

## The Competencies

This work represents the alignment of the Christian Coaches Network Intl (CCNI) with professional coaching standards provided by the International Coach Federation (ICF). We agree that the mechanics of coaching are powerful in their implementation to create awareness and move a client toward their personal or professional goals. We have adopted the ICF definition of professional coaching while affirming that CCNI's premise and underlying belief system is distinctive. Further, we have adopted the ICF Code of Ethics, at this time, as a model of professional conduct.

While ICF and CCNI have much in common, we recognize a clear distinction in Christian coaching. As Christians who coach Christians, we allow for the expression of faith to be manifested and to guide client relationships and resulting coaching conversations.

In Christianity, we shift from humanism to a reality based on God's presence and indwelling. In addition, CCNI is in agreement with the following Christian faith tenets:

- Communion with God is foundational and integral to every aspect of a Christian's life.
- God has a plan for our lives.
- Circumstances in life are often guided by the hand of God.
- Choices may have eternal consequences.
- Our faith places certain mandates and callings that should not be ignored.

We allow for the expression of these beliefs within the boundaries of the coaching conversation.

## Meeting Ethical Guidelines and Professional Standards

### ICF Competency #1

**Meeting Ethical Guidelines and Professional Standards** – Understanding of coaching ethics and standards and ability to apply them appropriately in all coaching situations. The coach:

- Understands and exhibits in own behaviors the ICF Standards of Conduct
- Understands and follows all ICF Ethical Guidelines.
- Clearly communicates the distinctions between coaching, consulting, psychotherapy and other support professions.
- Refers client to another support professional as needed, knowing when this is needed and the available resources.

### Christian Coaching Application

Professional ethics compares the needs of the professional with the needs of the client and determines what is ethical or unethical. Ethics for the Christian transcends professional ethics to that of morality based on scripture. Therefore, what might be deemed ethical conduct in a professional sense may be unethical from a biblical perspective.

The Bible is replete with moral direction and guidance (2 Tim. 3:16-17), the foundation of which is primarily love for God and secondarily love for others (Matt. 22:37-40). Christians recognize that our responsibilities as professionals may have eternal consequences, and we should conduct business with an eternal perspective in mind (Eccl. 12:13). Please refer to the [CCNI Code of Ethics](#) for specific guidelines.

In addition to the guidelines expressed by the ICF for this competency, the CCNI credentialed coach:

- Understands and follows all CCNI Ethical Guidelines.
- Understands and follows all ICF, CCE-Global, or other credentialing agency guidelines when such credentials are held.
- Uses the appropriate code of ethics to solve dilemmas. When warranted, uses an ethical decision-making model to help guide decisions.
- Understands that a violation of the CCNI code of ethics is subject to review by the CCNI Ethics Review Board.

### Establishing the Coach Agreement

#### **ICF Competency #2**

**Establishing the Coach Agreement** – Ability to understand what is required in the specific coaching interaction and to come to agreement with the prospective, new and existing client about the coaching process and relationship. The coach:

- Understands and effectively discusses with the client the guidelines and specific parameters of the coaching relationship (e.g., logistics, fees, scheduling, inclusion of others if appropriate).
- Reaches agreement about what is appropriate in the relationship and what is not, what is and is not being offered, and about the client's and coach's responsibilities.
- Determines whether there is an effective match between his/her coaching method and the needs of the prospective client.

#### **Christian Coaching Application**

The emphasis of this competency is a clearly articulated agreement that performs two primary functions: It establishes the boundaries and guides the expectations of the coaching relationship as a whole. It also sets the framework for each coaching conversation.

From a biblical perspective, an agreement between two parties has been historically referred to as a covenant during which God was solemnly called upon to witness the transaction (Gen. 31:50). While the emphasis on God's presence as a witness has diminished, the spirit of "covenant" remains, upholding the integrity of our pledge to act in the best interest of our client.

Therefore, as we enter into agreement with clients, we pay careful attention to the needs and expectations of the client, give full disclosure of our faith, and explore the client's assumptions or concerns. At the same time, we assess our professional ability and internal value system and how these might support or hinder the client relationship. The ultimate goal for the coach is to fully stand for our clients in a way that supports their growth without compromising the tenets of our faith (Prov. 22:29; 22:21).

In addition to the guidelines expressed by the ICF for this competency, the CCNI credentialed coach:

- a. Establishes the "rules of engagement" for the coaching relationship addressing matters of faith as they relate to the overall coaching agreement as well as to the individual coaching sessions.
- b. Is comfortable referencing the client's relationship to God and to his call and plan for the client.
- c. Is respectful of the client's right not to have spiritual references incorporated into the coaching session. When included, however, the coach offers to understand the client's perspective of what God is doing in the client's life in order to support that work.
- d. Contracts with client if and how they would like to open the session with prayer to invite God to reveal his plan.
- e. Requests permission of client to explore possible connections between topics and faith elements that can be considered during coaching conversation.

## Possible Questions

- How does faith play a role in your life? What role does it not play?
- Who in your life warns you of pitfalls and places of growth in Christian practice?
- What areas of spiritual growth are you most interested in?
- In what way do you want to be held accountable to yourself and your Christian walk?
- Give me an idea of how you want me to support you in areas of faith?
- What faith elements might be important to consider in connection with this session's topic focus?

## Establishing Trust and Intimacy with the Client

### ICF Competency #3

**Establishing Trust and Intimacy with the Client** – Ability to create a safe, supportive environment that produces ongoing mutual respect and trust. The coach:

- Shows genuine concern for the client's welfare and future.
- Continuously demonstrates personal integrity, honesty and sincerity.
- Establishes clear agreements and keeps promises.
- Demonstrates respect for client's perceptions, learning style, personal being.
- Provides ongoing support for and champions' new behaviors and actions, including those involving risk taking and fear of failure.
- Asks permission to coach client in sensitive, new areas.

### Christian Coaching Application

The emphasis of this competency is the coach's ability to create an atmosphere of trust that will enable the client to explore session topics, focuses and goals without judgment. Undergirding this competency is the assumption that the client has the capacity to discover and reach their potential provided they have been offered a safe environment. The term "unconditional positive regard" supports this notion. Unconditional positive regard is the total acceptance of another and is a prerequisite to establishing the trusting environment for the client.

Christian coaches offer a supportive environment that fosters a deep-abiding trust, but it is not assumed that the client will reach full potential without God's influence. Trust and safety are communicated when the coach fully respects the client's journey and the pace at which God is working with them.

Our efforts in providing a trusting and supportive environment model God's interest and care. Jesus invested considerable attention on the individual. The Holy Spirit is portrayed as "one who comes alongside" for the purpose of encouragement and instruction (John 14:6; Acts 4:31). The attributes necessary to foster trust are realized in the full expressions of the attributes of faith, hope and love (1 Cor. 13:1-13).

Not only do we provide a trusting relationship in which the client can explore without judgment, but we also place a high level of trust in God and invite Him into the coaching conversation. The coach realizes that God is involved in the coaching process and is standing for both the client and the coach.

In addition to the guidelines expressed by the ICF for this competency, the CCNI credentialed coach:

- Honors each person as a unique creation of God, with a specific calling and gifts.
- Communicates trust and safety by fully respecting the client's journey and the pace at which God is working with them.
- Provides an atmosphere where the client can explore delicate issues without judgment from the coach.
- Respects the client's doctrinal perspectives.
- Respects the client's understanding of scripture and level of spiritual maturity.
- Respects the client's right not to coach with a spiritual reference.
- Respects the client's right not to honor their faith.
- Stays receptive and inquisitive instead of reverting to forms of ministry, preaching, mentoring, pastoring, advising or consulting.
- Recognizes that both the coach and client are fallen creation and in a process of sanctification.
- Does not allow genuine concern for client to translate into proselytizing (preaching).

### Coaching Presence

#### **ICF Competency #4**

**Coaching Presence** – Ability to be fully conscious and create spontaneous relationship with the client, employing a style that is open, flexible and confident. The coach:

- Is fully present and flexible during the coaching process, “dancing in the moment.”
- Accesses own intuition and trusts one's inner knowing—“goes with the gut.”
- Is open to not knowing and takes risks.
- Sees many ways to work with the client and chooses in the moment what is most effective.
- Uses humor effectively to create lightness and energy.
- Confidently shifts perspectives and experiments with new possibilities for own action.
- Demonstrates confidence in working with strong emotions and can self-manage and not be overpowered or enmeshed by client's emotions.

#### **Christian Coaching Application**

The ability to be fully present—heart, mind and body—with the client is known as the skill of presence. Many coaches view mastery of coaching presence as the hallmark of an excellent coach. The coach provides cues—through their use of tone, pace, openness, flexibility, unbiased inquisitiveness, and reflective comments—which convey that the coach is fully present *with* the client and the client is an important priority who is safe from judgment.

A biblically definitive example of presence was modeled by Jesus as he was traveling to heal a dying girl. Through the pandemonium of the crowd and the urgency of the moment, Jesus was able to separate himself and be fully present—heart, mind and body—with a sick outcast who had interrupted his journey. He displayed no judgment. There was no rush in his voice, no sense of irritation, no divided attention. Everything faded except his deep interest in what was occurring in the outcast's life (Luke 8:40-48).

By being fully present with her, Jesus conveyed two truths: she was important and she was safe from judgment. He highly regarded the *current state* and *future being* of the woman as equally important as the competing priorities. It is with this same spirit of “high regard” and “deep interest” that we as coaches become fully present with our clients.

In addition to the guidelines expressed by the ICF for this competency, the CCNI credentialed coach:

- Imitates God's incarnational presence; as God is with us, we are fully and powerfully present with our clients.
- Places confidence in God's goodness and provision.
- Believes the very best for the client and has confidence that God's plan is good.
- Couples intuition with reliance on the guidance of the Holy Spirit.
- Expresses true Christian humility by remaining in a posture of not being in control or trying to control the client, the conversation, or the outcomes.
- Is open to not knowing everything and becomes sensitive to the Holy Spirit's inspiration that could shape a question, observation, direct communication or designing actions.
- Shows up in a completely collaborative way, never as competitors, convincers, or cajolers; there is comfortable differing with clients on core matters of faith and belief, resisting the pull to agree as well as the pull to express disagreement.
- Remains inquisitive and hopeful in the client's potential in Christ.

### Active Listening

#### **ICF Competency #5**

**Active Listening** – Ability to focus completely on what the client is saying and is not saying, to understand the meaning of what is said in the context of the client's desires, and to support client self-expression. The coach understands the essence of the client's communication, while helping the client gain clarity and perspective rather than engaging in the client's story. The coach:

- Attends to the client and the client's agenda and not to the coach's agenda for the client.
- Hears the client's concerns, goals, values and beliefs about what is and is not possible.
- Distinguishes between the words, the tone of voice, and the body language.
- Summarizes, paraphrases, reiterates, and mirrors back what client has said to ensure clarity and understanding.
- Encourages, accepts, explores and reinforces the client's expression of feelings, perceptions, concerns, beliefs, suggestions, etc.
- Integrates and builds on client's ideas and suggestions.
- "Bottom-lines" or understands the essence of the client's communication and helps the client get there rather than engaging in long, descriptive stories.
- Allows the client to vent or "clear" the situation without judgment or attachment in order to move on to next steps.

#### **Christian Coaching Application**

Active listening has two components: listening and responding reflectively. In coaching, listening is the ability to perceive the expressed idea, concern, perspective, attitude or belief from the client's point of view without judgment. This includes listening to what the client says and does not say. Responding reflectively is the coach's ability to reflect back what is heard from the client in an inquisitive manner.

In Christian coaching, the coach listens for another voice—that of the Holy Spirit. God is active in every person's life and will provide the client evidence of that activity. There is no specific method or strategy that would guarantee hearing the Holy Spirit. Nevertheless assurance is provided when wisdom and discernment are sought (Prov. 20:27; Isa. 30:21; Luke 11:13; John 16:13; 1 Cor. 12:13; James 1:5, 15, 19).

The Christian coach listens for what is going on in the client as a whole—body, soul, mind, and spirit—and how these interrelate and influence the client’s life, relationships, and faith. For example, we listen for the client’s sense of identity and for incongruence between words and actions. We listen for beliefs, attitudes, and emotions so that we might bring what we hear to their awareness.

In addition to the guidelines expressed by the ICF for this competency, the CCNI credentialed coach:

- Creates space for the client to hear God’s voice.
- Recognizes that the client is in the best position to discern God’s activity and voice.
- Supports the client in listening deeply and carefully without creating spiritual static that would detract the client from hearing God’s whispers or the client’s own thinking.

### **Powerful Questioning**

#### **ICF Competency #6**

**Powerful Questioning** – Ability to ask questions that reveal the information needed for maximum benefit to the coaching relationship and the client. Powerful questions are clear, direct and lead to new insights and move the client forward. The coach:

- Asks questions that reflect active listening and an understanding of the client’s perspective.
- Asks questions that evoke discovery, insight, commitment or action (e.g., those that challenge the client’s assumptions).
- Asks open-ended questions that create greater clarity, possibility or new learning.
- Asks questions that move the client toward what they desire, not questions that ask for the client to justify or look backward.

#### **Christian Coaching Application**

The art of asking a properly placed question has a rich history. However, its function as a tool to help another reach a new paradigm is seldom used in everyday conversation.

Often times, instead of announcing, teaching, or explaining, Christ purposefully used the tool of powerful questioning to create new awareness for those who followed him. He modeled the use of questions, as well as parables, to help his followers develop new insights and to grasp spiritual principles (Mark 8:27-29). His questions helped his followers to see hidden motives and attitudes, but he also used them to draw from the follower their own answers—right, wrong or indifferent.

In addition to the guidelines expressed by the ICF for this competency, the CCNI credentialed coach:

- Bases questions on what is heard from the client and from the Holy Spirit.
- Does not leverage questions to lead the client toward the coach’s view of what God wants for them.
- Asks, “What do you think God wants?” as a truly curious question and never as leading question.
- Leverages the client’s faith and values in crafting questions that will resonate and draw forth the client’s best thinking.
- Follows the model of Jesus in using questions and statements to give opportunity for the client to think creatively and explore new possibilities.
- Is sensitive to own tone when asking questions related to faith. Tone should not indicate judgment or an expected “right” answer.

### Possible Questions

- If you were to consider what God might be saying to you, what would that be?
- From a heavenly perspective, how does that change things?
- Where might your faith play a role in what you've presented?

### Direct Communication

#### ICF Competency #7

**Direct Communication** – Ability to communicate effectively during coaching sessions, and to use language that has the greatest positive impact for the client. Notices language and its impact on the client. The coach:

- Is clear, concise, articulate and direct in questions, sharing and providing feedback.
- Reframes and articulates to help the client explore his/her understanding from multiple perspectives what he/she wants or is uncertain about.
- Clearly and concisely restates the client's coaching objectives and agenda.
- When offering techniques or exercises is fully connected to the client's objectives with clear, succinct, and concise language.
- Uses language appropriate and respectful to the client (e.g., non-sexist, non-racist, non-technical, non-jargon).
- Uses metaphor and analogy to help to illustrate a point or paint a verbal picture.

#### Christian Coaching Application

Direct communication has two roles in coaching. First, it helps to provide a clear, articulate, non-jargon communication style for the coach. Second, it provides a platform for the coach to speak directly into the client's situation.

Direct communication is usually prefaced by something the coach heard or did not hear the client say. It may also be sparked by the voice of the Holy Spirit or even the coach's own inner voice. Jesus used direct communication quite effectively. However, unless Scripture specifically indicates, it is difficult to ascertain if his comments were based on human perception, the gift of spiritual discernment or revelation knowledge from God (Matt. 11:14-16; Mark 10:39; John 4:17; 14:6,).

The coach may or may not experience revelatory knowledge or employ the gift of spiritual discernment, but can nonetheless offer the gift of direct communication to assist the client. Direct communication is most effective when we offer our insights to the client in an inquisitive manner and come from the perspective of love, grace and truth.

There is always a risk in offering direct communication. Direct communication can interrupt the flow of discovery as we interject a new paradigm into the consciousness of the client. That said, we coach not from fear of offending the client, but we offer our insights in faith that God is directing the coaching process. We offer direct communication in terms of allowing the client to reject or accept that communication.

In addition to the guidelines expressed by the ICF for this competency, the CCNI credentialed coach:

- Avoids employing direct communication to direct or lead the client toward a particular belief, action or solution.

- Shares perception or intuition but does not assume it is truth; seeks to confirm insight with the client.
- Invites, and sometimes challenges, the client to consider different perspectives without assuming there is a right perspective or that the coach's perspective should be adopted, even on matters of faith.
- Incorporates prayer when it is an appropriate and natural part of the coaching relationship and process. Prayer is not avoided or forced or overly incorporated into the coaching relationship.
- Speaks boldly but does not confuse own voice with the voice of God or the leading of his Spirit.
- Offers metaphors and analogies found in Scripture when appropriate to create reflection for the client and recognizes they are not designed to "make the point" for the coach.

### Creating Awareness

#### **ICF Competency #8**

**Creating Awareness** – Ability to integrate and accurately evaluate multiple sources of information, and to make interpretations that help the client to gain awareness and thereby achieve agreed-upon results. The coach goes beyond the immediate goal by engaging in exploration for discovery, perspective, learning and growth with the client. Together the coach and client identify and acknowledge strengths. The coach:

- Goes beyond what is said in assessing client's concerns, not getting hooked by the client's description.
- Invokes inquiry for greater understanding, awareness, and clarity.
- Identifies for the client his/her underlying concerns; typical and fixed ways of perceiving himself/herself and the world; differences between the facts and the interpretation; and disparities between thoughts, feelings, and action.
- Helps clients to discover for themselves the new thoughts, beliefs, perceptions, emotions, moods, etc. that strengthen their ability to take action and achieve what is important to them.
- Communicates broader perspectives to clients and inspires commitment to shift their viewpoints and find new possibilities for action.
- Helps clients to see the different, interrelated factors that affect them and their behaviors (e.g., thoughts, emotions, body, and background).
- Expresses insights to clients in ways that are useful and meaningful for the client.
- Identifies major strengths vs. major areas for learning and growth, and what is most important to address during coaching.
- Asks the client to distinguish between trivial and significant issues, situational vs. recurring behaviors, when detecting a separation between what is being stated and what is being done.

#### **Christian Coaching Application**

The ability for a person to change is limited in the absence of new awareness or paradigm. The famous adage by Mark Twain, "If you always do what you've always done, you'll always get what you've always got," reflects the limits of our human capacity to break old cycles of thinking or doing. The effectiveness of the coaching partnership is augmented by the coach's ability to help the client reach new awareness. With new awareness comes the potential for lasting change.

In creating opportunity for new awareness, and therefore possible lasting change, the coach allows space for God's revelation of His plan and nature within the context of the coaching partnership. As a part of integrating and interpreting sources, the coach also helps the client watch for hidden or inward thoughts that God is bringing to their awareness. Together coach and client identify perspectives, attitudes, emotions, beliefs, values or life actions that may be incongruent with the client's faith or with the client's perception of God's direction or will.

The skill of creating awareness assumes a deeper dimension when it is coupled with seeking to know what God might be speaking into the situation and with identifying the measurement of new awareness with the "upward call of God" (Phil. 3:13-14).

In addition to the guidelines expressed by the ICF for this competency, the CCNI credentialed coach:

- Partners with the client in discovering how or what God might be speaking into the client's life.
- Helps the client explore how scripture and prayer can inform the session focus or the client's goals.
- Follows the model of Jesus in using questions, parables, stories and statements to give opportunity for the client to think creatively and explore new possibilities.
- Is comfortable with the client disagreeing with God, even when scripture has given a clear command or instruction on a matter being considered by the client.
- Trusts God's providence and timing and recognizes that it is God's purview to convict, not the coach's.
- Recognizes and encourages new awareness from God while not relying on direct revelation as the only source of new awareness in the coaching relationship.

### Possible questions

- What are the opportunities that God is presenting in these circumstances?
- What is the connection of this topic to what is God speaking into your life?
- How open are you to what God might be saying?
- How does this affect your identity as a child of God?
- What part of this is important to you in God's scheme of things?

## Designing Actions, Planning & Goal Setting, Managing Progress & Accountability

### ICF Competency #9-11

**Designing Actions, Planning and Goal Setting, Managing Progress and Accountability** – Ability to create with the client opportunities for ongoing learning during coaching and in work/life situations, and for taking new actions that will most effectively lead to agreed-upon coaching results. The coach partners with the client to develop and maintain an effective coaching plan that include short and long-term goals that are - specific, measurable, attainable, realistic, and time-bound. Within the coaching relationship, the coach places attention on what is important for the client and leaves the responsibility and accountability with the client to take action. The coach:

- Partners with the client to consolidate collected information and establish coaching plans and to develop goals that address concerns and major areas for learning and development.
- Makes plan adjustments as warranted by the coaching process and by changes in the situation.
- Helps the client identify and access different resources for learning (e.g., books, other professionals).
- Identifies and targets early successes that are important to the client.
- Clearly requests of the client actions that will move the client toward his/her stated goals.
- Demonstrates follow-through by asking the client about those actions that the client committed to during the previous session(s).
- Acknowledges the client for what they have done, not done, learned or become aware of since the previous coaching session(s).
- Effectively partners with the client to organize and review with the client information obtained during sessions.
- Partners with the client in designing homework/fieldwork assignments that keep the client on track between sessions by holding attention on the coaching plan and outcomes, agreed-upon courses of action, and topics for future session(s).

## CHRISTIAN COACHING COMPETENCIES

- Focuses on the coaching plan but is also open to adjusting behaviors and actions based on the coaching process and shifts in direction during sessions.
- Is able to move back and forth between the big picture of where the client is heading, setting a context for what is being discussed and where the client wishes to go.
- Promotes client's self-discipline and holds the client accountable for what they say they are going to do, for the results of an intended action, or for a specific plan with related time frames.
- Encourages the client's ability to make decisions, address key concerns, and develop himself/herself (to get feedback, to determine priorities and set the pace of learning, to reflect on and learn from experiences).
- Positively confronts the client with the fact that he/she did not take agreed-upon actions.
- Brainstorms and assists the client to define actions that will enable the client to demonstrate, practice, and deepen new learning.
- Helps the client to focus on and systematically explore specific concerns and opportunities that are central to agreed-upon coaching goals.
- Engages the client to explore alternative ideas and solutions, to evaluate options, and to make related decisions.
- Partners with the client for active experimentation and self-discovery, where the client applies what has been discussed and learned during sessions immediately afterward in his/her work or life setting.
- Challenges client's assumptions and perspectives to provoke new ideas and find new possibilities for action.
- Advocates or brings forward points of view that are aligned with client goals and, without attachment, engages the client to consider them.
- Helps the client integrate actions ("Do It Now") during the coaching session, providing immediate support.
- Celebrates client successes and capabilities for future growth.
- Encourages stretches and challenges with a comfortable pace of learning for the client.
- Works with the client to design actions or activities outside of the coaching session to continue exploring, increasing awareness and moving toward the client's desired goal(s).

### **Christian Coaching Application**

These action-oriented coaching skills assist the client in discovering options, taking risks, exploring new territory, accomplishing goals and taking ownership. Actions bring real change into the client's life, often replacing old habits, attitudes or belief systems. The opportunity for the client to experience new awareness, insights and learning is a natural result of moving forward. It is a competency that celebrates and challenges the client in terms of their stated goals and progress.

In Christian coaching, we fully support this type of exploration and action. Planning and goal setting are encouraged in scripture (Prov. 6:6-11). We further encourage our clients to consider actions that align with God's priority for their lives (Prov. 21:5; Matt. 6:33-34; James 4:13-15). The fact that God has plans for our lives speaks of His loving nature and the assurance of eternal works. Further, we are assured that as we make room for God to speak into our situations, He will determine our steps (Prov. 16:9).

In addition to the guidelines expressed by the ICF for this competency, the CCNI credentialed coach:

- Includes faith in discussions about motivation and accountability, always maintaining ownership of awareness and decisions with client.
- Recognizes prayer as a legitimate action, while remaining sensitive to clients who may use prayer as a euphemism for "doing nothing."

- Recognizes that the client may choose actions that the client feels may be morally or biblically unethical and is able to navigate that opportunity with the client without compromising the coaching conversation.
- Uses scripture as a source for learning, when appropriate.

### Possible Questions

- Which course of action is most consistent with what God is already doing in your life?
- What courses of action align best with the biblical principles you are discussing?
- How do these actions line up with the eternal perspective?
- In light of what you have learned, what needs to happen?
- What are you willing to do?
- Where do you need God's grace to complete what's before you?
- What will help you keep going when you feel stuck?
- What do you need if you get discouraged?
- How important is it for you to achieve this goal?
- What is your reason for the timeline?
- How do you typically celebrate major successes?

© 2014-2017 Christian Coaches Network International. This material may be protected by copyright laws. If you wish to use copyrighted material from this site for purposes of your own that go beyond 'fair use', you must obtain permission from CCNI.