



Coach Approach Ministries Podcast

Episode 95: Coaching Enhances Training and Development

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[Intro Music]

Brian Miller: I'm Brian Miller, strategic director for Coach Approach Ministries, CAM for short, and I'm joined here today by the president of Coach Approach Ministries, my good friend, Chad Hall. How you doing today, Chad?

Chad Hall: Brian, I'm having a spectacular day. I hope you are. I understand that today might be your birthday.

Brian: We're recording this early, but the day this podcast comes out is March 15th, and it is my birthday. I will be 52. I am 52 today.

Chad: As people are hearing this, you can silently sing to yourself *Happy Birthday* to Brian, and you can probably send him well wishes today since it's his birthday or maybe a Starbucks gift card.

Brian: That would be fantastic if that actually happened. Maybe I can start the joke. I've lost weight in the last year or so, so you can say I'm down 30 pounds, but I'm getting to that age where I can say I'm down to 5' 9". You know, where you start to shrink a little bit. I don't know where I heard that joke, but it's not mine originally, but I thought that was pretty funny.

Chad: It is.

Brian: Yeah, yeah. Birthday coming up here, and you know what else is special about this podcast? It's got a special feel to it. This is episode 91. We are almost in triple digits. We're using this as a countdown, count-up I guess, so we're 10 away from being at episode 100. Can you believe it? I can't hardly believe it.

Chad: Wow. It's phenomenal. You've done a great job with this. If today's 91, at least 87 of the podcasts are just homeruns.

Brian: I wouldn't go that high, but the ones so far this year, I thought were homeruns. It's been a lot of fun. One thing to know about that is it takes a little time for stuff to get in the groove. I can guarantee anyone starting a podcast today, and maybe this sounds awful, and maybe it sounds like a relief, you're first 10 are going to be terrible. They're going to be terrible.

[Transcribed by Alyssa Miller](#)

Chad: If this is the first CAM podcast you've listened to, go back and listen to our first 10, they're terrible.

Brian: If you think this is bad... And I don't mean that as any disrespect, but when you're looking for new podcasts, listen to the current one, and start there. If you start with number one...

Chad: These guys don't know what they're doing.

Brian: I can't listen to this. It's been great. We've learned a lot. Anyway, we'll talk about that more as we get to 100. I'm not sure what we're going to do on that special day. Obviously, today is my birthday a special day, and Chad is suggesting that other people buy me stuff. That makes me feel really good and special. Thank you for that.

Chad: I could give you a gift, or I could encourage 100 other people to give you a gift and that be my gift.

Brian: I'll take the gift then if that's my choice. Hey, we have a great topic today, Chad. You were having a conversation about the differences between training, leadership development, organizational development, how coaching relates to each of those. How can we set this topic up well so our listeners know the topic for today's podcast.

Chad: You know, you and I have worked with leaders for a really long time, and of course a lot of coaches, and we've worked with a lot of coaches who work with leaders, and it's not exactly that I hear confusion, but I do hear people who kind of wrestle with, "Am I coaching? Am I providing training? Are they the same thing? Do I develop leaders by training them, or coaching them, or what, and how does all that fit into this world of organizational development, change that affects the entire organization, hopefully for the good?" So, I think it may be helpful for anyone who works with leaders, whether that be in business, or church, or nonprofit, and maybe even as you're thinking about your coaching niche, and you can provide training along with coaching. This might give you a handle for understanding how training works with coaching, along with developing people.

Brian: Yeah, and I think, not to hear that too corporate, that the organization has to be a large size and very formal. I don't think that's the case. I think if you're coaching small group leaders in the church, or associate pastors in a denomination, or even a pastor of a church that has a board, which is most churches. I'm not just trying to make it about churches either. I think there's a few niches where this probably isn't the case, where you're just coaching an individual. Military personnel, perhaps, in transition. This may not apply directly, but I bet even there, it will spark some thinking about how you could think about coaching in general because, we say this a lot, I don't want to go into this, but I'm going to say it anyway, people don't buy coaching, they buy a result. So, this idea is based around that. We're talking about training, leadership development, organizational development, and how training relates to that, gives us a better handle on offering coaching.

Chad: It does. If you want a more general, less corporate thing would be if you're coaching someone who operates within a system. That could be a family. That's a system. Could be a church, a community. If you're coaching a mayor of a city, or a city manager, or a principal in a school, or a teacher in a school, anybody who operates within a system. That might be another way of thinking about organizational development.

Brian: I love that. So, if you're coaching parents, or stay-at-home-moms, if that's the case, then you have this opportunity to think about a system and developing this system in a bigger way. That's a great piece. I love that. Let's make sure... I'm afraid, not afraid like shaking in my boots... I don't think I own boots to be honest with you, Chad.

Chad: There's another birthday gift idea for Brian. If you don't want to give him a Starbucks gift card, if you have a used pair of boots.

Brian: Size 11.

Chad: You can mail them to him.

Brian: Mail them to me at Hickory, NC. That's Chad's address, not mine. That's the joke there. Let's get into this. First of all, you talked about training. Let's start there. Give us a brief overview of training.

Chad: Maybe even before doing that, if people work with visuals, think about a Venn diagram with three circles, and they are not overlapping where typically a Venn diagram does where all three overlap, but think more training overlaps with leadership development, leadership development overlaps with organizational development. Think of a snowman kind of idea. Your training's smaller, leadership development is bigger and overlaps. That just may be an idea for folks.

Brian: Build your snowman upside down. Start with the small head. Start with the leadership training. The first circle has training in it.

Chad: When we talk about training, what we're talking about is helping someone develop either skills or knowledge. It's delivery, but there's something that we need from a person, or they need from themselves, but they don't either know or they're not good at, so they need training. The world's full of trainers. You have people who give information or skill to another person. Again, generally, that's not what coaches do. Although, you can imagine some coaching that would become a part of that. So, when I did a lot of training in the corporate arena, I would train new managers. We would train them in all these new skills, and insights, and models, how to manage more effectively. Of course, if we just ended the training after two days, and they went back to their office and their team, most of what they trained in, they didn't actually do. Where coaching can kind of partner with training, you can add coaching after training so the person has some support for beginning to use these new knowledge and skills in their environment. Coaching provides support for training.

Brian: Absolutely. Every conference I ever went to, at least until a certain point, I came back going, "Oh man, I can't wait to implement this in my situation." It never worked. Because it's my context, it's different. That's a great place then to apply coaching. You talked about how coaches are not trainers. We talked about separating coaching from not the expert, but I would say coaches who pick a niche, pick that niche because they know something about it. They have some experience there, compassion, and they're able to say, "Here's a couple foundational pieces I could do some training on."

Chad: Yeah, in fact, I was doing a mentor coaching sessions the other day with a small group of coaches, and the topic was the client wanted to prepare for a difficult, challenging conversation that was coming up. The coach did an adequate job, took the very basic coaching, helped her think through what her outcomes were, what she needed from the coaching, those kinds of things. The feedback was this is one

of those areas where having some expertise would have been really helpful. Just a little bit of training on every conversation has a purpose, a process, and content. Maybe a little bit training on people tend to come into conversations, especially those crucial conversations, with an agenda in mind, and the other person's agenda might not match, so you try to coach around that, and I said, "You know, that's a little 3% training that's going to help you be a better coach," and of course you have a niche. You want to have some foundational knowledge about that niche, and that's going to come in pretty handy. So, there's a little bit of training that supports the coaching, or the coaching really supports the training.

Brian: Yeah. I'm just thinking about different situations where you can get in front of people. You can't get in front of the crowd and say, "I'm going to do some coaching, but you can get in front of the crowd and say, "I'm going to talk about boundaries, some ways to put some basic boundaries in place." There's definitely some training you could do that's pretty simple, and if you're passionate about it... I'd say the one mistake you make is, "Well, everyone knows this." They probably don't. Especially if it's easy for you, natural for you, that's a great place to start. Do some training. Offer a little training.

Chad: To your point earlier, Brian, talking about how do you get into an organization, or people buy coaching. People do buy training. So, if you're wondering, "How do I become a coach within the world of pick the category?" Training might be the front door.

Brian: For sure.

Chad: If you wanted to coach doctors, you might provide training on an area that's really important to them. Maybe leadership development or the interpersonal skills that every doctor's missing. Something like that. It gets you in the door. It builds trust with those that you train. Typically, people don't need as much trust to hire a trainer as they do to hire a coach, so that may be something that will create revenue for you as a coach, but it's a presales service prior to the coaching service.

Brian: I'll say one more thing about it, and then we'll move on. I'm curious about your feedback to this. I think as a coach, in my niche, and this is probably what I'm doing, I'm going to give away the training. I'm going to give it away for free because that's the conference, and we charge big money for conferences, but really the hard part is the implementation, and it's not like I'm not going to give them all the pieces, but then the coaching. Not everyone's going to want coaching, but those people who do want to pay the money for coaching will be able to sign on and say, "I want to figure out how to make this work." I think that's a great piece. You could charge for the training, for sure, but you don't have to. It could just be a part of what you do.

Chad: You could do both and have some free aspects of the training, have some paid aspects. Yeah, I like the way you're thinking about that.

Brian: That's the first part. Training. Now we're building our snowman from the head up. We're going to have to make sure this balanced just right.

Chad: We have conquered the aspect of gravity. Build the head first. Now under it, we're going to build the torso.

Brian: Talking about leadership development, which is going to overlap a bit with training.

Chad: That's right. They're not identical. That's the main thing we want to say. They're not the same

thing, but they can overlap, and when we're doing leadership development, basically we're saying there's somebody who's in a role of influence, and we're going to help them be more effective. That's leadership development. How are we going to help them be more effective? You've probably got to do some training. There's probably a training aspect, but if the only way you help a leader be more effective is by training them, you should be fired within a couple of weeks. If you're just putting new information into them. So now with leadership development you're doing some training, you're doing some coaching, but you may also be doing some other things, and you may shadow that leader. You may provide some insight or feedback. You may do some assessments with the leader. You may do a 360 to help the leader see how he/she's doing.

I do like to think leadership development as a whole, you can think coaching's really the rails that it runs on because we wouldn't know what training to provide except if coaching revealed it. We wouldn't know what assessment to conduct or what to make of the results of an assessment without coaching. Coaching says what does it mean for you to be effective, and where are you now, and what's it going to take to close the gap from where you are to where you want to be? The things that will close the gap will include more coaching, but also training, resourcing, assessing, feedback, facilitation, sometimes even modeling and mentoring can be a part of that.

Brian: So training can lead to coaching, in general, but it sounds like it very easily could lead to leadership development. Again, I think corporate, I'm in charge, I've got a title. No. A leader is somebody who influences other people. If you are a writer, and you do nothing else but go into a room by yourself, you may not need leadership development, but even there, there's a framework where you could coach someone. I think frameworks are a piece that came to me, Chad, not only am I coaching you, but I do have some expertise block of training that as I'm listening to you, it might make me think this could be helpful to you. I want to be very careful, very light with it, make sure it's fitting where they're at, but framework coaching seems to fit leadership development to me.

Chad: Yeah, I think you're right, and I like you're saying that leaders, don't just think I have a title, I'm a director, I'm a C blank O. You and I were working with this cohort of leaders around the world, and a couple of weeks ago, we were sharing the definition of leadership with them. It's the art of mobilizing others to want to struggle to achieve shared aspirations. The leadership challenge. Any time you're influencing others, you're kind of mobilizing others, you're somehow having people come together to accomplish something, you're leading. Think of all the times that's true. It's a teacher in a classroom. It's a parent within a family. Of course it's someone within a church, a community, whatever, but it's a writer. Someone who's influencing others to bring about a change. You're leading, but generally, I'm thinking a leader is someone who, because why would they need to be developed, right? A leader is someone who is trying to show up differently to bring out the best in others, so they can all get somewhere together, accomplish something. If you were developing a parent, there is a leadership development aspect. They want to show up better within that family system to achieve what they think of as a healthy, vibrant, flourishing family. That could easily be thought of as leadership development.

Brian: You made me think, I'm just trying to get it out of the normal thought here, I coach my children. They're in high school, well, I've got one left in high school, and he's in band, and he'll come home and say this awful thing happened there. I've coached all my children through band at some point. Well, you could be a leader instead of just complaining about this. Maybe there's something you could do

differently that would change the aspect of this, and that is a piece of leadership development right there, for a kid in the horn section, who's not the head of the section even, but you can develop some leadership. It kind of leads us into the biggest part of the snowman, the organizational development because once they've expressed all the leadership they can express from their position, then really something has to happen with the organization. In my case, with the high school band, which hasn't happened, and I don't expect it to, but you can only do so much from an individual.

Chad: I love the band example. If you're going to help your son be a person of positive influence within that role, there could be a little bit of training that's a part of that, but there could also... The main thing this leader has is a sense of ownership and responsibility, this agency that they suddenly realize, "How I show up matters on others." That's leadership development. I'm going to show up differently, but let's say he shows up differently, and people begin to operate differently, more healthy with one another, but there's kind of a lid on it because the larger system can only tolerate so much of that. The larger system's probably pushing against that in some ways. So, we get into organizational development when we're looking at now we're changing the system in some larger way, so now it can actually accommodate, and begin to support the changes that are happening because of the leader's development.

Brian: How does organizational development look different than the leadership development? In the training pieces?

Chad: In the leadership development, you are working with a leader and sometimes his or her team. When you work with the team, you're starting to bridge into OD, organizational development. When you bridge out to talking to other leaders and other teams, now you're talking about the whole system, now you're talking about OD, and that's going to have, again, leadership development is going to be part of it. It's going to have training as a part of it, but it's also going to have some other stuff that's not leadership development or training. A ton of the stuff around change management is really OD work. You're talking about visioning, creating mission and purpose. A lot of times you're changing the culture of an organization and how does that kind of cascade down throughout the rest of the organization? Leadership development isn't necessarily concerned with changing the whole system, but organizational development is.

Brian: The example in my own coaching has been that be starting introducing some ideas in from *Death by Meeting* by Lencioni, and you can kind of introduce those in leadership development, but it then puts that person in a difficult... They have to just by fiat say oh... But when you're in an organization, there are times at least, you're talking to more than one person, and you can introduce this idea, you don't get to force it in as the coach, of different kinds of meetings and why you would have those. It was so much fun because you begin to see this organization, this team of people, begin to see how that could be helpful, start to dialog between themselves. I was doing some training on this, and the leader of the organization hopped up, went to the board, and said, "Let's talk about this for a second," and he said, "Do you mind," and I'm like, "Are you kidding me? This is why I'm here, so you guys can get somewhere. It's not so you can listen to me throughout the day." That was wonderful.

Chad: That's where you begin to have, from leadership development, someone saying, "I have agency, and I can kind of change what's around me." When you get into organizational development, people who have responsibility for the whole enterprise are beginning to feel that sense of ownership and

agency, and they're going to take the marker, and go to the board, and do something that creates a positive change for everybody. Which, by the way, even though it might create a positive change for everybody, that doesn't mean everybody interprets it as positive. So, organizational development means people are going to lose because there are things that are holding everybody back. Your *Death by Meeting* example, the person who runs the annual retreat may lose because, "Well, we've always done the annual retreat this way, and I have a sense of ownership with that, and I just like doing it that way. It makes me feel good," and you realize, yeah, but we can't keep doing it that way. In fact, we might not even have an annual retreat. We may do that very differently. That's a sense of loss that by the way, is really outside the realm of just a coach. Although I do think organizational development is kind of coaching the whole organization, typically through its leaders and leadership teams, when you start talking about how to help people manage and deal with change who aren't signing up for it. Well, you're going to need some skills, and some tools, and some ways of showing up other than coaching.

Brian: Yeah, the number one skill, as I've moved into organizational development, has been to not care what they decide. That is the number one problem, and I've gotten better at it, but I'll hear it and think, "What? No. I think you ought to," and that's where I need to shut up because it is not my organization. I'm not there. They need to decide, and that's been... I've known this, but it's an area where I felt like I got caught a little in my head. I think I can not care where this is going or what you're doing, and the closer you are to it, because you tend to coach people you know, you get opportunities from people who know you and you know them, but to separate it and say I'm in for the day and I'm out.

Chad: It's one thing to be able to do that at the individual level. I'm coaching a leader. I cannot care. When you're coaching an entire organization, what they come up with, it's maybe even more challenging at that level.

Brian: So, I love how you laid it out. So, if you want to do organizational development, which I do, that's what I want to do, and it's my birthday, so why not talk about what I want to talk about today. Maybe that's the gift to me today.

Chad: A third gift to Brian for his birthday.

Brian: Hire me as your organizational development coach. Oh man. That would be a birthday. If I want to do organizational development, I love your snowman because you really need to start by having some training in that area. It doesn't have to be a lot. It could just be... In the kind of training we do, you would introduce some concepts and then get a lot of conversations around that, so you don't have to have the thorough. You just need to have some best practices, some big pieces, and then that leads into some leadership development because someone's going to say, "I want more of that for me personally," which is going to lead into organizational development because someone's going to say, "What you're doing for Suzie, I want you to do that for the whole organization." Almost always, and I could be wrong, but you really need to think about starting with training.

Chad: If for nothing else, it's because training is in some ways, more of a commodity. Toilet paper is a commodity. You're going to buy it from somebody. So, training doesn't require a tremendous amount of trust for an organization to say we'd like to hire you to come in and do some training with us. Leadership development requires more trust. Coaching leaders requires more trust. Coaching an entire organization, that's a lot of trust. We're not going to just invite you in unless you got some kind of

credibility coming from something else you've done. That's got to be earned that level of trust. This is something I think a lot of coaches, they think they're being moral or something by not doing training. "Well, I don't want to do training because people don't do what you tell them to do." No, they don't do what you tell them to do, but you can still train them and coach them to operationalize that. Don't resist doing some training. It's a good thing.

Brian: I think how training goes along with coaching there is the training should be the truth. Here's some truths. If you're saying here's the way you should do it, then that's a different kind of training, and maybe there's a place for that, but that's not the kind of training that's going to lead to coaching. If you say, this is the five steps you need to take, and I have the software to prove it, and blah, blah, blah. It needs to be here's five ways to think about parenting, and then you can build some coaching off that. Chad, thanks so much. This has been a fun birthday for me. I appreciate the content you brought today.

Chad: Hopefully it's been helpful for you and the listeners, and again, Starbucks gift card for Brian, pair of boots, even if they're used.

Brian: That's right.

Chad: Or some organizational development work.

Brian: Yeah, any of the three of those. They're all equal to me.

Chad: Any size, any color, doesn't matter.

Brian: Go with the first or the third.

Thanks for everybody for joining us. We appreciate it. Don't miss any of our podcasts. You can subscribe on iTunes. You can subscribe on Overcast, which is what I use now. I really like Overcast. A lot of people like Stitcher. You can get it there, and on Google Play if you have not yet switched to an Apple product, which is inevitable, by searching for Coach Approach Ministries Podcast. We'll see you next week.

[Outro Music]