

# **The Adventist Leader As Coach and Mentor**

**Principles and Methods  
To Deepen and Expand  
Your Leadership Pool**



Leadership Education and  
Development Conference  
Tri-Philippine Unions  
Presenter: Delbert W. Baker, PhD  
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# Objectives



- ◇ Principles: Outline the basic principles and attitudes that the ministerial leader needs to have and nurture.
- ◇ Person: Define Coaching (and Mentoring) as a transformation tools that has practical benefits for training, development and succession planning
- ◇ Package: Briefly review the seven tools that all leaders need to know and share to be most effective as a Coach and Mentor

# 1. PRINCIPLES (Attitude)



# Peter as Coach and Mentor



“Throughout his ministry, **Peter** faithfully watched over the flock entrusted to his care, and thus **proved himself worthy of the charge and responsibility given him** by the Saviour. Ever he exalted Jesus of Nazareth as the Hope of Israel, the Saviour of mankind. **He brought his own life under the discipline of the Master Worker.**

“By every means within his power he sought to **educate** the believers for active service. His godly **example** and untiring **activity** **inspired many young men of promise to give themselves wholly to the work of the ministry.**

“As time went on, the apostle’s **influence as an educator and leader increased**; and while he never lost his burden to labor especially for the Jews, yet he bore his testimony in many lands and strengthened the faith of multitudes in the gospel.”

*Ellen G. White, Acts of the Apostles, pgs. 516-517*

# Strong, Natural Leaders (SNLs)



1. **Visionaries**--always looking forward
2. **Energetic and action oriented**--always on the move
3. **Courageous**—not lacking "guts" to say their thoughts
4. **Goal or task oriented** rather than people oriented
5. Often **paternalistic**--the great protector/ teacher
6. Often **egocentric**—admittedly or unknowingly
7. **Intolerant** of those who don't measure > expectations
8. **Considered indispensable**—by themselves
9. Leader by **precept and power**
10. **Super-motivate** people verbally, sweep them along

# Leadership is Included in Revival and Reformation

(Christian Service p. 42.)



*A revival and a reformation must take place under the ministration of the Holy Spirit.*

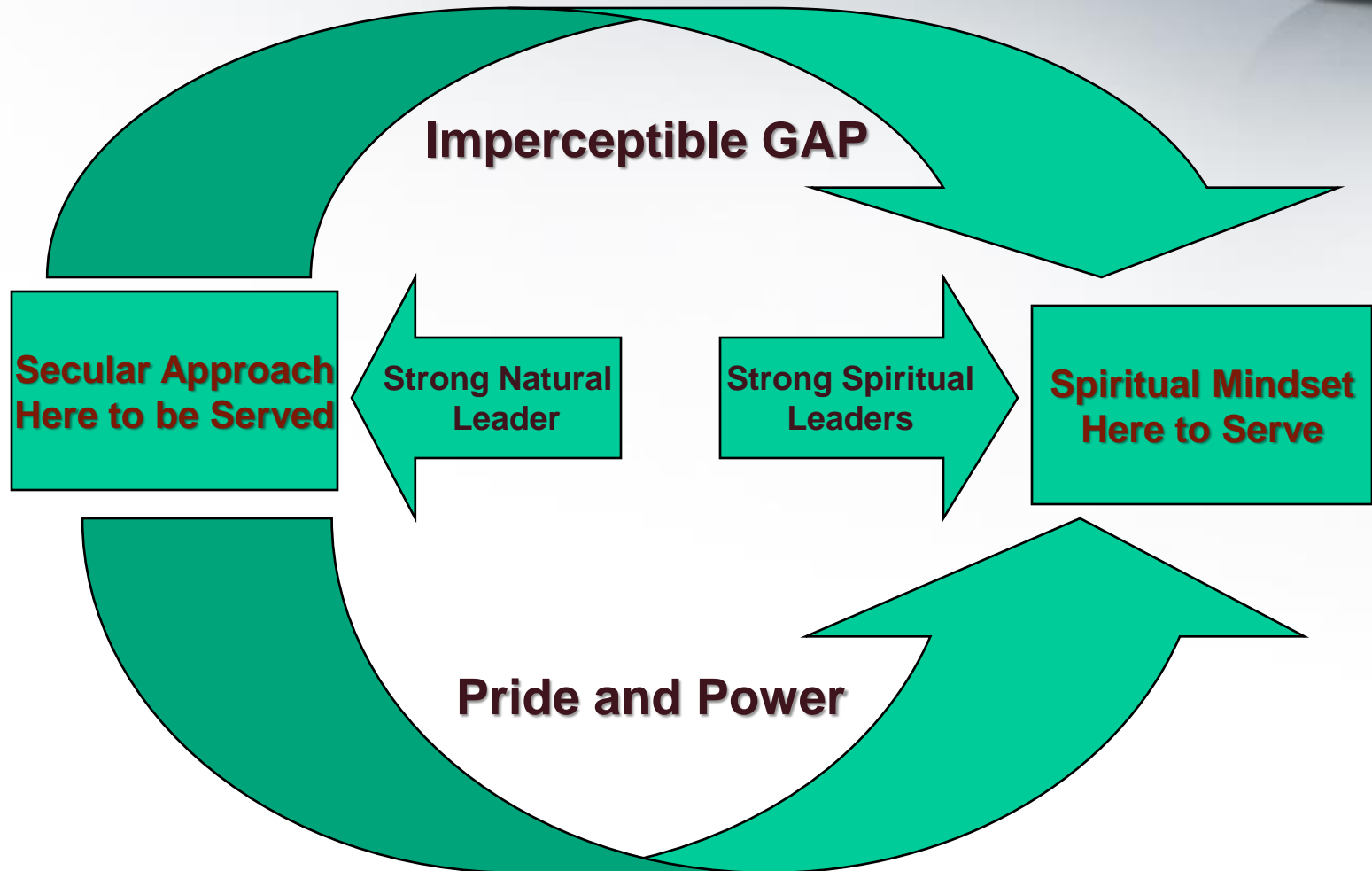
**“Revival and reformation are two different things.**

**“Revival** signifies a renewal of spiritual life, a quickening of the powers of mind and heart, a resurrection from the spiritual death.

**“Reformation** signifies a reorganization, a change in ideas and theories, habits and practices.

“Reformation will not bring forth the good fruit of righteousness unless it is connected with the revival of the Spirit. **Revival and reformation are to do their appointed work, and in doing this work they must blend.**”

# Gap Between Two Styles



## **2. PRACTICE**



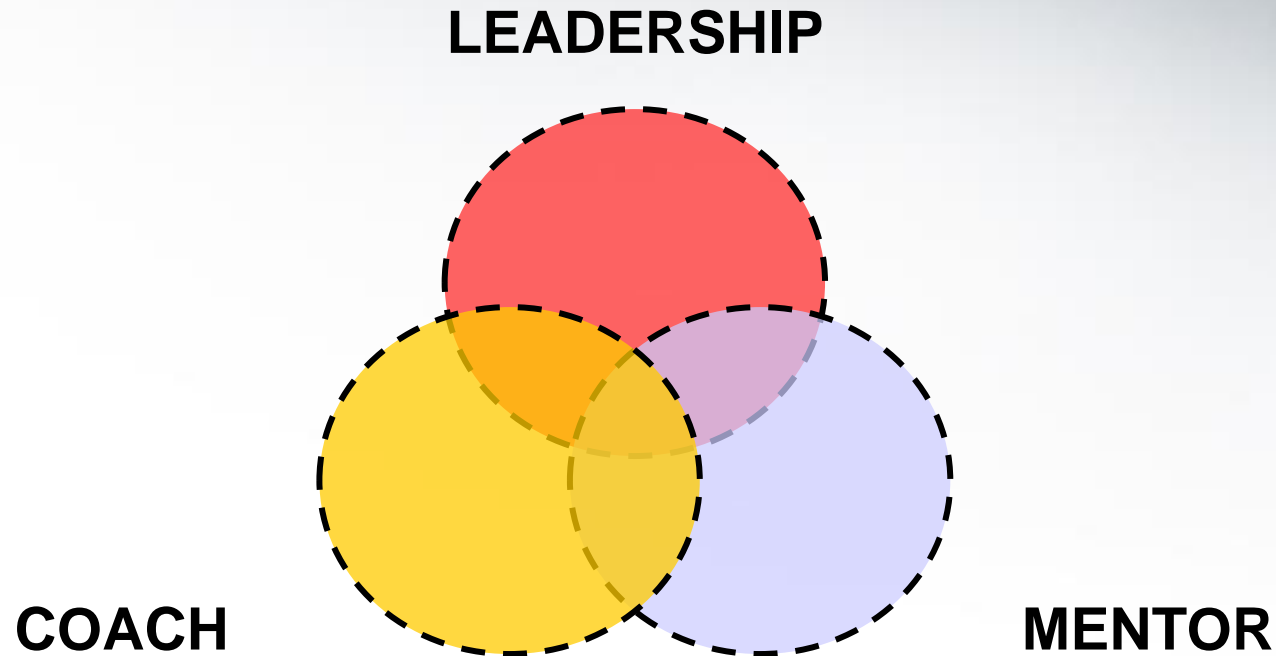




As a Adventist leader there are at least *three roles* that you as a workers fulfill to help the Church achieve the goals and mission:

- Leader
- Coach
- Mentor

# Overlapping Spheres of Influence



# Comparison



- **Leading** - Involves vision, values and planning according to strategy and succession
- **Coaching** - Improving a specific skill or area; Goals facilitates and guides the process
- **Mentoring** - Big picture, career & life  
Mentor passes on experience/knowledge

# The Spectrum Of Skills



**COACHING**

**NON-DIRECTIVE**

Listening  
Questioning  
Reflecting  
Paraphrasing  
Summarising

**PULL**  
Helping someone  
solve their  
own problem

**PUSH**  
Solving  
someone's  
problem  
for them

Making suggestions  
Giving feedback  
Offering guidance  
Giving advice  
Instructing

**DIRECTIVE**

**MENTORING**



# Truth or Myth?

*Only weak or poor  
performers need  
coaching/mentoring?*

# Leadership Truth



**Coaching and Mentoring  
is for anyone who is  
willing to honestly look in,  
out, up and improve!**



Develop your people  
and yourself through  
Coaching and  
Mentoring...

# **Productivity was increased by 22%**



**When the same group  
underwent 8 weeks of  
coaching in combination  
with the same type training**

**When accompanied by coaching  
productivity was increased by 88%!**



# Critical Success Factors

## C/M Do's and Don'ts



### Do...

- Consider all factors within organization, that would be affected by coaching and mentoring
- Utilize a C/M approach only when appropriate!
- Do make the entire process a matter of prayer

### Don't...

- Rush the process
- View C/M to 'fix' people
- Be off-balanced with divine/human combination

# Basic Preparation



# Coaching Skills

*Creating a thinking space*  
*Coaching with heart & backbone*



## QUESTIONS

Appreciative inquiry Incisive questions  
Open to explore, Closed to guide

## LISTENING

To be with, understand, have empathy  
Seek God's will and providence

## SILENCE

Space to think

## CHALLENGE

Reflection Observation Feedback  
Limiting assumptions  
Mental models Blind spots



# Coaching/Mentoring (C/M): Simple 4-Step Process



**Step 4: Follow-Up**

**Step 3: Active Coaching**

**Step 2: Discussion**

**Step 1: Preparation**

**Step 1:** Effective C/M requires observation; goal is contingent on the identified strengths of the one coached or mentored and impact on behaviors and results.

**Step 2:** C/M happens from conversing, listening and interaction.

**Step 3:** Effective C/M listen, share about the goals and targets acceptable to the one coached and their values.

**Step 4:** Limited sessions happen while follow-up and assessment is critical to closing loop for the one C/M.

# Enables a person to:



- Develop and clarify their goals / desired state
- Clarify their current reality
- Develop ideas and options
- Develop action plans which will lead to results

# Area Types



**Leadership/Executive Dev.**

**Succession Planning**

**Pastoral Relations**

**Skill Training**

**Social Skills (EI)**

**Other**

# Issue Types



**Need feedback, appreciation**

**Discovering how to open doors**

**Overwhelmed with a task/project**

**Struggle with work-life balance**

**Experience confidence crisis**

**Face Transition or change**

**Career/Succession Planning**

# How To Do Coaching?





# Goal of Coaching: Here to There



**FROM**

**TO**

**CURRENT STATE**

**DESIRED STATE**

Current Way  
Of Being

New Way  
Of Being

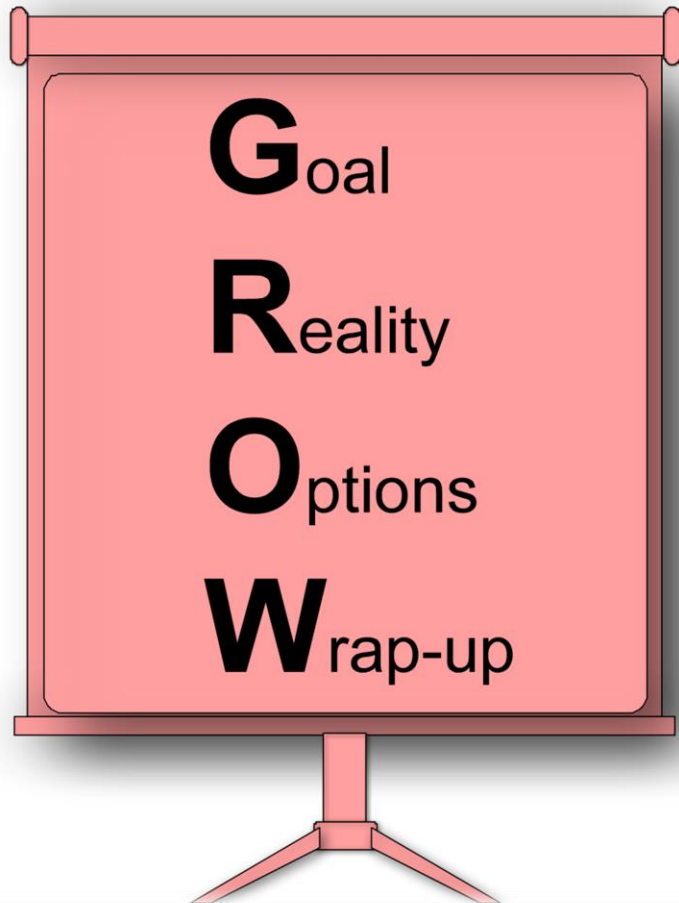


**Where do you want to be?**

**Where are you now?**

**What can you do to get there?**

# The Universal Coaching Model: G.R.O.W. Outline of a Meeting



# Barriers to Weaken Coaching...



To remove any “**interference**” an individual might be experiencing in order to realize that individual’s own *extraordinary* innate abilities

# What is Interference?



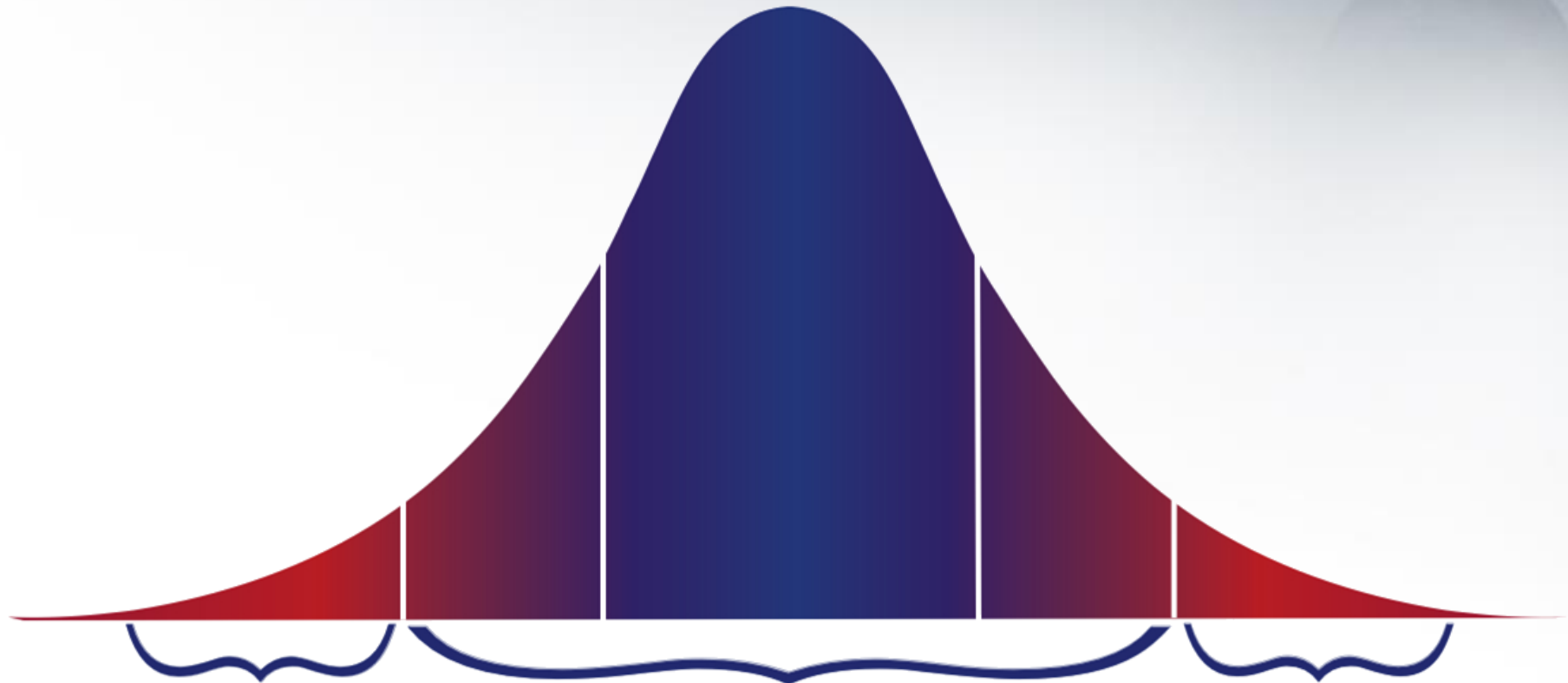
Interference is *anything that distracts* the individual from being successful:

- Fear and Insecurities
- Lack of concentration
- Anger and Antagonism
- Boredom and Purposeless
- Over-ambition and Trying too hard
- Lack of self-confidence

# Assessing When to Use Coaching and Mentoring



# Your People/Workforce (Your Organization)

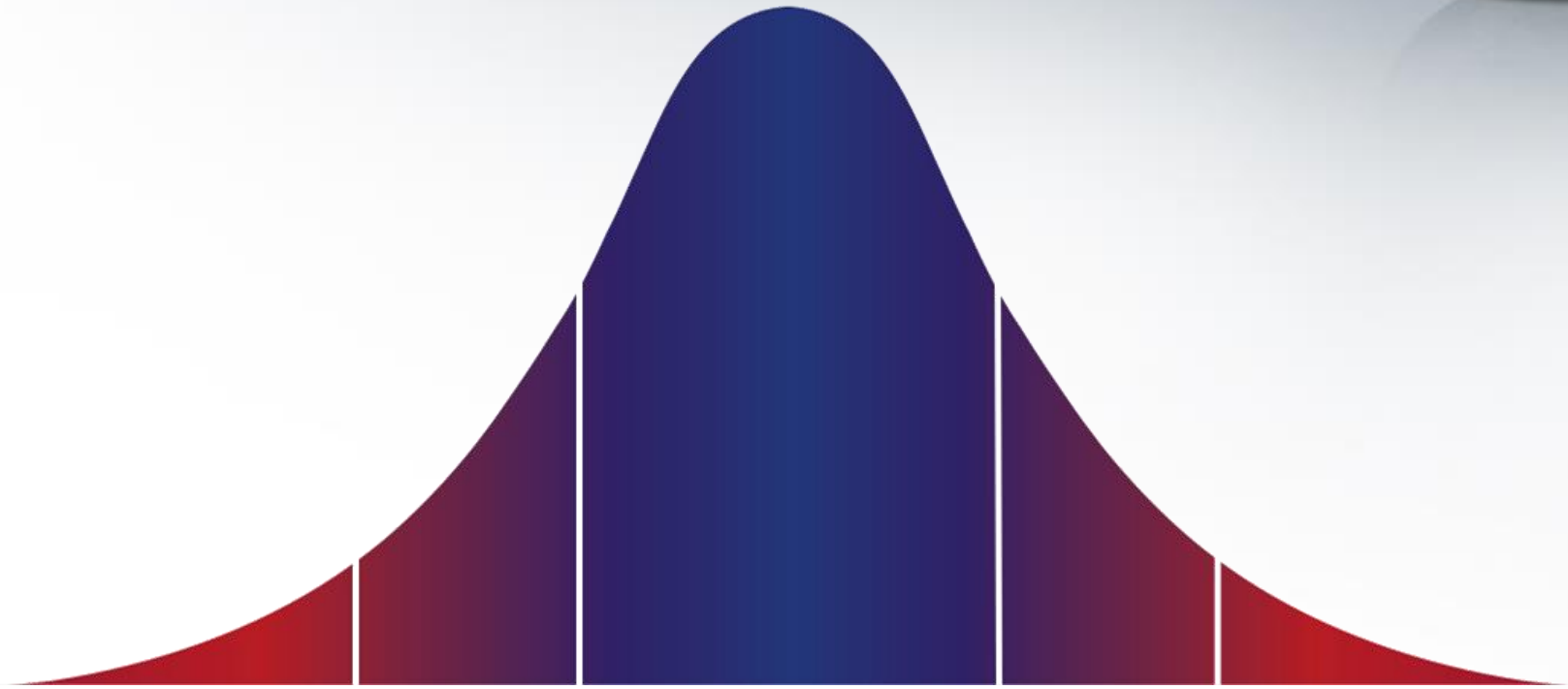


***Left Enders***

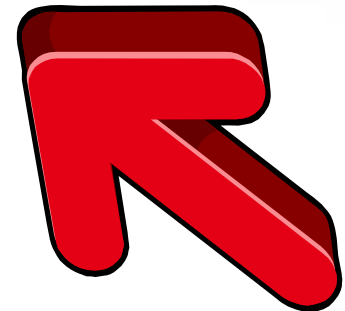
***Middle  
Performers***

***Workhorses***

# Your People/Workforce (Your Organization)



***Workhorses***



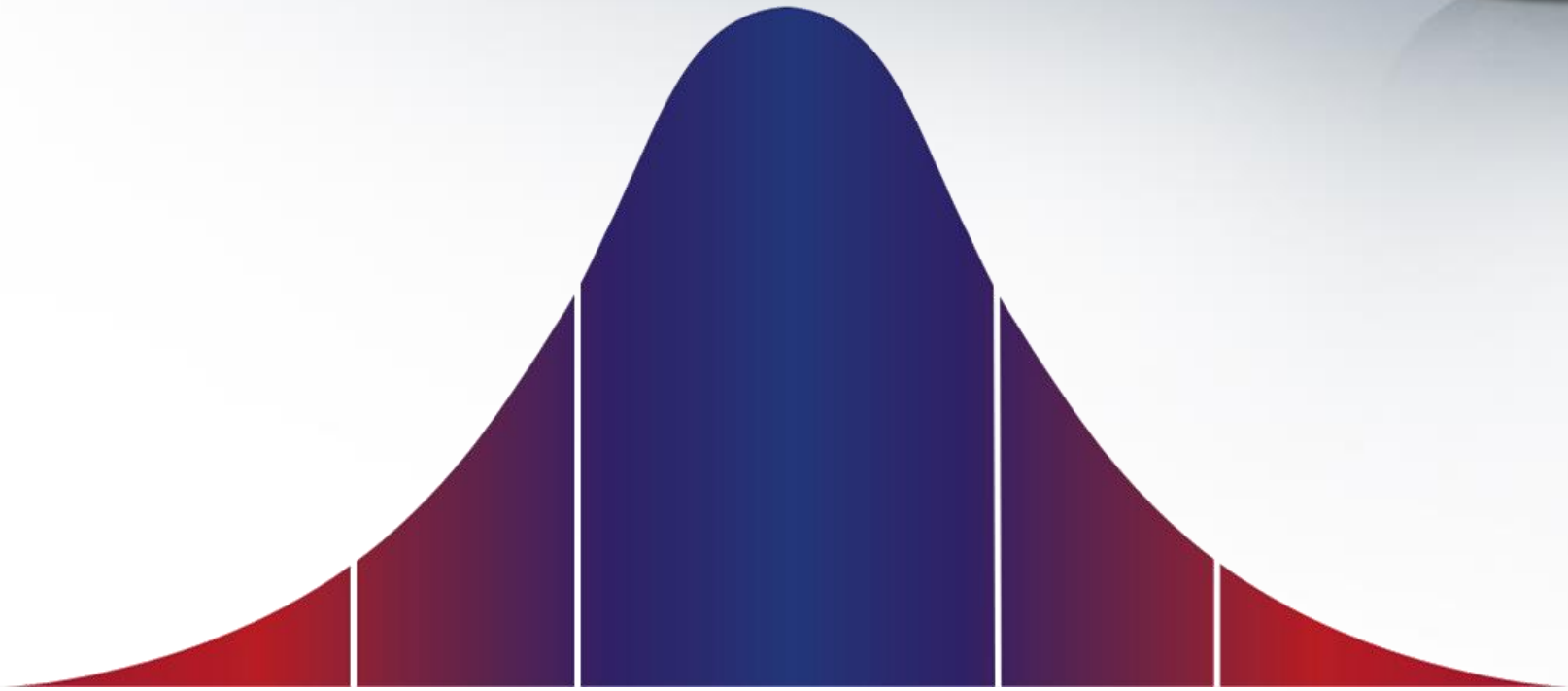
# **Workhorses (Champions) C/M them...**



- **They are: Initiators; Self Motivators; See a need and fill it; Generate action and solution oriented workers**
- **C/M them: Thank them for their work, support and energy; Where the org. is going and why; Tell them why they are important; Ask them where they want to go; Show them appreciation, help them...**
- **Monitor, coach & re-evaluate**



# Your People/Workforce (Your Organization)



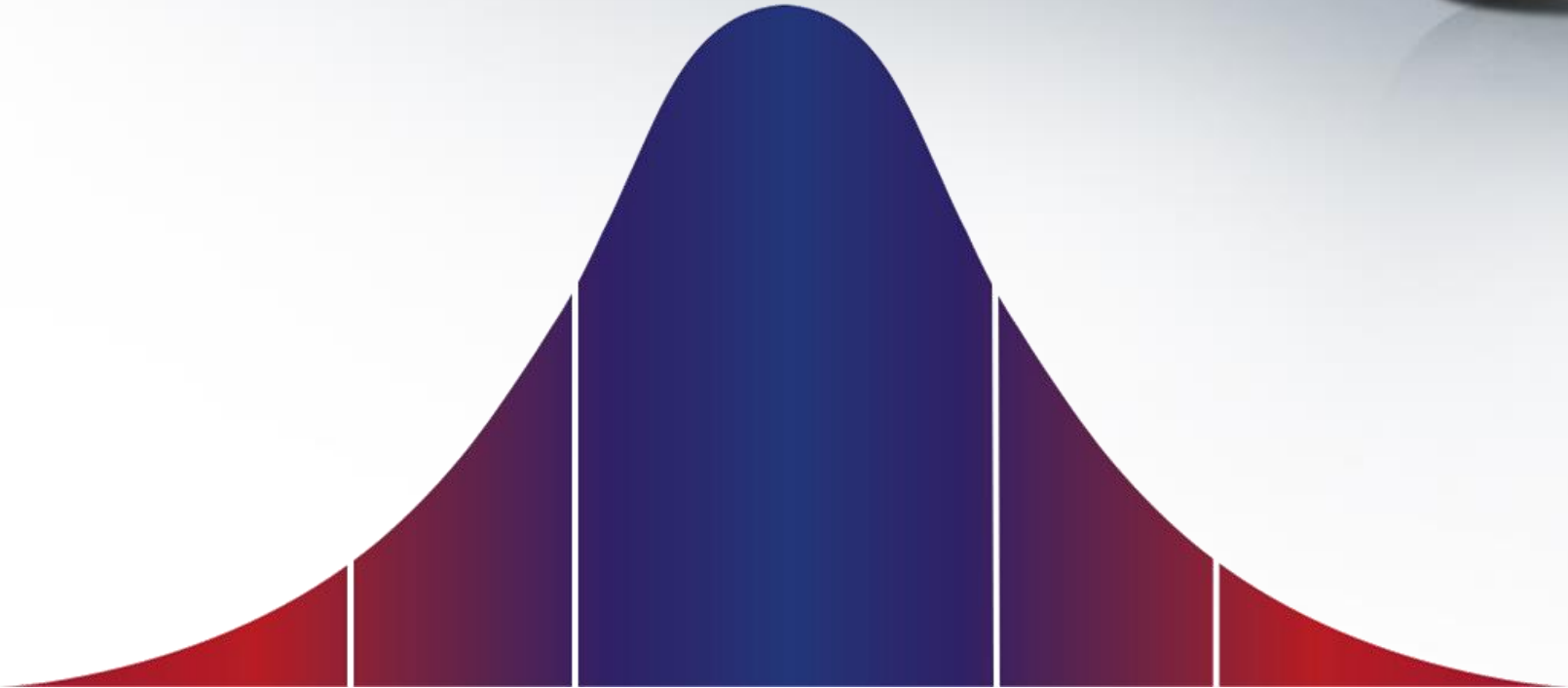
***Middle  
Performers***

# **Middle Performers (Producers) C/M them...**



- **They are: Conscientious; Solid performers; Varying potential; Can use a push and guidance; Prime candidate(s) for coaching**
- **Coach them: Tell them where they stand; Tell them your expectations; Ask them where they want to go; Develop a plan going forward**
- **Monitor, coach & re-evaluate**

# Your People/Workforce (Your Organization)



***Left Enders***

# **Left Enders**

## **(Slackers) C/M them...**



- **They are: Inadequate job performer; Poor moral character; Refusal to conform and cooperate; Sometimes dishonest; Often spreading discontent to others**
- **C/M them: Listen for their concerns of complaints; Ask why the level of their commitment; Why non-compliance: 1) Don't know; 2) Know, but don't know how; 3) Know, but can't do it; 4) Know and can do it, but choose not to**
- **Monitor, coach & re-evaluate**

# **Who, How, When** **to set up Coaching?**



**Ministerial**  
**Leadership**  
**Presidential**

**Formal or Informal**  
**Individual or Group**

**Periodically planned**  
**Crisis or When needed**

### **3. PACKAGE**



# Essentials C/M Should Have and Should Give



**L**

**L – Leadership Styles and HALT (1)**

**E**

**E – Emotional Intelligence and HALT (2)**

**A**

**A – Attitudes, Altruism, Authentic Habits (3)**

**D**

**D – Disciplines, Doctrines, Disciplineship (4)**

**E**

**E – Ethics, Integrity, Avoiding Pitfalls (5)**

**R**

**R – Resources, Resilience, Improvement (6)**

**S**

**S – Servanthood and STAR Qualities (7)**

# Leadership



# Leadership







# Essentials C/M Should Have and Should Give



**L**

**L – Leadership Styles and HALT (1)**

# The Seven Leadership Styles that Impact Your Organization

<i>Leadership Style</i>	<i>Impact on Climate</i>
<b>Authoritative</b> Provides long-term direction and vision	
<b>Coaching</b> Develops employees for long-term	
<b>Affiliative</b> Creates harmony in work relationships	
<b>Democratic</b> Builds commitment through collaboration	
<b>Pacesetting</b> Pushes to accomplish tasks	
<b>Coercive</b> Demands compliance	

# Leadership Styles



**COACHING TO  
EXCELLENCE**



**TASK**



**RELATIONSHIP**



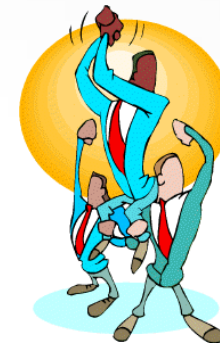
**AUTOCRATIC  
COERCIVE**



**PACE  
SETTING**



**AUTHORITATIVE  
DIRECTIVE**



**DEMOCRATIC  
PARTICIPATIVE**



**AFFILIATIVE  
COLLABORATIVE**

# Essentials C/M Should Have and Should Give



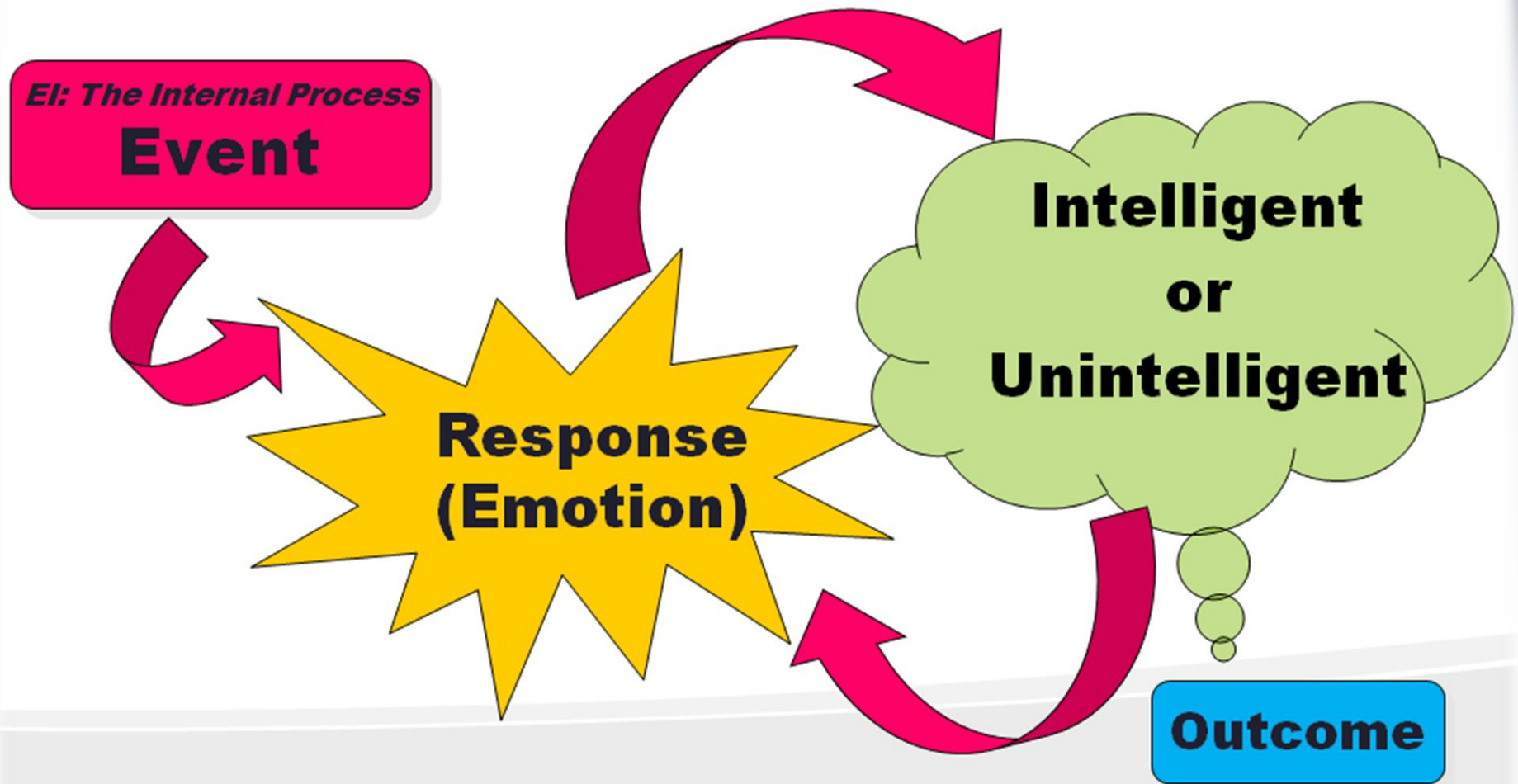
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# Emotional Intelligence



# Emotional Intelligence



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# A Self-Development Strategy

“Our first duty to God and our fellow beings is [that of] in self-development. Every faculty with which the Creator has endowed us should be cultivated to the highest degree of perfection (process), that we may be able to do the greatest amount of good of which we are capable (goal). In order to purify and refine our characters (mission), we need the grace given us of Christ that will enable us to see and correct our deficiencies (self-control) and improve that which is excellent (self-improvement) *in our characters* (strategy).”

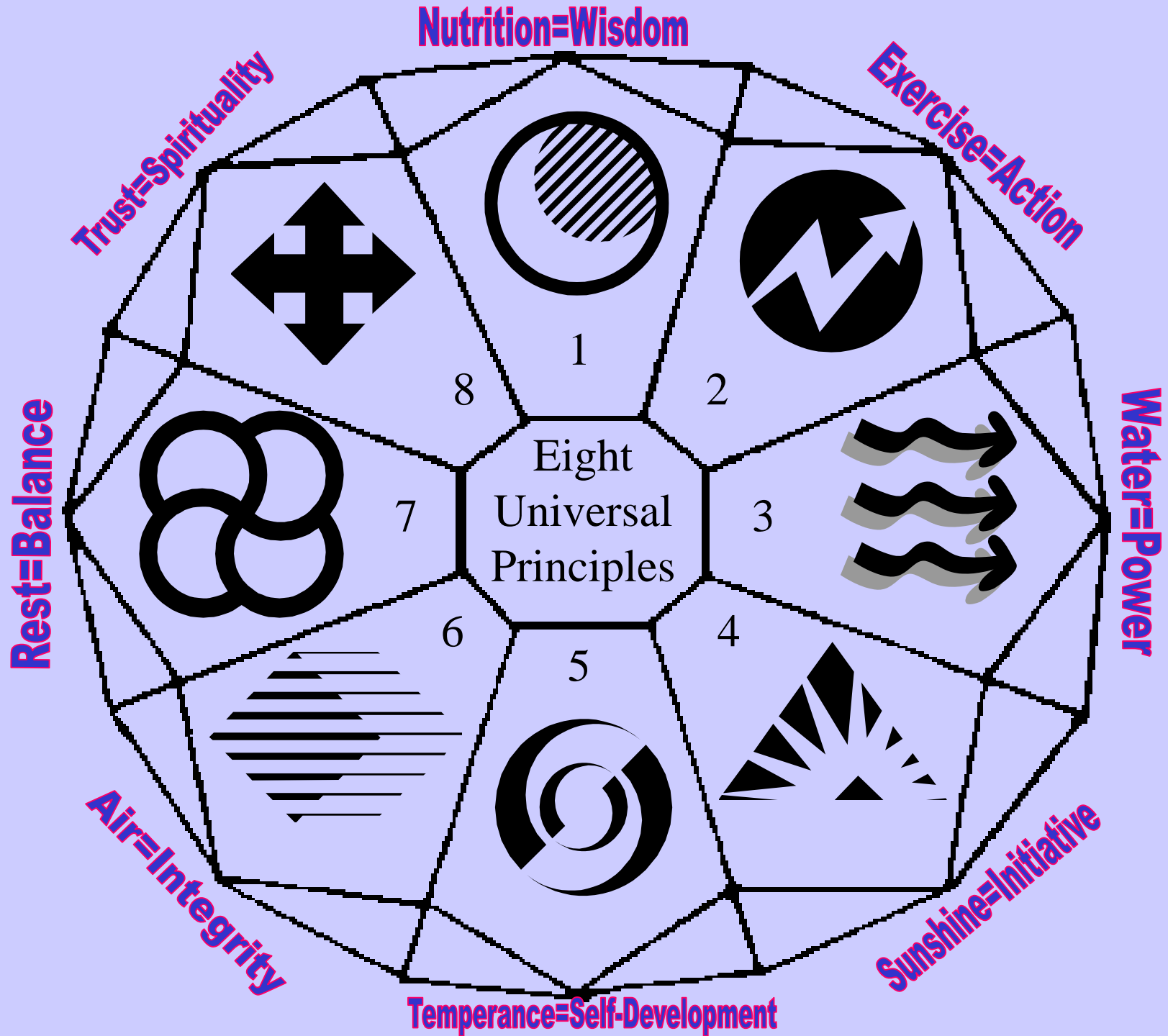
Ellen White, Child Guidance pp. 164, 595.



# True Remedies . . .

“ Pure air, sunlight, abstemiousness, rest, exercise, proper diet, the use of water, trust in divine power -- these are the true remedies.”

*Ministry of Healing*, p. 127



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# Resources/References



## **The 28 Fundamental Beliefs**

**The Doctrine of God (5)**

**The Doctrine of Man (2)**

**The Doctrine of Salvation (4)**

**The Doctrine of the Church (7)**

**The Doctrine of the Christian Life (5)**

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# Five Ethical Questions for Leaders



1. What would my mother say about this?
2. What if this was my personal money?
3. Is this how I would want to be treated?
4. Would I want what I am doing widely known?
5. Am I going to keep this promise?

George Franks

# Essentials C/M Should Have and Should Give



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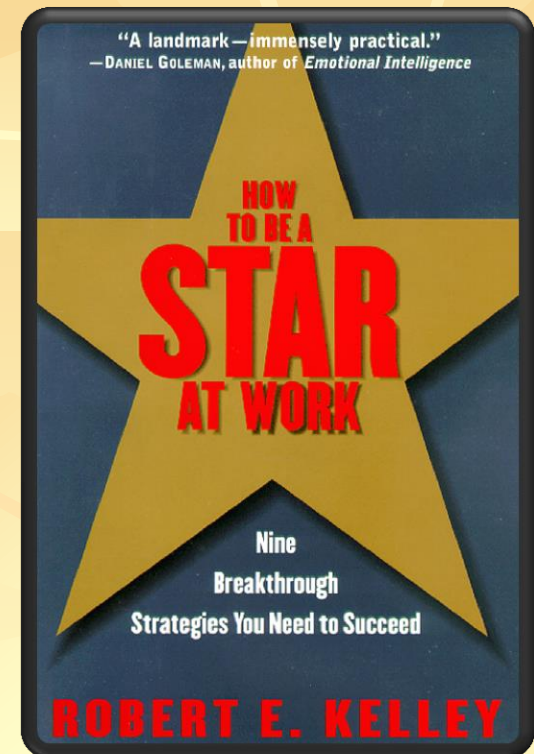
# **Seven Core Leadership Principles**



- 1. Integrity**
- 2. Determination**
- 3. Magnamanimity**
- 4. Humility**
- 5. Openness**
- 6. Creativity**
- 7. Faith**



# Developing Leadership Potential: How to Be a STAR Performer at Work



# **Nine Breakthrough Strategies You Need to Succeed**

- 1. Initiative**
- 2. Knowing Who Knows**
- 3. Managing Your Whole Life At Work**
- 4. Getting the Big Picture**
- 5. Followership**
- 6. Small-L Leadership in a Big-L World**
- 7. Teamwork**
- 8. Organizational Savvy**
- 9. Show-and-Tell**

# CONCLUSION



# Last Word



**The only way to become adept at coaching and mentoring is to do it!**

Watch your thoughts;  
**they become words.**

Watch your words;  
**they become actions.**

Watch your actions;  
**they become habits.**

Watch your habits;  
**they become your  
character.**

Watch your character;  
**it becomes your  
destiny.**







Thank  
You

**THE END**





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