

LEADING LIKE JESUS 5

BRINGING THE BEST OUT OF OTHERS

EXERCISE

Reflect on the four weeks since our last session. As you have worked through the leadership assessment tool, in what ways have you sensed God speaking to you concerning your own walk with him?

Leadership is to help people achieve what they are capable of, to establish a vision for the future, to encourage, to coach, to mentor and to establish and maintain successful relationships.

(Dale Carnegie)

Leadership should be empowering. It is the process of giving power away, not collecting it. It is moving the power to influence into the hands of the people we are leading so that they can pursue the mission. Leadership exists to serve the mission and to serve the people. Like God's leadership, leadership is a relationship that cares enough to walk patiently with people towards a shared purpose. It is not about leaders; it is about the people we lead.

(Walter Wright)

The key goal of leadership is the development of others, bringing the best out of them and helping them to fulfill their potential. An effective leader is one who **adds value** to those whom she leads.

cf. Paul's personal goal expressed in **Colossians 1:28-29**.

An effective leader will want to see those for whom he is responsible grow towards maturity in:

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| • Personal Holiness and Christian Character | Phil 1:9-11, Hebrews 12:1-3,14 |
| • Spiritual Passion | 1 Thess 5:19ff |
| • Spirituality and a personal walk with God | Ephesians 1:17-20, 1 Tim 4:16 |
| • Confidence in discerning and using spiritual gifts | Romans 1:11-12 |
| • Competence in ministry skills | 2 Tim 2:15 |
| • Anointing and expectancy towards God | 1 Tim 4:14, 2 Tim 1:6 |
| • Boldness in serving | 2 Tim 1:7, |
| • Responsibility in every area of life | 2 Cor 13:9,11 |
| • Receiving and sharing vision | Colossians 1:9 |
| • Perseverance | James 1:2ff |

We should be committed to developing others not only because it is a worthwhile thing for its own sake, but because this is the only way in which ministry can be extended and the work expanded. It is an excellent ambition to seek to do ourselves out of a job. Furthermore, in doing so we are echoing most clearly the style of leadership modeled by Jesus. His overriding priority was to invest in a small group of people and to develop their potential. Empowering leadership represents a sharing in something close to God's heart, values people and ensures that the work continues and grows.

It must be noted in passing that empowering leadership is very much more than simply delegation or the farming out of responsibility. Empowering leadership is a relational activity.

Leadership, as we have already stated, is primarily about being a person of influence. If we are people of integrity and commitment then people will be affected positively by us. What strategies might we adopt in order to develop those whom we lead in a more focused way?

Leadership is empowering and involves committing ourselves to the development of the potential in another. *(Walter Wright)*

EXERCISE

Look at the following verses and comment on Jesus' approach to developing others. What specific steps did he take? How might this inform the way we tackle the business of developing others?

- **Mark 1:17**
- **Mark 3:13-15**
- **Mark 5:40-6:1**
- **Mark 6:6-13**
- **Mark 6:30-32**
- **Luke 11:1**
- **Luke 22:31-32**
- **Luke 24:44**
- **John 17:9-11, 14-15**
- **Acts 1:3-8**

STRATEGIES FOR HELPING OTHERS TO GROW

1. NURTURE

All people need nurture, especially those who are new to the faith. If you desire to be an influencer in others' lives start by nurturing them. At the heart of the nurturing process is genuine concern for others (like mother with baby) cf **1 Thessalonians 1:7-8**.

If you want to make a positive impact on them you cannot dislike, despise or disparage them. You must give them love and respect. People are influenced most by those who make them feel the best about themselves.

'Your goal is others' growth and independence. If you nurture others but allow them to become dependent on you, you're really hurting them not helping them. And if you help them because of your desire to meet your needs or to heal the hurts of your past your relationship with them can become codependent. Codependent people never become positive influencers in the lives of others.' (John Maxwell)

Key Elements of Nurture:

Love - Length and breadth of our influence on others are directly related to the depth of our concern for them. Helping people to feel valued. Don't ever assume that people know how you feel about them.

Respect - Where love focuses on giving to others, respect shows a willingness to receive from them and acknowledges their ability or potential to contribute. Many of us realise, from our own experience of being treated well or badly by others, how motivational respect can be - we are more easily influenced by people who treat us well.

Sense of security - 'When people are made to feel secure and important and appreciated, it will no longer be necessary for them to whittle down others in order to seem bigger in comparison.' (Virginia Arcastle)
Consistency and Integrity makes people feel secure.

Recognition - giving people credit for what they do and showing appreciation.

Encouragement - George Adams referred to encouragement as 'oxygen to the soul'

An experiment to see how long people could stand barefoot in a bucket of iced water demonstrated that the length of time was doubled if someone was there to encourage the experimentee to persevere!

When a person feels encouraged he can face the impossible and overcome incredible adversity, and the person who gives the gift of encouragement becomes an influencer in his life.

'Flatter me and I may not believe you. Criticise me and I may not like you. Ignore me and I may not forgive you. Encourage me, and I will not forget you.' (William Ward)

We want to build into others:

- Sense of identity. New believers especially need to be socialized into new community and new life which is the church of Jesus Christ. **2 Cor 5:17, 1 Peter 2:9-12**
- Positive sense of self-worth
- Sense of belonging
- Godly Perspective
- Feeling of significance
'My only regret in life is that I'm not someone else' (Woody Allen)
- Hope

The leader's primary calling is to cultivate a people and nourish the conviction that God's future is among them. (Missional Leadership – Roxburgh)

There is immense value in taking under your wing someone who is just beginning the Christian journey or someone who is beginning to show an appetite for significant growth and development. This may be the best investment of your time. Please note that it is never appropriate to enter into such a relationship with a member of the opposite sex!

2. COACHING

The Coach's central thrust is to provide motivation and impart skills and application to meet a task or challenge. It is a relational process in which a coach who knows how to do something well imparts those skills to another who wants to learn them.

Coaching is particularly important for those stepping into new areas of leadership responsibility or for when we get bogged down on particular responsibilities. Coaching is essentially about empowering, about influencing others and the people whom they influence.

Walter Wright (Relational leadership p47-8) gives an exhaustive list of the characteristics of a good coaching leader.

Maxwell suggests that the following steps are involved in coaching:

1. **Evaluation** - so that we do not misjudge the capabilities of others, assessing strengths and needs
2. **Modelling** - people do what they see. Include them in your work and take them along whenever you have opportunity to do so.
3. **Instill self-belief** - demonstrate to others that you want them to succeed
4. **Transfer authority** to them (the heart of empowerment)

'The person who gets the best results is not always the person with the most brilliant single mind but rather the one who can best coordinate the brains and talents of his associates.'
5. **Publicly showing confidence**
6. **Supply feedback**
7. **Release them** to continue on their own

One of our leadership priorities should be to assess those for whom we have a responsibility and to determine in what ways we might 'coach' them, passing on the things we have learned ourselves and empowering them to grow in key areas of life and service. We should be aware of what our specific skills are and then seek to share them in an empowering way with others.

3. MENTORING

John Maxwell subtitles his chapter on mentoring as 'Enlarging others'.

Mentoring is far more than merely nurturing or coaching

Mentoring is a relational experience in which one person empowers another by sharing him or herself and his or her resources. This is an interactive relationship. While knowledge can be transmitted in a variety of forms and media, learning occurs in interactive relationships. Mentoring provides a significant point of connection in an increasingly fragmented world. (Walter Wright)

Christian mentoring is a dynamic intentional relationship of trust in which one person enables another person to maximise the grace of God in their life in service of God's kingdom purposes by sharing their life, experience and resources. (James Lawrence)

Essential features of Mentoring:

- A mutual relationship. Although the mentor is looked to for leadership, guidance and expertise, this is a two way street in which both parties are mutually affected by the relationship. The mentee takes responsibility for their own development.
- An intentional relationship. This is more than just meeting for a social chat. The Mentee will usually determine how often meetings take place and will usually set the agenda. Both parties understand that the goal of the relationship is the formation of the Mentee in terms of spiritual life, ministry expertise, character formation etc. The purpose of the mentoring relationship is to create space for the mentee to engage in the self-learning and self-management that allows the mentee to become the person he or she intends to be. It is more about following than leading.
- An empowering relationship. The Mentor pulls out all the stops in order to see the Mentee progress. Learning is done in an interactive way. One of the vital skills of an effective Mentor is the ability to ask the right questions.
- A relationship of accountability. Mutual trust is built up to such an extent that the Mentor is able to question the Mentee about progress in resolutions made, in targets agreed and in matters of personal holiness.

Mentoring is not just the latest fad or buzzword. For Christians it is rooted in biblical principles. Its current popularity stems from a need arising from Western society's extreme individualism and resulting lack of accountability. (Stanley & Clinton)

- A committed relationship. Mentoring is a serious responsibility requiring time, effort and prayerfulness.

John Maxwell gives the following instructions to those involved in the work of mentoring others:

- Place people in a position to succeed
- Believe you can make a difference
- See their potential
- Cast a vision for their future
- Tap into their passion
- Address character flaws
- Focus on their strengths
- Enlarge them one step at a time
- Put resources in their hands
- Expose them to enlarging experiences
- Teach them to be self-enlargers

Mentoring is leadership influence focused on growth.

The Fruits of Mentoring

Leadership transition is an ongoing concern of every organization. Effective leaders are always grooming persons with the potential to succeed them. For this reason alone, every leader should be involved in a mentoring relationship. Mentoring may be the most rewarding way for a leader to leave a legacy. The promise of mentoring is the hope of the future. We contribute to that future when we invest in the life of another.

'Mentoring is a self-replicating investment of the mentor's hope' (Walter Wright)

EXERCISE

In 2's or 3's talk about your most significant experience of being nurtured, coached or mentored by someone else. What impact has it had upon your own personal and spiritual development? What made the experience so helpful and valuable?

What can you learn from your own experience of being developed in this way which you might be able to apply in your relationships to others?

For Further Reading:

Becoming a Person of Influence	John Maxwell & Jim Dornan (Nelson)
The Master Plan of Evangelism	Robert E Coleman (Grand Rapids : Revell)
Mentoring	Walter Wright (Paternoster)
Connecting	Stanley & Clinton (Navpress)

PROJECT

1. Think about the people for whom you have responsibility in your own area of ministry e.g. Cell members, other leaders in your ministry team, children in your group etc.
 - How might God be calling you to develop them further?
 - Which two or three people are your biggest priority in terms of developing their potential?
 - What action do you need to take in order to be more effective in nurturing, coaching or mentoring these people?
2. What are your main training/development needs? In what areas of your own life and ministry would you most like to progress? Who are the people who might be of most help to you in achieving these goals?
3. (Revisiting an earlier project) Have you found someone to mentor you, or with whom you might enter into an accountability relationship? It could make a world of difference to your spiritual progress!

Ian Parkinson, May 07

Never Stop Duplicating

by Kent Shaffer

One thing I love about the automobile industry is their solution to problem solving. Faulty parts do not have to undergo painstaking surgery. They are simply replaced with a duplicate part that works.

Imagine if God suddenly called you to a different role in ministry, would there be someone that could fulfill the responsibilities of your current position? Would there be a replacement that could do the same job? Learning the principle of duplication is an important key to being able to grow a lasting ministry. It allows for your church to keep running smoothly even if a few parts are replaced along the way.

Jesus' twelve disciples were chosen to help Him with His earthly ministry, but more importantly, they were chosen to become duplicates of Him so that they in-turn could duplicate His nature in others. They were not precise duplicates of Christ because they had sinned, but they did learn how to be Christ-like.

As a leader, you should know how to duplicate your role in ministry three different ways. First, learn to duplicate yourself as a boss would. Train people beneath you to do more generic tasks so that you can focus on doing what only you can do. Moses did this in Exodus 18:13-26 when he established a system of judges to help maintain order among the Israelites in the wilderness. As a result, Moses did not wear himself out and was able to endure the pressures of his calling. Similarly, the apostles in Acts 6:1-7 appointed seven men to administer a food program so that they could focus on prayer and preaching the Word. As a result, the number of disciples in Jerusalem greatly increased.

Second, learn to duplicate yourself as a teacher would. When you went to school, you did not go to learn something that you would only practice at school, but you went to learn something that you could practically apply elsewhere in a situation that needs it. God has given you specific gifts. You have been called to a specific role in ministry. Remember to share your knowledge with others. Teach them so that they may go throughout the world and use that knowledge to further the gospel.

Lastly, learn to duplicate yourself as a mentor would. Ensure that someone can take your place once the season in your current role of ministry is fulfilled. Jesus focused on mentoring His disciples so that they could effectively continue His ministry after His ascension. Mentoring takes time, but that investment is well worth it when your years of hard work don't die but continue to thrive after you leave.

Recently, I transitioned from one area of ministry into another. I had been involved with a preschool ministry for over six years. Throughout the years, I oversaw handfuls of workers. With each worker, I would duplicate myself as a boss would. I would train them to handle various tasks according to their gifts so that I could focus on administration and preaching. With several workers, I duplicated myself as a teacher would, and they took what they learned and put it to use supervising their own classes. Yet when it was time for me to transition into a new area of ministry, I needed to turn to the man I had mentored. Mentoring requires four stages to guarantee success.

1. Potential

The first step is to look for someone with potential. Who appears to have what it takes to do what you do? Sometimes this is obvious, but do not forget to consider less obvious candidates. Jesus picked disciples that many thought were unfit for religious work, but He saw potential in them. So how can you see potential? Start with a set of requirements. The

early church had requirements for elders (Titus 1:6-9). Are there any essentials for your role? These guidelines will help you narrow down the list of potential candidates.

2. Teachable

Second, you must look for someone who is teachable. A person can have all the potential in the world but is useless if he is unteachable. The teaching process is the longest stage of the four. The more complicated your role in ministry the more difficult it will be to teach to someone. If there is someone who has already learned similar skills to yours, that is an advantage but not necessarily essential. The only essential is that he or she is a good learner.

3. Performance

Some people are learners but not doers. You need someone who can put into practice what they learn. Yes, you may have to correct him or give him guidance along the way, but overall, he or she needs to be capable of performance. Ideally, that performance will be even better than your own.

4. Sustainable

Lastly, that performance needs to be sustainable. You've found someone who can learn and perform, but can he or she handle the pressures of flying solo? Will the ministry be able to last and thrive under the person you mentored? This is a true test of leadership.

I was fortunate to have someone who met these four stages. He has been able to continue my previous area of ministry so that I can focus on where God wants me now. Best of all, he has brought leadership gifts of his own that will help further season the workers serving him and add a fresh approach to the ministry itself. No matter what your role is in ministry, look for people who you can duplicate yourself in. Whether you are a janitor, a designer, or a pastor, look for people who can learn from the excellence in what you do. Never stop duplicating.

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