



Certificate in Transformational Coaching Handbook 2018 - 2019



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Welcome to Western Coach Training. My hope is that this training will serve as a catalyst in your journey toward God's plan for you.

We've put together this handbook to help familiarize you with Western's Certificate in Transformation Coaching Program (CTC). Before perusing the handbook, please allow me to share with you some of my own observations about coaching and Western's Coaching Program.

I find coaching to be a powerful and effective means for helping others move forward in life, in faith, in relationships, and toward their God-given potential. I am thrilled to see the approach grow into a profession and was delighted when our seminary began offering coach training in 2006. Western Seminary truly is unique in our commitment to equip Christian leaders with the mindset, skill set and tools for effective coaching.

If I were in your shoes, here are a few things I'd want to know about Western's Coaching Program:

- > We are uncompromisingly committed to coaching that is Christian in foundation and perspective.
- > Our program aligns fully with the International Coach Federation's definition and standards (www.coachfederation.org). Our training earned the ICF's designation for offering Approved Coach Specific Training (ACTP) and thus prepares you for ICF credentialing.
- > Our coaching classes are designed to help you develop your coaching ability and skillset, not just your understanding of coaching theory.
- > Our program is accessible: three different campuses, weekend classes for schedule convenience, and some online options, too.
- > Our program prepares people to coach in a variety of contexts: church and para-church settings, as solo coach practitioners, and in corporate and not-for-profit organizations.

No program handbook can give all the answers or ask all the right questions, so please be in touch with us if you need additional information.

Blessings for your journey as a Christ follower and as a coach,



Chad W. Hall, Th.M., MCC
Director of Coaching

Certification Description

Certificate in Transformational Coaching (CTC)

The Aim

This robust program prepares you to coach at the highest level. With 160 hours of training, supervised coaching, mentoring, and a certification assessment exam, you will not only know about coaching, but you will be competent and ready to coach others in a wide range of contexts. This certificate program also prepares you for credentialing with the International Coach Federation (ICF).

There are two main ministry aims for the CTC:

Building Skills through Training and Supervision (Phase 1)

You will start coaching immediately on the first day of training and be equipped to coach at a novice level after taking Intro to Coaching (CO 200/500). With each class taken, you will move closer to mastery and be more confident and capable as a coach. The CTC is an Approved Coach Training (ACTP) program with the International Coach Federation (ICF) and each of our classes offer Approved Coach Specific Training Hours (ACSTH) with the ICF (20 hours per class).

Not only is training designed to increase your coaching of core competencies, all training is also based on deeply held Christian beliefs and values and is taught from a Christian perspective. While classes are very different from Bible studies or theology classes, they will encourage you to live out your calling through the practice of coaching.

Coaching Supervision (CO230/530) is one of the keys for honing your skills and becoming a successful coach. The aim in supervision is to allow you to see and hear your peers in action and gain helpful feedback on improving your coaching abilities. This course is helpful for deepening your understanding of coaching and troubleshooting with a seasoned professional any concerns you might have about implementing coaching.

Demonstrating Competencies through Certification (Phase 2)

The CTC will equip you to coach at a professional level and prepare you for credentialing with the ICF. Participants will engage with a mentor coach who helps focus growth as a coach and raise coaching competence. The CTC certification phase is in line with the ICF's credentialing process by requiring participants to demonstrate PCC competency via recorded coaching sessions. Our students report successfully completing ICF credentialing and feeling well prepared.

OVERVIEW

Pathway to the Certificate in Transformational Coaching

| PHASE 1: TRAINING |
|--|
| <p>First Course:</p> <p>CO200/500 Introduction To Coaching (this is the prerequisite for all other courses).</p> <p>Additional Required Courses:</p> <p>CO201/501 Coaching for Change, Transition and Transformation</p> <p>6 Other Courses of Your Choosing</p> <p>CO230/530 Coaching Supervision (Prerequisite for this course: 3 other coaching courses + 25 hours coaching experience. This course is a teleconference – held over the phone.)</p> |
| PHASE 2: CERTIFICATION |
| <p>Mentor Coaching</p> <p>6 observed sessions with an assigned, qualified Master (MCC) or Professional (PCC) certified coach, who will provide mentorship and written feedback.</p> <p>Assessment</p> <p>Submission of two recordings that demonstrate your coaching ability.</p> <p>Submissions will be assessed by a PCC or MCC for level of coaching competency. If PCC level of competence on all core competencies are met (these are set by the ICF), coach will pass the assessment and receive their Certificate in Transformational Coaching.</p> |

ADDITIONAL DETAILS ON PHASE 1 AND PHASE 2

Phase 1 - TRAINING / SUPERVISION

- Phase 1 includes 160 coach specific training hours and 12 hours of supervised coaching.
- Since the CTC is a professional program (not an academic program), classes do not have to be taken for graduate credit. Most of our coaching students are audit students, not credit students. If you are working toward ICF credentialing, the ICF has no preference if you take the classes for audit or credit, what they care about is that you get training hours from an approved program. As an auditor, no grades will be given. You will, however, receive a classroom experience equal to that of a credit student as well as feedback on your coaching.
- Auditors do not participate in graded homework assignments. However, each auditor is expected to:
 - Do 5 hours of reading outside the class.
 - Complete Feedback Coaching as needed. Feedback Coaching is designed to help a student understand how they are doing as a coach. Students will contract with a coach listed on the CTC section of the website and contract with them for feedback. More details on this process can be found on the website and in class syllabi.
 - > In addition, participants are asked to begin working on collecting coaching hours by exchanging/bartering coaching with peers or finding clients to begin working with between classes.
- Introduction to Coaching (CO 200/500) is a mandatory course and a prerequisite to all the other coaching courses. The remaining 8 required courses may be taken in any order.
- Supervision Class (CO 230 / 530) This is a group supervision coaching class conducted via telephone over an entire semester (three months). Coaching Supervision can be taken only after a participant has successfully completed three coaching classes and has accrued at least 25 hours of documented coaching experience. It is best to start this class once you have regular clients you can coach.
- In total, participants find Phase 1 takes at least three semesters (a full calendar year). Training may take more time if an individual wants to go at a difference pace or needs more time to work classes into their schedule. We have no set time limits for Phase 1, however we do encourage participants to be active in using their coaching skills so as not to lose them.

Phase 2 - CERTIFICATION

Mentor Coaching

The aim of these sessions is to help the student grow to PCC level competency in each of the [Core Coaching Competencies](#) as identified by the ICF.

Participants begin the Certification phase only after successfully completing all the Phase 1 Training/Supervision requirements. Once approved by the CTC Advisor and registered, participants for Phase 2 will be assigned a mentor coach with whom the participant will engage in six one-on-one coaching sessions via telephone. Each mentor coaching session will involve the mentor coach observing the participant coach, then providing written feedback to the participant. Written feedback from these sessions is a valuable indicator of a participant's readiness for the coaching assessment exam.

Assessment

Following completion of mentor coaching, participants submit two recorded coaching conversations for evaluation of PCC level competencies as set by the International Coach Federation (ICF).

A participant who demonstrates PCC level of coaching competence earns Western's designation of Certified Transformational Coach, are listed on the Western CTC roster, and are included in Western-sponsored coaching initiatives. Participants who do not pass the exams may opt to retake the exam. There is a \$500 exam retake fee and exam must be re-taken within a semester after initial exam results were shared.

Please note that Western's certification process is a professional certificate. You will still need to go through the ICF for credentialing in order to use the ACC or PCC designation. Once you complete the CTC, you can use your certificate to apply for ICF credentialing using the ACTP pathway. If you choose to apply to ICF prior to completing your CTC, you can apply using the ACSTH pathway. Additional fees to ICF are outlined on their website.

APPLICATION/PAYMENT PROCESS (HOW TO GET STARTED)

Application for CTC and beginning Phase 1 Training/Supervision:

Step 1: Create your student account (S.I.S. account.) Click on “S.I.S.” (top right corner of the website) then select “I don’t have an account.” Follow the steps to create your account. Make sure you open the follow-up email and follow the link to complete the process of setting up your account. Please note: this is a two-step process; you must open up that follow-up email to complete the process of creating your account.

Step 2: Submit Certificate in Transformational Coaching Application for Admission. (Found on the westernseminary.edu site under Coaching, or under Admissions, printable forms). While many apply for the CTC prior to their first class, you are welcome to register for and attend CO 200/500 Introduction to Coaching first, to make sure the training program is right for you.

Step 3: Register for Courses.

Coaching classes may be taken for audit, or for credit as part of a Western Seminary degree program. Coaches will be approved as one of the follow designations:

- > Enrichment - Those who have earned a High School diploma or GED are able to become enrichment participants. They will be enrolled to take 200 level classes.
- > Audit - Those who have earned a B.A. or B.S. diploma are able to become audit participants. They will likely be enrolled to take 200 level classes unless they are an alum or are taking other audit classes at Western.
- > Credit - Those who have a B.A. or B.S. and have applied for graduate student status are credit students. (Please contact the enrollment team if you are interested in taking classes for credit.)
- > Note: Everyone participates equally in the classroom interaction and discussion. The most significant difference is Audit and Enrichment are only required to do 5 hours of outside reading and any pre-class assessments/reading and Credit students must complete all homework. All are required to do feedback coaching.

Audit/enrichment participants need to apply and allow at least two weeks prior to their first coaching class. If the time before the first class is less than two weeks, please call Portland Coaching Coordinator Laura Miltenberger (503-517-1828) to discuss options.

Return completed CTC applications to Laura Miltenberger (lmiltenberger@westernseminary.edu) The application will be reviewed and you will receive notice of acceptance.

All audit/enrichment students pay for classes as they are taken, at time of registration. Students make payments for their classes by adding to their student account via a secure online system called the Student Information System or S.I.S. (More information on payment and refunds can be found in the financial section **starting on page 11**).

Not sure about the full CTC program yet, but still want to get started?

Then sign up to take Intro to Coaching (CO 200 / 500) on your S.I.S. account as an audit/enrichment participant. Please pay on your account upon registration. You can take this class and apply for the CTC later. We welcome you checking us out to make sure Western Seminary coach training is right for you.

A note for current credit students who want to pursue CTC as part of a degree program:

Start by notifying your academic advisor and the Portland Coaching Department of your intent. Register and complete classes in the

Phase 1 Training/Supervision as you would other classes. When ready to begin the Certification phase, complete the Certificate in Transformational Coaching Application for Certification and return it to Coaching Coordinator Laura Miltenberger at lmiltenberger@westernseminary.edu

Online Workshops

Some of the courses are offered in online workshop formats. These can be found on the Coach Training Schedule page of the website.

Financial Policies

TUITION AND FEES

Rates for coaching classes are \$505* for non-credit audit/enrichment and \$585** for credit.

Non-Credit Auditor/Enrichment Participants

Class payments are due electronically at time of registration. The Phase 2 Certification fee is due when you're ready to begin Phase 2.

| | |
|-------------------------------|----------|
| Phase 1 Training/Supervision: | |
| \$505* classes x 9 | \$4,545 |
| Phase 2 Certification: | \$2,000* |
| <hr/> | |
| TOTAL: | \$6,545 |

Credit Students

Class payments are due as outlined in the Western Seminary Catalog. The Phase 2 Certification fee is due after the Phase 1 training and supervision phase is complete and you're ready to begin.

| | |
|-------------------------------|----------|
| Phase 1 Training/Supervision: | |
| \$585** classes x 9: | \$5,265 |
| Phase 2 Certification: | \$2,000* |
| <hr/> | |
| TOTAL: | \$7,265 |

Credit Students: You are welcome to audit classes as well if your electives have been filled. This will reduce your class rate to \$505.

Other Expenses

There are 7 classes requiring feedback coaching. You will contract with a coach on your own to do this. We have a list of coaches who will provide feedback of a 30-minute coaching session for \$35.

Book prices are listed in each class syllabus. For audit students, buying books is optional and in many cases, you can buy them cheaper online or borrow them from a library. Western Seminary libraries stock many of our coaching book titles.

* Please note that applying for the CTC does not lock in any class rates or fees. We do try to keep our class fees low and last raised the rate in Fall 2018. There may be future rate increases and if so, they will be announced in advance and posted on Western Seminary's website in June of each year. ** Note credit rates are good for the 2018-2019 school year. Credit rates are subject to change.

REFUND SCHEDULE

Refunds for the Training/Supervision Phase:

Once a participant has registered for a class, refunds are granted as outlined in the Western Seminary Catalog and website.

If you are registered for a class and are not able to attend or drop a class without prior notification, you are not guaranteed 100% tuition refund or transfer to another class. If you intend to drop a class we need written (email) notification prior to the class starting. You may do this by contacting the specific campus Coaching Coordinator or the Registrar's Office. If no written (email) notification is given once the class has started then the refund policy is applied. Tuition IS NOT automatically applied to another class. A drop fee may occur.

Class cancellations: In the rare event we need to cancel or reschedule a class due to low registration. We aim to give at least several weeks' advance notice. Full refunds will be given or you may arrange with the Registrar's Office to have it transferred to another coaching class. Western Coaching will not be liable for any pre-arranged travel costs on the part of the participant in case of cancellation or re-scheduling. See Western Seminary Catalog or call the Registrar's Office for details.

Refunds on Certification Phase:

100% refund if participant has yet to engage any portion of the Certification phase.

50% refund prior to fourth mentor coaching session.

0% refund after fourth mentor coaching session, whether or not exams have been taken.

Misc. Fees:

Assessment Exam retake fee of \$500

Drop/Add fees may be added by the Registrar's Office for classes outside open registration windows. See Western Seminary Catalog or call the Registrar's Office for details.

Phase 1 (Coach Training / Supervision) Details

CLASS REGISTRATION & COURSEWORK FORMAT

We require you to complete all elements of the Phase 1 Training/Supervision.

Coaching Classes: Our coaching classes are conducted live and in-person at three West Coast campuses in Portland, Sacramento, and San Jose. Each class is taught as a two-day intensive (Portland and Sacramento on Friday/Saturday and San Jose on Thursday/Friday) beginning at 8:30 AM and ending at 4:30 PM each day. (If the professor opts to do a working lunch on the second day class may let out early.) Participants are not limited to taking classes from a single campus and may register for classes held at any of Western Seminary's campuses.

Class Schedules: Class schedules can be found at www.westerncoaching.com under the Training Schedule tab or by looking at the official Western class schedule listed on www.westernseminary.edu. From the main menu click on students, select your campus and on the left column menu select classes and schedules. Under the Coaching Page there is also a Training Schedule.

Registering for Classes: Registration for classes is done on a semester-by-semester basis. If you are a credit student, then two months before the semester, an open registration window begins, meaning no add fees are applied for credit students. Credit students must be signed up by the first week of the semester. If you are an Audit or enrichment participant, you have an extended registration window and may sign up until 1 week before the class. It is best, however, to guarantee a spot by registering at least 3-4 weeks in advance. Register via the online S.I.S. system if you are a credit or audit student.

When registering please make sure to select/list the campus where the class will be held.

If you have trouble with the registration process or need course advising, please contact the CTC Coordinator, Laura Miltenberger, at lmiltenberger@westernseminary.edu or 503-517-1928.

Coaching Supervision Class: Participating in Coaching Supervision will require a long distance phone call (VoIP calls such as Skype are an option). All sessions are recorded and recordings are made available to persons in the course. Registering for the class means you agree to these sessions being recorded. This is technically considered an online class and from S.I.S. you will need to select the online campus in order to see the class for registration when registering online.

Class Syllabi: Class syllabi describing class objectives and assignments can be found at www.westernseminary.edu. From the main menu click on students, select your campus and on the left column menu select classes and syllabi. You will need to enter the semester you want to search within and scroll down to coaching classes which are always listed with a CO prefix.

It is highly recommend that those auditing read the syllabi for reading materials, pre-class instructions or for ways they can enhance their learning. (Note: Often audit/enrichment students use the class syllabus to submit to employers for reimbursement credit or professional development.)

Class notes: Notes for each class will be provided the day of class. Because of the proprietary nature and copyrights, electronic copies of the class notes will not be available except for in cases to accommodate a disability.

Books: All training classes have required reading for all participants. Reading typically takes 5-10 hours outside of class. Books are listed in each syllabus (See Appendix for master reading list).

Laptops: It is our desire to create a hands-on and electronic-free learning environment. Laptops, iPads, tablets, Kindles, etc are not permitted for use in class except for when an assignment class for Bible look up or a similar search. Electronics are welcome at breaks and lunch, but we request they be kept to minimal use. Internet access will be available for participants. Before class begins participants may need to ask for a Wireless Internet Form and pass codes.

Eating arrangements: Participants can expect to find light snacks and beverages available in the mornings as well as in the afternoons. Lunch is on your own for both days. Area restaurants are available or you may bring your own. The second day is usually a brown bag or order in lunch and learn with the instructor. This working lunch is designed to answer specific Q & As about the material or the coaching profession in general.

Travel arrangements: Each participant is responsible for his/her travel arrangements for each class. If participants are traveling, local campus Coaching Coordinator may be able to give recommendations for affordable housing or hotels.

Class Cancellation: Should the class enrollment be less than six people, the class will normally be canceled. The participant will be alerted at the earliest possible date. Occasionally we have also needed to make delays or cancellations due to weather; again we will give advance notice and reschedule the class when conditions are safe for student and instructor travel.

Confidentiality: Every participant taking coaching or supervision classes promises to maintain professionalism and the confidentiality of those whom the coach. Information learned in coaching sessions is not to be shared outside the learning environment or formal supervision session.

COACH TRAINING/SUPERVISION COURSES

Many of our classes are offered annually on each campus. The Introduction to Coaching classes is offered 2-3 times. As needed we will add classes to meet demand.

Introduction to Coaching (CO 200/500) - This course provides students a basic foundation for understanding and practicing coaching. Topics covered include: core coaching skills, coaching conversation model, the biblical basis for coaching, and how students can use coaching in their ministries or workplace. **CO 200/500 is a prerequisite for all other courses. **

Coaching for Change, Transition and Transformation (CO201/501) - This course provides participants the knowledge and skills necessary for coaching people and groups through change. Attention is given to understanding different types of change, how to support people going through transitions, and how to use coaching to initiate positive change.

Life and Personal Coaching (CO 202/502) - This course provides participants with practical tools that can be used when coaching clients in a wide range of personal, life and family issues. Special attention is given to helping participants explore how to start a coaching practice, covering topics such as marketing, legal and financial considerations, networking, and defining your coaching niche.

Coaching Approach to Leading and Managing (CO203/503) - This course provides participants the knowledge and skill necessary for taking a coach approach to working with teams, managing direct reports/volunteers, and leading within a church or other organization.

Coaching for Spiritual Formation (CO204/504) - This course provides participants the knowledge and skills necessary to apply coaching to faith conversations. Attention is given to how a dialogical approach can be effective for evangelism and discipleship, how coaching can be expressed in the ministries of a local church, and the relationship between coaching competencies and Christian practices.

Coaching and a Brain-based Approach to Learning (CO205/505) - In the coaching relationship the coach is a learning partner in the person being coached's (PBC) growth. This class will provide information on different learning styles, cognitive preferences, and learning processes that reflects how the brain works in order to generate powerful results in the person being coached. Skill development focuses upon incorporating the knowledge of learning into coaching questions, statements, and listening.

Using Assessments, Inventories and Tools in Coaching (CO206/506) - This course provides participants an overview of various assessments, inventories, and tools for creating awareness with coaching clients. Among the instruments addressed will be the Myers-Briggs Type Indicator (MBTI), the Leadership Practices Inventory 360 (LPI 360), Strengths Finder 2.0, and DiSC. Attention will be given to discerning which instruments are most useful in which client situations, what steps are necessary for utilizing various instruments, and how to promote effective client engagement with instruments.

The Language of Coaching (CO207/507) - This course will focus on the language of coaching. Participants will explore the different uses of language, including distinctions, metaphors, stories, formulas, and other language formats that are effective when coaching.

Growing Your Coaching Practice (CO208/508) - This course focuses on creating dynamic coaching relationships. Focus is given to orienting around strengths and high performance patterns. This course introduces participants to the basics of establishing a coaching practice, ethical issues in coaching, and how to expand their coaching clientele.

Coaching Supervision (CO230/530) - This course allows participants the opportunity to coach and be coached in an environment that includes faculty and peer feedback for the purpose of enhancing their ability to coach with greater effectiveness. Special attention is given to participant's desires for advancing toward appropriate ICF competency level and the certification process. Course is conducted via telephone. Pre-requisites are successful completion of three coaching classes and at least 25 hours of documented coaching experience.

Coaching Supervision is conducted via telephone throughout a semester and involves 12 one-hour group sessions held weekly (typically Mondays at 10 AM Pacific Time). Group size is limited to six or seven participants. Multiple groups will run in the same semester. This class is held every semester and runs 13 weeks. While is not always possible to accommodate conflicts with the 10 AM call time, please ask if an alternate section can be schedule for early morning or evening.

COACH TRAINING FACULTY

Western Coaching brings some of the best and most successful coaches to our three campuses — all for the benefit of our participants. All coaching faculty are theologically trained, ministry experienced, and competent coaches.

Chad Hall, MCC, D.Min.

Chad Hall is a Master Certified Coach who has applied coaching in a variety of contexts as a church planter and pastor, as a denominational consultant, and as an executive coach within a successful software company. He enjoys coaching ministry leaders, teams, and individuals preparing for coaching credentialing. He has served as an adjunct coaching professor since the program began in 2005.

Chad is the co-author of *Coaching for Christian Leaders: A Practical Guide* (2007, Chalice Press), *Faith Coaching: A Conversational Approach to Helping Others Move Forward in Faith* (2009 Coach Approach Ministries) and more than thirty articles on topics related to ministry leadership, coaching, church and culture, and postmodern ministry. He also serves as the Editor of *Christian Coaching Magazine*.

Chad is a graduate of Lenoir-Rhyne College (B.A.), Duke Divinity School (M.T.S.), and Princeton Seminary (Th.M.). He is also a graduate of The Coaches Training Institute and earned the Master Certified Coach (MCC) designation from the International Coach Federation. He lives in Hickory, NC with his wife Holly and their three young children.

Linda Miller, MCC, DHL

Linda Miller believes that successful organizations are supported by strong internal dynamics. Before becoming a coach, Linda worked for 12 years in the behavioral science field, specializing in building productive and collaborative relationships typically dealing with major sources of conflict. Today, Linda is known as an executive coach and facilitator. Her clients include leaders and teams from Alltel, Black and Decker, Boeing, Deloitte, Disney, Duke Energy, Franklin Templeton, KPMG, Newell Rubbermaid, Nissan, Otsuka, and WD40. She has delivered coach training at career resource centers affiliated with Thunderbird, the University of Washington and USC's MBA programs.

Currently, Linda serves as an Executive Coach and Global Liaison for Coaching with The Ken Blanchard Companies. She is a founding recipient of the Master Certified Coach designation from the International Coach Federation and has served on their board.

In the not-for-profit arena, Linda and her husband have served on several church staffs, and Linda has coached a number of senior pastors and denominational leaders. In June 2009, Linda was awarded an honorary Doctor of Humane Letters by Western Seminary based on her contribution to the Christian coaching community.

Linda lives and golfs in Phoenix, AZ with her husband. They have two married daughters.

Jane Creswell, MCC

Jane Creswell has felt called as a missionary to the business world since college. She became the founder of IBM Coaches' Network and started [INTERNAL IMPACT](#) to extend internal coaching to organizations globally. She is author of *Christ-Centered Coaching: 7 Benefits for Ministry Leaders* (2006, Chalice Press) and *The Complete Idiot's Guide to Coaching for Excellence* (Oct 2008, Alpha Books/Penguin). Jane and her husband Tom call West Lafayette, Indiana home; they have 2 adult sons.

Jerry Essary, D.Min., PCC

Jerry is the Director of the Center for Christian Coaching, a ministry started by Jerry for the Tennessee Baptist Convention. He has been involved in coaching leaders and teams in churches and organizations as they work through change, transition, and transformation. Through coaching Jerry is determined to partner with others as they discover purposeful movement with clear direction. Jerry and his wife live in the Nashville, TN area and have two adult children.

Paul Thome, ACC

Paul grew up in the Sacramento area of California and earned a B.A. in Speech Communications at California State University Sacramento. He attended Western Seminary in Portland, Oregon, and Scribe School at Peninsula Bible Church. He spent over 27 years in full-time ministry as a pastor in two local Sacramento area congregations. Paul's passion in coaching is to help people find and discover their full, God-given potential by engaging them in powerful conversations about their values, goals, dreams, and intentions. He currently offers personal and professional coaching through LEDR Coaching and Training. Paul has been married to his wife Sherri for thirty-four years. They have two married adult children and four grandchildren.

Perry Rhue, PCC

Perry's 30 plus years of experience with IBM in various areas of business gives him a healthy diverse background for coaching business professionals and teams. His expertise is helping individuals and teams understand their unique personal traits, gifts, talents, strengths, temperament, and "blind spots." Next, he coaches them to a place of effective performance and service within an organization.

Perry also coaches leaders who desire to enhance their personal performance, career, and leadership effectiveness. This self-discovery coaching technique affords Perry's clients to live more purposeful and authentic lives. Perry is a Partner with Internal Impact. He lives in Atlanta, GA with his wife Charlene.

Bill Graybill, PCC, D.Min.

Bill holds a Masters (MA) in Christian Education and a Doctor of Ministry (D.Min.) from Northwest Graduate School of Ministry in Redmond, Wash., where he specialized in leadership and conflict management. Bill is a Certified Anger Management Facilitator (CAMF) and Brain Health Coach with Amen Clinics. Currently, Bill heads up Peace Mentors, a non-profit which works with pastors and churches to build healthy teams and effective ministries. He coaches conflict resolution, leadership and team development, along with strategic planning for churches and non-profits. Bill also teaches as an adjunct faculty member of Global University and Kenya College of Ministry. Bill is the author of "Resolve Conflict God's Way: The Skills You Need to Make Peace" and "Coaching For Success: A Guide to the Art of Life Coaching". He has served as a local church pastor for more than 40 years and lives in Albany, OR.

David Cooke, PCC

David serves as the Lead Pastor of Cold Springs Church in Placerville, CA. David teaches and coaches leaders in his local community as well as in far off places like Mexico, Ethiopia, and Australia. He is a Professional Certified Coach and is currently finishing his doctorate, which focuses on the connections between the human brain, coaching, and Christian leadership.

Phase 2 (Certification) Details

PHASE 2 (CERTIFICATION PHASE) OVERVIEW

The aim of these sessions is to help student grow to PCC level competency in each of the Core Coaching Competencies as identified by the ICF.

Certification involves two components, which must be taken in order:

- 1) Six mentor coaching sessions with written feedback from an experienced MCC or PCC coach
- 2) A Coaching Assessment Exam (where the student submits two recorded sessions for evaluation and grading)

All mentor coaching and assessment exams need to be completed within one semester. It is the responsibility of the participant to coordinate and time out their observed sessions and exams. All mentored coaching sessions and exams are conducted via telephone and email.

Registering for Certification:

Once the participant has completed the Training/Supervision Phase 1 and is ready to start the Certification phase, they need to apply to start Certification Phase 2. To do this, contact the Portland Coaching Coordinator Laura Miltenberger (lmiltenberger@westernseminary.edu) and ask for the Certificate in Transformational Coaching Application for Certification.

Complete and return it to the Coaching Coordinator. This will allow us to verify your Phase 1 completion and arrange for a mentor coach. Once approved you will be registered for CO 290/CO295 - CTC Certification Phase 2. The fees associated with Phase 2 will be charged at this time and you can pay them online. CO290/295 is not a formal class and is used for administration purposes only.

Time Frame:

All Phase 2 participants will need to start at the beginning of the semester and finish within the semester timeframe.

Spring start - end: January - April

Summer start - end: May - August

Fall start - end: September - December

It is expected all mentor coaching and the assessment coaching will be done by the semester end time. The student and the mentor coach will be responsible for scheduling sessions and staying on track. On a case by case base additional time may be given. To be considered for extra time a petition request will need to be submitted. (See Western Student Handbook for instruction.) Three weeks is the maximum extension that is allowed.

Mentor Coaching Sessions:

When a participant begins Certification, he or she will be assigned a qualified mentor coach with whom the participant will engage in six one-on-one coaching sessions via telephone. Each observed coaching session will involve the mentor coach observing the participant coach, then providing written feedback to the participant. The written feedback is designed to help the participant identify core coaching competencies in need of growth. The six sessions should be scheduled no more than twice per month, and at least once per month. This pacing will allow the participant to maintain momentum while providing the participant time to put learning into practice between sessions. Written feedback from these sessions is a valuable indicator of a participant's readiness for the assessment exam.

Once a participant has received the name of their mentor coach, it is expected that...

- 1) the mentor coaching sessions will start at the beginning of each semester.

2) the six sessions should be scheduled no more than three per month (ideally 1 week in between sessions is suggested).

3) the student will use a combination observed sessions which can involve the student coaching the mentor coach (where mentor coach is the PBC and the observer), or can involve student coaching a third person (either live or recorded). A balanced combination of these two options is highly recommended.

In the case of bringing a third person (either live or recorded) the student will need to have the third party fill out a copy of the Release of Confidential Information (see appendix) and submit it to their mentor coach and also have it added to their student file kept with the Portland Coaching Coordinator.

Additional information will be sent to you regarding mentor coaching when the initial introductions are made.

Observed Feedback:

Each student will receive written feedback for each of the six sessions, even if verbal feedback is also provided. Coaching feedback is given based on the ICF rating level expected for the PCC level. A copy of the ICF Rating Levels worksheet used by mentor coaches may be found online at westerncoaching.com. This is also the competency form used in the supervision class, so it is likely to be familiar from earlier in the CTC training.

Coaching Assessment Exam:

When you are ready, you will submit the two recordings and we will assign a PCC or MCC to assess your level of coaching competency based on the coaching you do during the recordings. Participants will have a clear idea of what standards are expected with the use of the ICF competency handout used in both the supervision class and the mentor coaching. The assessor will be looking for the recordings to demonstrate PCC level coaching skills.

- > Each recording should be no more than 30 minutes in length and feature a variety of competencies.
- > Be conducted with an actual coaching client (not a coaching peer or mentor coach; a non-paying client is fine).
- > These recordings should be current and not have been used in a prior session with a mentor coach.

The simplest way to record the sessions is to create a free account at www.freeconferencecallhd.com, which will allow you and your PBC to dial in and record the session. You can then log in to get the URL for the each recording and send the URL link, along with the Release of Confidential Information form back to CTC Coaching Coordinator Laura Miltenberger, who will share it with the exam assessor.

Retaking the Examination:

Should a participant need to retake an assessment exam they will need to reschedule another in the following semester. Exam retake fee as outlined in Financial Policies will apply.

Upon Completion:

Expect the assessment exam to take several weeks to grade. Once done notice of your pass/fail will be given. With a pass you will be awarded the Certificate and sent more information on listing yourself as a CTC coach.

FAQs

I'm interested in coaching, but still want more information. Where can I find it?

These FAQs are designed to answer specific questions about the Certificate in Transformational Coaching (CTC) program. For questions regarding coaching in general, please refer to Western's Coach training FAQ page at <http://westerncoaching.com/faq/>

Do I have to be a coach or want to be a coach to take your training?

No. Many of our courses are taken by persons looking for personal growth and development; they find these courses increase effectiveness and creativity in all areas of their life. Others take our courses in order to increase their effectiveness and performance in a role such as pastor, manager, director, counselor, teacher, or salesperson.

Should I audit the classes or take them for credit?

Many people choose to audit our coaching courses rather than enroll in the seminary and earn academic credit for the training. The choice is yours. Credit students pay a bit more and are required to complete about 30 hours of reading and written assignments. Most participants who take the classes for academic credit have a graduate degree they are working toward. Audit and credit participants can both apply their training toward ICF credentialing and/or earning a Certificate in Transformational Coaching.

Can I take classes at more than one campus?

Certainly. We make no distinction which campus you attend and you will receive the same high value coach training no matter which campus(es) you attend.

Do you offer online classes?

Western does not officially offer online coaching classes. We do however have a partnership with another organization that conducts online workshops covering the same content as our on campus classes. Part of the CTC program can be done online. Contact us for more details.

Can my previous coach training substitute for CO 200/500 Introduction to Coaching?

We recognize that there are other ICF approved coach training classes out there. Our goal is to ensure that all participants have the same foundation for coaching from the beginning. Check with Coaching Director Chad Hall to see if your past experience or training class is an equivalent that might be eligible in place of CO200/500.

Can I get financial aid?

Financial Aid is available for students in qualifying credit students in degree programs and those who meet semester registration requirements. For more information please contact the Financial Aid office.

What if I can't do something as outlined in this handbook?

If there is a challenge in completing the program as outlined, send a program petition outlining your concerns and request to Coaching Coordinator Michelle Workman at mworkman@westernseminary.edu. Requests will be considered on a case-by-case basis and be responded to in a timely manner.

What about books?

There is required reading for all training classes. Typically 2 or 3 books, total cost range from \$20-\$70 per class. Books are also available in the library reserves.

Appendix

ICF CORE COMPETENCIES

The following eleven core coaching competencies were developed to support greater understanding about the skills and approaches used within today's coaching profession as defined by the ICF. They will also support you in calibrating the level of alignment between the coach-specific training expected and the training you have experienced.

A. SETTING THE FOUNDATION

1. Meeting Ethical Guidelines and Professional Standards - Understanding of coaching ethics and standards and ability to apply them appropriately in all coaching situations.
2. Establishing the Coaching Agreement - Ability to understand what is required in the specific coaching interaction and to come to agreement with the prospective and new client about the coaching process and relationship.

B. CO-CREATING THE RELATIONSHIP

3. Establishing Trust and Intimacy with the Client - Ability to create a safe, supportive environment that produces ongoing mutual respect and trust.
4. Coaching Presence - Ability to be fully conscious and create spontaneous relationship with the client, employing a style that is open, flexible and confident.

C. COMMUNICATING EFFECTIVELY

5. Active Listening - Ability to focus completely on what the client is saying and is not saying, to understand the meaning of what is said in the context of the client's desires, and to support client self-expression.
6. Powerful Questioning - Ability to ask questions that reveal the information needed for maximum benefit to the coaching relationship and the client.
7. Direct Communication - Ability to communicate effectively during coaching sessions, and to use language that has the greatest positive impact on the client.

D. FACILITATING LEARNING AND RESULTS

8. Creating Awareness - Ability to integrate and accurately evaluate multiple sources of information, and to make interpretations that help the client to gain awareness and thereby achieve agreed-upon results.
9. Designing Actions - Ability to create with the client opportunities for ongoing learning, during coaching and in work/life situations, and for taking new actions that will most effectively lead to agreed-upon coaching results.
10. Planning and Goal Setting - Ability to develop and maintain an effective coaching plan with the client.
11. Managing Progress and Accountability - Ability to hold attention on what is important for the client, and to leave responsibility with the client to take action.



RELEASE OF CONFIDENTIAL INFORMATION

(Use for feedback coaching recordings during phase 1 and mentor coaching recordings for phase 2.)

Purpose: The purpose of this release is to facilitate the Coaching Supervision, Training, and Mentorship component of the Certificate in Transformational

Coaching for _____.
(Name of CTC student)

I, _____ authorize _____
(Name of client) (Name of CTC student)

to record select coaching conversations and to release the audio recording(s) to his/her coaching supervisor or advisor.

Information to be released: Audio recording(s) of my coaching session(s) on

(Date) (Date) (Date)

A copy should be made for the client and showed to the mentor coach or feedback coach.

For Phase 2 recordings, additionally send the release to:

lmiltenberger@westernseminary.edu

Western Seminary Coaching
Coaching Program Assistant: Laura Miltenberger
5511 SE Hawthorne Blvd
Portland, OR 97215

I understand that the audio recording of my coaching session will be reviewed only by my coaching supervisor, who will use it for the sole purpose of assessing the quality and methods of my coach, or, under rare circumstances, by International Coach Federation (ICF) for credentialing purposes. I understand that the information will be kept confidential and will not be shared with any other party.

This release form has been read/reviewed with me and I understand its content.

Client Signature _____ Date _____

Coach's Signature _____ Date: _____

QUESTIONS? CONTACT US.

Laura Miltenberger

Portland Coaching Coordinator / CTC Advisor

5511 SE Hawthorne Blvd.

Portland, OR 97215

(877) 517-1800 or (503) 517-1828