Leadership Coaching for Greater Fruitfulness
By Kevin Sutter

Foundational to our calling as Youth With A Mission is the word “GO!” We are defined by scriptures such as:

“Go into all the world and preach the Good News....” (Mark 16:15)
“Go and make disciples of all nations....” (Matthew 28:18-20).

Recently, Maureen Menard, coordinator of the International DTS Center, has been encouraging us with another verse telling us to go: Jesus said, “I chose you and appointed you to go and bear fruit—fruit that will last.” (John 15:16) Thus, she calls it our “15:16 Commission” and gives us ways to increase our 15:16 Fruitfulness:

• Evaluate your present ministry activities (your 15:16 assignment)
• Clarify your future plans for life and ministry (your 15:16 mandate)
• Further develop your character, personality and gifts (your 15:16 footprint)
• Identify the equipping needed to be more fruitful both now and in the future (your 15:16 footpath)
• Gain needed understanding and skills (your 15:16 equipping)*

But how do we do this? Like me, many of my coworkers and friends are experiencing new levels of personal growth and fruitfulness through Leadership Coaching. From personal experience we’re discovering Leadership Coaching is an encouraging, life-giving process which helps leaders grow, change and become more effective in reaching their goals—including those listed above. We are making exciting progress toward seeing vision become reality.

Leadership Coaching can be amazingly helpful. One study found that Leadership Coaching for business executives had a 750% return on investment. What if we could get even half of that level of return on our investments in missions? Talk about fruitfulness! I believe it’s possible.

Leadership Coaches serve their coworkers by observing, caring, encouraging, empowering and inspiring them to grow in godly character and ministry ability, resulting in progress toward the goal of fruitfulness for God’s Kingdom.

Every YWAMer has potential to serve as a Leadership Coach. Beginning with DTS students and on throughout our international staff, we can all benefit from coaching and being coached. We will look at Barnabas, the first-century, cross-cultural missionary, as our example of a Leadership Coach. Additionally, we will look at the motivation of a Leadership Coach and some basic coaching skills to help you start doing it.

*for more information go to www.uofn.edu/equip
The Barnabas Coaching Model

“Let us consider how we may spur one another on toward love and good deeds.” Hebrews 10:24

First-century AD: the church at Jerusalem received amazing news. Gentiles in Antioch were hearing the Gospel and turning to the Lord in great numbers! Barnabas was chosen to go help the new believers in Antioch. Barnabas’ response to the opportunities in Antioch provides us with a wonderful example of a fruitful worker. The terms “missionary” and “coach” are not found in the New Testament, but in today’s language, we would call Barnabas a good example of both. Using him as our model, we see the role of an effective missionary and leadership coach.

Acts 11:23-24 says:

“When he arrived and (1.) saw the evidence of the grace of God, (2.) he was glad and (3.) encouraged them all (4.) to remain true to the Lord with all their hearts. (5.) He was a good man, full of the Holy Spirit and faith, and a great number of people were brought to the Lord.”

Barnabas filled his role as a leadership coach in Antioch by:

1. Observing “When he arrived and saw the evidence of the grace of God”

Barnabas arrived with anticipation, looking for signs of the Holy Spirit’s work among the Gentiles of Antioch. Leadership coaching starts by simply “showing up” with a commitment to help another leader or potential leader make progress. Good coaches do not arrive with all the answers; we come with the desire to learn. We listen and watch, expecting to find evidence of where God is at work.

It’s vital to listen first. “He who answers before listening—that is his folly and his shame.” (Proverbs 18:13) Listening helps us gather the information we need and helps us stay focused. Allowing the leaders to do most of the talking helps them to describe what they see happening in their work and personal lives. Leaders are enabled to bring out their best reflections, insights and thoughts on their current situation. Together with those we coach, we move down a pathway of discovery to find out what God may have in store next for expanding His work.

“...for the equipping of the saints for the work of service, to the building up of the body of Christ....” Ephesians 4:12

2. Caring “he was glad”

Barnabas focused upon the people he was sent to help. Because they were Gentiles and he a Jew, he had to overcome prejudices and negative judgments from his past. With God’s grace, he began to see them through God’s eyes and to truly care about them.
As he got to know the believers and learned what God was doing in their midst, he responded with joy. The fact that he cared became obvious. Likewise, coaches make the effort to get to know their leaders. One of the best ways to learn about someone is to ask good questions. We ask because we care. Questions help us discover more about who the leader is, as well as what he does. The more we learn, the more we’ll care and naturally “rejoice with those who rejoice, weep with those who weep.”

When we have passion and enthusiasm for their vision and goals, it shines through. We celebrate victories, whether small or big. We look for practical, culturally meaningful ways to celebrate or to show appreciation such as simple cards, gifts, awards, certificates, meals, parties, etc. Leaders flourish when they have people who understand and care about the issues they face as they continue to press on toward their goals.

The great leader is not the one in the spotlight. He’s the one leading the applause.
—Anonymous

3. Encouraging “and encouraged them all”

Barnabas, originally “Joseph”, received his new name from the Apostles. It means “Son of Encouragement.” He came alongside believers and propelled them forward. We see him doing this for Paul in Acts 9:26-27. Paul arrived in Jerusalem to join the disciples, but they were all afraid of him. It was Barnabas who listened to Paul’s story, believed and trusted him. Putting his own reputation at risk, Barnabas introduced Paul to the Apostles.

Just as he did with Paul, Barnabas urged the Antioch believers to go through the doors God had opened so wide for them. As coaches, we do the same by coming alongside leaders and helping propel them forward. We encourage them to follow through with the goals and plans they have chosen.

It’s easy to enthusiastically cheer someone on when things are going well. But in the face of difficulties or setbacks, encouragement is even more important. Encouragers believe the best and avoid the temptation to jump to negative conclusions. Even when a plan falls apart, there are positive ways to view it: “Failure is successfully finding out what you don’t want to repeat. Put it behind and press on!”

The world’s greatest leadership principle: You can work miracles by having faith in others. To get the best out of people, choose to think and believe the best about them.
—Anonymous

4. Empowering “to remain true to the Lord with all their hearts”

Barnabas was a prophet and teacher (Acts 13:1). He used his ministry gifts to help the believers to take action toward growth in their devotion to God and His purposes. Jesus clearly explains how His disciples remain true to Him with all their hearts: “If you love Me you will obey what I command.” Perhaps the most important thing a coach can do is to help
a leader gain confidence in hearing God’s voice, doing what He says, and then teaching others to do the same.

Progress toward fulfilling the Great Commandment and the Great Commission means a commitment to lifelong learning. It requires ongoing development of ministry skills to become better equipped. As coaches, we must continue to increase our knowledge of practical ministry resources, making ourselves available to point leaders toward useful seminars, books, CDs, DVDs, websites and resource people. Skilled coaches help leaders consider their various options and then decide upon specific action steps which lead toward accomplishing their goals.

The football player asked his coach, “How come we have to practice so hard? The team that’s in last place never practices like this!” —Coach Don Shula

5. Inspiring “He was a good man, full of the Holy Spirit and faith, and a great number of people were brought to the Lord.”

Barnabas was a man of godly character who inspired commitment through both his words and his actions. Paul, soon to become Barnabas’ ministry partner in Antioch, had the same qualities. Together their lives must have been an example of what Paul later wrote: “...walk in a manner worthy of the Lord, to please Him in all respects, bearing fruit in every good work and increasing in the knowledge of God...” (Colossians 1:10) Good coaches encourage leaders to keep growing in godly character (walking in a manner worthy of the Lord) and growing in ministry effectiveness (bearing fruit in every good work). Keeping these two in balance, leaders advance toward their goals.

Like athletes entering the race with the hope of winning, leaders passionately desire to reach their goals of spreading the blessings of the Kingdom. YWAM is called to “Know God and to Make Him Known” even to the uttermost ends of the earth. Such a race is not a short-distance sprint. It’s a long-distance marathon, requiring pacing, patience, perseverance and a constant focus upon the goal of reaching the finish line. It also takes a coach, full of the Holy Spirit and faith, on the sidelines shouting: “Keep going! I know you can do it!”

“Do you know that all who run in a race, all indeed run. But only one receives the prize. So run to win.” I Corinthians 9:24

“And a great number of people were brought to the Lord”
The Coach’s Motivation

“For it is by grace... we are God’s workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do.” (Ephesians 2:8-10)

Barnabas saw “evidence of the grace of God.” Perhaps this, above anything, motivated him to serve the new, emerging movement in Antioch. God Himself, chose to work in and through these believers. With revelation of such an amazing truth, it would be only natural to want to coach them along by observing, caring, encouraging, empowering and inspiring.

In the heart of a fruitful coach is found confidence and faith in God and His transforming power at work in people’s lives. If we truly trust God, we are free to believe in His people. Believe the best! Resist the temptation to jump to negative conclusions. Believe that those who are called by God are gifted with creativity, intelligence and resourcefulness. They sincerely want to know and do His will. Trusting they are able to take responsibility, we ask questions such as, “What will it take for you to reach that goal?” or “How will you solve that problem?” Paul wrote of the Philippians: they are “able to discern what is best.”

Most leaders simply need someone to believe in them and say, “I’m with you. You can to it.” Many welcome a friend who will regularly ask, “Are you acting on what you said you would do?” We all need someone to spur us on to love and good deeds. (Hebrews 10:24)

The life of a disciple is pretty straightforward: listen to Jesus and do what He says. Through coaching, we help leaders clarify goals and discover the ways to reach them. We aid in this process, but do not direct it. We do not tell people what to do. Instead we help the leaders, asking, “What are your different options for making progress?” We actually avoid giving advice. When people come to their own conclusions on what the Lord wants them to do, they are far more motivated to follow through.

Leadership coaches have vision and faith for bring the blessings of God’s Kingdom to ALL nations.YWAM’s Christian Magna Carta helps us focus on specific, practical aspects.* We work toward seeing this accomplished. Yet we realize that we cannot possibly do it alone. We must invest in equipping more and more leaders within YWAM and the Body of Christ. We come alongside other leaders and ask, “How would you describe the vision God has given to you?” Not only do we see their potential, but through coaching we are able to help them to achieve it. We urge leaders to look to the future, take action and reach their goals. As coaches our desire is to see others succeed, knowing if they succeed, so do we.

If you believe in people and what God can do through them as they obey Him, you have the heart of a coach. Tony Stoltzfus*, a pioneer in Christian coaching says, “The three most crucial disciplines of believing in people are: listening, asking questions and keeping the [leader] responsible.” Let’s now look at how to develop these coaching disciplines.

* For a brief article describing the Christian Magna Carta send a request to KevinS@CPCoaches.com
**From the outstanding book, Leadership Coaching by Tony Stoltzfus available at www.coach22.com
How about you?

- What motivates you to be a coach?

- Who has been your most significant coach or mentor?

- What are three specific ways this person helped you?

- What coaching skill do you need to develop most? How will you do it?
Basic Coaching Skills

Barnabas served the new, emerging movement in Antioch through observing, caring, encouraging, empowering and inspiring. He models for us the role of a leadership coach. Let’s look at five basic skills necessary for fulfilling this role:

- observing by listening
- caring by asking
- encouraging follow-through
- empowering action
- inspiring goal setting

Basic Coaching Skill: Observing by Listening

Success in coaching is impossible without careful listening.

How do you feel when talking to someone who offered to help, but you realize the person is not listening? Most of us would feel we are neither respected nor valued and eventually become convinced that this person is of little help.

Listening is a powerful skill that brings honor and communicates acceptance. Through listening the coaching relationship is established. Trust grows along with the willingness to open up to answering questions such as, “What is your life’s dream?” or “What are some areas where you want change?” From the starting point of listening, we will influence leaders toward growth in both character and ministry ability.

We only truly listen when we are actually interested in what the other person is saying and have put aside our own thoughts and what’s happening in our lives. Certainly it’s a time to practice Philippians 2:3-4, “in humility consider others better than yourselves. Each of you should look not only to your own interests, but also to the interests of others.”

Listening helps us understand what is important to others. We decrease what we say, so that they may increase. We hear more by talking less. Pay attention and don’t get distracted. Stay focused. Be curious. We often say, “Please tell me more...” since our continual aim is to discover more. Where is God at work? Moving down the path of discovery, we wonder, “What does God have in store next?”

When coaching, we don’t think of solutions or suggestions while the other talks. In fact if we ask the right questions and listen carefully, we may hear them come up with the answers! They know their situation better. A coach may say, “You have probably given this issue a lot of thought and prayer. What do you think should be done?” Rarely do people lack ideas—they lack confidence in their ideas or perhaps they have never put them into words. By listening we encourage the leader to think out loud.

The more we ask, the more they will talk. The more we listen, the more we learn. Trust is built, relationships grow. As we listen, we realize how gifted these people are, how fruitful
they can be with a little encouragement and what amazing people they are becoming as God works in and through their lives.

How about you?

- How do you stay focused when listening to others?

- What questions would you ask to help a friend think of his or her own solution to a problem?

- On a scale of 1 to 10, how good are you at listening?

- What will you do to move up that scale a notch or two?
Basic Coaching Skill: Caring by Asking

*Asking good questions is the key to good listening.*

Effective coaches care about the leaders they coach. Therefore they ask the kinds of questions which help them to learn more about who the leader is, what the leader does and hopes to accomplish.

“The purposes of a man's heart are deep waters, but a man of understanding draws them out.” (Proverbs 20:5) Good questions help leaders reach deep inside and draw out what is really important. Relevant questions increase the leader’s awareness. We ask, “What is really happening here? What do you believe God may be saying?” The leader’s response often promotes action toward what needs to happen next.

Good questions draw out the leader’s thoughts and feelings about situations. Asking questions such as, “What do you think about that subject?” or “How did you feel when that happened?” help the coach stay quiet and also avoid feeling pressured to give quick answers or advice. We keep from answering our own questions...we wait for them. Productive coaching sessions are focused upon the leader.

Once the leader’s thoughts have been fully expressed our input may be appropriate. However, some of the best teaching comes through asking questions. Jesus frequently made use of questions as He taught. In the Gospel of Mark, Jesus asked over 50 questions. Asking His disciples, “Whom do you say I am?” led Peter to a life-changing realization. Rather than telling, Jesus asked.

Jesus’ question was “open-ended,” meaning it could not be answered with one word or a simple yes or no. Peter really had to think about what he believed. In addition to being open ended, here are some other qualities of good questions:

- Easy to understand
- Require thought and reflection
- Encourage feelings to be expressed
- Flow from the leader’s previous statements

To get the best response, start questions with words such as: what, how, who, when, where or which. It is better not to use the word “why” because it can easily sound like you are questioning motives. The questioning of motives often leads to judgmentalism.

A useful list of questions is: Strategic Questions.* Always include questions which demonstrate you value the whole person, not just their work. Keep listening and responding with genuine care.

Good questions, asked the right way, are tools that uncover precious hidden treasure.

* Send a request for Strategic Questions to KevinS@CPCoaches.com
How about you?

- What questions would you ask to help you learn more about your coworker’s life?

- When was the last time you learned something new about an old friend?

- How will you learn powerful questions for “drawing others out?”

- Who do you know who may need a coach? How would you introduce this person to the idea?
Basic Coaching Skill: Inspiring Goal Setting

_The coaching relationship is a blend of friendship and purpose—rather than “a casual stroll in the park,” it is a journey leading to a specific destination._

“Do two walk together unless they have agreed to do so?” (Amos 3:3) The coaching process is goal-driven and cannot work unless the purpose is agreed upon. “Where, exactly, do you want to go?” asks the coach. Once the goal is clear, the coach responds, “Let’s work together so you get there!” Written agreements help you to get the best start. A coaching agreement* should include specific goals, coach’s responsibilities, leader’s responsibilities and practical details such as how often to meet and for how long. (Many choose to talk by phone every two weeks for about an hour.)

The leader—not the coach—decides upon goals. However, as a movement,YWAM has clear direction which helps all staff members in “being like-minded, having the same love, being one in spirit and purpose.” (Philippians 2:2) Together we are committed to the Great Commission and the Great Commandment. Jesus said “Go.”

To help us know where to go, we have **4K**—a map that provides a new way to see people and respond to their needs. Using geographic areas called "Omega Zones", strategic information about our world is easy to access, understand and use. It includes those living in absolute poverty, the homeless or the unemployed, those struggling with life addictions, women and children at risk, and those who have been sexually abused, trafficked or enslaved. With this tool, we see vast opportunities to go and pioneer in new areas.

With a **map** of where to go, we also have a **guide** for what to do when we get there—The Christian Magna Carta*.

**Christian Magna Carta**

_We affirm the Christian Magna Carta which describes the following basic rights as implicit in the gospel. Everyone on earth has the right to:_

- Hear and understand the gospel of Jesus Christ.
- Have a Bible available in their own language.
- Have a Christian fellowship available nearby, to be able to meet for fellowship regularly each week, and to have Biblical teaching and worship with others in the Body of Christ.
- Have a Christian education available for their children.
- Have the basic necessities of life: food, water, clothing, shelter and health care.
- Lead a productive life of fulfillment spiritually, mentally, socially, emotionally, and physically.

There is room for all of us, with our unique personalities, talents and gifts. All of YWAM’s Families of Ministries, all YWAM centers, all YWAM teams and all YWAMers can contribute creatively, resulting in “fruit that will last.” (John 15:16 Fruitfulness) So, in general, we have a focus, knowing where to go and what to do. But we must get specific, and that means hearing God’s voice, asking “What is my part?”
Based upon a sense of direction the Lord has given, the leader must focus efforts and set things in motion. The coach’s job is to keep the coaching sessions centered upon clear goals. Coaching will be more difficult if the goal is unclear. Use the “S.M.A.R.T. Goal” model to set a clear goal. A goal becomes SMART when it is:

**Specific**—Ask, “How will you describe the goal concretely to others?”  
Example: A DTS director says, “I want to train and mobilize more workers for the harvest.” This is not a specific goal—how many workers? “I want to run two DTSs each year with at least 20 students each. I want at least 50% of them to go work long-term in the harvest.” This is a specific goal.

**Measurable**—Ask, “How will you know when you’ve accomplished it?”  
Example: A DTS staff member says, “I want to be better at leading DTS small groups and doing one-on-one meetings with DTS students.” This is not a measurable goal—how will she know when she is better? “I want to learn coaching skills in the next three months and use them in the next DTS.” This is a measurable goal.

**Attainable**—Ask, “How realistically can you expect to do this with God’s help?”  
Example: A short-term outreach leader says, “I want my team to preach the Gospel in every Omega Zone during the month of January.” Unless his team has tens of thousands of members spread across the globe, his goal is not attainable.

**Relevant**—Ask, “Is this important to you—how does it fit with your values?”  
Example: An SOFM director says, “I want to send out three long-term teams to three unreached people groups by the end of next year.” This is a relevant goal for a leader with a passion to bring the Gospel and start Jesus-Centered Fellowships among people who have never heard of Jesus.

**Time-Specific**—Ask, “When do you expect to accomplish this goal?”  
Example: A team leader in North Africa says, “I want our team to help solve the village’s problem of unsafe drinking water.” This is not time-specific. “Next month, I want our team to organize a village-wide meeting to help the people decide how to solve their problem of unsafe drinking water.” This is a time-specific goal.

Start with one clear goal, and ask “Which of your goals are you most motivated to reach?” Success in reaching it will build confidence for the next. Celebrate wins together, both big and small. Goal by goal, step by step progress becomes clear.

Goal setting requires the exercise of faith. “And without faith it is impossible to please God, because anyone who comes to Him must believe that He exists and that He rewards those who earnestly seek Him.” (Hebrews 11:6) Goals with lasting fruit come as the result of hearing God’s voice and doing what He says. The goal of coaching is to help others succeed in doing just this!

*For a copy of YWAM’s Christian Magna Carta go to [www.ywam.org/contents/abo_doc_christian.htm](http://www.ywam.org/contents/abo_doc_christian.htm)  
** For more information on 4K go to [www.4kworldmap.org](http://www.4kworldmap.org)  
***For a sample Coaching Agreement, send a request to [KevinS@CPCoaches.com](mailto:KevinS@CPCoaches.com)
How about you?

• In what ways do clear goals motivate you?

• Who do you know who has recently accomplished a goal? How will you help celebrate?

• What is a SMART goal that you have made for coaching?

• Who will you coach?
Basic Coaching Skill: Empowering Action

“Is this the next step you want to take?” the coach asks, now confident the leader is deciding to take action.

“What is your plan?” A coach may ask a question like this at any point since the purpose of a coaching conversation is movement toward accomplishing goals. Coaches nudge leaders to make their plans on what to do next. There is direction to their talks together, a flow toward specific action.

The coach’s role is to shape the coaching session so that by the end, the leader has developed a clear plan for what will be done over the coming weeks. A commitment is made for specific action steps leading to the goal. Step by step, individual activities will bring advances.

These questions help develop a productive action step:
- “What exactly will you do?”
- “When will you begin?”
- “When will you complete this action step?”

Below are sample action steps from a coaching appointment. This particular leader’s goal is to lead a DTS outreach to Thailand. The leader wrote down the following action steps:

Note: the leader takes full responsibility for deciding what is to be done and once the action step is decided upon, the commitment is settled by writing it down.

<table>
<thead>
<tr>
<th>Before our next coaching time, I will:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Suggest to Roberta that DTS students research the needs in Thailand and the Buddhist World next week. The following week begin using it in their intercessory prayer times.</td>
</tr>
<tr>
<td>• Gather DTS staff and outreach team leaders next Friday to plan fund-raising activity to help cover additional outreach costs.</td>
</tr>
<tr>
<td>• Call leader of the long-term team in Bangkok with update on our plans. Ask for additional ways that we can serve them.</td>
</tr>
<tr>
<td>• Explore <a href="http://www.CREATEINTERNATIONAL.com">www.CREATEINTERNATIONAL.com</a> for culturally appropriate evangelistic resources.</td>
</tr>
<tr>
<td>• Have Manuel collect passports and deliver to the Consulate.</td>
</tr>
</tbody>
</table>

Most leaders have lots of creative ideas. They long for greater fruit and are pretty sure of what changes would help bring it. However, often things stop there—with no clear plan to actually do it. Coaching empowers leaders to set a goal, break it down into action steps and get moving.
The coach concludes the session by saying, “Okay, now that you made your decision, I am also writing your actions step down in my notebook.* I’ll ask you about them next time we talk.”

* The Coaching Notebook gives ideas. Request it from KevinS@CPCoaches.com

How about you?

- How do you keep track of your own goals?

- How will you keep track of the goals of the people you coach?

- What are some questions you would use to help a leader break down goals into action steps?
Basic Coaching Skill: Encouraging Follow-through

To fulfill our goals, most of us do not need extra information, we need extra motivation.

An encourager “comes alongside to propel forward.” This means we are not to step in front and pull, nor stand behind and push. When we come alongside as encouragers, according to the dictionary’s definition our job is: 1. to inspire with courage, spirit or confidence; 2. to stimulate by assistance, approval, etc.; 3. to promote or advance. No wonder Barnabas was given the name “Son of Encouragement.”

As coaches, we come alongside and say, “Last time we talked, I was excited to write down your action steps. Please, tell me what’s happened so far?” Expecting a similar question each session, leaders find motivation to accomplish the tasks they’ve chosen. Action steps so often tend to get overshadowed by distractions or other needs that surface, but coaching provides the leader with friendly accountability to promote follow through.

The coach seeks to inspire the leader with courage and confidence that the goal will be reached. If an action step has not been accomplished, the coach asks, “Do you want to add it to the list for next time?” If it becomes clear the leader has a lack of interest in that action step, perhaps it should be changed or dropped all together. Ask, “Is there a better, more creative way to progress toward this goal?”

Consistent affirmation for every step forward is essential. While leaders may want to be held accountable to accomplish what they set out to do, they certainly do not want someone watching and waiting to hurl condemnation, judgment, shame or guilt. The devil specializes in these things. A coach specializes in encouragement. If a leader fails, a good coach will help the leader figure out the reasons or problems and how to deal with them. The coach assists the leader in getting going again.

Even our most inspirational vision, brilliant goals and detailed plans are worthless without follow through. Additional training through workshops, conferences or seminars typically brings us little lasting change. Well known Christian author and educator, Howard G. Hendricks boldly declares: “Training without coaching is a waste of time.” To fulfill our vision, goals and plans, most of us need an ongoing relationship with someone who will “spur [us] on toward love and good deeds.” (Hebrews 10:24) That’s the role of a coach.
How about you?

- What negative images come to your mind when you think of the word, “accountability?”

- How would you explain “accountability” to someone interested in receiving coaching?

- Who do you know in need of encouragement? What will you do to bring encouragement?

- Who is coaching you? If you need a coach, how will you find one?

Written by Kevin Sutter, with inspiration from George Patterson, Steve Ogne, Paul Hillhouse, Tony Stoltzfus, Brian Hogan and others. Copyright 2009