

**GROWING LEADERS
SESSION 6
DEVELOPING
LEADERS**

Introduction

Session 6: Developing leaders considers the next core skill of leaders. It is vital that existing leaders are developing others as leaders around them, not only to succeed them, but also to take on different leadership responsibilities.

The approach the course takes in this session is a simple process of identifying, investing and entrusting. Identifying who to invite into a leadership role, then offering a range of ways for them to be developed as a leader, and finally entrusting them with appropriate leadership responsibility. It considers how Jesus did this with his disciples and asks what can we learn from him.

There is a practical project connected with this session that encourages them to actually do what is explored during the session. For example, a leader of a small group is invited to identify the person who could be their successor in the future, and to invest in them. You may be able to offer some helpful insights and perspective on this project.

The questions they are invited to explore with their mentor are:

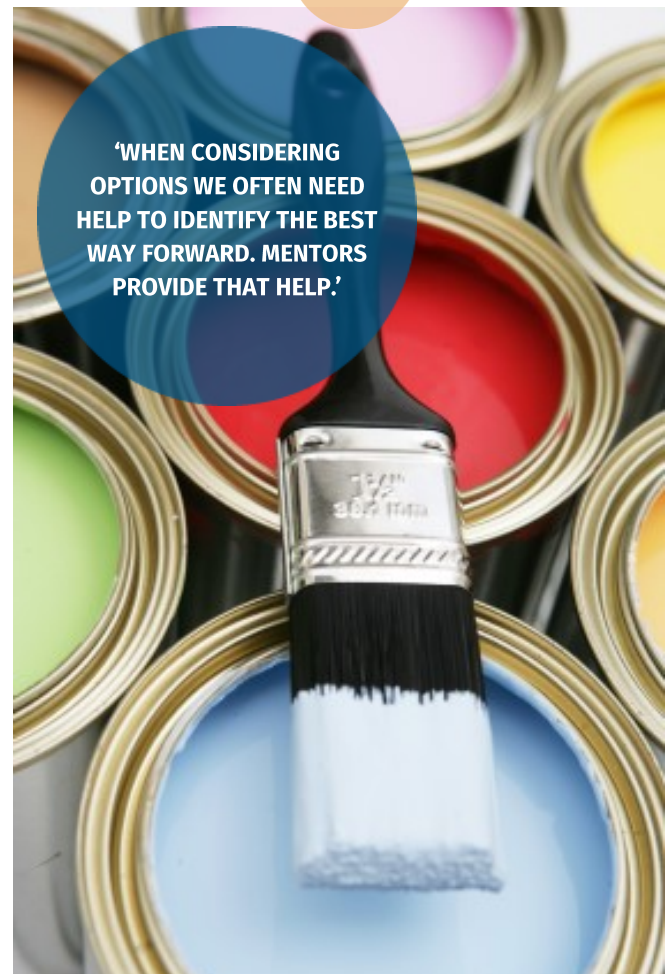
- How do you feel about inviting people to be ‘with you’ (Mark 3:14) in leadership and life?
- What insights did you gain from Mark 3-6 on how Jesus develops his disciples?
- What would investing in the person you’ve identified look like for you?
- How do you respond when people you’ve trusted hurt you?
- What has most helped you grow as a leader? How could you use this experience to benefit others?

Goal Setting

Part of what a mentor offers is the accountability not just to talk about things, but do something about them. This is critical. As Karl Fasse comments ‘I believe that mostly in

life and leadership the problem isn’t not knowing what to do, it is doing what we know.’

We are going to take one model for goal setting – GROW – and offer a process that mentors can use to walk their participant through to clear and helpful actions.



THE MODEL

Based around the acronym GROW, this model offers a simple framework for goal setting.

- G – goal
- R – reality
- O – options
- W – way forward



SETTING A GOAL

Help the mentee by initially exploring what they are aiming for/desiring.

- What do you want?
- How will you know when you have achieved it?
- How will achieving it benefit you and other people?
- When do you want it by?

Then help them to make their goal as focused as possible. Ideally they will be:

- **Specific** 'I am able to walk four miles in 30 minutes' versus 'I want to be fitter'.
- **Positive** What the mentee wants, not what they don't want.
- **Personal** The mentee sets the goal NOT the mentor.

It might help at this stage to get them to write it down so it is as concrete as possible.

WHAT IS THE REALITY?

The next stage is to help them see what it is like for them at the moment in relation to their goal:

- How far have you travelled towards your goal?
- How far is there yet to go?
- What have you done specifically to achieve your goal?
- What has stopped you?
- What challenges have you met and overcome?
- What challenges do you expect to meet?

WHAT ARE YOUR OPTIONS IN GOING FORWARD?

It is unlikely that defining the reality will be enough, as the likelihood is that they haven't been able to bring about change in this area before. This is the point to stretch the

mentee beyond what they have already tried or thought of before.

This is a brainstorm – get the mentee to write down everything they think of, however silly it might sound. As the mentor you have to exercise the discipline of NOT offering any suggestions at all, but rather focus on asking the right questions.

- What could you do?
- What would you suggest to a friend in a similar situation?
- What if?
- What else?

Again, it may help to write down the options.

THE WAY FORWARD

This is where the mentee makes an action plan. The following questions may help the process of selecting the best way forward.

- What is the easiest to do?
- What would be achieved in the shortest possible time?
- What is your gut feeling for the way forward?
- What would have the most impact on you/others?
- What are you going to do?
- When are you going to do it?
- What support/resources do you need on the way?
- On a scale of 1-10 how committed are you to doing these action points?

Don't miss out the last question. It is not unusual for someone to set a goal, but actually deep down there is little or no commitment to seeing it through. If this is the case you will need to explore why.

A final stage in the process can be to explore potential barriers, things that would get in the way of the action point being done.

Grace, Grace, Grace

In all of this we will need to ensure we bathe the conversation in God's grace. The single strongest motivator for change is gratitude for what God has done in Jesus, coupled with a desire to please the one we love.

So throughout, help the mentee to be reminded of why change is on the agenda. Not so that we somehow can be glorified as a better leader, not even that we may do a better job (although this might well be the case). No, to glorify the King, to bring honour to him. That is our desire. And that is possible through the amazing grace of God.

Keep up the grace quotient.

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