

## Coaching: A Pathway to Develop Leaders

Rick Mann, PhD

“The role of the manager, in short, is becoming that of a coach.”

*Harvard Business Review*

### Key Concepts

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Coaching is a fast-growing field and skill set. There are now 50,000 worldwide certified by the International Coaching Federation (ICF). Here are some key concepts to consider:

- Coaching has two core skills: Asking good questions and listening well.
- Coaching skills can be applied to coaching clients, adult children, direct reports, friends at church, and even donors.
- Coaching skills can be used formally in sessions or informally in all of life.
- “Why do my parents talk too much and give too much advice?” Quote from a coaching client. They need to ask good questions and listen well.
- I often ask, “Where do you want to go and how can I help?”

### 5 Cs of a Coaching Session

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This simple framework can work well in a 15 to 50-minute session.

- **CONNECTING with Care:** The goal of the opening minutes is to develop rapport, chemistry, and trust.
- **CLARIFYING the Goal:** Here, we set the goal for the session. What do we want to accomplish?
- **COLLABORATING Creatively with Questions:** This is the main section of the session where we unpack the issues to be addressed.
- **CREATING a Plan Forward:** Toward the end of the session, we want to develop some next steps that can move the person forward.
- **CLOSING with Purpose:** At this point, you can review the progress of the session and set a date for the next session.

### Developing Leaders through Coaching

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Coaching is a resource that can be used to recruit, develop, and empower leaders. Increasingly, employees want to come to an organization where they can be developed. Coaching can help with that. Here are some points to remember:

- The primary goal of coaching is to develop leaders over the long run, not just to get more work done in the short run.
- Coaching is a limited resource that should focus on those who are 1) interested, 2) have an aptitude for leadership, and 3) are willing to put in the needed time.

- Coaching for leadership development should have a shared agenda. The coachee wants to be developed, and the coach wants to help the person develop their broader leadership toolbox.
- Coaching is a powerful component of the ACE Model which includes: 1) Academic learning: Formal and/or informal, 2) Coaching, and 3) Experience in the field.

## Building Coaching Systems in Your Organization

More and more organizations are embedding coaching into their organizational culture. Here are some points to remember.

- Use the 4-generation model (2 Tim 2:2)
  1. Head Coach (Rick can do this to get you started)
  2. Trained Coaches
  3. Those being coached by your trained coaches
  4. Those who will be coached by your coaches
- Don't do coaching training until people have been coached first.
- Have a mix of inside and outside coaches.
- Make coaching an optional resource, not a requirement.

## Using the ACE Model to Develop Leaders

The ACE Model includes: 1) Academic learning: Formal and/or informal, 2) Coaching, and 3) Experience in the field. These three elements together are the best way to accelerate leadership development.

## Resources

There are a growing number of coaching books out there that can help you build your coaching skill set. Here are a couple of books I recommend.

- **Coaching: The First Five Tools for Strategic Leaders** by Rick Mann. This book covers the broad field of coaching, provides a practical coaching framework, and discusses how coaching can be used everywhere.
- **The COACH Model for Christian Leaders** by Keith Webb. A more structured and narrowly focused book on coaching clients in sessions.

## Coaching Certification

### **International Coaching Federation (ICF) Certification**

- For ICF-approved coaching training for Christian leaders, I recommend Keith Webb at Creative Results Management (CRM). It is a 5-day intensive for about \$3,000. It is available in person and online.
- Getting certified takes about a year and requires: 1) ICF-approved training, 2) 100 coaching sessions, 3) a recorded session, and 4) a final test.

### **Non-ICF Certification**

- John Maxwell provides some good training, but it is not ICF-approved.
- There are a host of other groups that provide their in-house certification.

## Next Steps

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Feel free to give Rick Mann a call 615-268-0596 or email him at [Rick@ClarionStrategy.com](mailto:Rick@ClarionStrategy.com). He would be happy to answer your coaching questions.

### CLA Starter Plan (\$499) (limit 5 people)

- Five coaching sessions/hours
- TTI DISC Assessment Report
- Embedded coaching training included

### Strategic Leadership Incubator (yearlong SLI) (\$12,000 for 4-6 people) (limit 2 organizations)

- Uses the ACE Model to accelerate leadership development.
- Includes SLI project which focuses on a unit for 1) Improvement, 2) Expansion, or 3) Start-up.

## Rick Mann, PhD

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Rick's mission is to "**Coach and Multiply Leaders** using STEP" (Starting stuff, Teaching stuff, Equipping people, and Pastoring people).

Rick is an ICF-certified coach and has been coaching leaders for over three decades. Each month, he coaches leaders from around the world, including leaders from large, multi-national organizations, all the way down to nonprofit start-ups. His rates are \$125 per 50-minute session for nonprofit leaders and \$250 for those working in for-profit companies. He takes on a few new coaching clients each year.

Rick currently serves as Professor of Leadership and Strategy at Trevecca Nazarene University, where he also directs their MBA and DBA programs. He also directs the consulting and coaching DBA doctoral track. He is the Managing Director of ClarionStrategy, which provides coaching and consulting services, as well as the Managing Director of ClarionLife, which seeks to develop two-handed spiritual and strategic leaders. Rick has an MDiv from Ambrose University, an MBA from the University of Minnesota, and an MA and PhD from Ohio State University. Rick is an ordained pastor with the Christian and Missionary Alliance.