



cpas
Making Mission Possible



GROWING LEADERS

- **Introducing Growing Leaders**
- **Defining Mentoring**
- **Biblical Pointers**
- **How Mentoring Works**



**GUIDE
FOR
MENTORS**

INTRODUCTION

‘All biblical mentoring is “under mentoring”. Jesus Christ is the real and decisive agent in Christian mentoring. We cannot bring about change in our mentees, yet we can influence them to be changed by Jesus Christ.’

John Mallison

Contact

CPAS
Sovereign Court One (unit 3)
Sir William Lyons Road
University of Warwick Science
Park
COVENTRY
CV4 7EZ
T. 0300 123 0780
E. growingleaders@cpas.org.uk
W. www.cpas.org.uk

Thank you

We are grateful for your willingness to consider the role of a Growing Leaders mentor. The mentor makes an invaluable contribution to the effectiveness of the course. Many participants speak about it being the most helpful aspect in their leadership development.

You will have received this guide because you’ve been asked to consider being a mentor. We hope you’ll find it useful.

Experience suggests that many people may feel somewhat nervous about taking on this role. Please be comforted by the fact that you’re not alone. However, experience also shows what a hugely significant benefit your mentoring can be to the mentee. Many mentors tell us that they gained enormously from the experience as well.

As you reflect on this material, do chat with the course leaders in your church if you have any questions or concerns. And if you do take on the role of mentor, they should provide you with support and encouragement throughout the course, including:

- **A training evening for mentors** This gathering will provide some practical insights and tools on how to do the role well.
- **Monthly emails** Following each session they will send you a mentor bulletin with suggestions on what to cover in the next session and some tips on mentor skills.
- **A Growing Leaders book** The course is based on the book, and it will provide you with useful insights into what the participants are covering.
- **Review** After each part of the course (there are three) you will get together as a mentor group to reflect on how things are going.

Other resources that you might find helpful include:

- Mentoring Leaders, Carson Pue (Baker 2005)
- Discipling, Coaching, Mentoring, Bryn Hughes (Kingsway 2003)
- Connecting, Paul Stanley and Robert Clinton (NavPress 1992)
- Intentional Mentoring, Paul Wilcox (Instant Apostle 2017)

There is also a wide range of online resources. Here are a few possibilities:

- www.nmn.org.uk
- www.coachingnetwork.org.uk
- www.mentoring.org
- www.nwrel.org/mentoring

We pray that through God’s grace the following words may be true for you as you mentor a Growing Leaders participant.

‘Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen.’ (Ephesians 3:20 TNIV)

Yours in Christ

James Lawrence and Simon Heathfield, authors of Growing Leaders



WHAT IS MENTORING

An Overview

It sometimes helps to define what Growing Leaders isn't. It isn't primarily an academic learning programme. It is an integrated learning process carefully designed to enable change to take place in participants' lives. There are a number of key elements. We've included a synopsis below.

The Model

It is based on a model of leadership development that incorporates five areas. Each of these is closely related to the other. They are:

1. The priority of our relationship with Christ (chosen).
2. The importance of discerning what God wants us to do with our time and talents (call).
3. The constant invitation to become more like Christ (character).
4. The need for particular leadership and evangelism skills in our rapidly changing world (competence).
5. The value of meeting with others grappling with similar issues (community).

To find out more you might like to get hold of a copy of Growing Leaders (published by CPAS/BRF) from www.cpas.org.uk. It outlines the leadership development process at the heart of Growing Leaders. Also ask if you can watch the Introductory video that is part of the course. It will give you a good overview of how the course works.

Levels

Growing Leaders works on a number of levels. It is the combination of these factors that seems to resource life change. Each church decides how many levels to buy into.

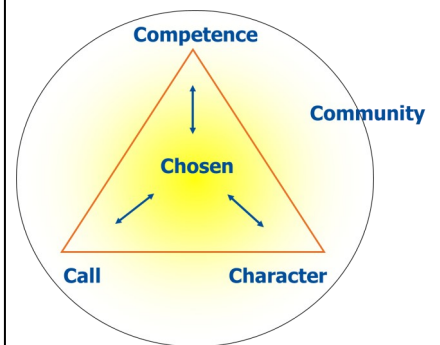
- **Input** There are ten sessions. Eight of these are two-hour sessions, two of them are 24-hour overnight sessions. Each session combines training, Bible teaching, group activities and fun.
- **Mentor** The mentor helps the participant to apply what they are learning to their life and leadership role.
- **Projects** A series of activities designed to help course members personalise and deepen their development.
- **Intercessor** Each course member is prayed for throughout the programme by a personal intercessor.
- **Small group** If the overall group size is larger than 24, each participant is part of a small group of other participants from the course who meet for prayer, support and encouragement.

The Process

Growing Leaders runs over a year. This is vital to its effectiveness. You don't change habits in a few weeks or even a few months. An outline of the course is included at the back of this guide.

'Mentoring is a brain to pick, an ear to listen, and a push in the right direction.'

John Crosby



WHAT IS MENTORING

'A mentor is not someone who can do the work better than his or her followers. He or she is a person who can get their followers to do the work better than they can.'

Fred Smith

Myths of Mentoring

Mentoring has become more popular over the last few years. It is a much talked-about and much written-about topic. The danger is that a number of myths have grown up. Here are a few of them.

- **There is a perfect mentor** Mentors are human, therefore imperfect.
- **I must wait until a mentor asks me** You can seek out someone to mentor you.
- **I must wait until a mentee seeks me out** You can seek out people who you believe God is asking you to approach.
- **I must 'have it all together' to be a mentor** If we waited until we were 'all together' when would we start?
- **Mentoring is teaching and I'm not a teacher** Some aspects of mentoring can involve coaching, but that is not the same as teaching.
- **Mentoring is a fad** Mentoring has been around for a long time, the Old and New Testaments are full of examples.
- **I don't have much to offer, besides the younger people know more and have done more than I have** Mentoring is not about solving people's problems for them. It is about asking questions to assist their thinking about their life and ministry. The ability to ask the right questions is a skill that develops with maturity, and is fundamental to mentoring.

Our Definition

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

Therefore mentoring is more than two people spending time together. It is a dynamic relationship (it flows in both directions), with an intentional agenda (there is an end in mind), filled with meaningful content (combining theory and reality, thinking and practice), from one individual to another (understanding that one has resources and experience the other is eager to learn from).

The Mentoring Process

1. **Connecting** Building initial relationship, getting to know each other.
2. **Clarifying** What do we want to gain from our time together? From our relationship? What is important to us? Expectations? (time frame, intensity, frequency, focus, accountability.)
3. **Pursuing** Going after it together.
4. **Evaluating** How are we doing? Are we meeting our expectations? On track? Break needed? Carry on?
5. **Adjusting** Keeping going, making changes, transition and closure.



MENTORING ON GROWING LEADERS

Aims

Mentoring aims to help participants integrate all they are learning through Growing Leaders into their discipleship of Jesus Christ and their leadership responsibilities. Growing Leaders is for both existing and emerging leaders. The latter may not yet have a specific leadership role. If so, part of your work with them may be to help them identify where they may take on leadership responsibility. The course also recognises that as Christians we don't only exercise leadership when we gather as the church, but also in other parts of our life. So, be sure to focus on the whole of their life.

Objectives

There are four objectives for Growing Leaders mentoring:

- Ensuring participants see the links between their world and what they are learning.
- Helping participants evaluate the impact on their behaviour of what they are learning.
- Conducting a 'spiritual health check' for the participants to help provide them with some perspective on where they are in their relationship with God.
- Reviewing progress on the four projects that are part of the course, providing accountability and encouragement to fulfil them.

Role of Mentors

The mentor will come alongside the participant for the duration of the course (approximately ten months), creating a relationship of accountability in which the mentor promotes reflection and self-awareness.

There are four key elements in the learning cycle. The Growing Leaders mentor will provide a sounding board for the participant, mainly in the areas of **reflection**, **action** and **review**. (This is different from a skills-based coach who would give input and ideas on particular skills.)

The mentor will help the participant develop lifelong skills in self-awareness and development, leaving him or her with a set of disciplines that will help them throughout their life and that they can pass on to others.

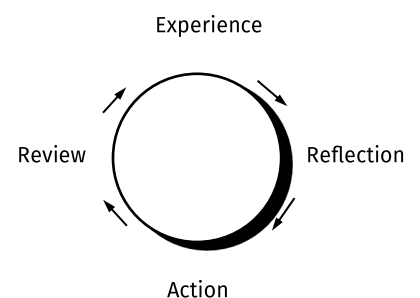
For Reflection

It may help you if we define some of our keys to mentoring.

- 'Chemistry' (an immediate rapport) is valuable. But ultimately commitment is more important. The starting point is enough rapport to make the relationship work, followed by a commitment to the mentoring process. Successful mentoring partners may not share the same personalities, interests or even experiences.
- It is their life and not yours. The mentor is not responsible for the person being mentored. It is their life, they must decide what to do with it.
- A mentor's hindsight can be someone else's foresight. People remember the wise advice of mentors. Often, the mistakes mentors have made can be a valuable resource for the person they are mentoring.

'An awful lot of the kingdom is not about you, but is about who you develop.'

Anon



SOME BIBLICAL POINTERS

'Mentoring is not just the latest fad or buzzword. For the Christian 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 and Clinton

Biblical Examples

The Bible depicts some significant 'mentoring' relationships, such as Moses and Joshua (Deuteronomy 31:1-8), Samuel and Saul (1 Samuel 9:15-27), Elijah and Elisha (1 Kings 19:16-21), Eunice and Lois (2 Timothy 1:5), Paul and Timothy (1 and 2 Timothy).

Jesus moulded the lives of his disciples by sharing the whole of his life with them. He also related to different people with different levels of intimacy and frequency (for example John, James, Peter, the twelve, and the seventy-two he sent out), but throughout his public ministry he chose to invest an extraordinary amount of time in a few people.

Mark 3:13-14 records Jesus' pattern of identifying, investing, and entrusting:

- Through prayer Jesus discerned the people in whom he should invest time: asking God to help us identify those with whom we should be spending time will prevent us from relying on personal prejudices. Prayerfulness will prevent us from choosing only 'people like us.'
- Jesus called those he wanted: no doubt he was accused of favouritism, but for the sake of many he invested in a few.
- Jesus appointed them to be with him: he was prepared to share his life with them, and this is at the heart of mentoring, a willingness to be open and share life together.
- Jesus sent them out: he entrusted them with his ministry.

It is also possible to see the Great Commission (Matthew 28) as the context for mentoring.

- **Go and make disciples** Mentoring is about helping people grow as disciples.
- **Baptising them** The people we mentor have committed themselves to Jesus.
- **Teaching them to obey** Mentoring helps people learn and take action.
- **Everything I have commanded** Mentoring is based on the truth revealed in Jesus, the living Word.

Qualities of Effective Mentors

Makes the most of the potential in a person.

Encourages and builds up others through gifts and abilities.

Nurtures with patience, knowing that time and experience are needed for development.

Tolerates mistakes, brashness, abrasiveness and the like in order to see potential develop.

Offers perspective through vision and the ability to suggest the next steps that a mentee should take.

Responds with flexibility to people and circumstances.

Seeks first the kingdom of God.

(Taken from Leighton Ford Ministries, Mentor Training Seminar)



MENTORING SKILLS

Introduction

We've listed below a number of core mentoring skills. Inevitably we won't be equally good at each of these skills, but we need to have a basic grasp of their importance within a mentoring relationship. Further insights and practical tips on each of these is given in the monthly mentor bulletins.

ASKING QUESTIONS

Asking the right questions – and asking them well – is a key skill for mentors. Their role is to 'hear' the people being mentored without passing judgement on them or trying to take responsibility for them – and without trying to 'mould them to their likeness'. This experience helps 'mentees' to relax and grow in confidence and trust. It helps them to be honest about their deeper feelings and thoughts. It enables them to perceive their world in a new way and to move forward.

TRUE LISTENING

When love motivates our listening, there is a commitment not only to grasp what is being communicated but also to discover the 'person behind the words'. True listening involves one's whole being striving to hear and understand the thoughts, feelings and meanings behind the words being spoken. It requires patience, humility, sensitivity, acceptance and alertness.

AFFIRMATION AND ENCOURAGEMENT

Most people lack sufficient affirmation (giving thanks for what has been) and encouragement (giving strength for what is to come). Leaders in particular can feel isolated and taken for granted. They may experience discouragement and opposition. An effective mentor offers the gift of affirmation not only for what is good, but also for the potential they see for the future.

PERSPECTIVE

From their 'outside' vantage point, mentors help people to see things in perspective. Factors influencing their viewpoint include distance, time, maturity, biblical knowledge, wisdom, experience and differences in personality and gifts.

CHALLENGE

Few leaders have relationships in which they are loved enough to accept genuine rebuke and challenge. Yet without honest feedback, direct challenge and loving rebuke few leaders will grow into the person God is calling them to be. Nor will they fulfil their leadership role in the most effective way.

PRAYING

Prayer is an essential part of good mentoring. We encourage mentors to pray for their mentee regularly, and to pray with their mentee each time they meet.

A Word of Warning

After reading the above most of us would feel inadequate for the task. That's normal. Each of us will be better at some aspects of the list than at others. Mentors are not expected to be omni-competent, but simply to be open to the Spirit and willing to engage in each of these areas in ways that will serve the mentee.

'The power of mentoring is in long-term investment not short-term gains.'

Martin Sanders



GROWING LEADERS COURSE OUTLINE

Invitation	April-May	Personal invitations to potential participants.
EXPLORATORY SESSION	June or July	A relaxed introduction to Growing Leaders (BBQ?) with an explanation of its aims and how it works, and an invitation to consider taking part.
Project 1	July-August	Complete leadership styles questionnaire using Project 1 handout.
Part 1: Firm Foundations for Christian Leadership		
SESSION 1	September 24 hours away	INTRODUCTION: LEADERSHIP MATTERS In this opening session we define leadership, identify the distinctives of Christian leadership, and focus on participants' leadership styles.
See mentor	September	Getting to know one another and establishing parameters of meeting.
SESSION 2	October	ESTABLISHING IDENTITY Christian leadership is rooted in our relationship with God. This session explores the basis of that relationship (God chose us/grace) and the priority of spiritual disciplines in the leader's life.
Project 2	October	Complete spiritual health check using the Project 2 handouts.
See mentor	October	Reflect on session 2, the spiritual health check and spiritual disciplines.
SESSION 3	November	CLARIFYING CALL Many Christian leaders struggle with how to use their time. This is an issue of call. We look at biblical principles for discerning God's call and identify a practical tool to help with this.
Project 3	Nov-Mar	Begin to develop personal life statement using the Project 3 handout.
See mentor	November	Reflect on session 3, personal life statement and issues of call.
SESSION 4	December	DEVELOPING CHARACTER The Bible places a clear emphasis on character issues as 'qualifications' for leadership. What are these qualities and how do we grow them?
See mentor	December	Explore character issues from session 4 and review Growing Leaders Part 1.
Part 2: Key Skills of Christian Leadership		
SESSION 5	January 24 hours away	DISCERNING DIRECTION Leadership is about going somewhere, but how do we know where? This day explores how we discern God's direction for a group and how to implement it.
See mentor	January	Reflect on session 5, review spiritual disciplines and personal life statement.
SESSION 6	February	DEVELOPING LEADERS Jesus developed leaders around him. Christian leaders will need to do the same. This session focuses on how we help others to grow as disciples and leaders.
See mentor	February	Reflect on session 6, review how Projects 2 and 3 are going.
Project 4	Feb-June	Developing another person as a leader using the Project 4 handouts.
SESSION 7	March	LEADING TOGETHER Leaders work with people, often in teams, groups or committees. We consider group needs, common dysfunctions of teams, and how to lead well together.
See mentor	March	Reflect on session 7, review Project 4 and Growing Leaders Part 2.
Part 3: Keeping Faithful in Christian Leadership		
SESSION 8	April	EMBRACING COST Too many people have unrealistic expectations of Christian leadership. We identify costs and how to handle them well.
See mentor	April	Reflect on session 8 and review spiritual disciplines.
SESSION 9	May	STAYING FRESH Leadership is a marathon not a sprint. How do we run a marathon well?
See mentor	May	Reflect on session 9, review Projects 3 and 4.
SESSION 10	June	CONTINUING WELL This is a celebration and commissioning event to end Growing Leaders.
See mentor	June-July	Reflect on session 10, review the whole course.