



PROFESSIONAL CHRISTIAN COACHING TODAY

Chris McCluskey & Kim Avery

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

Episode 042

The Successful Coach: Charles Hooper, MDiv, PCC

CHRIS: The Successful Coach. We are starting a new periodic special feature that we're going to do here on this podcast called The Successful Coach and we're going to be interviewing coaches who are either in thriving private practices and therefore experiencing great success in and through that and/or coaches who are integrating coaching in a very dramatic way into their work as employees and positions of influence inside of organizations, what we often refer to as an internal coach. An external coach is more one who has his/her own private practice and is on contract from the outside or just working with private individuals; internal coaches, inside of an entity and using coaching. Either one of those, you can be successful and we're going to be interviewing coaches who are showing success in that integration.

Today, we kick off that new special feature with Charles Hooper. He might be one of the ideal people for us to interview because he lives in both of those worlds. Charles is founder and president of Hooper Leadership Coaching. That is his private practice in which he serves ministry and business leaders to increase awareness of their unique design and to maximize their impact then. Charles characterizes his coaching as helping leaders accelerate through the red zone. I guess we're going to talk a little bit about that today, but let me tell you a little bit

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more about Charles. He is a graduate of Stanford University, has a Master's degree in Divinity from Beeson. He has held several different senior level positions and currently serves as Director of Life on Life Ministries at Perimeter Church in Atlanta. Many of our listeners are going to be familiar with that mega church pastored by Pastor Randy Pope.

Charles trains and coaches senior pastors in that role inside of Life on Life Ministries at Perimeter throughout the world in countries including Kenya, China, Brazil, Poland, Australia, South Africa - this guy is all over the place - Thailand, Guatemala, Kazakhstan, Turkey, Cairo, Philippines, and of course several places throughout the United States and the United Kingdom. On the personal front, Charles is happily married to his wife, Jill. They have six kids – get this – all of them boys. He has authored three group coaching workbooks. He serves on our faculty happily here at Professional Christian Coaching Institute. He teaches our Essentials of Leadership Coaching course and one of our practicum courses called Coaching Skills Development. Kim, you and I know in addition to all that stuff, Charles is just a really fun guy and it's a perfect kickoff for us to have him interviewed here, isn't it?

KIM: Oh, it's a great opportunity and we are so thankful to have you here Charles. Welcome to the podcast.

CHARLES: Thank you so much. It's quite an honor to be with you today.

KIM: I'm not sure, as Chris was describing some of the setting in which you serve, what took my breath away more, the six boys or all those different countries that leaders are being trained through coaching skills. I don't know, it just gets my heart beating faster and I'm very excited about that. Even to back up from that, Chris mentioned that you help leaders accelerate through the red zone. I'm going to show my absolute lack of knowledge about sports in this instance. I understand this is sports metaphor but I don't really understand what it means and I may not be the only one. Could you unpack that just a little bit?

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CHARLES: Yeah, that's right. Well in football, it's the last 20 yards before you score touchdown. It's a very stressful place where clear thinking and intentional execution have to take place to score and I think this is the same for leaders. Leaders live in stress, need clear thinking, and intentional execution in order for things to happen. So that red zone, it might be a decision-making process, maybe it's designing a project, it's a growth area, an organizational initiative, maybe change management, strategic planning. So yeah, I work with men who are leaders and it always helps if they love football and know what that red zone is.

KIM: Well, if they don't know the metaphor, I'm sure they understand the reality of what you're talking about. Life in the modern world is, I understand as you're saying, rightly characterized by that red zone. I can tell that you have a real heart for leaders. What is it that kind of gave you entrée into this field of service and ministry?

CHARLES: You know it's interesting. As a boy, I really wanted to help people but I just didn't know what I wanted to be when I grew up. In college, I majored In Psychology. I had considered becoming a counselor and so I was exposed to older men discipling me and I just thought, "Well, that's what I'm supposed to do." So I started to help them develop into kingdom leaders. During a 10-year period of time when I was on staff with Campus Outreach Ministry, I realized that I was using a lot of coaching skills without even realizing it. So I've got two quick stories for you that I'll show that illustrate how I got into it.

The first story, I was on the executive leadership team at Perimeter and really going through a season of burnout for the second time. I realized that I was living in this red zone. So I was asked to transition my role and begin to help pastors who are contacting us because they wanted to start a discipleship movement in their church. Not a program, not just curriculum but really change the DNA of the church. As pastors would call, I would give them advice. I would mentor them. I would consult with them. Some I even did some counseling and you know what? I just didn't see the results that we were hoping for. So I went back

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to my boss and I just said, “Boss, I don’t know what I’m doing.” He said, “Well, you better figure it out because that’s your job.”

CHRIS: That’s helpful – not.

CHARLES: So it was at that time that a friend told me that I needed to talk to you, Chris. We had a wonderful talk. I learned about PCCI and I basically just started every single class that was offered. I would learn something on Monday, I’d put it into practice on Tuesday with the leaders and I just began to see these pastors and these leaders come alive. They got so excited mainly because coaching was happening. I didn’t feel the need to have all the answers. I didn’t have to tell them what to do. I didn’t have to know the context of their situation and so I really saw coaching significantly helping these pastors and leaders.

There’s a second story. As I was coaching pastors, some friends found out about it and they said, “Hey, would you coach me?” I said, “Yeah, I mean, I need hours for certification. I’ll be glad to coach you.” So the very first friend that I coached, I coached him for 10 sessions, so 10 hours, and then at the very end, he was so excited about the results that he got, he said, “Well, how much do I owe you?” I thought, “Well, I really haven’t thought about this but just give me \$1.” He gave me \$1 and then felt bad about it. Two weeks later, wrote me a check for \$99 and rounded it off to an even \$100. The thought occurred to me, “maybe I could make money doing this coaching stuff.”

CHRIS: New concept, huh?

CHARLES: Yeah, exactly. My wife, Jill, has been through breast cancer and has fibromyalgia and hasn’t really been able to work and so I was looking for another stream for income. The Lord has really provided that. That’s kind of how I got into coaching and the rest is history.

CHRIS: And it’s a pretty exciting history because it’s not like this has been something you’ve been doing for just decades or something. We’re talking a period of

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several years here that you have really remarkably, in my opinion, integrated coaching into almost every aspect of what you do as director of that Life on Life Ministry. We're going to have you tell us a little bit more about how you do that and all in a moment, but then also suddenly realizing here's a private practice opportunity and just kind of stumbling your way into that as you just illustrated there. It wasn't some great visionary proactive thing. It was like, "Huh, what have I discovered here? There might be something here." I love that and my goodness, your private practice is thriving is as well.

Maybe if you could say a little bit more before we go into some of the specifics of your integration of coaching into the Life on Life Ministry. Just on a broader scale, why do you see coaching as being so impactful? When you talk about what a difference it made, for example, in these leaders that you were working with, the pastoral staff and such, how do you characterize that kind of impact? What's that about? What are you doing differently?

CHARLES: Yeah. Well, I think all organizations rise and fall on leadership. We know that and it seems to be one thing to hire leaders into an organization, but it's much more challenging to develop leaders within the organization. I think this is key for churches, for organizations, for businesses because this really is the life blood of the organization and it's one of the key factors that really helps an organization sustain itself in its particular industry. That kind of a command and control approach is beginning to move away in effectiveness. So a coaching approach has really allowed industries to develop leaders far better than maybe the traditional classroom approach or training approach.

CHRIS: You've said that some of the work that you do is focused on helping your pastors, your clientele understand their unique design better and then to maximize that in terms of their impact in their positions of influence. We hear it said oftentimes that all people can be leaders. We all have leadership qualities. There's not one particular personality style that is the leadership personality to have, but when you're talking this coach approach you're talking about, what is it about coaching

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with them that seems to increase their awareness of that unique design and their ability to employ their unique qualities better to maximize their impact?

CHARLES: Yes, it seems like a lot of training is outside in whereas coaching is inside out. That personalized approach seems to be one of the reasons why leadership development happens because each individual person, each leader is able to have a personalized approach based on their whole profile of who they are and how that applies to the situation that they are actually in.

KIM: So I'm going to push you just a little bit. Is that okay, Charles, back on that?

CHARLES: Yeah, sure.

KIM: I think some people who are working with leaders in organizations are in that red zone, under that time crunch, and advising and consulting seems so much more efficient, right?

CHARLES: Yeah.

KIM: You tell me your problem, five minutes later, I'm giving you the answer, the instructions and sending you out to go forth. What is your defense of coaching when it seems slightly inefficient, but what I hear you saying, and of course I believe it as well, much more effective?

CHARLES: Yeah. Kim, I think there is a lot of confusion over what is coaching and so people hear coaching and they think consulting. Obviously, there's a place for both in business and I believe as we raise the standard, more people are going to understand the uniqueness and the strategic uses of professional coaching. I think the key is we're drawing out of the client awareness, solutions, and action steps that they own that they are excited about as opposed to consulting maybe as putting on to them solutions that are generated by us as the consultant. Something about not being told what to do is very powerful.

KIM: My teenagers would have agreed with that.

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CHARLES: Yes, absolutely. It just seems like coaching enables that drawing out to happen so that the client owns it far, far more.

CHRIS: I think you put your finger there if we were to broadly characterize what was the difference on what you begin to see in your work with your people. I mean, it's not like you weren't doing something in your role previous to going to your boss and saying, "Wow, what we're doing isn't working here." You were taking more of a traditional outside in approach – advising, directing, counseling, mentoring, discipling and such – and all very well intentioned and getting some results but not seeing the kind of transformation of these persons in their positions of influence like you were really desiring and you realize that at least. You go to seek outside an advice from your boss. "Hey, what should I do?" The advice isn't any more helpful. "Well, you better figure it out," but that inside out piece where you're tuning in individually to each person and calling forth from them to them about what they bring, what's needed, how they need to up their game, and how they can be more effective. When it comes from within, we have so much more understanding of even what those words mean and we have so much buy in and likelihood to follow through. That has been proven of course over and over in outcome based studies of the effective of coaching. Beautiful.

So take us in now to, let's start with your role there at Perimeter. As the director of Life on Life coaching at Perimeter, you do leadership coaching in country. You fly to these various countries we were mentioning and you also then work via distance when you're back as you are today here in the Atlanta area talking to us. You are still connected with those influencers, telebridge as I would imagine and Skype or Zoom or whatever. Can you take us inside of some of those settings? We're talking here like more structurally. How is it that you work with these leaders at great distance and in country so that our listeners can kind of imagine being in your role and doing what you do?

CHARLES: Yeah sure. Well, as a church, we feel called to help other churches around the world in global cities to ignite a movement of Life on Life missional discipleship

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in churches worldwide. It's just a fancy way of saying what Jesus told the church to do anyway in the great commission. I've had the privilege of being able to train and coach pastors all over the United States, Brazil, in Manila most recently, a lot of other global cities. We also bring pastors to America for intensives and so there are a lot of different applications of that. Basically, the structure of our training is we conduct training clinics. It may be a two or three-day immersive, interactive experience where we give them the foundation and then they go back to their churches and we involve the pastors in group coaching. It starts off with 12 weeks of weekly coaching on telebridge for about 1.5 hours. We work through a resource that I wrote called the Ignition Guide and it basically helps them as a team from their church experience what Life on Life missional discipleship is.

We use the group coaching concept there and then I also meet with the pastor for individual coaching from time to time just to help him really personalize the plan that he wants to do at his church. It's a combination of onsite training that because of the interactive nature, we also have lay men and lay women who have been trained in some basic coaching skills to help us out in the clinics and our people love that. They just are responding so well to coaching because basically, we're asking a businessman, a businesswoman who loves the Lord, who has experience in helping others grow spiritually to coach pastors. That's why we have to emphasize that this is coaching. It's not mentoring, it's not consulting, and so that's where the skills of coaching can help even a nonprofessional, like a lay person, effectively coach a pastor.

A fun story about Brazil, it's interesting that the movement started with the senior pastor in a church plan that was about 3 years old. There were less than 100 people in the church and now after about nine years, that movement has grown to nine different states in Brazil and we're starting three additional movement hubs in three other cities in Brazil. It's just amazing just to think about how God can use a little seed and it can grow and multiply. The incarnational ministry that Jesus did is so similar to what we see in coaching and so that's what's really

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causing a real global movement from happening. So you think about in addition to the work that the Holy Spirit does, coaching really has been the secret sauce to why this movement has been a success.

One of our mentors, Howard Hendricks, was fond of saying that training without coaching is a waste of time and you think about how much training businesses and ministries so and yet we're all kind of dissatisfied with the results that we're seeing. When you combine coaching with training, it is so powerful. As a matter of fact, one Chinese pastor who is really a key movement leader in Manila, he said, "Charles, coaching has been the difference maker in seeing a discipleship movement really happen in our church." That just gave us so much satisfaction to see that he was being helped and he was pleased with how the training was happening.

KIM: I love that. That's that ripple effect I think that coaching has out in increasing waves of impact. Just to clarify, I hear that you're saying you used coaching as you train but are you saying you also train the lay people and the pastors in their disciples in coaching skills as well?

CHRIS: That's right. We use coaching as part of the clinic, as part of the follow-up process but also we only have a handful of staff and there's no way that we can do it all. So we're in the process of equipping 100 lay leaders who have some basic coaching skills just helping them ask powerful open-ended questions, really listening deeply, being able to communicate clearly without necessarily giving advice or giving direction. I think just the fact that we're not the experts when we're coaching someone has really freed people up to be much more successful in really helping other leaders.

KIM: Yeah, without a doubt. It's such exciting work. So thinking about that international scene and that part of what you do, now kind of rewind and come back to the United States. I know you also work with leaders here, maybe more even in a secular context, though it certainly could be in a ministry context. What

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are some of the distinctives and differences between the way you integrate coaching into your private work?

CHRIS: I love coaching men, especially men who are kingdom leaders in business, in church, and not for profit because I regularly see life transformation happening before my eyes and I see organizational health increasing. I see organizational growth helping and so for a long time, I thought the needs of leaders in the church world and the business world are more different than they are similar. I've really wrestled over this and tested it, but I'm really becoming more convinced that the needs of leaders are really the same, but the language that they use, the context in which they are in whether it's business or ministry is different. As a coach who is wanting to help someone in a particular industry, we don't necessarily have to have the experience in that industry. It may help us. We do need to learn the language, the context, but I think even not having that experience or knowledge helps us as a coach be objective and help that leader gain awareness that otherwise they wouldn't from someone like a consultant who is very familiar with that particular industry.

Even though I've been a pastor vocationally, I'm a pastor at heart and so I've seen men in the corporate and the business setting respond so well to coaching because I bring a heart of a leader into that and I don't just act as a consultant. Matter of fact, I try to stay away from that, but I really want to help them discover the awareness and the solutions that will fit for them. Yeah, I think it's more similar than it is different but just the language and the context needs to be taken into consideration.

KIM: I think that's an incredibly powerful awareness that their needs are the same. It's simply the language and maybe the context is different. Frankly, they bring the experience to the table of their environment so we don't need to have it as coaches. Back to the first part of that statement, the needs are the same, what are some of the key needs you see among ministry leaders, pastors, and the secular leaders that you work with?

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CHARLES: The first thing I think about is time. As I travel the world and talk to leaders, every leader will respond to training by saying, “Well, you know, we’re so busy.” As if that’s an excuse or that’s an exception to why they are not going to be able to do the training. I’ve yet to find anyone who doesn’t think that they are busy. I think time is such a challenge for leaders around the world. I think the culture has changed in multiple levels. Again, the command and control approach of leadership and management is showing its age. It’s moving away from the ability to be creative and flexible in the marketplace in such a way that it really helps leaders accomplish what they are trying to do in their organization. It’s so important that we’re flexible, we’re creative, we’re adaptable, and I think that’s what a coaching mindset and a coaching skill set really allows us to do to help people.

CHRIS: Charles, I’m thinking back to one of the organizations, a Parrott Church ministry organization that we did training with in coaching and so very similar to yourself. They began integrating it into their work with their people who are far flung, all over the globe, and one of the phrases that the president of that particular group used in conversation with me was that one of our greatest challenges is that there’s kind of a mindset among our people in the field, on the ground that the mountains are high and the King is far away. What they really meant by that was our people that are on the frontline doing their work wherever they are feel probably very rightly that they have a better sense of what’s needed, what’s going to work than what we possibly could back here at headquarters in the States, and yet of course we can’t just have them out there in some kind of chaotic, no supervisory kind of a capacity doing whatever seems right to them.

If we try to as the king in that little metaphor “the mountains are high and the king is far away,” if we try to be overly supervisory, overly managerial outside and imposing directions, it doesn’t land. They might even give us tacit acknowledgement. “Okay boss, whatever you say” but then they hang the phone up and hey, the mountains are high. They are far away from you. We’re still

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going to do what we know works here and so they are seeing coaching instead come in and enable those teams to become more self-directed, operate more autonomously, and yet still ground themselves in the core mission and vision and principles and structures and all that they are sending organizations or their supervisory body actually still hold to. Coaching is changing and there again, we're looking not just administrative settings but any kind of business that has multiple locations and/or that operates in multiple countries. They have the exact same challenges. How do we help our team stay on page and yet operate with a real comfortable degree of autonomy so they can respond to unique challenges, opportunities that come that we couldn't possibly know about back here in headquarters?

CHARLES: That's right. It seems like contextualization is so important and with the global economy that we have now, there's not a predominant culture and a predominant way of carrying out leadership and management, so coaching allows the actual leaders who are being coached to contextualize whatever they are trying to do. I think that is so key and again, coaching provides that flexibility for that to happen.

CHRIS: I've got one more question for you before we transition here out of your private practice then even to kind of looking at the future in where you see things going. You told us at the beginning here how you kind of just stumbled into discovering there's a private practice opportunity here. I love that because it's so innocent and I think a lot of our listeners can relate to it. However, that's not how Hooper Leadership Coaching has continued to grow. Can you talk a little bit about once you begin to realize the opportunity was there, you are still in your fulltime capacity at Perimeter and you've really been knuckling down on developing this side business as well and it's thriving? What are some of the primary things that you are doing to get the word out that are securing you these private clients?

CHARLES: Yeah. When I made that first \$100, I said, "I need to really consider starting a business" and I had never thought about doing that and had no clue on how to do it. So I quickly signed up for your course, Successful Coach. One week I would

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learn something, I would apply it that particular week. By the end of that course, I realized I had started Hooper Leadership Coaching LLC and I had an official business. I began to coach people and they would tell their friends, and their friends would call. I would pray like crazy, “God, bring the men that you want me to coach to me.” I took Kim Avery’s marketing class which was so helpful and I believe those two classes really propelled me into a sustainable business whereas I had no idea what to do before that. Now, I’m a small business owner and I’m not only helping leaders which gives me great joy in fulfilling my calling but I’m able to provide for the needs of my family. With six boys, two in college at the same time, it’s always nice to have that extra income to help with things like that. I never realized how fun it could be to be a business owner and so I’m just having a ball and feeling God’s pleasure in the process.

KIM: Well, I just want to give a big amen to that. I love that. One of my goals in the marketing class is to help people fall in love with marketing, and they doubt that I have the ability to do that and it’s a very high bar, but truly, marketing, business building, all of that, it’s not that far removed from coaching. It’s just an outgrowth of our heart and our coaching skills applied in the business setting. You’re a wonderful example.

CHARLES: Yeah. Your class, Kim, was so helpful. I do love marketing because I realize I’m not selling myself. I am serving them and that mindset has just really helped tremendously.

KIM: That’s beautiful, thank you. As you look down the road at the future of coaching in the church with leaders, I realize your crystal ball may be in the shop right now but what do you see?

CHARLES: Wow, I’m going to get excited on this one so I hope I don’t break the microphone. In the same way that in the late 60s and 70s Christian counseling came into the church and there was a little bit of resistance at first but I think now the church, for the most part, has received Christian counseling. I really believe that here

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very soon, there's going to be a movement of Christian coaching which the church will embrace. I think about fundamental to being a follower of Jesus is listening to God and listening to each other. The church is a proclamational organization but she also is an incarnational organization where people grow and develop more effectively as followers of Jesus. I think as coaching comes more into the space of the church, people are going to be able to listen to God and listen to each other and ask powerful questions in such a way that the transformation happens even more.

I believe churches are going to hire coaches on their staff. I believe pastors and lay leaders are going to be getting coach training. I think churches are going to provide basic coach training to their leaders and coaching is going to help people be equipped so that they can move out as mature and equipped followers of Christ where they live, work, and play. I think we're going to see a real expansion of what many are calling vocational discipleship in the marketplace and again, this is beyond the basics of discipleship, but it has to be very specific to where that leader is in whatever industry they are. How does a Christian world and life view enter into helping our people, the saints, how do we equip the saints to do the work of ministry? I believe coaching is going to be a big part of that. I have a dream that every Bible believing pastor would have a professionally trained and certified leadership coach, a coach that can help them remember the Gospel, not the Gospel for salvation but the Gospel for sanctification and transformation.

The statistics about pastors having moral failures, leaving the ministry and struggling, it just breaks my heart. As a matter of fact, my logo for my business is a shield with a lion. The idea of protecting the lions, protecting the leaders, giving them identity like a shield does and to show that we're part of an army together, we're not fighting alone really gets to the core of my deep desires and my calling. I think church budgets will begin to add coaching just like we need electricity and we need Xerox machines. We need all the things to keep the church running. Churches are going to regularly budget coaching because they

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realize how powerful it is for their pastors and for their leaders. I think all of this is a tool. Coaching is going to be a tool more and more in the church so that they can become more intentional in making mature and equipped followers of Christ because Jesus said that there will be representatives from every tongue, tribe, people, and nation that gather before the Throne. It's through this disciple making, this people developing, this leader developing movement that's going to happen. I think there's just a lot of exciting things that are about to happen in the church.

CHRIS: I love what you said there. That was a mouthful. I don't know that you broke the microphone but if our listeners could have seen Kim and I, we're grinning ear to ear. We're just nodding our heads because we're going, "Yeah, that captures so much of what we're passionate about." I love what you said and some of those \$5 words may have escaped our listeners for a moment there so I want to repeat them. You said the church is a proclamational organization. We're about telling the good news to all nations. That is that outside in, just let them know what they don't know and you said the church is an incarnational entity. That means the taking into our own being and to living out of the message of that Gospel. That is that inside out, that transformational piece. I think you captured it beautifully there. We've done so much in equipping, the proclaiming of the Word and translating the Bible into all the different languages, developing programmatic approaches and systems and projects and such. That is good. That is part of what's needed.

The other piece where coaching plugs in so beautifully, so powerfully is that transformational, that inside out piece and you nailed it. You said what you love about this is that you help people become more aware of their unique design, their unique calling so that they can maximize the impact they are having. I think you're right, Charles. I think that is something that the church is beginning to recognize and I think over this coming decade and beyond is going to be embracing in pretty large measure because of the fruit that comes from it, the

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results. When you look at the results, nobody could say anything other than. “Yeah, that’s what we want. There is the life of the church. There’s where the church really lives – in relationship, in positions of influence and impact.” Beautifully said.

KIM: Indeed. Charles, you’ve helped us today understand. I think that almost every leader and it maybe everyone in the world, we are all living in the red zone as the countdown clock on this time as we know it continues to tick. As individuals and as leaders, we may have different context for our lives, different vocabulary to describe it, but our needs are very, very similar, and coaching is the tool. The tool that really helps people tap into that, understand it, hear from God, hear themselves, and move forward more fully into their unique calling. The desire for the future is a coach in every church.

As you think about leaving our listeners with maybe one key thought today on how they could more successfully integrate coaching into what they do? What tip or hint would you like to give them?

CHARLES: I think I’m struck in Scripture at how God listens to the prayers of His people and we’re created in His image. God asks very powerful questions in Scripture and we’re created in His image. So really when we’re coaching, we are expressing God’s image in us to another human being, and what a powerful expression of the Gospel that we’re saying, “You have meaning. You have purpose. You’re loved. You’re significant. You’re secure in God and I’m just a little representative to you from who God is.” So enjoy the image that you have as an image bearer. Listen, love, ask, and that’s the greatest commandment.

CHRIS: Well said. Well, for those of you who would like to connect with Charles and perhaps pick his brain more, learn more from him, get in line with some of the things that he’s doing there through Life on Life or through his private practice, you can find him on the web at HooperCoaching.com. While you’re out there, he has a resource that you probably want to avail yourself of. This is a free

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downloadable resource. It's a piece he wrote up called Intentional Leader. The subtitle is 7 Stepping-Stones for Fulfilling Your Calling.

KIM: While you're on the web, if you are interested in becoming either a leadership coach or a life coach, be sure to visit our site at ProfessionalChristianCoachingToday.com and you'll see a big box right there that says, "want to be become a professional coach?" We have classes starting very month and we would love to have you join us this army of coaches that is trying to bring this skill to the world.

CHRIS: Indeed, we would love to have you join us. Charles, thanks so much for being here today. This was so powerful. I've got a hunch, people are going to be wanting to contact you and maybe you're going to find some of those private clients wanting to work with you. Who knows here but thanks for pouring your heart out to us as you did there?

CHARLES: Thanks. I enjoy it.

CHRIS: Gang, until next time. You know our motto around here, keep raising the standard of coaching and changing the world.

KIM: God's richest blessings to you.