

COACH

PREPARE MODULE #1

COMPETENCY: Lead a positive and challenging one-on-one meeting with a leader.

OBJECTIVE: To be able to comfortably and consistently lead one-on-ones for good performance management and development.

ASSIGNMENTS

Assignment 1: Read 2 Timothy 1:1-8 and answer the questions below.

Assignment 2: Read the 2 articles below:

- “The 5 C’s of Leading an Effective Meeting” provided by Mac Lake
- “Leadership and the One-Minute Manager” article by Ken Blanchard

Assignment 3: Use one or more of the 5 C’s as you interact or coach someone at work, home or church.

Assignment 4: Spend time figuring out where your leaders are in their respective roles from the Leadership and the One Minute Manager evaluation, and come prepared with a next step for each person, in order to challenge them in their next one-on-one.

ASSIGNMENT 1

2 Timothy 1:1-8 (NLT)

¹This letter is from Paul, chosen by the will of God to be an apostle of Christ Jesus. I have been sent out to tell others about the life he has promised through faith in Christ Jesus. ² I am writing to Timothy, my dear son. May God the Father and Christ Jesus our Lord give you grace, mercy, and peace.

I thank God for you—the God I serve with a clear conscience, just as my ancestors did. Night and day I constantly remember you in my prayers. ⁴I long to see you again, for I remember your tears as we parted. And I will be filled with joy when we are together again.

⁵I remember your genuine faith, for you share the faith that first filled your grandmother Lois and your mother, Eunice. And I know that same faith continues strong in you. ⁶This is why I remind you to fan into flames the spiritual gift God gave you when I laid my hands on you.

⁷For God has not given us a spirit of fear and timidity, but of power, love, and self-discipline. ⁸So never be ashamed to tell others about our Lord. And don't be ashamed of me, either, even though I'm in prison for him. With the strength God gives you, be ready to suffer with me for the sake of the Good News.

QUESTIONS

1. Paul is writing this personal letter coaching his protégé Timothy. What traits of a great coach do you see in Paul as he writes to Timothy?
2. Think of someone who has met with you and personally did a one-on-one coaching session with you. In what way was that valuable for you? What did that coach do specifically that helped you?
3. Who is it on your team right now that would benefit from a consistent 1-1? Who could you stop meeting with in order to be more effective in your development of others?

ASSIGNMENT 2 - Part 1: “The 5 C’s of Leading an Effective Meeting” provided by Mac Lake

A big part of leading a team is helping to move your team forward, not only as a team, but especially as individuals. One on ones are there to help you as the coach, coach your team members in a way that challenges them and keeps the energy high. Below is a five-part agenda you can use when heading into a one-on-one with individuals on your team.

The following agenda can be used with some minor tweaks to lead a 1-1, 1-few, 1-group, 1-team, or 1-huddle. All you change is your expectation for how much is shared and then swap coaching content. Example would be this very module you’re in or any of the modules up till this point. Maybe you can now see the how of each leader module and why we used the 5 C’s method. Here is how to lead a 30-minute one-on-one. You can also adjust time for a longer meeting, 45, 60, or 90 minutes.

Connect: 2-3 minutes

Spend the first 2-3 minutes as people arrive allowing them to connect. What has been going on personally? Joy? Peace? Pain? Struggle?

Celebrate: 2-3 minutes

One of the most important things you can do as a coach is to lead your team in celebrating recent wins. Spend 2-3 minutes asking your leader to share something they’ve seen God do in their area of ministry since the last time you met. As the person shares, take note and use this opportunity to reinforce important values or leadership lessons for them that naturally emerge from the moment.

Coach: 18-20 minutes

- **Priorities** - Each direct report should have 3-6 goals that align with your ministry’s priorities. So when you meet one on one (usually every two weeks), you can talk about those priority goals and how things are going. This allows you to hear about progress or challenges they’re facing and gives you the opportunity to coach them on their top priorities.
- **Problems** - Always ask, “Are there any problems or challenges you are facing that I can help you with?” If they are working on something that is outside of their priority goals, this gives them the opportunity to talk about other issues they may be facing that you can help with. It may be a problem with another team member, a challenge with another department, or even a problem they are having with your leadership. This helps you keep a finger on the pulse of their spirit and morale.
- **Plan** - This part only takes a couple of minutes. You simply restate anything you or your direct report committed to do as follow-up to the one on one. You should recommend putting a due date on the actions agreed upon. Without this part you will find that you and your leader will have different expectations of when tasks should be completed.

Communicate: 1-2 minutes

Use the next 1-2 minutes to have your leader share any important information you need to be made aware of. Also let them know the time, date and location of your next 1-1 and any actionable items you have for them.

Care: 2-3 minutes

Close your time together by sharing important personal prayer requests and praying for one another.

QUESTIONS

1. Which aspect of the agenda do you feel would be most challenging for you to lead? Why?

2. Where have you experienced something similar to this type of one-on-one? Was it a valuable experience? Why or why not?

ASSIGNMENT 2 - Part 2: “Leadership and The One-Minute Manager” by Ken Blanchard.

The following is a summary of Ken Blanchard’s article:

Next Step Assessment

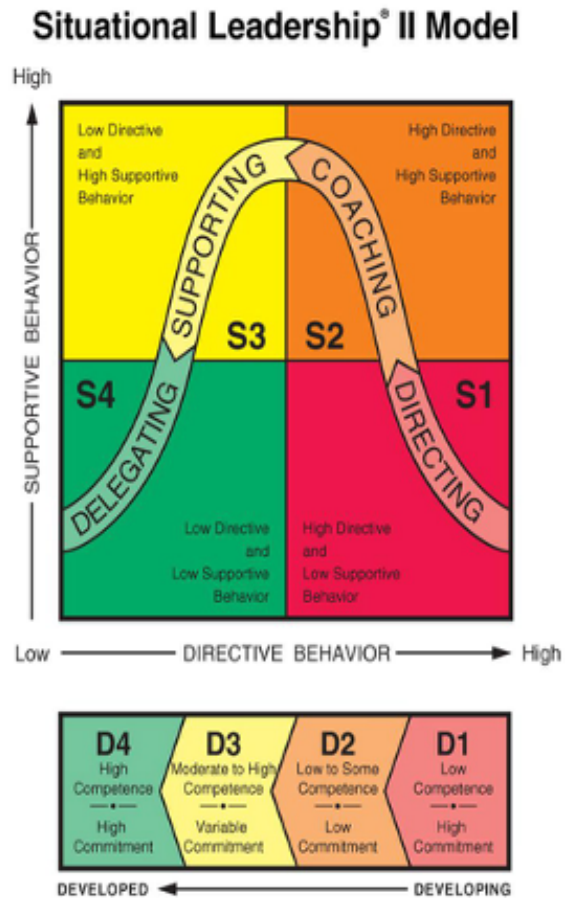
The how of a one-on-one is important, but the core of it is helping your leader move his or her goals, the goals of the team, and the goals of the ministry forward. In order to do that, it is also important to have a clear grasp of each person you’re coaching.

“Leadership and the One-Minute Manager” stresses that there is no single, best method of leadership, but there are in fact four styles: directing, delegating, coaching and support. Whichever style is employed depends on the situation to be managed. “Situational leadership is not something you do to people, but something you do with people.”

This is important because each person will respond to tasks, goals, and outcomes differently depending on their confidence, competence, training, and experience. It is the job of the coach to help bring these out of each person on their team.

The Situational Leadership theory developed by Dr. Paul Hersey and Kenneth Blanchard teaches a method that can be used to groom and develop an individual so that he or she may accept responsibility and be empowered.

The method to apply this theory in day-to-day management is simple. The individual who is to be developed will be placed into one of the following categories. It can be challenging to decide which category a person belongs in, so if you’re having trouble choosing, simply assume they are in D1.



D1: Low Competence, High Commitment – They generally lack the specific skills required for the job in hand. However, they are eager to learn and willing to take direction.

D2: Some Competence, Low Commitment – They may have some relevant skills, but won’t be able to do the job without help. The task or the situation may be new to them.

D3: High Competence, Variable Commitment – They are experienced and capable, but may lack the confidence to go it alone or the motivation to do it well or quickly.

D4: High Competence, High Commitment – They are experienced at the job and comfortable with their own ability to do it well. They may even be more skilled than the leader.

The Situational Leadership Model allows managers to easily determine what level of supportive/directive behavior a manager needs to provide to the individual concerned based solely on the individual's development level.

Shown below are the levels of supportive/directive behavior a manager should provide to the individual.

S1: Directing/Telling Leaders define the roles and tasks of the “follower” and supervise them closely. Decisions are made by the leader and announced, so communication is largely one way.

S2: Coaching/Selling Leaders still define roles and tasks, but seek ideas and suggestions from the follower. Decisions remain the leader's prerogative, but communication is much more two way.

S3: Supporting/Participating Leaders pass day-to-day decisions, such as task allocation and processes, to the follower. The leader facilitates and takes part in decisions, but control is with the follower.

S4: Delegating Leaders are still involved in decisions and problem-solving, but control is with the follower. The follower decides when and how the leader will be involved.

Each person on the team you coach will have differing areas of commitment and confidence. It is important in your one-on-one to help your leader move from dependent to delegated. Only then will you be helping them achieve better results than they could alone.

It is our job as coaches to help our people become the best they can be. It is our responsibility to coach them toward where we see their potential. By leveraging the above tools, you can help each of the people you lead to lead their people better, achieve better outcomes, and move their personal leadership forward.

QUESTIONS

1. When was a job or role delegated to you too early? How about too late? How did that make you feel as a person on the team?
2. Why do you think some coaches are more effective or helpful in one-on-ones? What can you do to ensure a positive and challenging one-on-one?
3. What one idea from this module do you think is most helpful for you in your personal life, your ministry life, and your community life

LEADERSHIP TAKEAWAYS: