



PROFESSIONAL CHRISTIAN COACHING TODAY

Chris McCluskey & Kim Avery

*The podcast dedicated to Raising the Standard of Coaching...
and Changing the World*

Episode 054

Leadership Coaching: The Cutting Edge

KIM: Leadership coaching is something we all want to know more about and so that's why I'm so thankful that we have our friend and my colleague Cheryl Scanlan, here with us today. Chris, I know that you and Cheryl have known each other a very long time and worked together quite a bit. Why don't you go ahead and introduce her?

CHRIS: Yes, this is a treat. This is, as you say, very, very hot topic but wow, how fun to be able to have one of your best buddies in the world come on here and Cheryl is that for both of us here. Cheryl, for those of you who are not familiar, Cheryl Scanlan is our dean of faculty here at Professional Christian Coaching Institute. It's high time that we got her on here and probably an ideal topic for her because in that capacity as dean of our school, she oversees both our school of life coaching and our school of leadership coaching. She really bridges the gap in both of the two primary distinct areas in which coaching is being applied nowadays.

Let me give you just a tiny bit of background on her and then we will introduce her formally here. Cheryl has a background as an executive. In fact, she was president of a multimillion dollar firm in New York. She combines that strong

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business background that she has with a passion for Christian coaching and ministry. Actually, she is also a mother of two children who are now empty nested just recently here. She is a wife of 30+ years with Tom, her wonderful husband and she is president of Way of Life Coaching. You can find her on the web at WayofLifeCoaching.com. We'll tell you more about her and how you can reach her in her private practice at the end of the show but Cheryl, thanks for joining us on the show. This is an exciting topic.

CHERYL: It is a pleasure to be with both of you and Kim. Thank you, Chris.

CHRIS: Let's start right off there with your roles as dean of faculty over a school that has basically two front doors. We have the School of Life Coaching and we have the School of Leadership Coaching, both of them under the umbrella of Professional Christian Coaching Institute. Talk about that distinction. What do you see as some of the primary distinctions between leadership coaching and life coaching?

CHERYL: Well, I began in life coaching and so I had to work through this distinction for myself. It happened as I started to work with clients who were connected to organizations. In a nutshell, life coaching, the context is the client – that's it. Whatever the client wants to work on is what you work on. However, leadership coaching is a little bit more complex because it has a layered context and this context takes into consideration the client as well as the organization. It's very important that the coach and the client understand not just what's going on for the client and what the client wants to do, but also the overall vision, values, objectives, and goals of the organization so that the coaching that you're doing fits in and supports the overall organization as well as the client.

I have a simple example I can kind of tell it myself to share with you some of the importance of this. Would that be all right to do here?

CHRIS: Well, do because I think your example, if that's the one that you shared with me earlier really draws a nice distinction between the main point that you're saying here that you could actually be coaching a client in leadership coaching and yet do

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poor work even though the work was great with the client because the organization wasn't happy or vice versa. You could have a happy organization but an unhappy individual client. You really have essentially two clients here, right? Please, go ahead with your example.

CHERYL: Thank you, yes. That was when I was doing mentor coaching through these early stages of transitioning from life coaching to leadership coaching. It's interesting you bring that up, Chris, because that was the primary question. Every time I got into a conundrum, I called my mentor coach and say, "Okay, here's my conundrum," and this was the first question she would ask me, "Who is the client?" Because you have to have that very clear in your mind whether you're life coaching or leadership coaching, and in leadership coaching, the client is still the person that you're working with one on one or the client becomes the collective of the team. However, you have to make sure that the client has agreed to and understands the overall objectives of the organization because the organization is paying for the coaching of this person.

Let me illustrate how this works out. I was working with a woman's minister and she was slated to have one large event per year, just one. I coached her through this process. She had the event. It was a total success, huge attendance to this event and it turned out to be a total bust. It was an ideal event except it missed one goal – the organizational goal of reaching millennials. The event focused on 40-60-year-olds. Although it was well attended, terrific delivery, lots of follow up with the people that were there, it missed the mark. We need to make sure that what we're working towards with our clients because we're going to get results, so we've got to make sure those results that we get focus on the organizational goals for the client as well as what the client thinks is important. They have got to be married together.

CHRIS: That's a painful kind of example because any of us that have done any coaching in organizational settings can relate immediately to that. You get just one thing that wasn't quite clear or "I kind of lost track of that" or "Gee, I don't know

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where that got lost in the stream of whatever happens?” Boy, if you’ve got a happy client and yet an unhappy sponsoring organization, you’ve got a problem on your hands. Good illustration of that very fact. Yes, you do have the client on the phone with you or face to face with you and maybe even their team if you’re doing some team coaching, but then you’ve got the board or the owner of the company or whomever it may be that’s actually cutting the check and has agendas of their own.

KIM: What was interesting as I was listening to that, Cheryl, is that it sounded like the burden of responsibility on keeping track of who the client is was the coaches, not the clients. You said your mentor coach was asking you who the client is. You didn’t understand the organizational goal. You said what you wanted to work on what the organization thought was important not necessarily what the client thought was important. How do you determine those dual goals - the client’s goals and the organization’s goals – as the coach?

CHERYL: Yes, that’s a great question, Kim. This was something that I obviously set up very early on in my leadership coaching practice as a result of that significant blunder because I was unaware of the organizational goal of reaching millennials. That was not understood to me. What we do now with all of my clients who have sponsor relationships, meaning that there is somebody who is paying for and has supervision over the client relationship, is I meet with the client first and get to know the client. Start to build that trust. Usually that happens over 1-3 meetings. Normally I can do it in a couple of them. I get a sense of what they feel they want to use coaching for and at that point, we meet with the sponsoring agent or the supervisor agent.

Sometimes they are different. There are several organizations where the CEO or the board is paying for this but then there’s layers of management, so you wind up with the supervisor relationship in that sponsoring role. At that conversation, we start to talk about the goals of the organization and how they relate to the client and what the sponsor – I’ll just use sponsor so it’s interchangeable – is expecting

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from the relationship. At that point, the sponsor and the client talk to one another and they figure out what is the goal that they want to have here.

Usually, we pick 1-3 goals and then after they agreement, I write those goals up in an email to both of them, so that becomes sort of like our contract for the work that we're going to do and then we go off and running, and about 3-6 months after that, we have another sponsor meeting to check in on progress, the next steps, and future goals.

KIM: I have to ask this question because I've had this happen to me and fortunately it was so long ago, I've blanked out exactly the consequences of probably my blunders in this situation, but I had a company hire me to coach their employee who wasn't doing well in the office place and all that I have really stick to my mind is, this employee wanted to spend the coaching session on "I want out of this organization. I want to work for somebody else," but that's not who hired them and I couldn't disclose it. It just felt all sticky and icky in the middle. Have you have had that happen and how do you work those kinds of issues out?

CHERYL: Yes. Well, we can have a whole podcast on that, seriously. I'll give you just some high level on this. We have to remember who our client is and we have to clearly communicate to the sponsor what we can and cannot do in this relationship in terms of disclosures and communication. Another thing that I include as a tool in my coaching relationships that involved organizations in all of them is a summary form that goes to the supervisor and to me after each session. What I explain is that this is a form of accountability for me which illustrates that we are meeting, this is the rate that we're meeting, how frequently. I'm following through on my agreement. It also preserves the integrity of the communication between me and the sponsor because the only thing I can talk about with the sponsor is what is revealed or disclosed by the client. The client gets to decide, is fully empowered to decide how much they want to reveal in that summary form. It keeps the lines of communication open to such a degree that the client feels as reasonable, comfortable for them.

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CHRIS: That's the bane takeaway that we're hearing from that, I think. Communication is king, really clear communication in writing, understood by all parties up front, and continued then throughout the relationship.

CHERYL: Yes. Now, if a client is using coaching to create an exit strategy for themselves and that's the primary goal, but that was not the agreed upon objective with the sponsor, well then I have an ethical dilemma that I have to work through which involves addressing this with the client. This is not something that the organization has hired me for and we have to have agreed upon objectives for our relationship that work with the sponsor and for you. "We'll need to readdress that with the sponsor or you can hire me outside of the organization as your individual life coach."

KIM: Beautiful. Where were you when I needed you then?

CHRIS: That's great. Before we go to micro in some of the finer points of leadership coaching, take us back, Cheryl, to a point that we made there during the introduction that this whole field of leadership coaching is seeing explosive growth but it's not just in the business world. It has morphed very quickly from the business into the ministerial world whether that is in large churches, parachurch ministries, or whole denominations. Can you talk a little bit about the trend toward embracing, advocating for leadership coaching in all kinds of settings that our listeners might be finding themselves in?

CHERYL: Sure. When I started with the leadership coaching, coaching was not even understood by a lot of the churches in the area that I'm in, Raleigh, North Carolina. The church where I attend in Crossroads Fellowship in some ways was leading the charge in this, bringing in a coach to work with their people, but not so much anymore. Assembly of God has its own internal coaching program and they have been doing this for several years. The Wesleyan Church began its own coach delivery program as well. You can look this up on the internet and Willow Creek, this is another one that just happened. They have their big annual

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conference and they actually developed a coaching opportunity for people who attended if they wanted to take advantage of that as a follow up to the training that they had at the training because they don't to have this as just a one off, they want to create an opportunity where people can have some sustainable development of themselves as leaders. This is really reaching deep into the ministry sector now, which is very exciting.

CHRIS: It is. As I was thinking back, Cheryl, you and I have known each other for well over a decade now and when we were in those earlier years of coaching, we used to attend and speak at and have display booths and such at "Christian coaching conferences" and they were almost always people helping conferences, i.e. life coaching. You are actually one of the faculty members that's hosting a huge conference booth space that we have at the Catalyst Atlanta Conference that's coming actually just this month of October. You will be there with Fran LaMattina who teaches some of our executive and leadership coaching courses here and with Bryan Brown who teaches some of our leadership coaching courses.

That's just kind of an illustration like coaching conferences that we would be presenting at or hosting a booth in. We weren't even thinking organizationally back then. We were thinking more on the one-on-one lay or professional people helping side and now here at the so many of the leadership summit conferences and Catalyst and others, that's exactly where we are. Front and center, there's coaching.

CHERYL: Yeah, it's really skyrocketing and that's a good thing. There's some terrific opportunity. They have done studies. When we tell somebody what to do and Kim, you would actually be able to speak to this much better than I could because of your area of expertise, but when we tell somebody what to do, they pick up such a small percentage of it. When they actually digest it, figure it out for themselves and assimilate the information, it becomes a part of them and then they are able to express it, what can happen in an organization as a result of that?

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It's exciting to see that the churches are recognizing the power of true empowerment rather than the telling type of managerial style, which went way out many years ago.

KIM: Absolutely. What do you see as the future or the trends? Where is leadership coaching going in terms of corporations and in terms of ministry?

CHERYL: Well, I have no idea. There's the bottom line. I can't tell you what the trends have been up to this point. Just to share with you why I have no idea, a long, long time ago, as a matter of fact, I'm going to do a quote here. In 2009, Harvard Business Review asked about "what can a coach do for you" and surveyed 140 coaches. He said in this article that 10 years ago, most companies engaged a coach to help fix toxic behavior at the top. Today, most coaching is about developing the capabilities of high potential performers.

Even since that article went into print, the reason for hiring a coach is changing again because now for the Sherpa guide, it's primarily about change management. It's fascinating to see how it was trying to remove behaviors, developing high potential performers and now change management because change is happening so rapidly. That's in a 10-year period. Where is leadership coaching going? I don't know. I do know that one thing is it's well recognized as a tool that can help organizations become, as Lencioni says healthy; however, we have a conundrum, and that is it's very hard for us to measure the return on investment.

This is where I think there's room for the industry to develop some true metrics, measurable metrics that we can work with. I don't know what those are. I have not read about those so maybe somebody has resources they can either post in the chatroom area because there's this chat area underneath the podcast. If you have some resources that you can share with the listeners that are related to that, that would be terrific. What I've been focused on is return on value. What is the perceived value of coaching? What do they need to see happen? That's how I have moved forward in my coaching with my leaders.

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KIM: Cheryl, I have a question. One of the things my client struggled with when they are writing proposals for companies is kind of putting down what those deliverables are or the value that they can offer above and beyond just we're going to meet these many times for these many sessions with these many of your people and then coming at the end of the proposal and showing them that yes they did get the return on the value or what they delivered. How do you do that in a proposal contract form in a way that the organization really understands where their money went and how it was well spent?

CHERYL: That is the \$10 million question. I will try to tease it out a little bit from my experience, and that is only my experience. I'm sure if you had someone else on this podcast, they could give you more ideas, and again, I hope that we can start a very robust conversation in the chat area under the podcast.

The first thing is, going back to what we talked about earlier, when you define those objectives for the client relationship and that partnership between the client and the sponsor, those become your measurements. The client is successful if what happens. You may spend the entire hour or 90 minutes defining that particular component of success. Let's say it's something nebulous like - and I've done several of these like this - the client will have more confidence. How do you measure confidence? Well, there's a lot of ways you can measure confidence. If they are more confident, what will look different in your approach? You'll hear things like, when they give a presentation before the board, their voice won't waver. They won't need to come to me with PowerPoint deck before they make a presentation to a client. Instead of us having 30-minute one-on-ones and 20 minutes of it is spent with her asking me what decision she needs to make, she's actually coming to me and telling me the decisions that she's going to make, and on and on it goes.

It is incumbent upon the coach in the coaching process to take those more nebulous terms like "the client will have more confidence" and break that down

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into specific measurable activities that they will start to see presented in the client's behavior.

CHRIS: It strikes me in listening to you share that. That was very well illustrated that that is exactly what the whole field of psychotherapy and behavioral health care actually went through with that dreaded nemesis that many therapists just hate called managed care came through. I mean, there were some very yucky fallouts from managed care, but there were also some very good things that came from it, one of the biggest being that there was a greater emphasis on what is it that's the desired outcome and how are we going to know whether or not that outcome was achieved. Can we define ahead of time the primary areas that we're focusing on and the desired outcomes that we hope we'll see as a result of growth, or in therapy's terms, in as a result of healing and that we would be able to state with some real degree of confidence that has, in fact, been accomplished. We focused on that, these outcomes are seen; therefore, we can say, this had a truly measurable return on the investment.

CHERYL: Yes, I would agree with that and it is very important that the coach helps the client and the supervisor or sponsor to find it. That's part of our value. I remember sitting with one business owner with his team. We were doing a lot of team development and I asked him what is success. He put it out in very general terms and when the team was asked, "Well, what does that mean to him?" There were nine people around the table, they all had different answers for that.

So what is success? When we as coaches can go in and help them to articulate that and get as granular as possible in the expression of that in the day-to-day discourses of the business, wow, you've struck gold for the client because you've created a path for them forward and very strategic things that you can work on, very effective.

KIM: It occurs to me that coaches are very good at this skill because we do it every single coaching call with the coaching agreement, get their focus, try to

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understand exactly what measurable if possible objective they want to end that call with and now we're just bringing a third party or maybe even a few more people into the conversation, which will just add to the creativity and the ability to get that granular, I think, Cheryl. This is something coaches can do.

CHERYL: Oh, absolutely and we need to do because when, as I mentioned at the very beginning, when you're coaching a leader, you're coaching in a layered complex environment and so there's a lot. They are dealing with two things. They are dealing with the complexities of the organization and they're dealing with the internal pressures that they're feeling as a result of that. We've got to be aware of that as we're working with them. That's one of the significant distinctions between life and leadership coaching.

CHRIS: It is and since we're on that, before we leave that that distinction point entirely, let's put in at least one more of the clear distinctions we draw here at the institute. When someone is calling in and saying they want coach training and they're trying to decide, "Well, should I take the Essentials of Leadership Coaching introductory course or should I take the Essentials of Life Coaching introductory course?" A lot of what we ask them about pertains to the kind of client transformation and growth that they most enjoy working with and that goes to, do they more enjoy work that is transformational? In other words has more to do with growth in the person's being or personhood, a maturation kind of a focus or do they get more excited about doing focused kind of growth? In other words, more measurable kinds of outcome-based things in regard to tasks, goal setting, goal accomplishment.

If a person is looking more on the side of doing and measureable action kind of growth, they are probably going to lean more in the direction of leadership coaching. If they are looking more in the area of personal growth and being or transformational work, they are probably leaning more on the life coaching side. That is not an absolute but it's one of the litmus tests that we look for. Certainly, anytime you're doing life coaching, you're also going to help a person if they

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want to grow in regard to their overall leadership in all of their various capacities in life and conversely, anytime you're doing leadership coaching, you're going to be looking at the individual person in that position of leadership and they are going to be growing in regard to their overall life and self. It's not a nice clean division but it is another distinction. Leadership coaching probably focuses more on measurable bottom lines, pressures of boards, and budgets, those kinds of measurable things. Life coaching probably focuses more on the ontological growth of the person themselves.

KIM: Which really leads to a next question, Cheryl, which is this, who makes a good leadership coach?

CHERYL: That is a great question and it's actually one, Kim, that I ask myself. I found myself getting more involved and engaged in leadership coaching having led multiple ministries and of course running the business and everything, but I wasn't sure if I was cut out for it. Fran LaMattina, a fellow faculty member at Professional Christian Coaching Institute and also is the internal coach for Andy Stanley's church, mentioned in a conference that I went to and I can't remember when it was. She said we have to be articulate about what's going on in the industry. We have to be willing to read the books, to understand the nomenclature, to be able to use the language, and to move at a pretty fast clip.

I took a pause from what I was doing in terms of leadership coaching and asked myself, "Okay Cheryl, are you ready to step into some white water rafting here? You know, this is no longer a lazy river ride and it's going to be moving a lot faster," and as I thought about it, I thought, "Well, this is kind of a dumb question because I like to move fast," and I just had to almost catch up with where I was and where the Lord had been moving and taking me for the last several years. The bottom line to your question, Kim, is you have to have leadership experience yourself. You need to recognize yourself as a leader. You need to understand the power of influence, the power of presence, and if you don't understand those things, step into it a little bit more. Get some experience practicing being a

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leader. That's first and foremost and then the second is, as Fran had taught me, you've got to stay current in the industry.

I'm going to give you a couple of things about the staying current because this was a bit of a daunting task for me. When I was studying organizational development and organizational behavior, you know that was in the years of management by walking around and situational leadership. Do you remember those terms? They are still around but they are kind of the old adage, the old approach. Now, it's all about emotional intelligence, brain-based learning and all these kind of things. It's no longer just about developing leaders but it's about developing leaders in the context of the organization. Again, the layers and the complexity, and it's about developing these leaders in the context of organizations that are under a state of perpetual change. Think about that.

Thirty years ago if you use the word “team” organizations thought you were talking about sports. That's how much it has changed in the last 30 years. Amazon offers 57,000 books that have the word “leadership” somewhere in the title. How do you keep up with that knowledge base? But the flipside is, I had my quiet moment when I paused and I really thought about this. I realized that I worked with leaders for over 20 years and that the wealth of that experience along with the knowledge base provides a very effective backdrop for coaching.

Running a company has helped as well but I really honestly I think the thing that has helped me the most in working with leaders was my two years, I hired a management consultant when I was working at Eastern, and those two years with that management consultant and her pouring into me was, I still use that information constantly because here's the thing, the theories may have changed but people haven't. She helped me so much to understand people and she helped me to understand myself, and it's a both end when you do leadership coaching. You've got to understand both sides of that coin.

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As we've been talking about this, who makes a successful leadership coach, obviously I don't have the full answer to that but there are a few things that I've learned as I've stepped into this industry more. The first is read at least one book a month to stay current on what's going on and being used by leaders because they are going to reference these books. They're using them so you need to at least be familiar with them. You might actually leverage them for your clients. I have one client I'm working with now who I make a book reading recommendation every month and then he uses that with his executive team. I've got to have the resources to be able to do that.

The second is build your coaching skills and gain confidence. Your clients have got to know that you can challenge them. If you don't have confidence, you're not going to be able to challenge them and they want you to challenge. One of my favorite sayings when you're doing leadership coaching is "the status quo must go." Your clients have to know that you can coach them in the midst of their tremendous stress and business complexities without getting emotionally hooked in what they're feeling. That's number two.

Number three, become familiar with different assessments and have one that you're certified in and well versed with. Understand 360s and how they work and what the possible pitfalls are of them. You may not ever have to deliver a 360 but you're certainly going to be reading them. You need to be able to analyze and assess that with your client and know how to do that from the coach perspective. That's very important.

CHRIS: Let me step in there just in case any of our listeners are not familiar with that term she's using of a 360. It is a specific type of inventory that is often used in positions of leadership. As the name implies, 360 refers to 360 degrees. You're gaining input on this particular assessment not just from the individual. You are looking all around them, the persons who are their direct supervisors, the board or whomever they're answerable to, their peers that are on par with them in whatever their positions of leadership are, and then their direct reports. Those who are, so

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to speak, under them and having to take their orders in their understanding from them and answer for that.

So 360 degrees around the leader you're gaining input. That kind of information anonymously given and then consolidated in a 360 Inventory provides tremendous insight into the leader themselves, but as you're pointing out here, Cheryl, anybody who is going to venture into leadership coaching needs to be familiar with those inventories, how to utilize the information they provide, even how to administer the inventories themselves.

CHERYL: Yes, that's so good, Chris, and I'm going to share something else along those lines. Sometimes, that 360 information is tough. The clients see what's negative and they don't see all the positive. We, as coaches, need to know how to navigate through that process and help them to see a bigger global focus of what's coming back from that. I will put this out there as well. I perform a 360 on myself every other year as a leadership coach. It would be good for us to experience the process of a 360 review if we're going to plan on implementing those.

As a matter of fact, one of the things I'm very excited about with Professional Christian Coaching Institute is we can now offer you the Right Path Certification through the school, which means you do not have to travel, you don't have to get a hotel room, and you will be certified by the end, not only in the assessment tool itself but you'll have the opportunity to be able to deliver those 360s. I use the Right Path and the 360 Assessments in my own practice. I happen to really like them. As a matter of fact, I'm going through a 360 process right now with an executive.

One more thing, we've talk about read a book a month, build your confidence, become familiar with assessments. I think the last one is the most important and that is adaptability is key. Your clients are going to bring all sorts of things to you and formulas are not going to cut it. As coaches, we've got to be really good at the dance. That means being able to use their language, incorporating their

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metaphors, understanding and working at their pace, integrating the stuff that's going on in the organization. I was just sitting across from a leader today and she was talking about how she's going to be doing this and this underneath this leader. Well, this org chart is, and I'm working with the CEO of the organization but it's still fresh off the press, I didn't know that was happening nor did I have a chance to look at it. You've got to be ready to move quick and these environments and that's also one of the reasons why leadership coaches make more money because a lot more is demanded of you and expected of you in those relationships.

KIM: That is so exciting, Cheryl. I love hearing all about that and I think our listeners are probably very engaged as well. Let's assume that they've passed the first litmus test and they think, "Yeah, I might make a really good leadership coach." Now comes the second one, which I'm always thinking about, that marketing challenge. How does a leadership coach go about securing client?

CHERYL: Great question, Kim, and maybe you should be the one to answer this. Well, the Sherpa guide gives us some insight into that and when you think about blog creating, web searches, LinkedIn, trade associations, and all of those kind of things, 76% of the business for coaching comes from referral, 76%. Here's the thing, I developed a website called CherylScanlan.com and the purpose of that website was not to draw in business. It was so that when somebody referred somebody who's been satisfied with my work, they have a place to go where they can get to know me and how I operate as a coach.

My website is not a marketing tool per se as the front door. It's more of confirmation and exploration further as to whether or not this would be a good partnership for a potential client. Same with my LinkedIn, I have never gotten new business off of LinkedIn, not once. My business is almost 100% referral. My business is almost 100% referral. Happy clients who have referred happy clients because here's what happens, when they're successful, they want to see me successful. I just secured two new clients within an organization and I ask them.

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I always ask this question, “Why coaching and why me?” Those are always the first two questions I ask.

When I got to the “why me?” with these two leaders within this organization, they said, “Because we have seen,” the one guy said, “I've been watching this one manager for a year. I cannot believe the results that I've seen in him as a result of the work that he's done with you.” That's how you build your business - one person at a time. Take care of your leader. Pray for them. Spend time with them. Believe in them. Stand in the gap for them. Learn about them and watch that leadership part of your practice grow.

KIM: Wow, Cheryl, that that is great stuff and unfortunately, I see the clock ticking much faster than I wish it were. I know you have some great stories, but would you be willing to share just one success story with our listeners so they can get a real sense of what the possibilities are when you go into leadership coaching?

CHERYL: Okay. I'm going to share two. One is about a leader's behavior and the other one is going to be leading from his strength. I'll start with the behavior one first. A leader was being perceived as not caring about his ministry and yet he was highly passionate about it. There was this tremendous incongruence between his heart and what was being perceived. We had to figure out how to bridge the gap between those two things because what was happening was the leaders underneath him we're starting to become apathetic. As we started to communicate and coach through this, what had become clear was the leader was communicating the tasks but it was not communicating his heart behind those tasks.

He was afraid. He was trying to keep this professional, business side of things and wanting to keep everything very clear and almost to starched. I challenged him and say, “Why don't you let them see what I get to see?” “Well, how would I do that?” “I don't know. How would you do that?” He started to sort that out and pretty soon, there was such a change in the organization in terms of people

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investing, people owning, their creative sides starting to come out, them leveraging their voice, increased retention. All sorts of things happened simply because he had this perception of who he was supposed to be as a leader which was blocking his heart from being able to be shared with his people.

The second one is one of my favorite stories and it's actually about storytelling. This is a business owner. This is not a leader within a very large organization. This is a small organization and he works with primarily millennials. Millennials have got to have a sense of purpose. They got to know what they are doing counts and matters. There was just this lethargy in the office. It just didn't have the energy that he thought it should have. He wasn't understanding how to communicate to them, "What you're doing is really important and it counts."

I simply asked him, "Well, how do they know that it counts?" That got him thinking. "Well actually, they don't know because all the stories I hear. They don't get to hear the stories." I said to him, "Client, you are a great storyteller and you're holding back from your own employees." So now at their weekly staff meetings, he makes a point of sharing one story from one client every single week so they get to hear the impact they are having as a result of the work they're doing. The buy in and the change in that business is tremendous. You can taste it. It's so sweet.

CHRIS: Ooh Cheryl, those are two good stories and I know there's more where those came from so actually, I'm going to make probably not a big ask here. It's just kind of screaming to be asked. Would you be willing to come back and do an interview with us on kind of another side of leadership coaching? A little bit more in-depth looking at some of the challenges that people face as a leadership coach and maybe I'm thinking particularly in terms of distinguishing leadership coaching, executive coaching from consulting, which sounds like it's something that gets into the mix pretty frequently. Are you willing to come back and address some of that with us?

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CHERYL: Well Chris, I would enjoy doing that. It's interesting you're asking because already twice this year I've delivered workshops that talk about the fine line between coaching and consulting. It is a fine line and when you get in leadership coaching especially at the executive levels, they are wanting you to bring those resources. They are wanting a lot of that direct communication. Yes, I would love to do. I think that would be a great follow-on to actually what we were talking about today.

CHRIS: Well all right then. We'll take that. We'll take that willingness and for those of you who are listening, I know you're going to probably want to connect with Cheryl. I'm going to give you two different websites where you can find her on the web. As I mentioned earlier, she's President of Way of Life Coaching. You'll find that out on the web just at WayofLifeCoaching.com. She also gave reference to the individual site she has built just for people who are already kind of checking her out, so to speak, and they want some more information on the background. You will find her on the web at CherylScanlan.com.

She does, of course, individual work, teamwork, organizational work with ministries as well as businesses. She does mentor coaching for those who are trained in either leadership or life coaching and are wanting to sit for their ICF exams. I didn't mention this in the beginning but Cheryl is a Master Certified coach with the International Coach Federation. Highly respected in this industry, she served as Director of Credentialing at Christian Coaches Network International. She has got all kinds of credits to her resume and all of them truly earned. This gal has got chops, if I could say that.

While you are out on the web and finding all kinds of information about Cheryl Scanlan's coaching, be sure, of course, and visit our website as well, Professional Christian Coaching Today. Since we've been talking about the institute itself, Cheryl's position is our dean of faculty here and the two different tracks of coach training we have - life coaching and leadership coaching, let me draw your attention to an icon on the right hand side of the site there that says simply, "do

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you want to become a coach” and you will see both our schools of leadership coaching as well as life coaching. Click that and it will take you to the institute itself. We would love to have you join the PCCI family if this is the direction which the Lord is calling you.

KIM: Yeah and Cheryl, thank you so much for being with us today and especially for the promise to come back again soon because I still have a long list of questions I want to ask you about some of these thornier issues. We really appreciate your presence here today.

CHERYL: Thank you, Kim. I hope it has been helpful to everyone.

CHRIS: And until next time, gang, you know the mantra here. Keep raising the standard of coaching and changing the world.

KIM: God’s richest blessings to you.