

BRIERCREST

LE 703 Coaching, Mentoring and Group Facilitation Spring 2022

Professor: Rev. Dr. Jay Mowchenko
Email: jmowchenko@briercrest.ca
Phone: 306-690-7334
Course Dates: May 9-13, 2022

3 Credit Hours

COURSE DESCRIPTION

This course offers a careful study and demonstration of individual and group coaching, mentoring and facilitation processes that are useful for influencing individuals and groups toward strategic and improved direction, growth, and development. Instruction, conversations, demonstrations, and role plays will be used to ensure that each student perceives the benefits, strategies, processes, and skills of coaching within and beyond leadership and organizational relationships and settings. The course will establish the sense that leadership at its best is a form of individual coaching and group facilitation. Some students may wish to develop their coaching competencies as a specialization with added courses and/or training.

COURSE INTEGRATION

This course should serve to assist all students enrolled in gaining a sense of how they might improve their one-on-one conversations with anyone they wish to connect with, reach, coach or advise on their journey of life, service and/or faith. Jesus was a model of how to have such conversations. The course is designed to enable students to engage in group conversations and processes that bring diverse groups toward a common purpose and direction and a set of shared values, dreams, goals, and actions. It is designed to bring individuals and groups toward a shared path and dream with a high degree of success so essential to the accomplishment of missional serving and living in community.

COURSE TEXTS

Stoltzfus, Tony. *Leadership Coaching: The Disciplines Skills, and Heart of Christian Coaching*. Scotts Valley, CA.: Createspace, 2005. ISBN 13: 9781419610509. **OR** Kinlaw, Dennis, Cindy Coe & Amy Zehnder. *Coaching for Commitment. 3rd Edition*. Pfiefer, 2013. ISBN 978-1-118-71707-3. **OR** Webb, Keith E. *The Coach Model for Christian Leaders: Powerful Leadership Skills for Solving Problems, Reaching Goals, and Developing Others*. Illustrated edition. New York, NY: Morgan James Faith, 2019. ISBN 978-1-64279-357-4.

Paul Stanley & Robert Clinton, *Connecting: The Mentoring Relationships You Need to Succeed in Life*. Nav. Press, 1992. ISBN 978-0-89109-638-2. **OR** Pue, Carson, and George Barna. *Mentoring Leaders: Wisdom for Developing Character, Calling, and Competency*. Grand Rapids, MI: Baker

Publishing Group, 2012. ISBN 978-0-8010-9187-2. **OR** Campbell, Regi. *Mentor Like Jesus*. Nashville, TN: B&H Books, 2009. ISBN 978-0-8054-4811-5.

Whitney, Diana, Amanda Trosten-Bloom & Kae Rader. *Appreciative Leadership*. McGraw Hill, 2010. ISBN: 978-0071177114068. **OR** Jackie Stavros & Cheri Torres, *Conversations worth Having*. Paperback Berrett-Koehler, 2018. ISBN 13: 978-1523094011.

Hull, Bill. *The Disciple-Making Pastor: Leading Others On The Journey Of Faith*. Revised And Expanded edition. Grand Rapids, MI: Baker Books, 2007. ISBN 978-0-8010-6622-1 **OR** Dirks, Morris. *Forming The Leader's Soul: An Invitation to Spiritual Direction*. 1st edition. Washington, DC: SoulFormation, 2013. ISBN 978-0-615-86709-0.

Wright, Alan. *Spiritual Dimensions of Team*. Illustrated edition. Saint Louis, MO: Chalice Pr, 2010. ISBN 978-0-8272-3471-0 **OR** Lencioni, Patrick M. *The Five Dysfunctions of a Team: A Leadership Fable* 1 edition. San Francisco, CA: Jossey-Bass, 2002. ISBN 978-0-7879-6075-9. **OR** Cladis, George. *Leading the Team-Based Church: How Pastors and Church Staffs Can Grow Together into a Powerful Fellowship of Leaders*. 1st edition. San Francisco, CA: Jossey-Bass, 1999. ISBN 978-0-7879-4119-2.

Students are expected to refer to Briercrest Seminary's Format and Style Guides and Guide for Writing Research Papers, available as PDF documents here: <https://www.mybriercrest.ca/seminary/documents/>.

These texts are available in store and online at the Briercrest Bookstore: <http://briercrest.ca/bookstore>.

Students are responsible for course materials and communication on Canvas (<https://briercrest.instructure.com>; cf. <http://briercrest.ca/online/canvas>) and their myBriercrest.ca email account.

COURSE OUTCOMES

1. Orientation regarding the postures of various approaches to developing people, leading to the capacity to choose the most effective posture and approach for each situation.
2. Awareness of the reality of power dynamics, leading to the ability to manage one's own power in order to facilitate the growth of others through coaching and team facilitation.
3. Inventorying and appreciating the richness of one's own journey, leading to the willingness and ability to share this wealth for the benefit of others through mentoring.
4. Practicing the skills of coaching and group facilitation in class in order to develop initial confidence and competence.
5. Development of a posture, practice, and plan for sharing experience, wisdom, power, and encouragement through the variety of approaches covered in class.

COURSE OUTLINE AND CONTENT

Day 1	<p>Introductions and presentation of personal context and histories</p> <p>Course Overview</p> <p>Discipleship and Multiplication as practiced and taught in Scripture</p> <p>Examination of influence and consent as evidenced in various leadership approaches</p>
Day 2	<p>Coaching / Spiritual Direction</p> <p>Definition and Overview</p> <p>Transformational Coaching Postures</p> <p>Unpacking the COACH model</p>

	Practical Considerations – Contracts, covenants, and fees
Day 3	Mentoring / Disciple-Making Definition Shaping a curriculum Understanding and sharing your life journey Choosing an approach and building a plan Covenants Succession Planning
Day 4	Team Facilitation Stages of Group Development Building trust in an environment of safety AI-informed group leadership Spiritual Gifts and Poly-centric Leadership
Day 5	Shaping people of wisdom and godly character Difficult Situations: Confrontation, Abuse, and Referral Final Coaching Demonstrations

ASSIGNMENTS

Please submit all written assignments to Canvas.

Pre-Course Assignments:

1. Read one text from each group of either/or choices and submit an integrative reading report by the deadline indicated. The report should identify memorable insights, reflect on the value, application and use of concepts and models. I will be looking for evidence of a thoughtful reading of each one of the books chosen. In addition, be sure you have a strong integrative conclusion regarding the impact of the collection of resources you have read. Addressing each individual book and then providing an integrative conclusion and recommendations on the cumulative readings will add strength to the project. The maximum length of the cumulative report on the textbooks is 7-10 pages. Also be prepared to share insights and vision for the application of what you have read during in-class time and be ready to identify the choice of the one textbook you would like to be the class expert on.

Due date: May 9, 2022 (prior to the start of class)

Basis of Grade: Written report and class dialogue using the textbook insights

Value: 25% of course grade

2. Please reflect on the people in your life who intentionally or accidentally invested in your journey, helping you to grow. Do your best to think of a 360 degree circle around you that represents people who had seniority, others who were peers and still others you had seniority over (either formal positional or informal age seniority over you or below you). Be sure to think about your personal history as well as your present experience as you have a 360 degree constellation model or mindset guiding you. Write a 5-7 page paper reflecting on the people who have impacted you, the roles they played in their life and the approaches they used, either effective or ineffective. Prepare to share an “executive summary” of this report as you introduce yourself the first day of class.

Due date: May 6, 2022 (before the first day of class)
Basis of Grade: Written report and class group presentation
Value: 25% of course grade

Mid-Course Assignments:

3. Each participant will be assigned to a group for the duration of the class and will meet four times in a Team Conferencing setting throughout the class to practice coaching, being coached and observing classmates. You will be given the chance to give and receive coaching in front of the class on the final day.

Due date: May 13, 2022
Value: 25% of grade

Post-Course Assignments:

Each student is expected to do a post course paper in which they do one of the following:

1. Identify a clear strategic coaching, mentoring, and facilitation plan for their future complete with their purpose, values, mission, strategic anchors, priorities/SMART goals for a 3-5 year scenario and a life alignment plan to deliver the plan; **OR**
2. Engage in a minimum of three actual mentoring, coaching, or facilitation experiences and write up the purposes/goals, plan, agreements, execution, recordings (as specified in class), outcome and implications for such future activity for each of the sessions once they have happened; **OR**
3. Establish a contracted assignment approved by your professor.

Due date: July 8, 2022
Basis of Grade: Quality, creativity, completeness, realism, and functionality
Expected length: 7-10 pages
Value: 25%

SEMINARY CALENDAR

Students are expected to be aware of the policies that govern course work at Briercrest Seminary, all of which are published in the current Seminary Calendar:

<https://www.briercrestseminary.ca/academics/calendar/>.

Attendance Policy

In order to benefit fully from a seminary education, to be good stewards of time and finances, and to be considerate of their classmates and faculty members, students must be in class at every opportunity.

Modular Courses

Students are expected to attend 100 per cent of each modular for which they register. If this is impossible due to extenuating circumstances, arrangements must be made with the course professor before the first day of class. If extenuating circumstances prevent a student from attending class, a maximum of one (1) full day of class can be foregone. If additional time is missed,

the student will fail the course unless they first request to withdraw from the course or move the course to an audit.

Online Courses

If extenuating circumstances prevent a student from attending scheduled meeting times, then up to 20% of meeting time can be foregone. Students missing scheduled meeting times should make every effort to inform the course professor prior to any time missed. If additional time is missed, the student will fail the course unless they first request to withdraw from the course or move the course to an audit.

Semester-Based Courses

All students missing more than two full weeks of a particular course from registration to the last day of classes will receive an automatic fail (0%). A student may appeal a course failure due to excessive absences. Successful appeals will be granted only in rare cases where all absences are clearly beyond the student's control. Appeals must be made through the Academic Appeal Process.

Course Schedules

Classes begin at 9:00 a.m. on Monday morning and run a minimum of 30 hours through the course of the week. The schedule is determined by the course professor. Students should check the syllabus for specifics. When the syllabus does not state class times, students are responsible to check with the professor prior to making travel plans.

Assignment Submission

All assignments must be submitted no later than eight weeks after the last day of class as stated in the syllabus. The correct due dates will be clearly noted in the syllabus and each faculty member will state in their syllabus how assignments should be submitted. Assignments submitted within a week after the due date will be accepted with a 10 per cent penalty. For additional information refer to the late assignment policy or the extension policy in the [academic calendar](#).

Return of Graded Assignments

Professors are expected to return graded assignments within six weeks of the due date. If they fail to do so, students may submit an inquiry to the [Seminary](#). If an extension is granted, the professor is no longer obligated to meet this deadline.

Academic Honesty

Students are accountable to perform each task according to principles of academic honesty. Please refer to pages 24-25 in the [academic calendar](#) for more information.

Academic Accommodations

Any student with a disability, injury, or health condition who may need academic accommodations (permanent or temporary) should discuss them with the course instructor after contacting the Director of Student Success in person (L234 in the Library), by telephone (1-306-756-3230) or by email (egordon@briercrest.ca). Documentation from a qualified practitioner will be required (i.e., medical doctor, psychologist, etc.).

BIBLIOGRAPHY and Recommended Reading

Barton, Ruth Haley. *Pursuing God's Will Together: A Discernment Practice for Leadership Groups*, n.d.

- . *Strengthening the Soul of Your Leadership*. Downers Grove, IL: Intervarsity Press, 2008.
- Bell, Chip R. *Managers As Mentors: Building Partnerships for Learning*. 3rd Third Edition. San Francisco, CA: Berrett-Koehler Publishers, 2013.
- Blanchard, Ken, and Phil Hodges. *Lead Like Jesus Revisited: Lessons From the Greatest Leadership Role Model of All Time*. Revised edition. Nashville, TN: Thomas Nelson, 2016.
- Breen, Mike. *Building a Discipling Culture, 3rd Edition*. Dayton, OH: 3dm International, 2017.
- Campbell, Regi. *Mentor Like Jesus*. Nashville, TN: B&H Books, 2009.
- Cladis, George. *Leading the Team-Based Church: How Pastors and Church Staffs Can Grow Together into a Powerful Fellowship of Leaders*. 1st edition. San Francisco, CA: Jossey-Bass, 1999.
- Cloud, Henry. *Boundaries*. Revised edition. Grand Rapids, MI: Zondervan Trade Books, 2002.
- . *Boundaries for Leaders: Results, Relationships, and Being Ridiculously in Charge*. New York, NY: HarperBusiness, 2013.
- Cloud, Henry, and John Townsend. *How People Grow: What the Bible Reveals About Personal Growth*. Grand Rapids, MI: Zondervan, 2004.
- Cole, Kadi. *Developing Female Leaders: Navigate the Minefields and Release the Potential of Women in Your Church*. Nashville, TN: Thomas Nelson, 2019.
- Collins, Gary. *Christian Coaching, Second Edition: Helping Others Turn Potential into Reality*. 2nd ed. Colorado Springs, CO: The Navigators, 2009.
- Cook, Marshall. *Effective Coaching*. 1st edition. New York, NY: McGraw-Hill, 1998.
- Cordeiro, Wayne. *Doing Church As A Team, Rev. And Updated Ed.* 1st edition. Minneapolis, MN: Bethany House Publishers, 2004.
- . *The Divine Mentor*. 1st edition. Grand Rapids, MI: Bethany House Publishers, 2008.
- Dirks, Morris. *Forming The Leader's Soul:: An Invitation to Spiritual Direction*. 1st edition. Washington, DC: SoulFormation, 2013.
- Ernst, Ron. *Realtime Coaching*. Carmel, IN: Leadership Horizons, 2010.
- Ferguson, Dave, Warren Bird, and J. D. Greear. *Hero Maker: Five Essential Practices for Leaders to Multiply Leaders*. Illustrated edition. Grand Rapids, MI: Zondervan, 2018.
- Forman, Rowland, Jeff Jones, and Bruce Miller. *The Leadership Baton: An Intentional Strategy for Developing Leaders in Your Church*. Grand Rapids, MI: Inspirio, 2004.
- Goldsmith, Marshall, Laurence S. Lyons, and Sarah McArthur. *Coaching for Leadership: Writings on Leadership from the World's Greatest Coaches*. 3rd edition. San Francisco, CA: Pfeiffer, 2012.
- Hargrove, Robert. *Masterful Coaching*. 3rd edition. San Francisco, CA: Pfeiffer, 2008.

- Henderson, D. Michael. *John Wesley's Class Meeting: A Model for Making Disciples*. Nappanee, IN: Rafiki Books, 2016.
- Hendricks, Howard G., and William D. Hendricks. *As Iron Sharpens Iron: Building Character in a Mentoring Relationship*. 1st edition. Chicago, IL: Moody Publishers, 1999.
- Herrington. *Leader's Journey*. 2nd ed. Grand Rapids, MI: Baker Academic, 2020.
- Hersey, Paul, Kenneth Blanchard, and Dewey Johnson. *Management of Organizational Behavior*. 10th edition. Boston, MA: Pearson, 2012.
- Hudson, Fredric M. *The Handbook of Coaching: A Comprehensive Resource Guide for Managers, Executives, Consultants, and Human Resource Professionals*. 1st edition. San Francisco, CA: Jossey-Bass Publisher, 1999.
- Hull, Bill. *The Disciple-Making Pastor: Leading Others On The Journey Of Faith*. Revised And Expanded edition. Grand Rapids, MI: Baker Books, 2007.
- Institute, Arbinger. *Leadership and Self-Deception: Getting Out of the Box*. Second Edition edition. San Francisco, CA: Berrett-Koehler Publishers, 2009.
- Johnson, David, and Jeffrey Vanvonderen. *Subtle Power Of Spiritual Abuse, The*. Repackaged Edition edition. Minneapolis, MN: Bethany House Publishers, 2012.
- Kinlaw, Dennis C., Cindy Coe, and Amy Zehnder. *Coaching for Commitment: Coaching Skills Inventory (CSI) Self*. 3rd edition. San Francisco, CA: Pfeiffer, 2007.
- Lencioni, Patrick M. *Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators*. 1st edition. San Francisco, CA: Jossey-Bass, 2005.
- . *The Advantage: Why Organizational Health Trumps Everything Else In Business*. 1 edition. San Francisco, CA: Jossey-Bass, 2012.
- . *The Five Dysfunctions of a Team: A Leadership Fable*. 1 edition. San Francisco, CA: Jossey-Bass, 2002.
- Lynch, John, Bill Thrall, and Bruce McNicol. *Bo's Café*. 1st edition. Newbury Park, CA: Word Alive, 2009.
- Mackin, Deborah. *The Team-Building Tool Kit: Tips and Tactics for Effective Workplace Teams*. 2 edition. New York, NY: AMACOM, 2007.
- McNeal, Reggie. *A Work of Heart: Understanding How God Shapes Spiritual Leaders*. 2 edition. San Francisco, CA: Jossey-Bass, 2011.
- Mittelstaedt, R. *Ministering Forward*. Winnipeg, MB: Word Alive Press, 2017.
- Morse, Marykate. *Making Room For Leadership*. 1st edition. Downers Grove, IL: IVP Books, 2008.
- Mulholland, M. Robert Jr. *Invitation to a Journey*. Downers Grove, IL: IVP Books, 1993.
- Nouwen, Henri. *The Wounded Healer: Ministry in Contemporary Society*. Trade PB edition. Toronto, ON: Image, 1979.

- Osborne, Larry. *Sticky Teams: Keeping Your Leadership Team and Staff on the Same Page*. Grand Rapids, MI: Zondervan, 2010.
- Patterson, Kerry, Joseph Grenny, Ron McMillan, and Al Switzler. *Crucial Conversations Tools for Talking When Stakes Are High, Second Edition*. 2 edition. New York, NY: McGraw-Hill Education, 2011.
- Patterson, Kerry, Joseph Grenny, Ron McMillan, Al Switzler, and David Maxfield. *Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior, Second Edition*. 2 edition. New York, NY: McGraw-Hill Education, 2013.
- Peck, M. Scott. *The Different Drum: Community Making and Peace*. 2nd ed. New York, NY: Touchstone, 1998.
- Peterson, David B., and Mary Dee Hicks. *Leader As Coach: Strategies for Coaching & Developing Others*. Minneapolis, MI: Korn Ferry Leadership Consulting co, 1996.
- Pue, Carson, and George Barna. *Mentoring Leaders: Wisdom for Developing Character, Calling, and Competency*. Grand Rapids, MI: Baker Publishing Group, 2012.
- Reese, Randy. *Deep Mentoring: Guiding Others on Their Leadership Journey by Randy Reese*. Intervarsity Press, n.d.
- Rogers, Jenny. *Coaching Skills: A Handbook*. 2 edition. Maidenhead, UK: Open University Press, 2008.
- Root, Andrew. *The Pastor in a Secular Age (Ministry in a Secular Age Book #2): Ministry to People Who No Longer Need a God*. Ada, MI: Baker Academic, 2019.
- Scott, Kim. *Radical Candor: Fully Revised & Updated Edition: Be a Kick-Ass Boss Without Losing Your Humanity*. Revised, Updated ed. New York, NY: St. Martin's Press, 2019.
- Scott, Susan. *Fierce Conversations (Revised and Updated): Achieving Success at Work and in Life One Conversation at a Time*. Illustrated edition. New York, NY: Berkley, 2004.
- Smith, James Bryan, and Richard J. Foster. *A Spiritual Formation Workbook - Revised Edition: Small Group Resources for Nurturing Christian Growth*. Revised ed. Toronto, ON: HarperOne, 2007.
- Stanier, Michael Bungay. *The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever*. Illustrated edition. Toronto, ON: Page Two Books, Inc., 2019.
- Stanley, Andy. *Next Generation Leader: 5 Essentials for Those Who Will Shape the Future*. Sisters, OR: Multnomah, 2003.
- Stanley, Paul, Paul D. Stanley, Robert Clinton, and J. Robert Clinton. *Connecting: The Mentoring Relationships You Need to Succeed in Life*. Colorado Springs, CO: The Navigators, 1992.
- Starr, Julie. *The Coaching Manual: The Definitive Guide to The Process, Principles and Skills of Personal Coaching*. 4th edition. Harlow, EN: FT Press, 2016.
- Stavros, Jacqueline M., Cheri Torres, and David L. Cooperrider. *Conversations Worth Having: Using Appreciative Inquiry to Fuel Productive and Meaningful Engagement*. Oakland, CA: Berrett-Koehler Publishers, 2018.

- Stoltzfus, Tony. *Coaching Questions: A Coach's Guide to Powerful Asking Skills*. 1st edition. Virginia Beach, VA: Coach22 Bookstore LLC, 2008.
- . *Leadership Coaching: The Disciplines, Skills, and Heart of a Christian Coach*. Virginia Beach, VA: BookSurge Publishing, 2005.
- Stone, Douglas, and Sheila Heen. *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*. 1 edition. New York, NY: Penguin Books, 2014.
- Wagner, Rodd, and Gale Muller. *Power of 2: How to Make the Most of Your Partnerships at Work and in Life*. New York, NY: Gallup Press, 2009.
- Ward, Rosie, and CPAS. *Growing Women Leaders: Nurturing Women's Leadership in the Church*. Abingdon, EN: BRF, 2008.
- Webb, Keith E. *The Coach Model for Christian Leaders: Powerful Leadership Skills for Solving Problems, Reaching Goals, and Developing Others*. Illustrated edition. New York, NY: Morgan James Faith, 2019.
- Wheatley, Margaret J. *Who Do We Choose To Be?: Facing Reality, Claiming Leadership, Restoring Sanity*. 1st edition. Oakland, CA: Berrett-Koehler Publishers, 2017.
- Whitney, Diana, Amanda Trosten-Bloom, and Kae Rader. *Appreciative Leadership: Focus on What Works to Drive Winning Performance and Build a Thriving Organization*. 1 edition. New York, NY: McGraw-Hill Education, 2010.
- Wiseman, Liz. *Multipliers, Revised and Updated: How the Best Leaders Make Everyone Smarter*. Revised ed. New York, NY: Harper Business, 2017.
- Wright, Alan. *Spiritual Dimensions of Team*. Illustrated edition. Saint Louis, MO: Chalice Pr, 2010.
- Wright, Walter C. *Mentoring: The Promise of Relational Leadership*. Eugene, OR: Wipf & Stock, 2013.
- Zachary, Lois J. *The Mentor's Guide: Facilitating Effective Learning Relationships*. 2 edition. San Francisco, CA: Jossey-Bass, 2011.