



GROWING LEADERS



- **Introductory Video**
- **Leaders' Guide**
- **Handouts 1-5**
- **PowerPoint**
- **Project 4 Handout**
- **Additional Handouts 1-4**

6

DEVELOPING LEADERS

SESSION 6: DEVELOPING LEADERS

'For Jesus it wasn't just about getting the job done. It was about developing people and getting the job done.'

LEIGHTON FORD

Session Overview

- Aim (10 mins).
- Way in (15 mins).
- Bible, Mark 3:13-19 (15 mins).
- Bible 2 (8 mins).
- Activity, invest (17 mins).
- Refreshments (10 mins).
- Activity, entrust (20 mins).
- Reflection (10 mins).
- Prayer, intercession (13 mins).
- And finally (2 mins).

Session Aims

- To appreciate that 'growing' others as leaders is an important aspect of leadership.
- To consider how Jesus identified and developed leaders.
- To encourage participants prayerfully to choose someone to develop.

Bible Base

Reflect on Mark 3:13-19, Jesus' calling, appointing and sending of the apostles – what does this mean for us as we seek to develop leaders? Note the variety of people Jesus selects. What are the implications for us? Take time to give thanks for those who recognised your potential, invested in you and entrusted you with responsibilities.

Background

Investing in others can be costly, time-consuming and frustrating but it is vitally important if the kingdom is to grow. We want people to leave this session inspired by the possibility of helping others to grow as leaders, fulfilling God's call on their life. We want them to embark on a lifetime of 'encouragement', taking every opportunity to develop people whom they come across, be it formally through a line-management responsibility, semi-formally through mentoring or informally through example. This is our second 'key skill'.

Obviously there may be some on your course who are emerging leaders, not yet in any clear leadership role, but exploring first tentative steps in leadership. It will be good to recognise this at the start of the session, and explain that although this material may not have immediate relevance in quite the same way as it does for those who are already in leadership roles, it is a vital part of leadership and therefore important for them to take on board from the very early days. Even those emerging as leaders need to be encouraged that part of their 'leadership DNA' should be identifying other leaders, investing in them and entrusting them with leadership responsibility.

This session focuses on the importance of developing others as leaders because:

- Growth and development are at the heart of the Christian faith.
- Jesus gave priority to this kind of development.
- The Church needs Christians who know that a truly great life is one surrendered in faithful service of Jesus Christ, growing in grace and godliness, honouring him through 'kingdom living' and service.
- Research shows that healthy, growing churches have effective leadership at every level of their life (see Anecdote to Evidence, 2011-2013).
- Many leave the Church for a lack of opportunity to take on significant responsibility.

Some people may find this material difficult, raising objections such as: 'Who am I to develop anyone else?' or 'I don't have time.' That is why Growing Leaders Part 1 focused on the foundations for Christian leadership – to build up their

SESSION 6: DEVELOPING LEADERS

confidence in who they are in Christ. And that is why this session encourages participants to recognise that it is their responsibility and privilege to be proactive in developing others as leaders. Each person will do it in different ways, but everyone has a part to play.

This session introduces two principles.

- **'Everyone can develop leaders, through encouragement and affirmation.'** You don't have to be a leader to develop others.
- **'For the sake of many, invest in a few.'** Christian leaders should play their part in creating an atmosphere of encouragement for all. But they should also identify and invest in particular individuals. This is what Jesus did. It may prove controversial, but it has strategic value.

We want to encourage all leaders to live out these two principles. This can be done in a community group, a workplace, a club or a church. The examples used here focus a little more on a local church context, but be sure to make connections with where people are leading Monday to Saturday. Every company, community group or club needs more leaders and future leaders.

The session is structured round a study of Mark 3:13-19 and Mark 6. These chapters highlight three stages to developing leaders:

- Identifying whom to develop.
- Investing in them.
- Entrusting them with leadership responsibility.

IN PREPARATION

Well in advance, invite the participants to pray that God will help each of them to identify a person to 'develop' as a leader. This may be a person in their team or group or someone they have spotted as a potential/emerging leader within the church. Give them the Project 4 handout in preparation for this session.

Your Own Preparation

As part of your preparation, reflect on how these principles are lived out in your own life.

Finally, ensure that all the practical details are sorted well in advance so that you can give your time and attention to being with people.

'Equipping is essentially a step-by-step process... that is the science of equipping... Leadership development is more of an art. It is not a series of specific steps that you can take people through.'

JOHN MAXWELL

Materials

- Refreshments.
- Mixing bowls and wooden spoons.
- Flipchart and pens.
- Blu-Tack.
- Blank A5 paper.
- Visual symbols: small crosses, candles, clear plastic cups of water, cut-out road signs.

HANDOUTS

- Handout 1 Developing leaders – identify.
- Handout 2 Looking for leaders.
- Handout 3 Developing leaders – invest.
- Handout 4 Developing leaders – entrust.
- Handout 5 Feedback form.

ADDITIONAL MATERIALS

- Introductory video.
- Project 4 handout
- Session 6 PowerPoint.

SESSION 6: DEVELOPING LEADERS

Outline



Aim
0-10 MINS

Slide 1

ARRIVAL

If you are running this session in February, the winter months can seem bleak after the buzz of Christmas. How about something to bring a smile to people's faces as they arrive?

- Mulled wine, hot chocolate, toasted marshmallows.
- Deck the place out in a beach party theme with appropriate refreshments.
- And how about bowls of Liquorice All Sorts to tie in with the theme?

Slide 2

INTRODUCTION

Welcome everyone and review the day away. Invite participants to get into pairs. Ask them to think about session 5 and identify its most helpful aspect – and one aspect that they found puzzling. Take a few minutes for feedback and address any issues that need clarifying.

Slide 3
Slide 4

Introduce today's session. Remind people that we're continuing to explore some of the 'key skills' of leadership (slide 4 reminds us of the model of leadership development at the heart of Growing Leaders). Today's session focuses on developing others as leaders: emphasise that we're talking about all sorts of people. Explain the session aims. Pray for the session.

Slide 5



Way In
10-25 MINS

Pens, paper

OPTION 1: Pictionary

Invite each person to take two to three minutes to reflect on who or what has most helped them grow as a leader. Once identified ask them to write down the top three. These might include: being given responsibility, Bible, friend, church, Mum – and so on.

Now form groups of four to six to play Pictionary. One person in each group starts by drawing the first of his or her list. The person who guesses correctly draws next. If you want to add an element of competition (surely not), the winner can be the first group to guess ten items correctly.

Mixing bowl,
wooden
spoon,
paper, pens

OPTION 2: BAKED LEADER

Ask participants to form groups of four. Give each group a mixing bowl and a wooden spoon – and paper and pencils. Invite them to list ingredients and instructions for a recipe for 'making' a mature Christlike leader. Each group places their 'ingredients' and instructions in their bowl and presents it to the rest of the course.

Reflect briefly on these exercises and any insights gained from them. Emphasise that growing others as leaders is one of the main responsibilities of those in leadership. As one person has said, 'Without succession, there is no success.'

Slide 6
Handout 1

Earlier in the course we identified that leaders come in all shapes and sizes. Explain that this session is based on two principles for developing diverse people in leadership:

Slide 7

- **'Everyone can develop leaders through affirmation and encouragement.'** You don't have to be a leader to develop leaders. Affirmation (giving thanks to someone for something they have done) and encouragement (giving strength to someone for what they have yet to do) really do make a difference. It's as simple as that. Tell a personal story of the impact of an 'encouraging word'.



SESSION 6: DEVELOPING LEADERS

Outline

- **‘For the sake of many invest in a few.’** Of course, Christian leaders should play a part in creating a general atmosphere of encouragement. But they also need to identify and invest in particular individuals – as Jesus did. This may prove controversial – but it is strategically important.

Also explain that we’re going to explore three stages in developing leaders: identify, invest, entrust.



Bible
25-40 MINS

Slide 8

STAGE 1: IDENTIFY WHOM TO DEVELOP

Jesus’ chose to focus on 12 people. He gave particular attention to three of them. And within the three, he gave extra attention to Simon Peter. This principle (‘for the sake of many invest in a few’) puzzles some people. But we simply don’t have the time to invest in everyone equally. We have to make choices. How should we decide? You can either teach your way through Mark 3:13-19 or use the group approach below.

- Invite participants to form small groups to look at Mark 3:13-19. How did Jesus choose his disciples? What can we learn from this?
- After about six minutes, gather the groups together and reflect on their insights, perhaps summarising them on a flipchart. It may be worth briefly pointing out some or all of the following:
 - ⇒ The danger of restricting choice to ‘people like us’ (see Growing Leaders, page 217). We should be thinking of people of all ages and from all backgrounds.
 - ⇒ The priority of listening to God. If we pray, God will direct us to the people of his choice. He may surprise us. It will also help us to see people we otherwise might not see as potential leaders.

Slide 9

Project 4

Refer people to the Project 4 handout, encouraging people to make notes on it as we go through the session.

Remind participants of your request for each of them prayerfully to select someone to ‘develop’ in his or her leadership. Be aware of confidentiality. Some may not wish to identify the person they have selected. If others mention people by name, stress that it is important for those names not to go outside the course.

Handout 2

Some may want to change their choice as a result of this session. That is fine. Point out that it is worth taking time and care to identify who to invest in. Handout 2 ‘Looking for leaders’ gives further thoughts of what to look for in emerging leaders. Obviously no one has all these things. Yet it is good to recognise the variety of things that go to make up a good leader, again based on the model at the heart of Growing Leaders.

Slide 10

If you have time, here is an interesting question. How do you tell the difference between an unlikely prospect and an unwise choice? Invite immediate responses to this. You may want to include some of the following thoughts in the discussion.

An unwise choice is more likely to occur if:

- The person pushes him or herself forward.
- We’ve not known the person for long.



SESSION 6: DEVELOPING LEADERS

Outline

- We choose the person on our own, rather than checking our thoughts out with others.
- We make a quick choice.
- We choose only people like us.
- We allow desperation to cloud our judgement.
- We are inappropriately driven by other considerations, for example gender or ethnic mix.
- We overemphasise one aspect of the Growing Leaders model – for example, by looking for someone with leadership competence and ignoring their character issues.

Bible 2 40-48 MINS

Slide 11
Handout 3

STAGE 2: INVEST IN THOSE WE'RE DEVELOPING

Jesus appointed his disciples 'to be with him' (Mark 3:14). This is a crucial part of developing leaders, to share life with them, because leadership is caught as much as it is taught. Talk through what this involved in the life of Jesus.

- **Takes intentionality** This doesn't just 'happen'. We need to be intentional about investing in others, inviting them to be with us, sharing leadership experiences with us. A maxim to live by is 'If at all possible, never do anything on your own.'
- **Takes time Jesus** invested in the disciples for three years. We won't grow leaders in a few weeks. It is more likely to take months and years.
- **Takes its toll** It involves cost. When we read through the names of those Jesus chose we are reminded that Judas betrayed Jesus (Mark 3:19). But it is also worth pointing out that Peter disowned him, and the others abandoned him. If we invest in others there will be times when they disappoint us, let us down, even betray our confidence or hurt us. We simply need to be realistic about this, and keep on investing.

Activity 48-65 MINS

Slide 12

Emphasise that within church life, when we invest in others we need to grow them in a biblical way that incorporates the various elements that make up healthy leadership. Remind people of the model at the heart of the course that tries to bring these elements together.

Slide 13

WHY DEVELOP LEADERS?

Ask people to get into groups of four and to list five reasons why developing people as leaders is a good idea. Give each group a piece of paper; ask them to jot down their number-one reason. Collect these and display them. Invite comments. You may like to 'feed in' the following :

- **Investing acknowledges that people have value** Leaders have an important responsibility to help people discover their value before God, to know his purpose for their life and to develop the potential he has given them.
- **Investing in others improves the quality of the job** Christian leadership is a 'body ministry'. With others alongside us in leadership we will improve the quality of leadership as no one has all the gifts necessary to lead on their own.
- **Investing in others ensures that the work continues** We have a responsibility to help others 'grow into' leadership to take on the responsibilities for the future.

Slide 14

You may like to encourage them to talk about how developing leaders in other



SESSION 6: DEVELOPING LEADERS

Outline

spheres of life might look different than in church.

WHY DON'T I DEVELOP LEADERS?

Slide 15

In the same groups, ask people to chat about their answers to the question 'Why don't I develop leaders?' Encourage people to be honest. After five minutes give some time for feedback. Before moving on do two things: encourage people to list their particular struggles on the Project 4 handout and to discuss them with their mentor. Pause and invite people to pray for one another in pairs using the following words.

Lord Jesus, by your Spirit please help N
to overcome these difficulties
and to be a person who
for the sake of many invests in a few.
Amen.



Refresh
65-75 MINS

Take a break.



Activity
75-95 MINS

Slide 16
Handout 4

STAGE 3: ENTRUST

Key to growing leaders is the opportunity to lead. 'If you want to learn to lead you need to lead to learn.' That is why Jesus appointed the disciples to be with him and to send them out for him (Mark 3:14). Consider how he entrusts them with leadership responsibility using the exercise below.

Slide 17

MARK 3,4,5,6 (15 MINS)

You'll need at least four groups. Assign one of the above chapters to each group. Ask them to identify what Jesus does to 'grow' or develop his disciples as leaders.

Invite group members to share some of their insights. You may like to weave into the discussion some of the following points.

- **Appropriate growth experience (Mark 6:6-13)** Jesus gave the disciples significant experiences to help them grow and develop. Such experiences 'stretch' people and encourage them to new levels of faith in God. Please note the difference between 'stretch' (positive) and 'strain' (harmful).
- **Time to take stock (Mark 6:30-32)** Jesus built in time with his disciples to review what had happened and what could be learnt from it. If there is no space for reflection and review then we lose the opportunity to grow.
- **Reliable input (Mark 6:30-34)** Jesus constantly taught new things to his disciples. Growth involves learning. We can help people by ensuring they receive good 'input'.
- **Peer support (Mark 6:45-52)** If we only relate to people in our 'leadership role' we place ourselves in a dangerous position because we don't have any peer relationships. It helps to have a place where we are not in our leadership role, outside of our leadership context, ideally where we can share our lives with those who don't look to us to lead.

Slide 18

End with the quote on slide 18.

Slides 19-20

If there is time ask the groups to reflect on obstacles to the development of leaders. Releasing these 'handbrakes' can lead to progress.



SESSION 6: DEVELOPING LEADERS

Outline



Reflection 95-105 MINS

Give participants ten minutes to reflect on the insights gained so far. Invite them to identify practical ways in which they are going to develop others as leaders over the coming months. (There's space for this on Project 4 handout.) Stress the importance of being realistic about aims. It's better to do one or two things well than several things inadequately.



Prayer 105-118 MINS

Ask participants to place their 'people drawings' from their project on the floor. Explain that this session's prayer focus is on intercessory prayer. As Christian leaders one of our responsibilities is to pray for those we lead in whatever context we are exercising our leadership – to stand before God for the people, as we stand before the people for God. The main focus is on the people identified in the drawings, but participants may also pray for others they lead. Suggestions:

OPTION 1: GO QUIET

Announce that there will be an extended period of silence for personal prayer. Suggest that we allow our exploration of Mark 3,4,5 and 6 to help us in our prayers. Encourage people to be open to God's promptings. Preface the silence with a verse or a quiet song. Then be quiet.

OPTION 2: GO KOREAN

This style of prayer encourages everyone to pray aloud at the same time, generating a lot of energy and noise. Some people find it stimulating and helpful.

OPTION 3: GO VISUAL

Gather a variety of biblical symbols to help people as they pray: cups of water, small crosses, candles, a shepherd's staff – and so on. Invite people to select one of these as they pray and then to place it on the drawing when they've finished. This could be done one at a time around the group.

Or a combination of any of the above. The main thing is to get people to pray.



Finally 118-120 MINS

Thank people for coming. Remind them that their mentors are there to discuss issues raised by the session. Ask them to complete the feedback form. Inform them of the date and time of the next meeting.

Pray.



SESSION 6: DEVELOPING LEADERS

Before Next Time

Preparation

As leaders of the course there are several things you will need to do before session 7.

- Send the mentors the next mentor bulletin related to this session.
- Session 7 focuses on Working Together. You will want to shape this session according to the type of leaders you have in your group. Do read the 'Background' to the session now, as you may want to ask the group what they would like to cover as part of session 7.
- Encourage the church to continue praying for the course and its participants.
- Pray and prepare for session 7. Don't forget to watch the introductory video.

Additional Material

Developing Leaders

We've included some further slides on developing leaders. Some of them originate from a Growing Leaders training day. These provide some insights into how people learn leadership. They also list the seven steps identified by John Adair in How to Grow Leaders. Adair has 50 years' international experience of working in leadership development with businesses and voluntary organisations.

Jesus chose people who would lead the church when he had ascended into heaven. We too need to be on the lookout for potential leaders (of all ages) and to take time to help them grow into leadership. Findings from the Christian Research Association noted a common factor among 1,200 growing, healthy churches: they had effective leadership at every level of the life of the church. John Adair has similar comments in How to Grow Leaders.

What to look out for in potential leaders:

- Humility: openness to growth and learning.
- Faith: a belief in a God who can work in his world.
- Gratitude: towards God and other people.
- Servant-heartedness; someone who serves people – and isn't too grand to roll up his or her sleeves and get stuck in.

Delegation and Feedback

There are also four additional handouts, two concerning how to delegate well, and two on how to give feedback. These were provided by The Rev Ian Humphreys.

