



## **Be the Leader Who Always Knows What to Say: 7 Styles for Guiding Those Who Need Direction in Life | An Interview with Jared Olsen & Matt Brown**

November 18, 2023

Speaker 1 00:00:01 Anthony Sweat has easily become one of my favorite BYU professors to interview. He's been on the podcast several times, and he also has a remarkable presentation about ambiguity of doctrine in our Questioning Saints virtual library, he discusses healthy and unhealthy ways we approach doctrine, how to help others reconcile doctrine they find difficult to believe, especially when we don't know much about it. You can watch Professor Sweat's entire interview in the Questioning Saints Library by going to [leading-saints.org/fourteen](https://leading-saints.org/fourteen). This will give you access for 14 days at no cost to watch this presentation. You'll be better prepared as a leader when you do.

Speaker 1 00:00:42 I got an email the other day from an individual, I forget where he is in the world, but he says, Kurt, I love Leading Saints, and I listen to it every time I'm on the treadmill. And then one time during an interview, he heard that Leading Saints has a YouTube channel, and like all the interviews, at least the vast majority of them are video recorded. And you can watch the video recording of the podcast episodes. And I'm like, yeah, man, get on there. Go subscribe on YouTube's Leading Saints, and you can get a visual of the interview and not just an audio experience. And even if you're not a big YouTube user, uh, do us a favor. 'cause this actually helps us gain more reach and, uh, expose our content to individuals who could really benefit from IT leaders around the world. So regardless if you are on YouTube a lot or not, go to YouTube and search for Leading Saints. Find the Familiar Red logo and just

subscribe even if you don't plan to view every episode there. That's gonna help us, uh, gain a larger audience, a more reach dial in the algorithm. And, uh, we'll start showing up on Leaders feeds that they didn't know how much they're missing here at Leading Saints. So head on over to YouTube, search for Leading Saints and subscribe to our channel and leave a comment every once in a while, but be nice.

Speaker 1 00:02:01 So this is an episode that's really applicable. At least I feel that way. I, I walked away feeling like I feel more empowered as a leader, as a parent, as a husband is as a ward member. And I talk with Jared Olson and Matt Brown. In this episode, we talk about a coaching system, a framework called Respect. And it, uh, is built up of seven different coaching styles. And I've really liked this approach. It really gives you a fresh look about maybe how you're approaching the relationships that you, uh, have in, in, in leadership, uh, the meetings you run and how you run them. Because I remember as a leader, there's just sort of that awkwardness at times of like, how we've met before. We've done this ministering interview just a few months ago. Or weren't you just in my bishop's office? What am I supposed to say to you?

Speaker 1 00:02:50 How can I help you? I feel like I've given everything I've got to help you. So what do I say? Well, we talk about these seven coaching styles and how you can maybe mix it up and find deeper, more profound ways of approaching problems or issues that people face and they turn to church leaders for that. Or even with ministering interviews, right? Like sometimes you don't know what to say, <laugh>, you know, how are your family's doing? Great. Check this one off as done and move on. Right? But maybe there's more we can discover both for you as the, the coach or the interviewer, and also for the coachee or the interviewee of just of ways we ask questions and approach different conversations. And so we go through these seven styles of coaching that are all part of the respect coaching framework and, uh, really applicable, I think for leaders. You'll enjoy it. Take notes, listen to this. Again, share it with a leader that you love and respect and who could possibly use this. So here's my interview with Jared Olson and Matt Brown.

Speaker 1 00:04:01 All right, welcome back to another episode of the Leading Saints podcast. Today I'm welcoming in Jared Olson and Matt Brown. Welcome. Well, thank you very much. Yeah, it's great. It's great to be here. You guys are like a dynamic duo at the job, Nimbus, so that's the company you work for. That absolutely is. We'll give 'em a little plug, right? Heck yeah. They're awesome. That's great. We love Job Nimbus <laugh>. So, and that's it based in Utah. Utah County. I mean, the world revolves around Utah County, you know, one of those software companies and Lehigh Utah, heart of the Silicon Slopes. That's nice. And how would you, Matt will let you answer this. Okay. How would you describe your positions there? Like what, what do you try to accomplish?

Speaker 2 00:04:37 Well, we're on the people team, so our job is to take care of the people.

Speaker 1 00:04:41 So is that just like a, a modern way of saying HR or

Speaker 2 00:04:44 Oh yeah. Don't say hr. That's bad. Yeah. Because humans are not resources. They're people. That's

Speaker 1 00:04:49 Right. Yeah. So the people team, yeah,

Speaker 2 00:04:50 Cool. People experience px, you know, because X's are cool. Ask Ian, he'll tell you <laugh>. But yeah. That, that's our job. So, uh, Jared's the, he leads our team and, and my role is I'm the people success coach. Nice.

Speaker 1 00:05:04 Anything you'd add to that, Jared? We just love helping people wherever they're at and become the best version of themselves. Like culture is everything to us, and it starts with leaders. So we spend a lot of time doing leadership development and trying to help people achieve their full potential. Yeah. And culture. That's really at the core of what we wanna talk about. We, when you're talking about coaching, we're really talking about how do we develop a culture? You know, you're coaching the culture through people, right? Yeah, exactly. And the, the culture, when that's established in a healthy way, then a lot of the hard work is already done. So I'll tell you my favorite definition of culture. Oh, let's hear it. So culture is actually, if you cha chase back to the origins of the word, it's Latin for the word cultus, C-U-L-T-U-S. Okay. If you translate cultus back into English, it translates into care.

Speaker 1 00:05:48 So when you talk about building a culture, you're really talking about caring about people that work with you. Yeah. Nice. Pretty good, right? There you go. I love a good, uh, root translation, <laugh>. Awesome. Well, uh, and we were connected through a mutual friend, and, and I was first connected to you, Jared, about just how your, just some thoughts you have around coaching and how you approach it. And it's got a lot of, I think, helpful tips and tricks that maybe church leaders would appreciate, because in church leadership, you find yourself in that coaching position or you're avoiding those coaching interactions. And then it's not like, I think we think of coaching, like, you know, obviously in a sports context, but also like, okay, we're sitting down, I'm now coaching you, but it can happen in the most nuanced ways, right? Yeah. Any, like, like how would you maybe define coaching in general? Or what are we talking about?

Speaker 2 00:06:35 I think every conversation has the potential to be a coaching conversation, really, just depending on how you interact with the other person. Mm-Hmm. <affirmative> to me, coaching is about asking a lot of questions and helping the person through a self-discovery process. And, and that really can be any conversation. Yeah. Every conversation can be a coaching, an opportunity for coaching goals.

Speaker 3 00:06:56 I think a big myth is that it's only between like a manager and a direct report or a bishop and a member of the congregation. Mm-Hmm. <affirmative>. And it's not true. Like when you talk to your kids, when you talk to your spouse, when you talk to your best friend, your neighbor, anyone is a coaching opportunity. Yeah.

Speaker 1 00:07:10 Awesome. So give us a launching point here. Like what, what do we need to, what Yeah. Groundwork do we need to lay before we really jump into the conversation?

Speaker 3 00:07:17 So Matt and I are both certified in respect coaching styles, respect coaching styles is actually something that is the brainchild of Dr. David Morelli. Dr. Morelli, uh,

got his doctorate, uh, in Colorado, then went on to, did a little bit at, at Harvard and created a company that does executive coaching. And his dissertation for his doctorate was to really identify what he calls the cloud of confidentiality. So if you think in like a church context, imagine that you are a relief society president going into somebody's house to meet with them. One-on-one, right? To provide an opportunity to give some coaching. Or you're a bishop, somebody comes into the office and wants to talk to you. A lot of people leave those conversations better, right? And they're feeling rejuvenated and excited. And what Dr. Marelli wanted to figure out is what happens in that cloud of confidentiality?

Speaker 3 00:08:06 What is actually discussed? How does that help the person level up? And so he did a lot of research and the result of what he figured out is that there's seven different coaching styles, and it all comes from this framework. And the framework begins with, um, kind of big term aggregating contextual considerations. The other way that I think about that is just emotional intelligence. Mm-Hmm. <affirmative>. So if you are a bishop and a youth comes in to meet with you, one-on-one for a scheduled appointment that you maybe weren't planning on, Kurt, what's something you think maybe that youth might want to talk to the bishop about? Maybe

Speaker 1 00:08:41 Some struggles with school or his, their friends. Yeah.

Speaker 3 00:08:45 Perfect. Right. So very quickly, what do I know about this person? They're in school, they've got friends, that's their life right now. So you were in that amount of time able to say they probably wanna talk about their friends. So you start with that, and then you pick a coaching style and we'll kind of run through those coaching styles are, but then you see how does the coachee respond? And then you loop back to the beginning and say, how can I adjust my coaching style by the questions that I asked or which format that I'm actually using to help that coachee along. There's a lot of frameworks out there. Like Matt is certified in Clifton Strength Finders. Mm-Hmm. <affirmative>. And, uh, there is, uh, Myers-Briggs and disc analysis, and there's all these things out there that help you as a coach know who you are. But this is the first framework that we've ever heard of that actually helps guide you through the course of the conversation. Gotcha. Um, and so you tailor the needs to what the coachee needs.

Speaker 1 00:09:36 Gotcha. So, and this is, so it's not necessarily, you know, you mentioned these like personality assessments, that's a part of it, but like, I've always struggled with personality assessments and, and there's some people, like, I think, and it's probably a majority of people, they just love a good personality assessment. <laugh>, you know, they'll talk about where they're at and they'll do the test and they'll do the things. But I'm always like, I get it. But what, it's hard, like the application of like, what am I supposed to do that with that in the context of a conversation. And so what you, what it sounds like you're saying is this sort of moves you to that of like, regardless of where they are on those personality assessments, here's some things to do in conversation or in that coaching interaction to Yeah. To move things along, right? Yeah. Yeah.

Speaker 2 00:10:17 And there is an assessment portion, you know, we can assess where people are at, but what I will typically tell people was I'm reviewing their assessment is from this moment on, this assessment is really not, not valid anymore because let's say they were low in a particular style. If I then coach 'em in that style, then they're better. Mm. And then their assessment the next day would be completely different. Yeah. So,

Speaker 1 00:10:39 And these coaching styles, and you gimme a cheat sheet here, so there's seven of them. Yep. Right? And these aren't necessarily like personalities, no. Things where it's like you are a red personality and that's just who you are and deal with it. And when I talk with you, I need to talk to you as a red person. Right. But this is more for the, this is just depending on where they're at the circumstances. Yeah. You may bounce around to the different styles Yeah. Where personality can't suddenly change your personality.

Speaker 3 00:11:06 And, and you know, one of the things that we love about the savior is that he was the master coach. Yeah. He was the one that used all of these styles when the coachee needed it, how they needed it. And so I think there's a lot to kind of unpack in how are we becoming better coaches. Mm-Hmm. <affirmative>,

Speaker 1 00:11:20 Anything else as far as the foundation of where this came from? What we need to understand, and this is like the, so respect is that's the, like one. How would you, you frame it? Like one style or one program or what, how would you frame

Speaker 3 00:11:34 It? I'd say it's a framework, right? It's a framework. It's the framework that will help make sure that you're using the different coaching styles that the coaching needs at that time. Yeah. And

Speaker 1 00:11:42 Thi this framework isn't necessarily, or maybe it is like as far as like this is, 'cause I think of like CBT, right? Like cognitive behavioral therapy, therapy coaching. Yeah. Yeah. Like there's sort of this, this framework you go through regardless of the, the issue. Mm-Hmm. <affirmative>. And this isn't necessarily a framework of go to step A, step B, step C, right? Correct.

Speaker 3 00:12:01 Right. So, so maybe we should like jump into the styles. Let's do it and then we can tell, and then, uh, we can give you some

Speaker 1 00:12:05 Coaching. All right.

Speaker 3 00:12:06 All right. It

Speaker 1 00:12:07 Always happens to me. I guess I'm the host. Alright.

Speaker 2 00:12:09 Yeah. You are price, you pay.

Speaker 1 00:12:12 Uh, so where do we begin?

Speaker 2 00:12:13 Let's start with rally here. Let's, okay, so rally's the first r there's only one R in respect. So I should

Speaker 1 00:12:20 The one, and

Speaker 2 00:12:21 I should have known that already, <laugh>, but the rally style is the driver. So I like to always think about rally is like someone's in a rally car, what pushes them forward. Okay. So rally or is setting goals, setting measurables. It's what puts gas in the tank to move the coachee forward. So a lot of times I'll use rally or kind of towards the end of a conversation, somebody comes in with a problem and we set, we talk about it and figure out the plan. And then we set these, we set a goal, right? Mm-Hmm. <affirmative>. So rally your type questions would be, what's the first step you need to do to accomplish this? You know, when do you wanna have this particular thing done by? What's the metric? What, what do you wanna measure based on this, this plan that you have? And the rally is, is kind of the motivator, the driver, right. To keep people, keep the coaching moving forward.

Speaker 1 00:13:09 Gotcha. And so this isn't, uh, necessarily that you're speaking overly positive about things. Like you can do it like don't down. It can be

Speaker 2 00:13:17 Don't get down. Okay. It certainly can be. Yeah. And that it, those would be rally or type statements, but it's really about that driving force, right? So like rally is, uh, you know, I like to think about the race car side of it and it's, 'cause I like race cars. I think they're, you know, but, but it could be the cheerleader, right? Hey, I'm rallying you up. Hey, it's okay. Yeah. You got this, let's go. Yeah. Right. And

Speaker 1 00:13:40 Would you almost say that's almost like a default position? Like when someone comes to you and they're down or they're frustrated, it's like, cheer up there, you like, you

Speaker 2 00:13:47 Do great. Totally. You know what, that totally depends. Right? So I like the idea of the, the bishop speaking to a youth. If the youth comes in and sit sits down and is fine Right. Or appears to be fine. Right. You might not pick rally or, or you know, if they come in and then they start talking about transgression Mm-Hmm. <affirmative>, you're not necessarily gonna say, Hey, you got this, you're gonna, you can overcome this. It might be the understanding part, right? Like, Hey, you're, you're right. You are imperfect. That's part of the plan. Mm-Hmm. <affirmative>. But the savior's perfect and he'll, he'll help you. Right? Mm-Hmm. <affirmative>. So yeah, it just, it really just depends on what the coaching needs in the moment.

Speaker 3 00:14:26 I think like FSY to kind of your point though, like if you were to go to that, those are probably very rally presentations, right? You got this, you'd be a great youth. Go and deliver what you can. Nephi said, I will go and do. Right. That's a very rally your comment about like moving forward and making progress.

Speaker 1 00:14:43 Yeah. And you, you mentioned something that's really interesting. So it's not necessarily like a person is coaching style for a person, but it could be an event like FSY Yeah. Or even how sacrament meetings run or elders quorum, right? Like even these, and

obviously people create these events, right? Yeah. So they're, they sort of pass on this, the certain coaching style through these events. Well, and

Speaker 3 00:15:03 It kind of depends on the coach, right? Yeah. Because if you go to FSY, you might have somebody who's gonna, you're gonna sob, right? Yeah. Goes, I, this is amazing. I feel the spirit and all of that. Right. That might be more of a confidant, like hearing how you were feeling at that time. Were the rally is the one that gets you like stoked. Like, oh, I can do this. Let's, I'm gonna go give out 10 book of Mormons this week at school. Right. Or whatever it might be. Yeah.

Speaker 1 00:15:25 Yeah. And I'm just thinking all the ministering interviews or, uh, the award mission leader, uh, sometimes he comes in hard with the rally or Right. Like, come on, you got

Speaker 3 00:15:33 This. And, and the coach's like, I don't need that right now. I need something else. Yeah. Yeah. Exactly. The next one is the educator. So when I think about general conference, general conference is like a hundred percent educator. Mm. Educator is kind of a lecture. It's, I'm gonna teach you something or fill a skill or knowledge gap. So there's some knowledge you don't currently have. Let me teach that knowledge to you. Right. And that's what general conferences, Hey, we went as, uh, general authorities, we prayed about this. We asked the lord, here's the inspiration we received, and we want to teach you what his will is today. And it's about teaching people. So educators, really helpful for people who, for a coachee who doesn't have knowledge and is looking for that knowledge from somebody else. Yeah. So like in parenting, great examples of, Hey, I, your kid comes and says, I was put in this situation or scenario, the parent then comes and says, well, let me teach you about how I have dealt with that in the past. Or what have you learned from your friends that maybe you don't wanna continue to do. Right. And it's allowing them to go through self-learning. So it's not just teaching, but it's ensuring that there is learning that's taking place.

Speaker 1 00:16:42 Cool. And I'm thinking of like, uh, individuals who are learning who wanna be baptized. Right. And yeah, you're, it wouldn't be good to just rally them. You gotta Yeah. They need some substance there. Right.

Speaker 3 00:16:53 They need to know about the first vision. Yeah. Right. And they need to like, have questions asked to them. So yeah. Missionary work is very educator cool. We're gonna sit down and teach you these lessons.

Speaker 1 00:17:03 Now. It, and like you said, as we go through these styles, like there's some styles that they feel like they're the one I should do, but in reality, it lands flat or isn't helpful because

Speaker 3 00:17:12 It's all about that aggregated contextual considerations. If you're a missionary sitting down with, uh, investigators and you're, you're educating, let me tell you about Joseph Smith. And you can see that they're looking to the side, or they're like getting distracted or they're looking at their phone, whatever it is, you know, educator's probably not working and

you need to switch to a different style that will then engage them at that time. Gotcha. Right. Like, educator is really bad if you're teaching youth Sunday school. Mm-Hmm. <affirmative>, let me teach you from the scriptures and read to you these scriptures. Yeah. Youth are like, not into that. They wanna have healthy discussion and dialogue going back and forth.

Speaker 1 00:17:47 A common dynamic I hear a lot about, and I was this leader too, that, you know, you're a bishop and you keep seeing, you know, maybe, so all these people are struggling with pornography and I just get one interview or one appointment out the other about pornography. If they just understood that the negativity or the, you know, why this is so important to avoid. So fifth Sunday's coming up, I'm gonna do a fifth Sunday lesson and we're gonna really hit this hard. And so you sort of shift in that we're gonna educate them and like you said, sometimes it's appropriate. Other times it may, may not be. So yeah. Something to consider. All right. Should we go to the next one? Let's do it. Yeah.

Speaker 2 00:18:23 So the next one is strategist. Strategist is about finding solutions to problems strategizing. Right?

Speaker 1 00:18:29 Every husband loves this one

Speaker 2 00:18:32 <laugh>. And now, so one single wife does. Yes.

Speaker 1 00:18:35 Lemme I'll

Speaker 2 00:18:36 Fix this. They want confidant. Yeah,

Speaker 1 00:18:38 Yeah, yeah. Okay. Alright.

Speaker 2 00:18:39 But, uh, yeah. So strategist is addressing a problem. What are the op, what options do we have to solve this? What are the steps we need to take? How are you gonna solve, what's the strategy you're gonna use? Mm-Hmm. <affirmative>, you know, strategist is the fixing motion. Gotcha.

Speaker 1 00:18:55 And I know it's like coaching. I get a lot of people approach me about podcasting. Obviously I've established a successful

Speaker 3 00:19:01 Podcast. I'm a good podcast. Thank

Speaker 1 00:19:03 You. It's

Speaker 2 00:19:03 A very episode.

Speaker 1 00:19:05 Great. Yeah. Great

Speaker 2 00:19:05 Guest their

Speaker 1 00:19:07 Best. And, and so they'll come to me and usually what they're looking for is, is the strategy. Like, how'd you do it? Like, gimme three things I could do next. Right. So then I shift into a strategist coaching style. Right? Yeah.

Speaker 2 00:19:18 Cool. Yeah.

Speaker 1 00:19:19 Anything else with strategist that we need to lay out? But it seems pretty straightforward.

Speaker 2 00:19:23 Yeah. Strategist is pretty, pretty straightforward, pretty easy. It's identifying steps in, in fixing the problem or, awesome.

Speaker 3 00:19:30 Yeah. I think one, one clarification between strategist and rally, or rally is the next step strategist is solving the long term issue. So let's say you were like trying to get a temple recommend back, right? You might meet with a stake president and working on a series of things that will allow you to get there. The rally is what's the first thing that you're gonna do? The strategist is what's this? How are we going to get you long-term to where you wanna be?

Speaker 2 00:19:54 Yeah. Someone interested in a podcast, you can give 'em a list of things and then ask the question. So what do you wanna do a podcast about? And they're like, uh, okay. That's the first thing. Yeah.

Speaker 1 00:20:04 Awesome.

Speaker 2 00:20:05 When are you gonna decide what your podcast is gonna be about? That's a rally or question.

Speaker 1 00:20:09 Yeah. Awesome. Jared, what's next?

Speaker 3 00:20:11 The next one up is the provocateur. So the provocateur is the one that makes people squirm the most. Right. <laugh> because it's poking a hole in somebody's logic and it's often speaking the unspeakable truth. Mm. And so when a coachee goes to a coach saying, Hey, I have this question, the coach will say, are you the problem? And often people are like, oh my gosh, I feel so uncomfortable with this. But it it's because it, it needs to happen at certain times.

Speaker 1 00:20:38 My mind just goes to so many stories of Christ. Right? Oh man. Amen. He, he

Speaker 2 00:20:42 Was so good, really knew how to provoke. He it's the best for

Speaker 3 00:20:45 Bucket score. Yeah. Think about like the parable of the 10 versions. Mm-Hmm. <affirmative>. Right. The takeaway for me, so on my mission, we had a visiting general authority come and he talked, he spoke about how the different, um, aspects of the parable and what you don't have right. Is your oil and your oil kind of represents the temple recommend. So you go to the temple without a temple recommend, you can't get in. So the

takeaway from the parable of the 10 virgins is if you don't have a recommend, you can't get in, which is a very provocative thing. Why would you wanna take somebody else's if you can't get your own? Yeah. Right.

Speaker 1 00:21:17 Yeah. So he's was telling that parable as like, you may be one of the 10 virgins and that really, he

Speaker 2 00:21:23 Can't Yeah.

Speaker 1 00:21:24 You can't really reconcile that. You know, it's hard to sit with. Right.

Speaker 2 00:21:28 I think the savior was really good at be in Afr with Peter. You know, do you love me? Do you love me? Do you, and Peter's, you know, he's, he's like, he's really thinking about it. He's thinking deeply about it. Right. Because the savior really wanted him to embrace this concept. And I also love the story of the, when they're at sea and the, the storm is raging and, and they wake the savior up and he's, he says, where's your faith? Mm-Hmm. <affirmative>, why have you lost your faith? And yeah, he is masterful provocateur. Awesome.

Speaker 3 00:21:57 I think there's a lot of people in the church today, they're asking provocative questions and that, that's where some holdup comes for them. Right. Of like, what's the answer? Why did this happen? And they, they're asking the tough questions because they need provocative in their lives. Right. And, uh, uh, example that Matt and I have talked about in the past is, did Adam and Eve actually exist or were they the first people on earth? Or was there evolution? And did it actually get to a point where then there were people here? And like, that's a very provocative question. Mm-Hmm. <affirmative> of, is it just a story that will help us understand it? And if so, why? Right. Yeah. Poking a hole in that logic, trying to figure out what's really going on here. Yeah. It's happening a lot.

Speaker 1 00:22:37 I truly believe that we worship a god of, of paradox. Right. That he'll often put things out there that are, they seem like contrary and you can't, you can't sit with it. You know, it's almost like, no, you gotta, it's got one or the other. Right. How can we have prophets on earth when, but they're imperfect. Like, are they speaking for you? And, and so it's hard to sit with, right? Right. But it's almost like God's like Yeah, exactly. Like he's in, it's an invitation to step into it. Yes. Yes. And, and trust in him. Right? Yeah. And, and so I can see how that could be, the provocateur could be such a powerful Yeah. Coaching style. Right?

Speaker 2 00:23:09 And it really can be, you know, the name provocative has this kind of a negative connotation to it, but it really comes from a, a place of love, right? You're thinking this particular way and is that the right way? Is that the way you should be thinking about this? Mm-Hmm. You know, a lot of times when I'm coaching people, I'll say they'll come up with a solution and my provocative question will be, well, what if that doesn't work? Mm-Hmm. <affirmative> what if that's not the solution? Just to get them to open up a little bit, broaden their perspective a little bit. Hmm.

Speaker 3 00:23:43 I think for those that are volunteering in church roles are saying, I can't make someone uncomfortable and squirm by asking this question. And where I would challenge

you is if you're parents, you do this all the time. Mm-Hmm. <affirmative>, why did you think it was okay to hit your little brother? Mm-Hmm. <affirmative>. Why aren't you getting ready for bed in time? Right. These are provocateur questions that are poking a hole in logic. Yeah. And so why do we do that to our kids? Because we love them, we care about them and they need it at that time. The same is true as Matt mentioned, for other people that we work with. Yeah.

Speaker 1 00:24:13 And I'm just thinking like the typical elders quorum where we almost wanna just, let's just stay in the educator column, you know, let's just talk about doctrine. Yep. Okay. That guy said that comment, and that's sort of very provocative comment. I don't know, let's de diffuse it.

Speaker 3 00:24:26 Right? We're gonna gonna deflect that, right? Yeah. De instead of like leaning into it because what does that, what does that Edwards quo need? Maybe they need to go into it more because Matt and I are those type of people we love good provocateur in our life. Mm-Hmm. <affirmative>. Right? Let's ask a hard question and have some real discussion and dialogue in an elders quorum instead of me, like almost falling asleep. Uhhuh,

Speaker 1 00:24:45 <affirmative>, <laugh>. Love it. Matt. Should we go to the next one? Yeah.

Speaker 2 00:24:48 So the second E is explore. There there's two letters. Yeah. So that's, yeah. Anyways, uh, <laugh>, so the explorer is the, the simple way I like to look at this is asking the question that you don't even know the answer to as the coach, right? There's a lot of situations when you're counseling someone and you kind of have a, a rhythm to it, right? Well, explorers asking the questions that you dunno an answer to. And it's just to dive a little deeper. I think about when people will come to me, they'll say something that's very, uh, cliché or, you know, something that people often say, and I'll just ask 'em to define it. What does that mean to you? Mm-Hmm. You feel overwhelmed. You, you feel like you're drowning. What does that mean to you? Because there could be varying degrees of what they're feeling to make them say that particular thing, right? This is one where I like to focus a lot on my intuition. Like, what is my gut saying that this person needs right now? Hey, for some reason I'm thinking about navy blue. Does that mean anything to you? And they'll be like, oh my gosh, yes. Cougars got, Hey,

Speaker 3 00:25:53 Yeah,

Speaker 1 00:25:54 Too soon.

Speaker 2 00:25:55 God, uh, they tra I dunno. Yeah. Anyways, but just being able to, you know, in, in a, in a bishop situation, uhhuh, it's what is the spirit telling you to ask about? Yeah. Let's explore that. Let's talk about that. I love the question of, tell me more about this or define this to me. Those are like my favorite go-to explorer questions. Just let's, let's go a little deeper. Hmm.

Speaker 3 00:26:19 Love that. Explorer also is saying, what else have we not considered? It's a possibility, right? So I imagine like ward council getting together and discussing how to get more out of that. They might come to a conclusion of here's how we can improve word council.

And then the explorer would say, but is there another idea we haven't explored yet? Mm-Hmm. <affirmative> or maybe word council's going great. And then an explorer comes and says, is there a way we can improve our time management? Right? We've talked about stuff, but what else have we not discovered? It's innovation, it's creativity, it's figuring out what other people haven't seen.

Speaker 1 00:26:51 Yeah. Yeah. I'm just thinking of that revelatory process. Often it requires that moment

Speaker 2 00:26:56 Of exploration, right? Yeah. Joseph Smith, like, it's a perfect example, right?

Speaker 1 00:26:59 Yeah. Usually was a question he was exploring. Oh, I should,

Speaker 2 00:27:02 I should go ask. Yeah, I'm gonna go have a little prayer in the, in the woods.

Speaker 1 00:27:05 See what happens. Another strategy that comes to mind with ex Explorer that I think's really effective for church leaders, especially, you know, the bishop or in that context where you're, you know, somebody's really wrestling with a problem, they brought it to you like Rob Ferrell has done this, where he'll take a, a scripture story and say, I want you to go study this story about the savior. Right? No one, he uses the man with palsy that's lifted down from the, the ceiling. Right? That, and he, he would give that to somebody and be like, we're gonna meet next week, but I just want you to like, just jump into this story and see what comes. And then, so he's not the man that's like, I've got all the answers do A, B, and C. But it was more of like, what did you find? Like how did God show up for you? What was he teaching you? And then from there it was beautiful, the Yeah. What came out of that. Yeah. So, Jared, what's next?

Speaker 3 00:27:51 The C is confidant. The confidant is the opposite of the provocateur. The provocateur pokes a hole in logic where the confidant is asking about your feelings and how you interpret something. Mm-Hmm. <affirmative>. So it's often that warm blanket, it makes you feel really great about your life and your situation and everything else. It can feel like validation a lot of the time because the coachee often will like meet with the coach and then when they have a confidant conversation walk away saying, I feel so much better about life. And the coach will say, we didn't solve a single thing. Mm-Hmm. <affirmative>, right? Yeah. Because all they did was express the emotions that they were dealing with. Elder Bednar was at a Silicon Slopes tech summit recently, which is a big tech conference in Utah that happened. And, and he said that quote, God works from the inside out.

Speaker 3 00:28:39 Oh, I'm sorry, I read the wrong one. It was, if we can stop yelling long enough to listen, we can work things out. And listening to work things out is a confidant. How do you feel about this? Where are you coming from? I think about, if you go back to like missionary work, you might like bible bash, right? Let's compare this scripture versus this one. What if instead of competing against each other, you were just to say, what does the scripture mean to

you? How do you feel, you know, Jesus, how is Jesus represented in your life? And hearing those people out without trying to prove anything is what the confidant would do.

Speaker 1 00:29:13 Yeah. And imagine there's this sense of like, not just listening, but just being okay with what they're saying and just sitting with it. Like, you may interact with somebody and they're just like, and that's why I think Joseph Smith was a fraud. Now naturally you wanna be, wait, wait a minute, he wasn't a fraud. Right? You wanna jump in there and defend him, but just be like, wow. Like I can see how

Speaker 3 00:29:31 That's your perspective,

Speaker 1 00:29:32 How you can be led to that, that place.

Speaker 3 00:29:34 How does that make you feel? Yeah.

Speaker 1 00:29:35 Tell me more about that. Yeah. Yeah. So, and then they're feeling this is a safer place to lean in and, and go out, maybe go on an exploration, right? Yeah.

Speaker 2 00:29:45 What's that? And that really is the crux of the confidant is creating trust in a safe place, right? Because I'm not gonna tell you my deep dark secrets. If I don't think that you'll keep that confidence that I trust you enough to share that information with you.

Speaker 3 00:30:01 And once that trust is established, that's where you can get into the meat of what could seem as really challenging questions. Like I think about a member of the church who is in the LGBTQ community Mm-Hmm. How do you identify, how is it for you when you come to church each week? Like those things most people would probably step far away from, but when that trust is, is established, confidant is a great question to pull them in because they feel seen and cared about. Yeah.

Speaker 1 00:30:28 Where, again, sort of contrasting that with, if you shift to educator and being like, let me tell you about the doctrine of the church. Yes, exactly. Let's be clear. Suddenly they're like, I am never coming back here. Right. Like, and so I think in, you know, there's a time and a place for all these, but Yes, exactly. That may not be what they need in that moment. Right? Yeah.

Speaker 3 00:30:45 Yeah. Great point. Yeah.

Speaker 1 00:30:47 Anything else with, uh, go ahead, Matt.

Speaker 2 00:30:49 No, I just, I was gonna segue us into transformers, so let's do it. Yeah. So transformer is the turning point, turning. So I like to use transformer when someone's gone through something difficult and I, I have them reflect on that, right? So tell me how this experience made you better. What's the gift in you going through this trial? It can also, it can be reflective that way, but it also can be a forecast, right? Someone comes in and says, I'm really having a hard time with, you know, you, you mentioned pornography before. I'm really struggling with pornography. Well, I can help you. And, and let's think about six months from now, six

months from now, who will you be if you can overcome this? And it helps them to, to see that future and then to work towards it. Transformer typically, uh, is used when it's post a trial.

Speaker 2 00:31:39 I'm coaching someone who lost their job, and it was very emotional. And, you know, after three or four sessions, I said, think about who you were that first day and think about who you are now. What have you gained in that? How have you become a better person because of that? And it's really just helping them to see that the change that comes about because of the trials and the, and the hard times and even through an, uh, you know, an education process, right? Uh, you just finished school, you just graduated from college. How has that made you a better person? You know, it's just that you're identifying the transformation that's taken place.

Speaker 1 00:32:15 Gotcha. So, and maybe a little more reflective of like, yeah, let's just take a moment, pause and look back.

Speaker 2 00:32:21 Yeah.

Speaker 1 00:32:22 Interesting.

Speaker 3 00:32:22 So you think about like the prodigal son. Mm-Hmm. <affirmative>, right? Very transformer style in a couple of ways for each person, right? The one son who remained that was choosing all the right things had a transformation that they went through when their brother came back. Mm-Hmm. <affirmative>. But so is the brother who sinned and repented and came back to the father. Right? They transformed and became better. And so that transformer is acknowledging and transmuting the pain to then allow us to see our future potential. And so the brother who remained in the prodigal son had to swallow his pride and realized that he, you know, had somebody else in the picture now. And while he had made better choices, he still had to overcome some pride that he was dealing with. Yeah. And after he did that, then he saw a better version of himself. Yeah. And who he was becoming

Speaker 1 00:33:09 My mind goes to just the power of, of reflection. Even like in a, like an activity, for instance, sort of like a youth activity, right? That those, by the time the youth get to the end of that Wednesday night activity, they may not recognize the transformation that happened. And so by you sort of pausing and taking a moment to reflect on that transformation, they may have this epiphany of like, oh yeah, you know, I got here, I was quiet, cold, my arms were fold, I was leaning against the wall, and now I'm in this group of friends laughing like, something happened there. Yeah. And for them to see that, like, actually maybe youth activity isn't all that bad. Maybe I should come next week, or maybe I can come on Sunday, or, you know. Yeah. They're suddenly realizing something's happening here. I can lean in. This is cool. Yeah. Cool. All right. So we got these seven transfer, or no, that's one of 'em. We got these seven coaching styles. Yeah,

Speaker 3 00:33:56 That's right. Yep.

Speaker 1 00:33:57 So what's the next step? I mean, I've got some questions, but where do you want to take it next?

Speaker 3 00:34:01 So the next thing that you gotta keep in mind that's hard to do is you have to ask questions instead of statements. When you are in that coach seat and somebody is coming to talk to you, if you use statements and you go to like more educator, you can use a statement or question in any style. But if you think of like that educator mindset of, let me teach you something, people, it might go in one ear out the other, they might not retain it. But when you ask a question, it allows the coachee to have to formulate it a statement of their own, which deepens the knowledge and their personal conversion to what's being discussed as well. So I would recommend everybody uses questions. We've also sat in those really bad Sunday school lessons where it's just, what's the correct answer in my head? Mm-Hmm. <affirmative>, that's not what this is. This is a discussion to allow the coachee to come up with their own solution. And there is no right or wrong answer. It's whatever conclusion the coachee decides to come to.

Speaker 2 00:34:56 I really liked what you shared about the bishop that sends the, the person back with a story. Mm-Hmm. <affirmative>, right? Here's, read these two chapters and then let's meet again next week. Because that could be the person could come in and, and depending on their, what they look like, what the sense, the feeling that the bishop gets. It could be any number of questions, right? But it is a, tell me how studying this made you feel. What did you gain from that? How has it changed you? You know, really diving into this story, how have you become better because of it? You know, you can use all those different styles, number one, based on what the coaching needs, but then instead of turning that into, okay, well what this is about is X, Y, z and you shoulda have learned this and you need to be more this, it's just how did that make you feel? Hmm. How did this experience of focusing on one story in the scriptures, how did that change you?

Speaker 1 00:35:49 Yeah. It's powerful. Well,

Speaker 3 00:35:51 Kurt, would you like to receive some coaching? All right. That's

Speaker 2 00:35:53 It. Do you want, do you have questions that you wanna ask about the styles first?

Speaker 1 00:35:56 Um, so I guess what my main question, we can either do the coaching verse or get to it later, but I'm always, I, I'm just thinking about the leader who's like, overwhelmed. They're on the treadmill hearing all this, and they're like, okay, so like next time, like I'm supposed to like suddenly shift into this one. Like, what if, like, what do I do? Or how do I even prepare and use these things? Or do I have to go through some extensive training program to really use these? I mean, what would you say to that person who feels a little bit overwhelmed by it all?

Speaker 2 00:36:21 I would say if, if it's something that you're really interested in doing, write the styles down somewhere, have each one written down, and then just think about those in, in different, those different situations. You don't have to be an expert. You don't have to be a professional coach to be able to use these styles. Really, it's just when you're sitting down with somebody, what are the aggregated contextual considerations? What are the things that you, what, what is everything bringing us together to this point at Mm-Hmm. <affirmative>. And what

does this person need? Do they need me to bring them in? Do they need me to drive 'em? Do they need me to help them see the transformation that's taken place? Do I need to explore a little bit? And it just based on that, then you ask a question and it can be as easy as, you know, I wanna explore that more, right? Yeah. Or what do you think I could do to, to help you to, to rally forward, right? It doesn't have to be a, you know, professional respect, certified coaching style question. The idea is just what does the coaching need and ask a question that's, that's in that style that you think is appropriate. Love

Speaker 3 00:37:23 It. I, I think I would say, um, one, you're doing a great job running on that treadmill. Like keep it going <laugh>, maybe turn it up just a little bit, a little faster. You can do this, I believe in you very rallier comment, right? Um, but the, the savior was the perfect coach. And if you study the savior's life and the way that he did things, you'll see how he adjusted what he was doing for the needs of who he was talking to. And for you that's listening, you are already doing this. Like, I promise that you are, when you talk to your kids, you have a different approach than when you talk to somebody else and to their friends, because you already know how to have emotional intelligence and adjust. And I imagine as you're listening to this podcast, you're thinking, you know, that provocateur sounds scary, poking a hole in somebody's logic, I don't wanna do that.

Speaker 3 00:38:09 To which I would say, um, you can totally do it and do it once. I was lowest in all my coaching styles and provocateur, and I psyched myself up, right. Ready to have that first provocateur question. And when I asked that question, the coach I was talking to said that was a really great question, and they answered it. And the world did not end. Right. It continued forward. And so if there's something you're thinking, I don't know how to do that, test it out, give it a shot. Yeah. You probably know that you're really good with one. You might be a great confidant and everybody spills their guts to you all the time. Continue to do that. Try one different style and just adjust it a little bit to see what are the outcomes. Yeah.

Speaker 1 00:38:47 I'm just thinking like, uh, like you said, write 'em down or, or, because many times it was like, you know, I default to that bishop experience of like, ah, yeah, man, that, that guy's coming in again. Like I've shared those four scriptures with him, I always share, and I told him, do A, B, C, and he did that. And somewhat, and I don't know what, I don't know what to say to him. Like, what are we gonna talk about and to sort of reflect on these and being like, you know, I've, I think I've approached this as a rally for a while. Like, what are a couple questions of being that provocateur Yeah. That I could, that I could start with? Or how can I help him explore Yeah. A little bit more. Right? So it sort of helps you reset maybe those interactions that keep come back to you, right? Yeah. And, and try it differently, right? Yeah. Um,

Speaker 3 00:39:28 So maybe we can give some example questions to everybody. Yeah, let's do it. Let's, let's do it through, uh, let's give you some coaching. Okay.

Speaker 1 00:39:34 Let's do it.

Speaker 3 00:39:34 Um, so man, I'll just kind of tag to you and here, and this is the game, okay? Okay. Uh, we're gonna ask you a question and before you respond, we're gonna do a quick timeout. And you have to guess which coaching style is it.

Speaker 1 00:39:46 Okay?

Speaker 3 00:39:47 Okay. And we'll help you along the way, way.

Speaker 1 00:39:49 So my brain's gonna do 10 different things. Okay? Got it all. Yeah.

Speaker 2 00:39:51 <laugh> well like it, we'll make it clearer, clearer. Like we ask the question and if it wasn't clear enough, we'll, we'll clarify. Love it.

Speaker 3 00:39:57 Yeah. Okay. So Kurt, what is something you would like some coaching on today? Timeout. So what style is that? What style is that? What is something? Where are you? You would like Yeah, we're in it. Oh, we're doing what? Is something you mind

Speaker 1 00:40:08 Coaching on explore? Yeah.

Speaker 3 00:40:09 Because yeah, you could say, right now how do I play video games better? You could say, how do I do my calling better? You could say how to be a better parent. We have literally no idea. You can direct us anyway. That's an explorer question.

Speaker 1 00:40:20 Yeah. Or it would be a provoke you may say. So I know you haven't been very engaged in church, right?

Speaker 3 00:40:25 <laugh>. Yeah, exactly.

Speaker 1 00:40:26 May be true or not. It'd be like, Hey, wait a minute here. Yeah. <laugh> engaged in church, so, okay, cool. So where

Speaker 3 00:40:33 Are we at? What's something you wanna

Speaker 1 00:40:34 Something? I would, uh, let's talk about my relationship with my 8-year-old em, who I love deeply, but as much too, like 8-year-old Kurt. And so we clash a little bit, you know, and, uh, it's, it's a tough road at times. Is that a fair place to go?

Speaker 3 00:40:50 Perfect. Sure. Okay.

Speaker 2 00:40:51 You're looking at me like I'm supposed to pass the next question,

Speaker 3 00:40:54 <laugh>. So what have you learned about TAs team? Tsum? What have you learned about Tasso recently, uh, that has taught you a few things about what he's going through? Timeout. What's the,

Speaker 2 00:41:03 What's the style? Oh, sorry.

Speaker 1 00:41:05 <laugh>.

Speaker 3 00:41:05 What have you learned about Tasso recently?

Speaker 1 00:41:08 Is it explore because you're, I guess any,

Speaker 3 00:41:10 We're gonna do different style time.

Speaker 1 00:41:11 Okay. So this's educational

Speaker 3 00:41:12 Educator. Okay. This is the educator. Yeah.

Speaker 1 00:41:14 And so now you've,

Speaker 3 00:41:15 What have you learned about Tasso?

Speaker 1 00:41:16 Um, so I've learned that, I've noticed he's been very engaged in like, drawing, which I loved as a kid, right? And so I love seeing him, like walking in his room and catching him like deep in different drawings and just getting at it, you know? So That's cool.

Speaker 3 00:41:31 How do you think learning more about art together would help deepen your relationship with sem? Oh man.

Speaker 1 00:41:38 I

Speaker 3 00:41:39 Mean, time out. Okay. What type of question is that? How would your relation, how would art help improve your relationship?

Speaker 1 00:41:45 That is that rower,

Speaker 3 00:41:46 Not a rally. Not close.

Speaker 2 00:41:47 You're close. It's the sister to rower.

Speaker 1 00:41:50 Uh, the educator? Nope. The, um, strategist. I'm almost through the list now. <laugh>.

Speaker 3 00:41:56 I, I was going for transformer. Okay. Transformer. And maybe I'd say it a little different way. How would art you and art together with Teim improve your relationship? Okay. Right? Like, how would it become better through that medium? Like

Speaker 1 00:42:08 How would a transformation through art? Yeah. That's where you're, you're going. Okay. Yeah. Okay. So I would say that obviously we would, you know, I have a love for art and I have a skill set in art, so, you know, I can definitely be a mentor role and, and really draw with him, you know? Yeah.

Speaker 3 00:42:23 So if you're his mentor father figure, why have you not used art thus far? Provocateur.

Speaker 1 00:42:28 <laugh>. Oh, you feel that Carry <laugh>. How about flip this table,

Speaker 3 00:42:32 <laugh>.

Speaker 1 00:42:34 Um, what was the question again? The,

Speaker 3 00:42:36 Um, if you know art and you're the mentor figure, why haven't you used art with him up to this point? You

Speaker 1 00:42:42 Know, I just get busy with just long af end of the long day, and I probably should, but I don't, you know, that's

Speaker 3 00:42:49 Frustrating. So

Speaker 2 00:42:49 When you crawl into bed at the end of the night and you realize that you didn't do anything to make that connection, how does that make you feel?

Speaker 1 00:42:54 Uh, timeout. What was that? That is, uh,

Speaker 3 00:42:57 That was the question. When you crawl in bed, I wanna

Speaker 1 00:42:59 See transformer, but now you're bouncing around.

Speaker 3 00:43:01 How, how does it make you feel? Oh,

Speaker 1 00:43:02 The feeling rally here.

Speaker 3 00:43:04 Confidant

Speaker 1 00:43:05 Horrible at this

Speaker 3 00:43:06 Case. Con <laugh>. This is doing great. No, you're

Speaker 1 00:43:08 Doing great. That's a little bit

Speaker 3 00:43:09 Vague. It's two on one. So confidant, confidant

Speaker 2 00:43:12 Is about

Speaker 3 00:43:12 Feeling. Yeah.

Speaker 1 00:43:13 You just want, like, you're checking in on my feelings.

Speaker 2 00:43:15 Yeah, exactly.

Speaker 1 00:43:16 So how does it feel when I crawl into bed at night and I like, ah, I feel like some ambivalence. So man, he's grown up and I'm gonna miss it if I don't engage there and Right. So,

Speaker 3 00:43:26 So

Speaker 2 00:43:26 What can you do to fix it? What

Speaker 3 00:43:28 Type of question is that? Oh, I fix it. What, what kind of strategy would

Speaker 1 00:43:31 You employ? That's the, uh, the strategist. Strategist, right? And, uh, so what can I do to fix it? I mean, obviously let's like, just make it like part of our bedtime routine. Like every night we're gonna That's a great idea. Spend 10 minutes, 15 minutes, let's draw right? Yeah. Wind down that way.

Speaker 2 00:43:46 What if you did it too, and I'm stepping outside just a little bit, but why you did it, do it as like, you know, you draw a square and he fills in another part, and then you fill in another part, and then it's the two of you creating oh, one one piece of art

Speaker 3 00:44:00 Together. So Kurt, when will you do your first art with him?

Speaker 1 00:44:03 The rower. Rower?

Speaker 3 00:44:04 Yeah, buddy. Next step. I'll

Speaker 1 00:44:06 Do tonight. Jar. Yeah,

Speaker 3 00:44:07 Let's go. Okay. Awesome. So right there, you received a question in each coaching style. From your experience as a coachee, what were kind of the emotions that you went through as you experienced different styles?

Speaker 1 00:44:18 You know, it really, it really helps me kind of get a well-rounded look. I felt like I, you know, I was looking at all angles of the, of the situation, right? And where it's like, 'cause I think the, and correct me if I'm wrong, but the temptation is, you know, you you wanna just, just go straight down the wormhole of strategist. Yep. And we're just gonna, Hey, you know

Speaker 2 00:44:39 What? You should do strateg tonight before you, he taste him goes to bed, you should draw with him

Speaker 1 00:44:44 And yeah. So go do that. Go do that. And then it's sort of like, we're done here, I guess. Yeah. Uh, all right, <laugh>, thanks.

Speaker 2 00:44:49 That'll be, that'll be \$200. Yeah,

Speaker 3 00:44:51 But that's because you are in a strategist mode, right? Right. And so if you're always in the strategist and always trying to fix it. You mentioned earlier that like, have, have you seen the video? It's not about the nail. Yeah. Oh, yes.

Speaker 1 00:45:01 Okay.

Speaker 3 00:45:02 Right

Speaker 1 00:45:02 Into it. It's phenomenal. You gotta watch

Speaker 3 00:45:04 It. But like in there, the husband is being a strategist, trying to solve the nail in the head, and the wife wants a confidant, she wants somebody to listen and not solve anything. Mm-Hmm. And that's why you have to tailor it to the coachee. Mm-Hmm. Because the ee may not wanna remove the nail from the head. They may wanna just let you hear what's going on. So tell

Speaker 1 00:45:22 Me about that dynamic of like, in those, when you're interacting with that coachee, like, like how can you tell like, oh, I'm, I'm going down the wrong path here, let's regroup and go down a different path. Or is that okay? You just sort of regroup anyways.

Speaker 3 00:45:37 So I'll give maybe an extreme example that comes to my mind. Bishop is talking to a youth, and the youth comes in for an unscheduled appointment and the bishop leads with, so you're looking at pornography, aren't you?

Speaker 1 00:45:48 Provocateur,

Speaker 3 00:45:49 Provocateur, <laugh>. And the youth says, no, I'm not. I'm actually having a hard time with my relationship with my parents that Bishop would not follow up with. Why are you having problems with your parents? Is it 'cause you're not looking or you, I don't know what it is. Right? I don't know. I don't what I'm

Speaker 1 00:46:03 Supposed to say.

Speaker 3 00:46:04 I was trying to go provoke. What's a good follow

Speaker 2 00:46:06 Up to that? Yeah, no, it's good. We're not bishops, so Yeah,

Speaker 3 00:46:08 We're

Speaker 1 00:46:08 Not obviously <laugh>.

Speaker 3 00:46:09 Um, but like, if you continue in that provocateur thing of Yeah, well, why aren't you improving your relationship with your parents?

Speaker 1 00:46:18 Probably 'cause you're secretly looking at pornography. Yeah. Boom.

Speaker 3 00:46:20 See, that was so much better. You nailed it.

Speaker 1 00:46:22 That's why you're the host. Yeah.

Speaker 3 00:46:23 Yeah. So, um, that's not good, right? When that youth says No, I'm actually here to talk to you about how my parents and my relationship with them. What do you think that Bishop would switch to

Speaker 1 00:46:33 The, uh, confidant, right? The confidant,

Speaker 3 00:46:35 Yeah. Oh, how are you feeling? What's going hard? Right. That sounds really hard. Yeah. And then it really

Speaker 2 00:46:39 Could be a transition to, into almost any style. Yeah. Right? Mm-Hmm. <affirmative> because it could be, oh, tell me, tell me how that feels. Tell me what you're feeling or what have you learned about your parents? Right. Help me understand what that means. That you're having a hard time with your parent. Right. That's three different styles off top of my head that just are different than provocateur. It's really, you're, you're kind of asking the same question, but it's with this different, with a different style, different tone.

Speaker 3 00:47:05 And there are times where you need to stick in the same style and you should just have an entire coaching session that way. And you should never pivot. Right? And that's okay. It's all about knowing the needs of the coachee. So that's why the framework is what do I know about the person right now in the circumstance? And ev all my aggregated contextual considerations. Pick a coaching style. I'm gonna start with provocateur. I'm gonna ask a question and then I'm gonna see the response. The response was not what I expected. I'm now gonna go back to the beginning of the framework and say, okay, now that I know that didn't work, which coaching style now? Mm-Hmm. <affirmative>. Try it out. See how it goes. You may stay in it, you may pivot Two different style. Yeah.

Speaker 1 00:47:44 Yeah. It's two questions come to mind, which aren't necessarily later, but let's go with this one. Like, like if you had like a, like when someone that you've never coached with, I'm just thinking of that appointment that walks in or you're having that ministering interview with a, the brother you don't necessarily know. Is there a, a good question or two to like, just start with

Speaker 3 00:48:03 I default to explore? Yeah.

Speaker 1 00:48:04 That's where

Speaker 3 00:48:05 I usually start.

Speaker 2 00:48:07 I usually, if someone reaches out to me and says, Hey, I wanna come in and I wanna, I wanna sit down with you and talk to you, I'll usually just sit there and like, wait for them. Right.

Speaker 1 00:48:15 A good grin on your face.

Speaker 2 00:48:16 Yeah. Just like you schedule this meeting, so Yeah. Yeah. But yeah, I think explores a great,

Speaker 3 00:48:22 What would you like to talk about about today? Mm-Hmm.

Speaker 2 00:48:24 <affirmative> to start with. Yeah.

Speaker 1 00:48:25 Yeah. And then from there you may pivot to a different one and For sure, because you'll see

Speaker 3 00:48:28 What they say. Yeah. Yeah. It could lead you a lot of different directions. You may continue and explore for a long time. Yeah.

Speaker 1 00:48:33 And then the other question is, uh, around the provocateur one that seems, I mean, again, it's the uncomfortable place even for the coach, right? Mm-Hmm. <affirmative>. And for the leaders, like, yeah, let's just, let's start with every other one. And if we have to go there, we will.

Speaker 2 00:48:45 But if we have time,

Speaker 1 00:48:46 Because like there's such, this, I think naturally this may be the case for all leadership or whatnot, but as a church leader, you wanna be like the rally, or you wanna be the guy that promotes faith, you know, you just gotta reinvest in the church. It'll be great. But, and so going to the provocateurs, sometimes there's that resistance where I kind of think, you know, the person maybe is coming in and struggling with, with doubt, you know, in the gospel. And they're expecting you to sort of shift in that rally, or well just read your scriptures, pray. And so what, what would the, I guess I wanna make it more realistic for leaders. Like what were the provocateur?

Speaker 2 00:49:24 I think a good provocateur question in that situation, at least the one that came to my mind was, when was the last time that you had a sincere, honest conversation with your father in heaven? When's the last time you really prayed? Mm-Hmm.

Speaker 3 00:49:36 And when they say, I haven't for a while, why not? Mm-Hmm. <affirmative>. What's holding you back from conversing with your own father. Gotcha. Yeah.

Speaker 1 00:49:43 Yeah. And this is a, I took a, a sales training years ago when I was working in sales and there was this, uh, strategy that you talked about, and it was a little bit in this column of provocateur where if a person says, well, I'm thinking about going with this, the competitor, you know, he is like, great, they're fantastic. Why don't you do that? You know? And then sort of they're like, well, I thought you were gonna Yeah. Convince me not to. Right? And so, almost being like, in the end, there's this resistance, I wanna be the bishops. Like, maybe you should go inactive. Yeah. Why don't you, you know, but then nonetheless, you're not, you're not saying going provocateur to push them a certain direction. You're just saying, let's just see where this goes. Right.

Speaker 3 00:50:18 Have you, Kurt, received hard feedback in your life?

Speaker 1 00:50:21 Yes.

Speaker 3 00:50:22 How has that shaped you into who you're today?

Speaker 1 00:50:24 Oh, it's crucial.

Speaker 3 00:50:25 It's transform, by the way. Yeah. It's crucial. Why is it crucial? Because,

Speaker 1 00:50:29 Uh, it helps me gain self-awareness, which I only can look this way outta my eyeballs. You know, I can't <laugh>, I rarely see myself for how other people perceive

Speaker 3 00:50:38 Me. So if you were the bishop in your ward, wouldn't you want that same thing for the people in your ward? Yeah, absolutely. That's why you have to embrace provocateur. That's why you have to lean into it and ask those questions. 'cause it creates that self-awareness and it lets you see things that you were unaware of before. Yeah. It's identifying the blind spot. Mm-Hmm. <affirmative>.

Speaker 2 00:50:57 And it doesn't have to be a nasty, it doesn't have to be uncomfortable and finger in somebody's chest provocateur. Yeah. In my mind, provocateur is just about getting someone to think of something from a different perspective. Mm-Hmm. <affirmative>. Right. Seeing a different path, seeing a pothole. Right. It's not, oh, why are you such a jerk all the time? It's just, Hey, when you, it doesn't have to be that.

Speaker 3 00:51:22 So if we go back to that example of the youth going to the bishop saying, I wanna talk to you about my parents. A provocateur question that's not harmful is talk to them. Mm-Hmm. <affirmative>, how are they doing? Right? Yeah. Like, what have you learned from their experience? I mean, that's not rude or harmful, but it's just saying, have you even had the conversation? Yeah. Because if you haven't, it's a great place to start.

Speaker 1 00:51:41 Right, strategist. Yeah. Because I think there's this, maybe this feeling of with Proctor, you almost have to like punch him in the gut while you do it. Yeah. Like almost an insult. Like not at all. Well, maybe it's 'cause you're stupid. Have you considered <laugh>? Exactly. Exactly. Like, that's very provocative, a provocative question. But again, you're not like trying to attack him or, but to really, you want him just really look at it like, well, haven't you talked to your parents? Like, why not? Like, that seems like something you should

Speaker 3 00:52:05 Consider. Yeah. And the other thing to kinda keep in mind, I think why provocateur is important is coaching, once again, is not top down. It's side to side, it's bottom up. It's every direction. And I think that leaders in the church today are getting a lot of questions that are bottom up provocateur questions. Why can't we do this? Where in the doctrine does it say that this is not allowed? And that's where Jesus was so good at using provocateur and teaching us that you can coach any direction that you need to and create that safe place. Because provocateur comes from a place of love. I'm asking this hard question and instead of saying, how dare you ask if we can drink coffee, why not say, I'm so glad you're here feeling safe enough to ask. Mm-Hmm. <affirmative>, let's have a discussion about it. Right? Like, look for the good, the provocateur is, this isn't a hard question, I should run the other way. It's what's the gift in this moment to be able to have that dialogue? Yeah.

Speaker 1 00:53:02 And I appreciate this, you know, you say coaching side to side. Yeah. I mean that alone, regardless of the different coaching styles, like just starting from that cadence is Yeah. Is crucial. Because it sometimes, and I even, I struggle with even the setup of like a bishop's office. Like I'm behind this Cadillac desk <laugh>. Yeah. And here's my, you know, I'm like, I'm in the Oval Office, welcome. Like suddenly you're, it's up down. Like I am the authority in the room. And we obviously believe in authority and whatnot, but for them to really go on this journey of understanding their situation, finding solutions or whatever it is, it has to be that side to side. So really for a leader to think, how can I make this more side to side rather than, you know, top down.

Speaker 3 00:53:43 Which also makes you think if you are in a leadership position in the church, how can you empower those that, that are also called in your presidency or in other positions to help carry out some of that workload. Yeah. And go have some of these conversations. Mm-Hmm. <affirmative>, we shouldn't keep everything so close to the chest. We should be delegating that amongst others because we're all capable of being great coaches. Mm-Hmm. <affirmative>. We just need to empower the people around us to have the discussion.

Speaker 1 00:54:07 Yeah. Love it. Anything else we're missing? Concept, idea.

Speaker 2 00:54:12 I think the only other thing to address is just, uh, one of the things that you can do with a question is you can make it either direct or indirect. So a direct question is, why did you do that? An indirect is why could you have done that? Mm-Hmm. Or why might you have done that? And I think about these as where the focus is, right? When we, the first question that we asked in the coaching conversation, what's something you'd like to talk about that's very indirect. Something, anything, whatever. Where we could have gone direct and said, what's something about the podcast that we could give you some coaching on? Mm-Hmm. <affirmative>. That's a little bit more narrow. Right? What coaching do you need to help your son taste some Hill? Is his middle name Hill <laugh>? It's

Speaker 1 00:54:55 Not, it's actually, it's been name as Kurt, actually. Oh

Speaker 3 00:54:58 Wow. That's not great. His named

Speaker 1 00:54:59 After Te a Mills. I'm that guy. Okay.

Speaker 3 00:55:01 <laugh>.

Speaker 2 00:55:01 And there's no reason not to be that guy. Yeah. Because he's

Speaker 3 00:55:04 Right. Yes. Just amazing.

Speaker 1 00:55:06 Very, uh, that that was a confidant. Yes. You just said there. That

Speaker 3 00:55:09 Was great. Boom.

Speaker 1 00:55:12 Love it. Is there any, you know, we talk about provocateur. Is there any other style that you find people resist or that's like the last place they want to go or?

Speaker 3 00:55:20 I think that transformer's hard for a lot of people because transformer is two parted. The first part is you see the potential that light at the end of the tunnel. How much better will your relationship with taste and be as you infuse art? Fast forward six months, you're doing art every night. What's your relationship look like? Your potential's high, right? Mm-Hmm. <affirmative>. Oh, I can see that. But the other part of the transformer is transmuting it. It's pushing through the discomfort and the pain and acknowledging that it exists. A great coach will help you when you are transmuting pain and transformer realize that it is, I think about it like the force. It's just part of the force. It's over there. It's over here. It doesn't control you, you don't control it. It's just part of what God created for us. And you kinda mentioned earlier, we have those conversations with someone.

Speaker 3 00:56:07 We can go provocateur and they say, I don't believe in Joseph Smith. Or the transmuting of that is, there are people, this plan that God created gave us choice. And there are people who choose to see things different. And that's beautiful. Isn't that beautiful? Right. And you kind of like live in that moment. Instead of going to like the knee jerk, oh, I'm gonna fight or flight go provocateur on you. Mm-Hmm. <affirmative>. You just say, I'm gonna see that I've got some things I'm working through. I'm gonna live with those things and I'm gonna work it out as part of the force, know that it's there and then I'm gonna be able to see the future potential that I have. And so often in transformer as coaches, we go really hard on the, the potential. And we go really fast on the transmuting of that pain, and we need to go deep into that. Mm-Hmm. <affirmative> like, why do you feel this way? It's a lot of confidant questions Yeah. About helping you see what's going on and creating that doubt in your mind to then help you unlock your future potential. Yeah.

Speaker 1 00:57:04 Wow. That's powerful. Really helpful.

Speaker 2 00:57:05 I'll give you an example of that if I can. Mm-Hmm. So my oldest son has cerebral palsy. And when he was first born and got that diagnosis, it was really hard, right. We thought about all the negative things to it, but then there came this point where we had this transformer moment, my wife and I, and we gotta, this, you know, when I present on the Gallup Strength Finders, I talk about weakness. And I show a picture of of my son Max, who loves podcasts by the way. He wants to, he wants to be a podcaster. So maybe I'll have to connect you too. That's right. Yeah. But I talk about, you know, I ask the question, is cerebral palsy a weakness? And funny enough, nobody really ever says, oh yeah, it's terrible. But you know, I, I go through and I show some of the things that he's done in his life, and I'm like, that's not a weakness.

Speaker 2 00:57:50 That's his superpower. You know? And I remember one of the, a coaching I had with Jared when I talked to him about a difficult situation and something that I felt like, you know, like a diagnosis. And he said, gosh, what a great superpower. And now you know what it's, and at first I was like, what whatcha talking about? And then as I embrace that, I was like, yeah, it is a superpower. Right? And it's, that's what I love about the transformer, is it's

taking those things that are hard in our life and turning them into, into a blessing. I like to think about, uh, stoicism and, and the obstacle is the way, and, and nothing is good or bad until thinking makes it so is what Shakespeare said. And I love being able for people, you know, this person I'm coaching who lost their job now being able to say, would you be where you are today if you hadn't got fired? And they're like, no. And this place is amazing. Awesome.

Speaker 1 00:58:40 So I wanna ask you in terms of, we talked early about this even, you know, there it is. Not just these one-to-one interactions. It's really, it's a cultural thing. Yes. You're building a culture of these different styles, right? I'm just thinking like different meetings, like even in ward council, if you're the bishop or bishop member, you're leading ward council, you can go to these different styles at different points to stimulate revelation really. Right. And really get the thoughts out of their head into the meeting to consider. Right. Anything you would add to that or

Speaker 3 00:59:08 Every single conversation is an opportunity to provide coaching. Mm-Hmm. <affirmative>. And to be thoughtful about it. Right. And how you can help those people, those coaches, whoever they are, advance where they need to be. Yeah. This podcast today is a great example of that. We've used every style multiple times. Yeah. And we've had a lot of different emotions and a lot of, like, it's led the dialogue a lot of interesting ways that like Matt and I weren't prepared for Mm-Hmm. Nor were you, but it's because we followed the needs of where we needed to go together. Yeah. So yeah, definitely embrace those things. And I think a common pitfall that leaders make is that they feel they have to educate. And the opposite of the educator is, is kind of that explorer. Mm-Hmm. <affirmative>. It's what could be. And you don't have to have answers.

Speaker 3 00:59:49 As leaders, we so often think we have to have the answer. I have to be the smartest person, the root, I'm the presiding authority. I better as well know the answer to this when the truth is that's not right. Right? Mm-Hmm. <affirmative> like, we can say, I don't know what, what else could we do? And empower those people around us, especially as volunteer ministers, right. We are not paid professionals in the church, and we don't have to have answers. We can just be authentic and real to who we are and who we're talking with. Yeah.

Speaker 1 01:00:17 I also just think like, uh, even like is a Bishop Rick or or council's preparing sacrament meeting for the next few weeks, right. Of being like, how can we, what does the word need? You know? Yeah. As, as a, do they need more, a more provocative, you know, experience there? Do they need more educational, like do we need to bring the stake patriarch in to talk about patriarchal blessings? Yeah. Or do we need to maybe have a, some diverse views talked about? Yeah. You know, to, so we're sort of in a wrestle, or, or we just need the, the confidant, right? We just, I just want to like put my arms around the ward and sacrament means say everything's gonna be okay. Right? Yeah. Yeah. And, and to really be intentional about even meetings. Yeah. Because

Speaker 3 01:00:57 Those questions are helpful. Right. And if you were in that situation saying, we need more diverse opinions, then you, you may have to go to your stake president or whoever it is and say, Hey, I wanna put the Relief Society president on the stand for this

meeting. What are the regulations around that? Right. And like, why not like great explorer question, how do we get more female presence and voice heard when over 50% of our demographic in our church are, are women? And asking those questions are not a bad thing they've hit in every single coaching category. Awesome.

Speaker 1 01:01:30 If there's like, if people wanna wade deeper into these waters of this, of the respect coaching styles, what resources or where would you point them to learn more?

Speaker 3 01:01:38 Uh, Dr. David Morelli, um, is the creator of this, uh, his company is called Owl Hub. And so I'd recommend you go take a look@owlhub.com or you can connect with Matt Ryan, LinkedIn, LinkedIn, we're those LinkedIn business nerds that are out there. But we'd love to connect with everybody.

Speaker 1 01:01:54 We'll link to your profile. So Matt, as you been on this journey of coaching and learning especially about Christ and this coaching, how has this journey helped you become a better follower of Jesus Christ? That's

Speaker 2 01:02:06 A great question. And I think, you know, for me it's after learning this and then being able to go through this savior's life and study the questions that he asks, and understanding that when he asks a provocateur question that he is doing it out of love and he's doing it so we can explore our own feelings about it. Right? He doesn't ask a question, you know, with the, a simple answer, it's almost always something that you really have to go deep on. And to me, it just makes me realize how much the savior cared about, cares about us and, and how much he wanted us to learn from the example that he showed. And he's just super cool. Great coach.

Speaker 1 01:02:48 Jared, how about you? How's this journey brought you closer as a helped you become a better follower of Jesus Christ?

Speaker 3 01:02:54 Jesus was perfect. And Jesus, when we look at leadership and how we can become better leaders and individuals right in our own path, we look to him and he used these styles and he did 'em flawlessly, and he did 'em for the one. And so I feel like the way that we can be better is reaching out to the one is by coaching them for what they need, just like he would. And that will make us not perfect, but it'll make us really good leaders that people will want to not only follow, but be around. And it's because when they're around us, we will lead them back to the Savior as we do what he would do.

Speaker 1 01:03:40 Hey, you made it to the end of the episode. Wasn't that so good? You know, I tend to pinch myself that this is what I get to do. I get to sit down with some remarkable people across the world, experts, everyday leaders, PhDs, therapists, whatever it be, and have such an impactful conversation. I hope you'll share it, drop it into text, message an email, and share it to someone who maybe came to mind during this episode. And if you go to the show notes and scroll to the bottom, there's actually a list of some of our most popular episodes. So don't stop with this episode. I mean, you're not done with the dishes or mowing the lawn or working out. So you might as well keep it going at the bottom of those show notes. And, uh,

make sure you, you listen to each one, maybe a couple times on a few of 'em. Remember, go to [leading saints.org/fourteen](http://leading saints.org/fourteen) to access the remarkable presentation by Anthony Sweat about ambiguity and doctrine.

Speaker 4 01:04:37 It came as a result of the position of leadership, which was imposed upon us by the God of heaven, who brought forth a restoration of the gospel of Jesus Christ. And when the declaration was made concerning, the only, only true and living church upon the face of the earth, we were immediately put in a position of loneliness. The loneliness of leadership from which we cannot shrink nor run away. And to which we must face up with boldness and courage and ability.