just asking those for the "what" questions, they'll say, "You know, what I need to do is this." And they'll come up with their own solution by just merely asking questions, and they'll go, "Thanks for your advice," and I'll tell them, "I never gave you any advice, I just asked you questions!" And they go, "Oh yeah, I guess that's indeed what happened." So if you can begin to just ask those ask questions of people you know, leaders or people in the church, that kind of stuff, you're helping them think for themselves rather than always being dependent on us as the leader for the answers. A lot of times I'll coach people and they come up with solutions and I go, "That's a much better solution than I would have given you," because of the length they've thought about it. And, yeah, sometimes I'll give them some input things like that too.

**Participant:** How do you handle intergenerational differences? Because I think that's a big one; for example, millennial's issues and thought patterns and reactions, vis-a-vis other generations.

**Dana:** I first started coaching when I became a solo pastor, and I was 25 years old. I had my volunteer leaders in the church who were all in their 60s, and I thought, “These people are not going to look to me for expertise, right, because they're like three times my age. This isn't going to be helpful. Let me do the coaching then.” I found it very effective at their age but then also I'm coaching the millennials. I find it's usually really helpful because it's empowering, so if I'm taking that approach with older people, they find it's a sign of respect. And obviously there's cultural differences that we're all experiencing and how we navigate that in our own cultures is going to be different, but when I'm coaching older people, they find that as a source of respect because I'm not telling them what to do. And millennials, even though they think I'm going to tell them what to do by coaching, I'm helping to empower them, and then they feel more invigorated to fulfill their plans. Other questions?

**Participant:** Sometimes when you ask people, “What's your problem? What's your main thinking?” She asked me a question, but you think that that's not the one ... you try to direct them to find the one or just when doing it with the ...

**Dana:** Right, what if the area that they think they need to work on isn't the area that I think they need to work on, right? Again it would depend on the relationship. If I do know the person well, I may have them list what are the variety of things they could work on, and really help them. One of the things I do want to understand, though, is that sometimes I may see a bigger issue in a person's life. But the issue they want to work on is a small issue, and I think you've got to tackle this bigger one. But if they're really sensing that God is calling them to work on this smaller issue, sometimes actually going and finding success in growing in a smaller one is going to give them the ability to tackle the larger. So I always want to be real. If the Lord showed me everything that He needs to work in my life all right now, it would be so overwhelming, right? And I'm sure I have bigger issues in my life than I think are present. So I want to be a little bit sensitive of that, but at the same time if I built a longer-term relationship, I could say “Where do you think that stems from?” Because a lot of times, if there's the behavioral characteristics that we're seeing that you know there are some maturity issues ... Just using the example photography or something like that, if that's a big issue in somebody's life, these underlying reasons behind that. So let's coach through the underlying reasons and the behavior. Let's make sure the behavior works itself out obviously, but let's coach the end-of-line reasons as well. So kind of wrestling with that you can't always get to all in 20 minutes or even an hour. You had a question?

**Audience:** My question would be, is everyone capable of coaching? What's your advice?

**Dana:** So, can everybody coach? I really think they can. I think it is a skill, learning open-ended questions, learning wisdom and things like that, but I think it's a skill that everybody can do which then frees us up for multiplication. I'm hearing all of these great stories from China and Iran and all of these different places, how there needs to be the multiplication of leaders, but if I have to be the expert in everything in order to an apprentice a leader, then that's going to really slow down multiplication. But if I can learn a coaching skill, then that's one skill I can learn and grow in. I'm going to be able to develop a lot more leaders before I become the expert in everything. So I find just doing a 90-minute session on coaching, then I can start to be getting those skills. Then of course, you know we do coach-training for our coaches that are going through a six-month process and very deeply invested, and obviously then they are better at it, but I think everybody can sort of start at the beginning of the pipe.

**Participant:** I'm going to be very North American here for a second. The first thing I'm going to think about coaching is football, and that seems to be very different than this. Are there any aspects of that kind of coaching with this kind of coaching anytime?

**Dana:** Oftentimes whenever I'm training coaches in a North American context, I always start with saying, "What do we think of when we think of coaching?" And it's always football, basketball, that kind of thing. And that's very directive, you know, writing people and becoming the expert and stuff like that. So usually, I will say, "Let's try and pull those things out and come along of what we would say as the organization, along with coach." Now, how we define coaching is coming alongside, helping to draw out the best in other people; but I will give you some examples in a golf coach or something like that. The coach may not be better than the person they're coaching but they're able to help draw out the best of the people – does that make sense? Sometimes great football coaches were great players, and sometimes they weren't. They weren't great players, but they're great coaches because they're great at drawing the best out of other people. So I'll use that analogy to help people understand what a good coach does is draw out the best of other people, rather than yelling and sometimes what we assume of coaches.

**Participant:** The second question, I'm wondering if you could talk about your most challenging coaching experience?



**Dana:** I have learned a lot in terms of the people I take on as coaching clients and sometimes there are people – I'll just think of one guy in particular – who more wanted to complain about the people in his church than he wanted to be a change agent there. He was very unwilling to change, so we would talk about this. “What got in the way of you doing your action plan?” and it was always excuse after excuse after excuse. And what I realized in that coach is that the person has to want change; the person has to want to have the best drawn out of themselves. So when people were able to do that, then I was able to go forward. And maybe one other type of situation is that coaching is as you can see a little bit different than mentoring and it's different than counseling. But sometimes when people would come to me for pastoral counseling if they were wondering, “How do I deal with my almost an adult daughter who is like 19-20, kind of in this in-between stage where they're legally an adult but they're not acting like an adult?” I can coach through that. But if someone is really dealing with a massive crisis in their life, then I need to move into a counseling situation, or I need to refer them to a counseling situation. So part of it is just knowing: A, are they willing and able to change? or B, do they actually need counseling or something else besides coaching? So I would say coaching helps good people become better; counseling usually helps people in crisis become good and become whole again rather than becoming the best part of the day.

**Participant:** Is there a difference between a person who probably wants to change or because of the problem he says the change has to happen through that person?

**Dana:** Yes, so we tell people when we're coaching, “All we can do is focus on you. We can't change other people.” Now hopefully by your behavior, how you're engaging in the situation, hopefully that will change other people, but this is not a session for us to. Sometimes people are just so broken and bruised in a process that they just want to complain about their situation and we're saying, “Okay, that's great, how can you move forward in this?” “Well, if this person stopped doing this or stopped doing this, then I'd be okay.” “All right, well I'm not coaching them; I'm coaching you. So what is it that you need to do to be able to move forward?” Sometimes after three or four sessions I might say, “I'm not sure this is a good use of your funds,” because it seems it's not necessarily a good use of my time to be able to do that, and so let's release from the coaching agreement. Sometimes though, occasionally, they'll say “Oh you're right!” and they kind of have a come-to-Jesus moment, and they're ready to move forward, and other times they say, “Yeah I don't think I'm really ready.” Okay, that's fine. Those situations I wish I had known in advance before I started that process.

Other questions? Well, I hope you find it helpful. I hope if you think nothing else, just how can you approach people as you talk with them? Rather than giving solutions, kind of asking questions. And then maybe thinking about the people that God has placed in your life, and how

you can help coach them into their own leadership development, their leadership skills, and relate and hopefully, you'll see them flourish. Pray for you and let's pray to God for William too.

*I thank You that throughout history, throughout your Word, that you called people to come alongside of others. We think of Barnabas, the "son of encouragement" who came alongside of others, who worked with people like John Mark to help them be restored into ministry, to eventually write the Gospel of Mark. And we pray that we could be those people for others, that we would be that son of encouragement and we would be that daughter of encouragement; that we would help people become who You have created and called them to be, to fulfill the good works that You have ordained for them in advance.*

*Lord, I pray for William, and I pray for just the complexity of the situation that he is in as he deals with his own context and how to continue the effective ministry that You have called him and his leaders too. Yet in the midst of a changing context and I pray that this would not just be a problem for him, but that you would use this difficulty, challenge, to increase the capacity of his ministry, that you have called him and his leaders too. Lord, give him that wisdom that he seeks to make the right decisions. For all of us represented in this room, for the people that we have influence over, that you would give us the ability to guide and to lead and to nurture them by helping them discover how You are working in their lives. And how You would call them to move forward for Your mission in the world. And so we lift all this up to You in the strong and powerful name of Jesus, Amen.*

All right, thank you. Have a great night.