

MINISTRY COACHING NETWORK



Developing Others 1



MINISTRY COACHING NETWORK:
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ISBN 978-0-9731560-7-2

Printed in Canada



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Canada

MENTORING – Developing Others 1

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CHAPTER 1

INTRODUCTION

What is Success? How will you know if you are successful? What is the difference between significance and success?

Strong effective Churches require mature, effective leaders, but how can we effectively grow leaders and strong churches?

Emerging leaders are looking for mentors, however few are finding those who are willing to invest in their lives.

To finish well you need to find a mentor....To leave a legacy you need to be a mentor.

WHY IS MENTORING NECESSARY?

Cultural Context & Shifting Values

- Relational disconnect
- Greater mobility of populations and globalization
- Lack of relevant models
- Break down of family structure
- Identity crisis

Necessary Re-evaluation

Reality: Those closest to us will either make us a success or failure – they will positively or negatively impact our lives and ministry.

Developing others multiplies our effectiveness – the fact is that we all will run out of time!

Relevant, biblical models are needed to accomplish this today if we are going to turn around the fact that over 50% of leaders do not finish well

Even those who have not received this gift of mentoring can offer it to others who God is calling them to invest in.

Application:

In small groups or on your own consider in which ways you agree with these statements and in what areas you disagree. Who has been an influence in your life? From where have you learned leadership?

WHAT IS MENTORING?

Mentoring requires commitment to a particular philosophy of leadership.

Leadership is less about position and more about the ability to influence others (positively or negatively). Power and position are the weakest way to influence change in others and our ministry.

Attributes of Biblical Leadership – *What are we Reproducing?*

a. Relationship versus Position

- True leadership is not a title or position but investing in others – as our sphere of leadership increases so does our level of influence.

b. Releasing versus Controlling

Instead of feeling threatened biblical leadership seeks to release and promote others.

c. Vulnerability versus Pride

Phil 2:5-7 – Jesus’ pattern of leadership and ministry

d. Accountability versus Independence

- Most leaders fail due to inner issues not outer pressures
- To guard against becoming isolation, leaders must have open real relationships with others.
- Prov 27:17 – “...tending the tree” of our relationship will bear fruit.

e. Developing Other Leaders rather than just Gathering Followers

The more leaders we develop; the more influence we have

The measure of our success as a leader is how successful those around us become.

Application:

What do you think of these five attributes of leadership. Do you agree that they are important? Have you personally seen them abused? How?

What is your view regarding servant-leadership? How do you implement this?

The Focus of Mentoring

Coming alongside of someone else and helping them reach their goals: helping them become all that God intends them to be.

This requires a balance of *Character, Knowledge, and Skills*.

Heart: character development– instilling the love, values, and passion of Christ in the leader.

Head: knowledge acquisition – development the understanding, knowledge and wisdom in the leader.

Hands: skill development – developing the ministry and life skills of Christ in the mentoree so that they may more effectively fulfill the Great Commission.

Mentoring with Intention

What are intentional steps you are taking to invest in others?

Mentoring as a Lifestyle

How does your schedule and priorities foster mentoring or what would you need to change in order to invest in others?

Types of Mentoring

There are a variety of mentoring intensities and commitments levels ranging from:

Being a model for someone (which may even be from a distance); to more

Occasional mentoring, such as in a counselling or a teaching situation; to a more

Intentional and higher level of commitment, such as a coach, spiritual guide, or discipler.

We all need different types of mentors in our lives, from upward, downward and peer mentoring. We cannot be all things to all people.

MENTORING IS NOT

a. Discipleship - though similar there is a distinction.

Discipleship – teaching new believers basic spiritual truths

Mentoring – developing believers to have greater influence for the Kingdom

Its focus is self-discovery and taking practical steps to establish new life/ministry patterns and disciplines.

Assumption: Mentorees have reached a certain level of personal and spiritual maturity.

b. Parenting

Though the mentor is more experienced it is not a parent/child relationship

This attitude will stifle a mentoring relationship

The mentor needs permission to speak into a mentorees life, but does not have the right to control or make decisions for the mentoree.

c. Being Perfect

Perfection is not required by the mentor!

Rather answering:

*This is how I have handled this type of situation or
This is what I did when....*

Vulnerability rather than perfection is required.

d. Counselling

The mentor is not primarily a counsellor or teacher, though mentoring process include aspects of these roles.

A Mentor is more of a guide who walks alongside of someone helping them reach their personal and ministry goals.

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e. An Elder Patriarch

A mentor does not need to be “elderly.” This can be done regardless of our age.

A mentor just needs a certain maturity and experience in an area that the mentoree wants to grow in.

Application

What types of mentoring relationships you have been involved with. Have they been positive or negative. How does this affect your mentoring of others?

Begin to consider someone in your life for whom you could be a mentor. What intentional steps can you take to begin to do this?

Chapter 2

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Foundational Principles

Biblical Examples:

Moses and Joshua
Elijah and Elisha
Paul & Timothy

Three Types of Relationships

Do you have a Barnabas, Timothy and Epaphroditus?
Each leader and person should seek these types of relationships.

Barnabas

Barnabas is a model of someone who is an encouragement, someone who saw potential in others. Acts 9:27

Timothy

Every leader also needs a Timothy, or someone with whom they can share and who they can help guide in the process of life and ministry.

Epaphroditus

These are peer relationships in which leaders can enjoy each other's company and gain insight into life and ministry.

Three Levels of Mentoring (Clinton)

According to Clinton, there are three levels of mentoring.

1. Intensive

Intensive mentoring is a very deliberate relationship which requires a greater amount of accountability and involvement.

The disciple: teaches the mentoree basics of following Christ.

The spiritual guide: the mentor helps the mentoree in the area of spiritual maturity

The coach: the mentor provides motivation and skills in order to help the mentoree accomplish tasks or challenges.

2. Occasional

Occasional mentoring refers to mentoring that is not as regular or intensive and yet is more proactive than passive. Often it is for specific times or purposes.

Counselor: the mentor offers advice and perspective, particularly for a specific problems, challenge or season.

Teacher: within the mentoring relationship refers to the passing on of specific knowledge in a particular subject that the mentoree is needy or interested in.

Sponsor: is a mentor who provides guidance and protection for the mentoree as they grow and progress through an organization.

3. Passive

Requires the least amount of accountability and may meet occasional or perhaps not ever meet.

Contemporary modeling is a function whereby someone who is alive today inspires the mentoree and is someone they desire to model their life after.

An *historical model* is someone from the past whose life and story continue to inspire the mentoree.

Six Key Steps to Mentoring

1. The first step is to actually establish and develop the relationship.
2. Secondly, there must be a mutual agreement as to the goals of relationship.
3. Thirdly, each person must agree upon a meeting schedule.
4. Fourthly, the method and structure for accountability needs to be determined.
5. Fifthly, there must be confidentiality.
6. Finally, there should be a set time frame.

Ten Principles of Effective Mentoring

1. Mentoring is about Giving
2. Mentoring is a Journey - A Process; it takes Perseverance
3. Letting someone into Your World
4. Align their Passion and their Work
5. Adversity - Mentors are Comforters that share the load
6. Turn Values into Action
7. Mentors model Character
8. Effective Mentors Affirm Spirituality
9. Mentoring + Reproduction = Legacy
10. Never too early or too late

CHAPTER 3

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SUGGESTIONS FOR THE MENTOREE

How do you find a Mentor?

In most cases the person wanting to be mentored will need to approach a potential mentor.

Key questions to answer in this process:

Make a list of those closest to you and consider:

Who do I already know who shows an interest in me?

Who seems interested in my growth?

Can I imagine this person committing themselves to me?

Are they someone that I see as a model?

What do I admire about them?

Do I want to develop these same qualities in my life and ministry?

Are they someone who will be humble and willing to be transparent with me?

Approaching a Potential Mentor

Fact: Most potential mentors do not feel qualified or able to mentor someone.

Helpful Approach: "Would you like to be *ONE* of my mentors?" as opposed to "Would you like to be my *ONLY* mentor".

Let them know what qualities you see in them that you want to learn from.

Expectation and Commitment

A mentor is not in your life to make your choices for you.

Your mentor is not just your best friend or buddy – their role is to challenge you in your own growth.

Some Practics:

Be appreciate of their time and efforts.

Be respectful when you disagree.

Do not miss meetings.

Communicate what areas you want to grow in.

Do not monopolize your mentor's time.

Remember:

Never increase your own ministry through the contacts of your mentor without permission.

Never build your sphere of influence at the expense of your mentor's ministry.

If unresolvable difference arise it is best to peaceably end mentoring relationship

SUGGESTIONS FOR THE MENTOR

Be a leader - Take the initiative!

Choosing a mentoree

Someone with similar values and who you believe in
Someone you are willing to commit time to.
Must be a mutual respect - they should not feel intimidated by you.

Who in your sphere of influence would like to develop?

Helpful questions in this process:

- Are they self-motivated?*
- Do you see God's hand in this person's life?*
- Are they teachable, willing to learn?*
- Do you see indications that they are motivated to make changes in their life?*
- Can you imagine spending time with them and enjoying their company?*

Even if you have not been mentored, you can offer this gift to someone else

Initiate with: "I would like to be *one* of your mentors" as opposed to "I would like to be *your* mentor." You are not the ONLY person in their life.

Practics:

- Establish parameters of the relationship and discuss expectations
- Commit for an initial time that can later be extended.
- Determine what areas mentor wants guidance in.
- See their potential and dream with them as to what God wants to do in and through their life.

Remember:

- Evaluate what you have to offer and be honest with yourself and mentoree.
- You do not need to be an expert in every area.
- You have the ability to mentor a variety of people in your lifetime
- Mentor those of the same gender.
- There is never a perfect time to mentor, always obstacles to overcome.

Application

Individually take some time to make a list of potential mentorees or mentors.

As a potential mentor, evaluate which phase of life they are at and what they have to offer the mentoree.

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As a mentoree, what are you looking for in a mentoring relationship?

A MENTORING MODEL

Three components of the *Mentoring thru Intentional Relationships* model

1. A One-on-One Relationship
2. The Material or Manual
3. The Discussion Group

The One-on-One Relationship

The Focus – A Mentoring Relationship

a. Clarify expectations:

How often will you meet?

How will you handle confidential matters?

How often will you evaluate the relationship?

What particular areas are you wanting to grow in (as mentoree)?

What do you particularly feel you have to offer (as mentor)?

Determine degree of accountability desired by mentoree.

b. Duration and Frequency

- One-on-one discussion should be informal yet focussed
- Determine how often to meet and for how long - be realistic.
- Do related activities together
- Follow up issues that arise from manual readings.
- Guard against allowing the relationship to plateau - keep it fresh.

c. Healthy Limits

- Seldom advisable to give direct advise or answers - process more important
- Do not abuse or overstep permission mentoree has given you in their lives.
- Agenda determined by needs of mentoree

Never justified to be overbearing or controlling

d. Regular & Periodic Evaluation

- Over time life and situations change and the relationship need to be evaluated
- “Is it meeting their needs” “What has to be changed” etc.
- This model can assist in evaluating potential leaders and those to invest in.
- Natural point of evaluation is after first six chapters, as they are foundation for the last six chapter.

e. Concluding Well

- Make changes if necessary
- Do not leave things unsaid and do not allow relationship to drift.
- Be open to longer term relationship developing

The Manual

Its Purpose

- Designed to initiate and give context for a potential mentor/mentoree relationship.
- Mentor does not need to develop all their own material and the mentoree has a tool to give someone who could potentially mentor them.
- It is a beginning point for discussion, additional resources are noted.

The Contents

The Mentoring manual itself is divided into four sections or quarters, each of which has three chapters:

1.0 Person

- 1.1 Your Personality: Who You Are
- 1.2 Your Gifts: What You Have
- 1.3 Your Calling: What You Do

2.0 Disciple

- 2.1 Your Foundation: The Personal Disciplines
- 2.2 Your Challenges: The Big Three
- 2.3 Your Direction: Being Led of God

3.0 Leader

- 3.1 Your Foundation: Servant Leadership
- 3.2 Your Development: Growing as a Leader
- 3.3 Your Legacy: Developing Others

4.0 Minister

4.1 Your Motivation: Being God's Person

4.2 Your Mission: Having God's Heart

4.3 Your Ministry: Following God's Strategy

NOTES

Both material to read and suggested questions throughout text for personal application and group discussion. Includes Insight, Discussion and Application questions.

Lesson plans for a small group are also included.

Application

Meet together and discuss your plans to implement a mentoring relationship.

Who could you meet?

How often could you meet?

What do you have to offer the mentoree?

With a friend or in a small group formulate an intentional plan and write it down. If possible, have a plan to hold each other accountable to implement these plans.

The Discussion Group

Each of twelve chapters is designed to also be discussed in a small group

Provides external motivation and varied input.

Frequency of Meetings

Regularity and consistency are most important.

Varied models include weekly, bi-weekly or monthly meetings.

Types of Groups

- Usually fellow mentorees provide peer discussion groups.
- Could be organized regionally, in a local church or a missions/organization setting, education setting etc.

Facilitating a Small Group

- The goal is to ensure synergistic discussion not just going over material.
- The focus should be personal application
- The facilitator functions as a guide for the group - does not need to be expert.

Choosing a Facilitator

- Could be church leader but best if one of those mentoring someone in group or someone else from the group.

Facilitator Resources

- Lesson plans with questions and other resources have also been included in the manual.
- Most importantly, the facilitator needs to create non-threatening atmosphere where participants feel free to learn from each other.

Application

Consider the possibility of implementing a Discussion Group in your region or among ministry participants.

Meet with those in same area of ministry or organization in order to discuss the options and how this could be implemented.

LEAVING A LEGACY

None of us can fulfill God's purposes on our own – we need each other.

Dare to be a Barnabas (Acts 9:26-27, 11:22,25, 12:25, 15:36, 2 Tim 4:11)

You have the potential to impact generations - Part of our role is to help them reach distance horizons that we only saw with the eyes of faith.

We need to be mentored by others as well as being a mentor for others.