

# MINISTRY COACHING NETWORK



## *Developing Others 2*





MINISTRY COACHING NETWORK:  
*Developing Others 2*



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# MENTORING – Developing Others 2

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## CHAPTER 1

### Lifelong Mentoring

#### Influences Affecting Mentoring Relationships

##### 1. Life and Ministry/Career Stages

Early Stage – Concerns about Self, Ministry/Career, Family

- Concerns about self and career/ministry accompanied by concerns about family life as well. It is a period of exploration and initiation.
- Establishing competence and identity

Mid Stage – Concerns about Self, Career, Family

- Reappraising the past and modifying the present in order to reconcile past aspirations and current realities.
- There is a shift of identity in this stage: Adjusting to no longer being a novice; What does it mean to have seniority?

Late Stage – Concerns about Self, Career, Family

- Facing the fact that the main career or ministry is about to end.
- Individuals at this point struggle to maintain sense of usefulness. Usually there is extra energy for coaching and mentoring

##### 2. Organizational/Church Context

The Culture of the organization or ministry determines the level and intensity of these developing, mentoring relationships.

Issues such as culture, reward system, ministry flow, evaluation.

Hierarchical or empowering type of relationships either inhibit or enhance mentoring relationships; Are people encouraged and given permission? Who holds the power and is it shared by many? Is open communication encouraged, particularly across levels of leadership?

##### 3. Implications

- To encourage and enhance relationships that enhance mentoring and coaching education is needed as well as a retooling of organizational structures.
- When relationships correspond to the needs of both individuals they are *Complementary*. When they interfere with either person's concerns they are *Noncomplementary*.
- *Complementary* is a means to complete oneself and *Noncomplementary* suggests a threat to oneself.
- Most mentoring relationships begin as complementary ones and this usually stays this way for a limited period of time. Individuals can (and should) have several of these complementary relationships at the same time.

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- Most leaders and individuals feel alone in every stage of development and are not intentional about finding relationships that will enhance their personal life and ministry.

What Stage of life are you in? What Stage of Ministry or Career do you find yourself? What are your main concerns and needs?

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Do your developmental relationships help or hinder your progress? What steps do you need to take to change this situation?

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What are the barriers in your church, organization or leadership team, to these types of relationships?

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**Factors that Enhance the Mentoring Relationship**

Mentoring functions are those aspects of the mentoring relationship that enhance both the individual's personal growth and ministry/career advancement and development.

These can be divided into Personhood Functions and Ministry/Career Functions:

Career/Ministry Function are those aspects of the relationship that enhance learning the ropes and preparing for advancement in the organization. These serve to advance individual in the organization; This is possible through position and experience of senior leader or minister.

Personhood functions are those aspects of the relationship that enhance a sense of competence, clarity of identity and effectiveness in a professional role. These affect individual on a personal level, building self-worth inside and outside the organization; This is possible due to interpersonal relationship that fosters trust and intimacy.

Relationships that foster both of these have a high level of intimacy and are more unique than other relationships; they also have the potential for the greatest growth both personally and in the ministry.

### 1. Ministry/Career Functions

They serve the ministry-related goals of the younger leader by helping them learn the ropes and expand their ministry.

They also serve the ministry goals of the senior person by helping him leave a legacy as he advances in the ministry or moves forward in his career.

There are various functions:

Sponsorship: actively helping younger leader obtain ministry opportunities; helps them build a reputation and gain ministry opportunities. Also helps mentor be recognized as a developer of others.

Door Opener: helping younger minister work with more experienced ones within larger spheres of influence. Helps mentoree gain exposure to other aspects of ministry. Serves to prepare person for greater spheres of responsibility.

Coaching: helps the mentoree navigate the Church or Christian organizational world; What does it take to be successful in ministry? Provides access to other key ministers and helps in making linkages.

Protection: the mentor can help to point out pitfalls and common errors to avoid as one begins ministry and navigates within the relationships in a church. This also involves taking credit and blame in controversial situations in order to protect younger, weaker minister.

Challenging Ministry: provided challenging opportunities help the mentoree to grow and gain sense of accomplishment; helps them move forward to greater challenges.

### 2. Personhood Functions

These help to enhance a person's sense of competence, identity and effectiveness in the ministry or career. These generally carry over to every sphere of life.

There are various functions:

Role Modeling: in this function the mentoree identifies with the mentor, where they are and sees themselves going where they have gone.

Nurturing: As the mentoree develops competence, the mentor supports and encourages them. This acceptance and confirmation helps them expand into other areas of ministry.

Counseling: the mentor allows the mentoree share personal concerns that are affecting their ministry; opportunity to share anxieties and fears that are detracting from their effectiveness.

Friendship: Social interaction that reflects mutual affection and understanding; this can carry on beyond ministry setting.

3. Determining what Functions will be Provided

Both of these areas (Career/Ministry & Personhood functions) are interrelated.

There are three main factors determining what functions will be provided:

- a) The level of the individual's needs will determine what functions are desired.
- b) The interpersonal skills of both parties determine its start, development, and range of possible functions.
- c) The context of the organization, which depends on the interplay of the relationships, the opportunities of interaction, and to what extent these relationships are encouraged.

- Both the person mentoring and the one being mentored are affected by where they are at in life, what their own concerns are regarding self, career/ministry, and family.
- Over time the range of functions change as the individual's needs change, ie a young minister may need less coaching and more sponsorship as he develops.
- The level of effective communication skills also have a bearing on what is offered in the relationship; can both listen, give feedback, manage conflict and competition.
- Also the person's attitude towards authority, the opposite gender, their own mentoring experience, affect the level of the relationship.
- Finally, the context of the organization or church is critical. How the various levels of leadership interrelate, is there collaboration of team ministry or competition? What is rewarded, individualism or team?

Reflect on your own life and assess what functions you need in a mentoring relationship in order for you to grow.

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What interpersonal skills do you need to grow in so that you may be a better mentor and mentoree?

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What changes need to be made in your organization or team so that these mentoring functions will be encouraged?

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## Chapter 2

### Peer Mentoring

Biblical Example

1 Sam 13:1

- As most leaders, Saul begins well, But soon relies on past victories and own strength and willing to take *new* risks.
- This is in contrast to his son, Jonathan, (1 Sa. 14)

1 Sam 16

- David anointed as king, a contemporary of Jonathan. Leaders are usually called before they have influence. Initially
- David ministers to Saul, but Saul does not mentor David; instead sees him as threat, tries to destroy next generation.
- David does not react in anger; does not seize power and influence

1 Sam 22:1

- In absence of a mentor, David develops those around him; He invested in them and gained their trust.
- Peer mentoring often occurs before peers have any level of success. This can create a strong bond that can weather the ups and downs of life.
- Once David is elevated as King these become his key ministers

Have you found it difficult to find a mentor?

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What has been your attitude in the process?

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Who are those around you that you can invest in?

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### Phases of a Mentoring Relationship

There are four predictable phases of a mentoring relationship: *Initiation*, *Cultivation*, *Separation*, and *Redefinition*

Initiation phase is when the relationship is started and becomes important to both; often from 6 months to a 1 year.

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Cultivation phase when the range of functions expands to the maximum, both ministry and personhood; usually a period of 2-5 years.

Separation phase when the nature of the relationship changes due to changes in the organization or changes within one or both individuals; often 6 months to 2 years after a significant change.

Redefinition phase is when the relationship evolves into a completely new form or ends entirely; indefinite time after separation when relationship become more of a peer.

Implications

- This model shows how a mentoring relationship can be beneficial to both parties.
- However as mentoree grows and becomes more autonomous, he no longer looks to the mentor for the same kind of guidance and support.
- Intensive mentoring relationships seems to have a lifespan and so the question becomes what happens after such a relationship. One person can usually not sustain this level of relationship with another over a lifetime.
- The fact is that often a mentoring relationship can become destructive to one or both individuals.
- An alternative is that in the reevaluation phase, a choice can be made to embark on more of a peer relationship.
- These peer relationships offer some of the same functions and offer mutuality and equality and in any case are more available.

What phase are you in with regard to your mentoring relationships?

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Describe your peer mentors? What kind of relationship do you have.

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Make a list of those who could be your peer mentors.

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## Peer Mentoring

Peer mentors can be a viable alternative if upward mentors are not available.

As with other mentoring, there are many types and levels of peer mentoring. Yet they are available at every life and ministry/career stage.

These can last decades rather than the intensive mentoring relationship which tends to last 3-8 years.

## Functions of Peer Mentoring

They can be categorized as ministry/career and personhood.

Ministry/Career Functions:

- There can be information sharing, giving ministerial tips and perspectives on the church or organization that helps get their work done.
- Spheres of Ministry: individuals discuss their ministries and challenges using a peer to explore one's own ministry/career.
- Feedback: give and receiving feedback concerning ministry-related matters to clarify their own strengths and weaknesses.

Personhood Functions:

- On an emotional level, these relationships provide confirmation to each other through sharing their perceptions, values, and beliefs related to their lives and through discovering views they have in common.
- They also provide emotional support by listening and counseling each other through transition and stress.
- They also provide personal friendship which encompass areas beyond work related issues.

## Peer Relationships

Three peer relationships on the continuum are: *Contact Peer, Close Peer, Confidential Peer*.

1. The **Contact** Peer demands little time and provides information regarding organization and ministry/career. It is social, but there is limited personal experience shared and generally provides perspective related to work. Limited trust for personal feedback.

2. The **Close** Peer begins to share direct and honest feedback and there is more self-disclosure, trust and more self-expression. Moderate levels of trust but widening boundaries of sharing. Still however, there is limited exploration of family and work issues. Usually individuals have only 2-4 of such relationships.

3. The **Confidential** Peer is equivalent to a best friend where there is a strong sense of bonding with a wide range of support for family and work issues. One is most vulnerable in this relationship and free to share

dilemmas, personal and professional, as well be who one really is. This is the most intimate with greatest self-disclosure and self-expression. These are rare and most individuals have only 1-2 of these. Take years to develop and are resilient.

**Implications**

- Relationships that begin as contact peers can develop into close or confidential peers.
- Most mentor relationships develop into peer relationships during the redefinition phase. After separation both individuals need to discover new form of relationship due to ministry/career changes or personhood changes.

*What relationships have you been or are you in, that you need to redefine the relationship into more of a peer one in order that is remains healthy?*

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**Continuum of Peer Relationships – Primary Functions**

Contact Peer	Close Peer	Confidential Peer
Information sharing – ministry function	Ministry/Career discussion - Ministry/career Function	Confirmation – Personhood Function
	Feedback – Ministry/career Function	Emotional Support – Personhood Function
	Limited Friendship – Personhood function	Personal Feedback – Personhood Function
		Friendship – Personhood Feedback

**Criteria for Movement on Continuum**

The needs of the individual affect the movement of the relationship from Contact to Confidential.

1. At the earlier stages of life and ministry the needs are different than for someone in the later stages of life and ministry. Besides ministry/career needs, the level of intimacy of the other relationships in one’s life also determines how close the peer relationship will become.
2. The level of interpersonal skills also affect how quickly the relationship can or will develop along the continuum.
3. The characteristics of the church or organization also either encourage or discourage the development of these relationships.

## Criteria for Movement on Continuum

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Criteria	Contact Peer	Close Peer	Confidential Peer
<b>Level of Commitment</b>	Demands little – offers much	Sharing information with increasing levels of self-disclosure and trust	Equivalent of best friend
<b>Intensity of Relationship</b>	Social but limited sharing of personal experience.	Allows for greater self expression	Strong sense of bonding
<b>Issues worked on</b>	Feedback regarding the church/organization/ ministry only	Limited support for exploring family and ministry issues	Wide range of support for both family and ministry/work issues
<b>Needs satisfied</b>	Provides information related to ongoing ministry/career	Provides direct and honest feedback	Able to express one's personal and professional challenges, vulnerabilities and personhood.

### Main Theme of Peer Relationships at each Ministry/Life Stage:

In the Establishment Stage (20's)

Contact Peer: looking to learn the ropes.

Close Peer: focused on the need to get ahead and develop a professional identity. Still "looking up to" one's peer to some degree.

Confidential Peer: to develop a sense of competence; there is still a certain amount of looking up to a peer for guidance.

During the Advancement Stage (typically late 20's & 30's)

Contact Peer: provides help in advancing in ministry opportunity and increased visibility.

Close Peer: helps with see opportunities and feedback

Confidential Peer: helps with dealing with family and work dilemmas; levels of commitment needed to get ahead and concerns about one's potential.

The Middle Ministry/Life Stage (typically 40's & 50's)

Contact Peer: is not so important as most of the peer relationships are younger at this point. Those in this stage generally are reworking old issues and learning new ways to approach life and ministry; beginning to depend on others to accomplish the tasks and ministries.

Close Peer: with ministry-related feedback helps in how to develop others and teaches how to coach them.

Confidential Peer: on a personhood level helps in managing fears of obsolescence and the reassessment and redirection that may occur.

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During the Late Ministry/Life Stage (60's and beyond)

Contact Peer: provide information to help the individual stay connected with the church/organization and ministry at large so that they may remain effective.

Close Peer: help the person in late career transition to a consultative role and pass on responsibilities to colleagues.

Confidential Peer: provide the emotional support and help in the preparation for retirement. Confidential peer relationships are rare, but essential during this stage.

	<b>Contact Peer</b>	<b>Close Peer</b>	<b>Confidential Peer</b>
<b>Late Ministry/ Life Stage</b>	Keeping up with changing times and current thought	Helping with assuming a consultative role	Preparing for retirement; assessing one's ministry and life
<b>Middle Ministry/ Life Stage</b>	Networking and maintaining contacts	Helping in developing others and passing on wisdom	Manage fears of obsolescence and reassessment
<b>Advancement Stage</b>	Preparing for expanded spheres of ministry	Helping in defining spheres of ministry opportunities	Sense of competence and potential; family/ministry dilemmas
<b>Establishment Stage</b>	Learning the ropes; doing the ministry	Feedback on initial ministry endeavors.	Passing on sense of competence; family/ministry dilemmas

*Evaluate the stage of life you are in and assess your needs, your relationships and ways you can move these on the continuum.*

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**Our Relationship Network**

As discussed this requires a range or network of relationships at every stage of life and ministry or career.

This network of relationships include spouses, peers (contact, close, and confidential), mentors, family members, senior leaders, ministry team members, other friends.

Developing such a network takes time to develop and is always in a state of dynamic change.

Steps to Manage one's Relationships:

1. First step is to make a systematic assessment of one's developmental needs, which requires introspection and self-awareness.
2. Next make an evaluation of one's current relationship network to indicate where gaps exist.
3. Thirdly, identify the opportunities that exist for new relationships or enriching current relationships.
4. Finally, the opportunities for building one's own interpersonal skills need to be explored.

If there seem to be few options, an individual needs to look beyond one's own church or group or organization and prayerfully ask the Lord to lead them to those relationships that can produce mutual benefit.

*Draw a simple diagram outlining your various relationships. What gaps are there, where do you prayerfully need to consider looking for those who can help you move forward in your life?*

*What interpersonal skills do you need to develop to help you do this.*

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**Creating Conditions that Encourage Mentoring**

Certain characteristics are necessary in order to encourage mentoring in a church or organization:

- There needs to be open and frequent interaction between leaders at different ministry/life stages and between authority levels.
- Leaders must have the interpersonal skills to build supportive relationships and be willing to do so.
- The church's or organization's reward system, culture and norms must value and encourage relationship building.
- When there is a culture of closed or superficial communication and lack of trust for leadership, mentoring is difficult if not impossible.
- Low trust and minimal communication make, mentoring, coaching, role modeling etc virtually impossible.

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*Evaluate your organization, church, or team and determine what barriers exist to building mentoring relationships. What can you do as a leader to eliminate these barriers? What needs to change? Establish a 6 month, 12 month and multi-year plan to make these changes.*

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**Putting it all together**

- Mentoring must have a biblical focus: Do you have a Barnabas, Timothy and Epaphroditus in your life?
- This can be expanded by looking at Clinton’s three levels of mentoring
- Our mentoring relationships are impacted by our life and ministry/career stage as well as the organizational or church setting in which we find ourselves
- Within a intensive mentoring relationship, the particular functions that will be displayed in the relationship are dependent upon the needs of the mentoring, the interpersonal skills of mentor and mentoring and the ministry/organizational setting in which they find themselves.
- There are four phases that any mentoring relationship progresses which inevitably lead to a change in the mentoring relationship. Successful relationships deal in healthy ways with this natural progression.
- Peer mentoring is more available and even intensive mentoring relationships progress to more of a peer mentoring relationship.
- Peer relationships are on a continuum ranging from Contact peers to Close peers to Confidential peers. Movement on this continuum is affected by the stage of life/work as well the needs of the individual and interpersonal skill level.
- For a person to be personally healthy and achieve their full potential in ministry or career they must have a range of network of relationships. This Network is includes the various levels of relationships discussed and needs to be constantly evaluated in order for the individual to assess where they are relationally deficient.