



Passing It On

Foundations for a Christ-Centered Leadership Movement

**Equipping leaders with biblical values, strategies, and
practices for personal transformation,
organizational change,
and ministry multiplication.**



www.mentorlink.org



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We count it a privilege to serve you in the Body of Christ. This *Passing It On!* manual has been developed by many people and field tested in numerous countries around the world. We anticipate that your interaction with and application of these values will enrich our leadership development ministry even more.

We come with a heart to serve you through our lives and through our materials. Our prayer and our vision is for every believing community to have effective Christ-like leaders, and for all leaders to have effective Christ-like mentors. We pray that grassroot movements of Christ-like leadership development will spontaneously and intentionally emerge in your country and around the world.

Serving with Him and you! The MentorLink Team

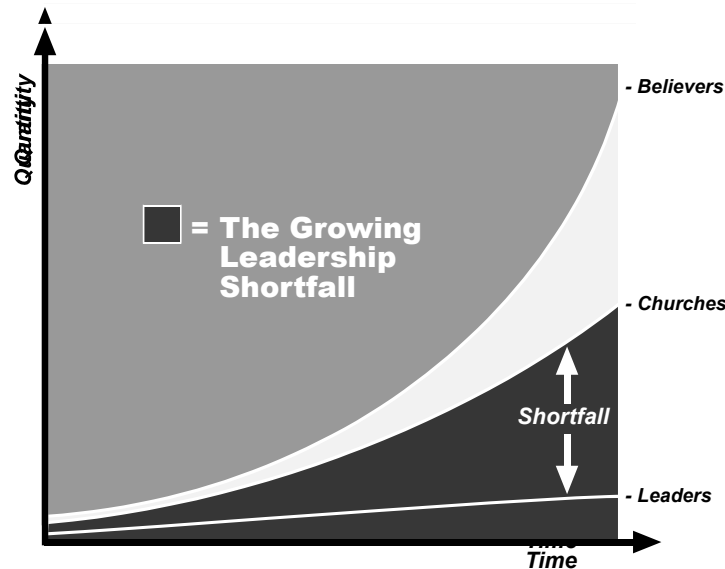


Section 1 – The Need for Developing Christ-Centered Leaders

The Critical Need of the Church

Our Mission: Developing leaders to lead like Jesus.

Our Vision: For every believing community, Christlike leaders, and for every leader, Christlike mentors.



- **Leading Like Jesus – Leadership Development from the “Inside – Out.”**
 - ✓ A Call to Servanthood
 - ✓ A Focus on Character and Heart Issues
- **The Result – The Growth of Kingdom Leaders for a Kingdom Movement**
 - ✓ Greater *Quality* in Leaders
 - ✓ Greater *Quantity* of Leaders

Welcome to this “transformational encounter.” We are asking God to be present among us all as we grow together during these days. In this encounter, your mentoring group is going to play a very important part as we have the opportunity to think, study, dialogue, and pray together.

1. Have you ever had an important spiritual person in your life? How would describe them? What impact did they have?
2. What do you hope to experience by being at this training session?



What is Mentoring?

Biblical Mentoring

Take some time to read and talk about the following passages.

- John 13:5-15
- John 15:13-16
- Acts 11:21-26
- Acts 18:24-27
- 2 Timothy 3:10-15
- 2 Timothy 2:1-2

Record your thoughts about mentoring from these Scriptures in light of the following questions:

1. What are the characteristics of an effective mentor?

2. What does a mentor do in the process of mentoring?

3. What is the result of this mentoring process?



Definition of Transformational Mentoring

Transformational Mentoring is ...Taking the initiative to join someone's life journey and become one of God's instruments to help that person become all that God wants them to become and do all that He wants them to do.

1. Taking the **initiative** – the volitional processes of...

- Praying for God's heart and leading in my mentoring relationships
- Owning a mindset of "passing on" to others what God has given to me
- Adjusting my priorities and schedule to make room for mentoring
- Identifying possible mentors and mentees
- Intentionally initiating relationships for the purpose of mentoring

2. To **join** someone's life journey – the relational processes of...

- Praying for God's deepening of our relationship and the wisdom to draw out their hearts
- Spending time together on a consistent basis
- Earning trust, thereby gaining permission to join their life journeys
- Sharing my life and story appropriately to invite others into deepening intimacy
- Listening in order to really understand others' hearts
- Observing the major relational arenas of mentees' lives (God, family, finances, ministry, etc.) in order to discern needed areas of growth

3. And **become** one of God's instruments to help – the modeling processes of...

- Praying for the Spirit's presence and power in me
- Modeling lifelong learning and growth in my own life as a follower of Christ
- Being honest and transparent with mentees about my own growth, issues, and struggles
- Remaining humble and realistic about my contributions to others
- Cooperating with others who also have influence in mentees' lives
- Maintaining a servant heart versus a controlling attitude in our relationships

4. To help that person become all that God wants them to become and do all that He wants them to do – the transformational processes of...

- Praying for God to reveal Himself and His calling in their lives
- Asking powerful questions that will stimulate reflection and self-assessment
- Encouraging all positive steps in the direction of growth
- Engaging in the telling of personal stories with one another and others
- Helping them identify and develop their God-given design (gifts, abilities, passions) and calling
- Helping them identify areas of growth that hinder God's calling
- Praying, worshiping, and studying the Scriptures together toward personal growth
- Networking with others for personal growth
- Offering appropriate accountability for them
- Releasing the person to grow beyond my ability to make a contribution
- Challenging them to mentor and multiply themselves



Section 2 – Core Issues in Developing Christ-Centered Leaders

Our spiritual “default”

We all have a natural *spiritual default system* that the Bible calls “the flesh.” The flesh refers to our physical makeup including our old memories and habits of fallen humanity.

Flesh versus Spirit

When a person is born again, however, a whole new dynamic becomes possible. We have a new nature and a new resource in the person of the Holy Spirit. But unless we rely upon the Holy Spirit (Galatians 5:16-25; Romans 8:1-13), our “default system” will exert itself.

Leadership flesh

Regardless of culture, language or denomination, Christian leaders seem to share many of the same fleshly tendencies as worldly leaders: control, power, hypocrisy, pride, and others. A leader who leads like Jesus follows Christ by walking in the power of the Holy Spirit and living out His transformational values.

Transformational Value Shifts

Leaving behind leadership values and practices of the flesh		Pursuing leadership values and practices of the Spirit
<p>Building Personal Success Believing and acting as if God is primarily at work in the world through me, my ministry, or my organization; believing and acting independently of other Christians as if they are “less important.”</p>		<p>Building God’s Kingdom Having a personal and holistic understanding of the kingdom of God and a perspective that seeks the glory of Christ and the promotion of His Kingdom worldwide.</p>
<p>Environments of Control Living and leading in a performance-based or controlling environment which can produce competitiveness, critical attitudes, self-righteous pride and/or burnout.</p>		<p>Environments of Grace Leadership based on the finished work of Christ; living and leading in humility, openness, and love; treating others with acceptance, forgiveness, honesty, and loving accountability.</p>
<p>Power-based Leadership Leading primarily through position, power, and political influence; often relying on manipulation or organizational authority; a lack of trust and of empowering of others.</p>		<p>Servant Leadership Leading and influencing others through authentic relationships, integrity, and service; giving oneself to meet the needs of others and empowering them to succeed.</p>
<p>Elitism and Self-Sufficiency Attempting to be personally competent in every area of leadership responsibility; living as a stressed and relationally distant leader; difficulty working together as part of the Body.</p>		<p>Collaboration and Community Leading as part of a team that cooperates together to carry out God’s work; influencing through relationships, mutual accountability, delegation, and the empowerment of others</p>
<p>Accidentally Adding Other Leaders Small and inadequate numbers of leaders are developed through a reliance primarily on formal or formulaic programs. This is rooted in a focus on the <i>quantitative</i> (numbers and visible results).</p>		<p>Intentional Multiplication of Leaders Multiplying leadership growth through the mentoring of gifted, reproducing leaders whose hearts’ desire and commitment is to humbly and strategically expand God’s kingdom (<i>qualitative</i>) .</p>

Jesus said, “You’ve observed how godless rulers throw their weight around, how quickly a little power goes to their heads. It’s not going to be that way with you...” – Matthew 20:25-26



Value Shift #1:

From Building Personal Success to Building God’s Kingdom

*“...seek first His kingdom and His righteousness, and all these things will be given to you.”
– Matthew 6:33*

A leader who is being transformed by Jesus Christ is one ... whose focus is changing from – building personal success – promoting himself, his ministry, or his organization to – building the kingdom of God – seeking the glory of Christ and the promotion of God’s kingdom in a way that touches every area of life, ministry, and culture.

**A
New Testament
case study:**

Diotrephes

*A leader who
built his own
kingdom,
not God’s*

“Empire Building”

I wrote to the church, but Diotrephes, who loves to be first, will have nothing to do with us. So if I come, I will call attention to what he is doing, gossiping maliciously about us. Not satisfied with that, he refuses to welcome the brothers. He also stops those who want to do so and puts them out of the church.

*Dear friend, do not imitate what is evil but what is good.
– 3 John 9-11*

- For what is Diotrephes condemned? (9-10)
- What is John’s warning about such evil ambition? (11)

“Kingdom Building”

I hope in the Lord Jesus to send Timothy to you soon, that I also may be cheered when I receive news about you. I have no one else like him, who takes a genuine interest in your welfare. For everyone looks out for his own interests, not those of Jesus Christ. But you know that Timothy has proved himself, because as a son with his father he has served with me in the work of the gospel.

– Philippians 2:19-22

- For what is Timothy commended? (19-21)
- What is Paul’s joy about such godly ambition? (22)

**A
New Testament
case study:**

Timothy

*A leader who
builds God’s
kingdom,
not his own*



The Process of Mentoring a Kingdom Leader

Peter was chosen by Jesus and given a special place in the establishment of God's Kingdom. But that did not mean that Peter no longer needed encouragement, accountability, and correction from his Lord and Savior and Mentor Jesus Christ to not seek his own interests.

Notice the process of transformational mentoring in Matthew 16:13-28.

- What was the significance of Peter's confession? (15-17)

- How did Peter revert to his fleshly tendencies and how did Jesus respond? (22-23)

- Did this strong rebuke limit Peter's potential or position as a Kingdom leader? How were Jesus' words an encouragement to Peter and the others? (24-28)

As Peter grew into his position as a Kingdom-minded Leader, notice his warning to the church about "empire building" false teachers and leaders in 2 Peter 2:1-3.

- Why did Peter feel the freedom to be so strong in his warning to the church about false teachers? (1-2)

- As leaders within Christ's church, from what must we guard ourselves? From what can we gain encouragement?

Taking a Closer Look ... at the Kingdom Value Shift

In your small group discuss the following questions about this value shift:

1. What is this value shift all about? Express it in your own words.
2. What is your assessment of the leadership culture in your country regarding this value shift?
3. What is the biggest obstacle in seeing this value shift taking place in your country?



Transformational Value #1 Personal Assessment

Assess where you are in your thinking, values, and practice in the transformational value below. Circle the number in the center column that best pinpoints where you are regarding each pair of statements. For example: give yourself a “1” if the statement in the left column represents you most of the time; a “10” if the right column so fits; a “5” if you are halfway between. Also respond to the below reflection questions.

Building Personal Success	... to ...	Building God’s Kingdom
I don’t have a clear idea about the kingdom of God and its values	Understanding God’s Kingdom 1-2-3-4-5-6-7-8-9-10	I understand the kingdom of God and I want to build it, no matter what it costs me
I tend to view <u>my</u> ministry, <u>my</u> business, <u>my</u> church, <u>my</u> family, etc. as the Kingdom of God. God has given these to <u>me</u>	Ownership 1-2-3-4-5-6-7-8-9-10	My ministry, business, church, family, etc. belong to God. He gives and He can take away. I will bless His name anyway
I want to be noticed. So my ministry is all about my looking good and building my own reputation	The Glory 1-2-3-4-5-6-7-8-9-10	The ministry is all about God. My deepest desire is that He be honored and glorified
For success, I should get credit. For failure, others should be blamed	Success & Failure 1-2-3-4-5-6-7-8-9-10	God gets all the credit for success, and I take the blame for my mistakes and failures
I devote most of my time and energy to building my own kingdom	Priorities 1-2-3-4-5-6-7-8-9-10	I spend most of my time and energy in building Christ’s kingdom
I don’t have the interest, time, or resources for partnering. I see the ministry as my competing against other ministers and ministries	Partnering 1-2-3-4-5-6-7-8-9-10	I work in partnership because God blesses when His body functions together cooperatively
Prayer is a good idea, but I am too busy to make prayer a priority	Prayer Priority 1-2-3-4-5-6-7-8-9-10	I have so many important things to do that I must give priority to prayer
To meet the expectations of people I am called to serve, I engage myself totally in ministry to them	Expectations 1-2-3-4-5-6-7-8-9-10	I educate my people to align their expectations to God’s great kingdom expectations

Reflection:

- In which of the above areas are you doing well? How is God encouraging you from this?
- Based on your personal assessment regarding the transformational value of moving from growing your personal kingdom to growing God’s kingdom, what is God saying to you about changes you need to make?
- What keeps you “anchored” in the left-hand column? What fears? What past experiences? What pressures and/or stresses? What aspects of your culture are barriers to change?
- What would real repentance look like on your part? What specific changes in your lifestyle, ministry and/or leadership approach would you need to implement?



Value Shift #2:

From Environments of Control to Environments of Grace

“Make my joy complete by being like-minded, having the same love, being one in spirit and purpose. Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. Each of you should look not only to your own interests, but also to the interests of others.” – Philippians 2:2-4

A leader who is being transformed by Jesus Christ is one ... who is increasingly and personally gripped by the power and wonder of grace; has experienced brokenness and mercy; and who treats others with similar acceptance, mercy, and love.

How does legalism or control treat others?

Read Matthew 23:23-28 in which Jesus speaks about and directly addresses the religious leaders of Israel, who according to the transformational values, could be called “left-sided leaders.”

1. Describe Jesus’ response to legalism from these verses. Be specific.
2. From these verses, what are the results of legalistic leadership?
3. Why or how do leaders become legalistic?

How does grace treat others?

In contrast to the Pharisees, notice in the following case study how a “right-sided” leader does not exalt Himself, does not control or manipulate others, or dictate “proper” behavior. Instead notice the grace, kindness, and compassion in this situation. Read Luke 7:36-50

1. What qualities or abilities attracted Jesus to reach out to this woman in grace?
2. How did Simon, a religious leader, respond to Jesus and His grace?
3. In what ways did this woman’s past life influence her relationship with Jesus?



Brokenness and Ministry

Personal brokenness is fundamental to our understanding the riches of God's grace. Only when we are broken from our pride, from our sense of entitlement and from our self-satisfaction, and from our power and control, can we then also treat others with grace.

Think through the parable of the prodigal sons (Luke 15:11-32) and consider the father's heart to move his sons from the left side to the right side:

<u>Older son</u>
<ul style="list-style-type: none">• Refuses• Entitled• Knows father from afar• "Right" but wrong• Law• Focus on work• Lost• Dead• Hears• Proud• Stubborn

<u>Younger son</u>
<ul style="list-style-type: none">• Repents• Embraced• Experiences father intimately• "Wrong" but right• Love• Focus on relationship• Found• Alive• Listens• Humble• Broken

Also notice Paul's self-perception even as he grew in spiritual maturity, ministry effectiveness and conformity to Christ. In chronological order, Paul referred to himself as:

1. AD 49 - *An equal with the other apostles (Galatians 1:16-2:10)*
2. AD 53 - *The least among the apostles (1 Corinthians 15:9)*
3. AD 61 - *The least of all God's people (Ephesians 3:8)*
4. AD 65 - *The chief of all sinners (1 Timothy 1:15)*

Look again at the progression in Paul's life and how God transformed him by making him more and more humble. What do you think happened in Paul's life that led to his increasing humility?

Brokenness is not something we do. Rather, it comes to us in the God-ordained events of life. Brokenness either occurs or fails to occur from our response to these events. What can we learn about brokenness? From the stories of God's people? From one another? From your own life? How can brokenness be a tool God uses to move us from being left-sided leaders to being right-sided leaders?

Taking a Closer Look ... at the Grace Value Shift

In your small group discuss the following questions about this value shift:

1. What is this value shift all about? Express it in your own words.
2. What is your assessment of the leadership culture in your country regarding this value shift?
3. What is the biggest obstacle in seeing this value shift taking place in your country?



Transformational Value #2 Personal Assessment

Assess where you are in your thinking, values, and practice in the transformational value below. Circle the number in the center column that best pinpoints where you are regarding each pair of statements. For example: give yourself a “1” if the statement in the left column represents you most of the time; a “10” if the right column so fits; a “5” if you are halfway between. Also respond to the below reflection questions.

Environments of Control	... to...	Environments of Grace
I feel God is a harsh taskmaster who is distant, absent and hard to please	View of God 1-2-3-4-5-6-7-8-9-10	God is my loving Father, my ‘Papa’ whose Son suffered death to rescue me and made me His own
The key to lasting life change is trying harder to please Him	Growth 1-2-3-4-5-6-7-8-9-10	The key to real transformation is a deepening relationship with the Trinity
I always struggle with a sense of guilt as a failure before God	Forgiveness 1-2-3-4-5-6-7-8-9-10	I always feel forgiven & deeply loved by my God & Savior
Holy living isn’t that important. Real people make mistakes	Holy Living 1-2-3-4-5-6-7-8-9-10	Holiness is important, but it is only possible as we walk in intimacy with God
I am driven by shame and/or guilt	Shame & Identity 1-2-3-4-5-6-7-8-9-10	I know I am a beloved child of God
As Christians, we need rules to keep going straight	Rules/Law 1-2-3-4-5-6-7-8-9-10	We need God’s rules (not men’s) to continually bring us to the cross
I have no practical understanding of who the Holy Spirit is and how to walk in Him	Holy Spirit 1-2-3-4-5-6-7-8-9-10	I am learning to enjoy precious intimacy with God through the indwelling Holy Spirit
To be honest, at times I’m very proud of my gifts, abilities and accomplishments	My “Boast” #1 1-2-3-4-5-6-7-8-9-10	I am proud of the great price Jesus paid to make people like me part of His family
In comparison to others, I am often ashamed of my gifts, abilities & accomplishments	My “Boast” #2 1-2-3-4-5-6-7-8-9-10	As His beloved child, I am learning to boast only in what Christ does in & through me by faith
<u>Successful</u> ministry can only take place by ministering and leading out of my strengths	Brokenness 1-2-3-4-5-6-7-8-9-10	<u>Significant</u> ministry usually takes place by ministering and leading out of weakness, brokenness and transparency
Prayer is a burdensome duty that I feel I must do in order to please God	Attitude in Prayer 1-2-3-4-5-6-7-8-9-10	Prayer is a privilege, in which the Holy Spirit joins me with my Father and His Son in loving communion

Reflection:

- In which of the above areas are you doing well? How is God encouraging you from this?
- Based on your personal assessment regarding the transformational value of moving from legalism to grace as a leader, what is God saying to you about changes you need to make?
- What keeps you “anchored” in the left-hand column? What fears? What past experiences? What pressures and/or stresses? What aspects of your culture are barriers to change?
- What would real repentance look like on your part? What specific changes in your lifestyle, ministry and/or leadership approach would you need to implement?



Value Shift #3:

From Power-Based Leadership to Servant Leadership

“...whoever wants to become great among you must be your servant... just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.”

– Matthew 20:26-28

A leader who is being transformed by Jesus Christ is one ... whose influence and impact is not determined by position, power, or control but who influences and impacts others through serving them in the power of Christ.

Jesus condemns power leadership in His day and ours

Some of the strongest words of condemnation from our Lord Jesus were directed to the spiritual leaders and teachers of his day. It is important for us as spiritual leaders to pay close attention to what Jesus says here and how He really feels about power leadership.

Read Matthew 23:1-12 and answer the below questions:

- As you read these verses, what one or two condemnations by Jesus upon the spiritual leaders of His day stand out most to you? Explain your response.
- As Jesus sees it, what are the foundational motivations that drive the Pharisees as leaders? (vv.5-7)
- How do power leaders today in your culture reflect the same kinds of attitudes and behaviors?
- Finally, look at the promises Jesus makes to leaders in v.12. What are the two promises He makes, and what do these mean to you?
- What are the challenges and difficulties for those who want to move from being power-based leaders to servant leaders?

A biblical case study of the learning process of moving from power leadership toward servant leadership: Jesus, James, and John

James and John were chosen by Jesus and given a special place in His ministry. But that did not mean that they no longer needed encouragement, accountability, and correction from their Lord and mentor, Jesus Christ.

Read Mark 10:35-45 and note how Jesus seeks to help James and John reject fleshly leadership and become more like Him as a leader. Answer the following questions:

- What was it that James and John were asking of Jesus? Why do you think they made this request? (vv.35-37)



- What do you think Jesus meant when He responded to them by saying, “You do not know what you are asking for” (v.38)? Does Jesus’ strong rebuke of them in v.40 limit James and John’s potential as servant leaders? Why or why not?
- When the others heard James and John’s request, they “became indignant.” Why do you think they reacted this way? (v.41)
- If spiritual leaders in your country were to embrace the servant leadership values and practices Jesus demands of us from vv.42-45, what changes would need to take place? And what changes might occur in your country’s churches if you and other leaders obeyed Jesus’ words from these verses?

Ways in which we as servant leaders imitate Jesus’ example

In your small group, read the following statements aloud and think of one or two practical expressions for each one in your culture:

- **We meet the true needs of others** in a way that strengthens their understanding and experience of God’s grace, love, and truth.
- **We focus on people and relationships.** We know the work/tasks must be done, but we give our best energies to genuinely care for others we lead and build strong relationships.
- **We approach others** from a position of humility, weakness, and love, not power, intimidation and/or control.
- **We use our authority and position to sacrificially serve others** in order to empower and release them for effectiveness in their lives and ministries.
- **We minister without requiring recognition and reward**, being compelled by the love and calling of God — ministering for His approval, not other’s approval.

Taking a Closer Look ... at the Servant Leadership Value Shift

In your small group discuss the following questions about this value shift:

1. What is this value shift all about? Express it in your own words.
2. What is your assessment of the leadership culture in your country regarding this value shift?
3. What is the biggest obstacle in seeing this value shift taking place in your country?



Transformational Value #3 Personal Assessment

Assess where you are in your thinking, values, and practice in the transformational value below. Circle the number in the center column that best pinpoints where you are regarding each pair of statements. For example: give yourself a “1” if the statement in the left column represents you most of the time; a “10” if the right column so fits; a “5” if you are halfway between. Also respond to the below reflection questions.

Power-Based Leadership	... to...	Servant Leadership
In doing ministry with others, I give more importance to the task than to relationships	Relationship versus Task 1-2-3-4-5-6-7-8-9-10	In ministry, both relationship and task are essential components. Our unity as God’s people is key to our impact
I draw my leadership authority primarily from my job description, title and our organization’s flow chart	Authority 1-2-3-4-5-6-7-8-9-10	My authority rests primarily on a spiritual authority based on trust, relationship, integrity and ministry
Respect comes primarily with my title and the position I hold	Respect 1-2-3-4-5-6-7-8-9-10	Respect is primarily earned as I serve Christ, His purposes and His people
I expect to get the credit I deserve for the work I have led our group in doing well – that is success	Leadership Success 1-2-3-4-5-6-7-8-9-10	Success is equipping and empowering my teammates such that we accomplish His work to His glory
As a leader, I use direct control of every aspect of our operation, using people as needed to ensure success	Control 1 1-2-3-4-5-6-7-8-9-10	God is in control. I cooperate with Him in developing and helping faithful people who are trusted to do their part
I like to be involved in all communications between my staff members as well as in important decision-making	Control 2 1-2-3-4-5-6-7-8-9-10	I decentralize decision making, such that trusted teammates have the freedom to act in line with the plans we have determined as a team
In our work group, I make sure that everyone including outsiders know that I am the leader in charge	Leadership Profile 1-2-3-4-5-6-7-8-9-10	An outside observer may not easily know I am the team leader. We practice a shared leadership based on one’s giftedness in any given area
As a leader my role is to influence the people I lead by keeping as many of them happy as possible	People Pleasing 1-2-3-4-5-6-7-8-9-10	In serving Christ, His kingdom cause, and His people, I must sometimes make hard decisions that make some friends unhappy
I spend very little time actually praying with and/or for the people under my leadership	Prayer Leadership 1-2-3-4-5-6-7-8-9-10	I pray regularly with and for those I lead since it encourages and empowers them in the Lord

Reflection:

- In which of the above areas are you doing well? How is God encouraging you from this?
- Based on your personal assessment regarding the transformational value of moving from power to servant leadership, what is God saying to you about changes you need to make?
- What keeps you “anchored” in the left-hand column? What fears? What past experiences? What pressures and/or stresses? What aspects of your culture are barriers to change?
- What would real repentance look like on your part? What specific changes in your lifestyle, ministry and/or leadership approach would you need to implement?



Value Shift #4:

From Elitism & Self-Sufficiency to Collaboration & Community

“...even though a door was open for me in the Lord, my spirit was not at rest because I did not find my brother Titus there. So I took leave of them and went on ...”

– 2 Corinthians 2:12-13

A leader who is being transformed by Jesus Christ is one ... who resists the tendency to work alone and in isolation, either because of pride or unwillingness to share.

This leader values relationships and is willing to use his strengths and work with others who are strong where he is weak.

Team leadership is often more challenging than working on our own...

None of us are competent in everything. We really do need each other. Yet our relationships take a great deal of work, and sometimes teamwork is more difficult and slower going than working by oneself. If team leadership is the chosen way of operating, these challenges cannot be avoided. We must learn to embrace these “testings” to grow in grace and love for one another as well as to become more fruitful.

- What are some of the difficulties associated with working as a self-sufficient leader?

- What are some of the rewards of working in team leadership?

A Christ-centered leader is someone who values collaboration and community...

- Just as God’s unity, diversity, and harmony is shown through in the Trinity, so to can equality and respect within a leadership team be a great witness to God’s power.
- The “great man” model of leadership in the Old Testament (prophets and kings) has often led to abusive leadership identities and practices by present day church leaders who see themselves as “God’s anointed one.”
- The concept of a chief leader, even in the midst of other leaders, is foreign in the New Testament. Christ-like leaders work in teams, living and functioning as equal members.
- A Christ-centered leader works with those whose spiritual gifts and abilities complement his.
- A spiritually transformed leader realizes his own strengths and weaknesses and seeks to work with those whose strengths make up for his weaknesses. He is not ashamed to admit that he cannot do everything well.

After listening to these key statements, give some feedback. Do you agree with what you have just heard? How do these thoughts stimulate your thinking?



Some biblical examples of team leadership and collaboration...

Look up the following passages and discuss them in your group:

- **Disciples** (Luke 10:1-2,17,21) When Jesus sends 72 disciples on a mission, he could have covered twice as many villages if they had gone one-by-one. Instead, he puts them in 36 pairs. When they returned, what did they report about their field experiences? How do they feel? And what was Jesus' response about their mission on an emotional level? What does this indicate about working as a team rather than alone?
- **Jesus** (Mark 14:32-34) Jesus had to do some things alone, but not Gethsemane the night He was betrayed. What help was Jesus looking for from Peter, James, and John? Does it surprise you that the Son of God was needy in this way? Why or why not?
- **Barnabas** (Acts 11:19-26) When Barnabas saw that there was much work to be done in Antioch, he could have tried to do it all himself, but he didn't. How did he go out of his way to get help? What kinds of risks did he take with the helper he chose? What was the result of this "team ministry"?
- **Paul** (2 Timothy 4:9-13, 19-21) Paul started out as a very proud and self-sufficient man, but he changed. How many friends and co-workers does he mention in these two passages? Do you think Paul would have been as successful as he was without using a collaborative approach? Why or why not?

The Jerusalem Council: A case study in team leadership

Read Acts 15:1-29 and discuss the following questions:

- What were the roles and responsibilities of "the apostles and the elders" gathered at Jerusalem?
- What contributions did Peter, Barnabas and Paul, and James make in the discussion of the assembly? Did any one of these men have the final word of the assembly?
- Under whose authority was the council's letter sent to the Gentile believers?

Taking a Closer Look ... at the Collaboration Value Shift

In your small group discuss the following questions about this value shift:

1. What is this value shift all about? Express it in your own words.
2. What is your assessment of the leadership culture in your country regarding this value shift?
3. What is the biggest obstacle in seeing this value shift taking place in your country?



Transformational Value #4 Personal Assessment

Assess where you are in your thinking, values, and practice in the transformational value below. Circle the number in the center column that best pinpoints where you are regarding each pair of statements. For example: give yourself a "1" if the statement in the left column represents you most of the time; a "10" if the right column so fits; a "5" if you are halfway between. Also respond to the below reflection questions.

Elitism and Self-Sufficiency	... to...	Collaboration and Community
I find teamwork costs too much. There are inborn "efficiencies" in each of us working on our own	Working Together 1-2-3-4-5-6-7-8-9-10	Working together both delights God and blesses the team. To me, teamwork is worth its cost
A good leader must be a loner. I am accountable to God alone and trust in Him alone for protection	Loneliness 1-2-3-4-5-6-7-8-9-10	As a leader, I value a team, not only for ministry effectiveness but also for my own safety and growth
I don't show weakness nor am I open for criticism or correction, because then people will not follow me	Weakness 1-2-3-4-5-6-7-8-9-10	I try to lead through brokenness and transparency as it builds community and releases God's power
As a leader, I try to have all of the answers and possess all the needed gifts to carry out our mission	All-competent 1-2-3-4-5-6-7-8-9-10	As a leader, I need a team that helps to find answers and complements the gift-mix required to succeed
As a leader, I deserve credit for my success. This naturally builds a good reputation and track record	Credit 1-2-3-4-5-6-7-8-9-10	As a leader I give glory to God, by crediting my team members for any success that God allows
As a leader I know that success today opens doors for greater ministry opportunity tomorrow	One's Career 1-2-3-4-5-6-7-8-9-10	I leave my career in God's hands, recognizing that He gives us our work and requires only faithfulness
In our team, everyone seems to be wearing a protective mask. We don't feel safe enough to open up	Safe Place 1-2-3-4-5-6-7-8-9-10	Our team is becoming a relational safe place where there is freedom to show and share our weaknesses
I like everyone to work on their own. After all, we each have other places where we get Christian fellowship	Healing Family 1-2-3-4-5-6-7-8-9-10	Our team is becoming like a family. We really help one another in our individual growth in the Lord
We rarely pray together. When we pray, it seems mechanical and ineffective. I just don't know how to make it better	Prayer as a Team 1-2-3-4-5-6-7-8-9-10	Prayer changes things so we have made it a team priority. We pray regularly for and with one another

Reflection:

- In which of the above areas are you doing well? How is God encouraging you from this?
- Based on your personal assessment regarding the transformational value of moving from self-sufficiency to teamwork, what is God saying to you about changes you need to make?
- What keeps you "anchored" in the left-hand column? What fears? What past experiences? What pressures and/or stresses? What aspects of your culture are barriers to change?
- What would real repentance look like on your part? What specific changes in your lifestyle, ministry and/or leadership approach would you need to implement?



Value Shift #5:

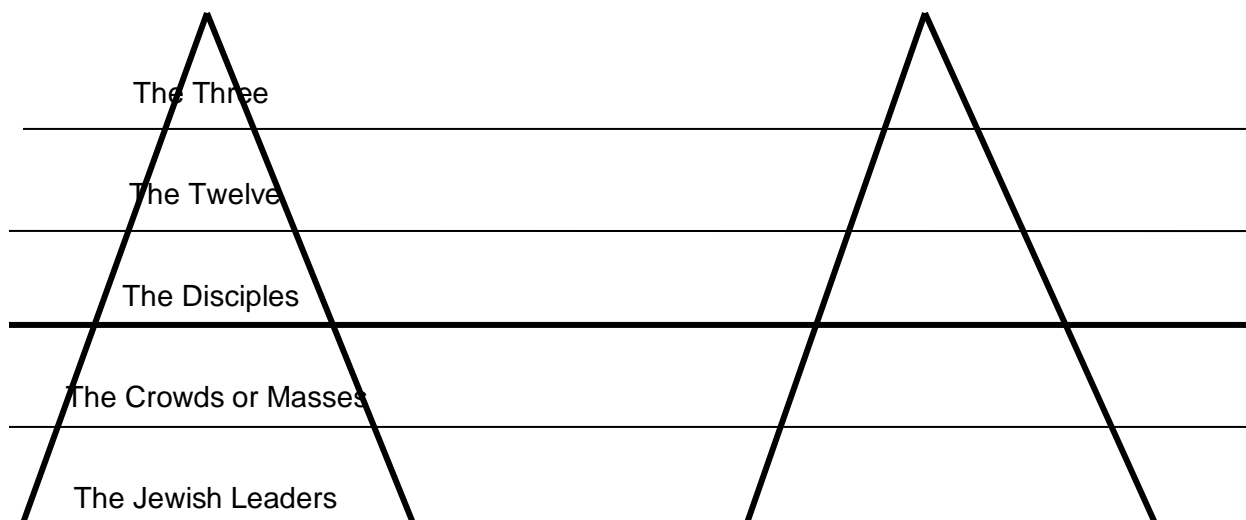
From Accidental Addition to Intentional Multiplication of Leaders

*“You then, my son, be strong in the grace that is in Christ Jesus.
And the things you have heard me say in the presence of many witnesses
entrust to reliable men who will also be qualified to teach others.”*

– 2 Timothy 2:1-2

A leader who is being transformed by Jesus Christ is one ... who chooses to make mentoring a priority in his life and ministry; he or she devotes time and effort towards raising up the next generation of leaders.

An overview of the relational strategy in Jesus’ ministry . . . and *our* strategy, too. Using the graphic on the right, fill in the categories of your people focus.



What new insights into Jesus’ strategy do you learn from this discussion?

How does your strategy imitate ‘Jesus’ relational strategy? How is your strategy different than ‘Jesus’ strategy?

What changes might you need to consider making in your ministry strategy?



Jesus risked the entire future of the kingdom of God—including yours and mine—on this strategy. It was critical that Jesus intentionally focused on leaders . . . who intentionally focused on leaders . . . who intentionally focused on leaders . . .! Here are some others who followed Jesus' example in the New Testament:

- Barnabas mentored Paul and John Mark: “*When Barnabas and Saul had finished their mission, they returned from Jerusalem, taking with them John, also called Mark.*” (Acts 12:25)
- Paul mentored Timothy, Luke, Priscilla and Aquila, and many others: “*And the things you have heard me say in the presence of many witnesses entrust to reliable men who will be qualified to teach others.*” (2 Timothy 2:1-2)
- Priscilla and Aquila mentored Apollos: “. . . *when Priscilla and Aquila heard him (Apollos), they invited him to their home and explained to him the way of God more adequately.*” (Acts 18:26)

Let's continue our reflections on accidental additional versus intentional multiplication by studying Acts 19:8-10. This is the biblical story on Paul's multiplying mentoring ministry in Ephesus at the Lecture Hall of Tyrannus.

- Read Acts 19:8-10. As you read this story, what impresses you?
- How is Paul's strategy in Acts 13-18 as a church planter different than here in Acts 19:8-10? How was Paul moving from being a left-sided addition leader to a right-sided multiplying leader?
- What were the specific results of Paul's Ephesian ministry according to verse 10? How does this relate to the seven churches of the Revelation in Revelation 2-3?
- Using an inspired imagination, what do you think happened daily in the Lecture Hall of Tyrannus that caused the results of verse 10 to take place? How would this be a model of a multiplying mentoring ministry you could have today?

Finish with the following questions:

- Did Jesus or Paul ever try to mass produce leaders? Why or why not?
- In today's evangelical church, which leader gets more attention: the leader who adds, or the leader who multiplies? Give an example or two and explain your answer.
- Agree or disagree with this statement and explain your response with others: if a leader is not intentionally developing leaders who develop other leaders, he or she is not following Jesus and His example.

Taking a Closer Look ... at the Multiplication Value Shift

In your small group discuss the following questions about this value shift:

1. What is this value shift all about? Express it in your own words.
2. What is your assessment of the leadership culture in your country regarding this value shift?
3. What is the biggest obstacle in seeing this value shift taking place in your country?



Transformational Value #5 Personal Assessment

Assess where you are in your thinking, values, and practice in the transformational value below. Circle the number in the center column that best pinpoints where you are regarding each pair of statements. For example: give yourself a “1” if the statement in the left column represents you most of the time; a “10” if the right column so fits; a “5” if you are half-way between. Also respond to the below reflection questions.

Accidental Addition	... to...	Intentional Multiplication
Winning and growing of significant numbers of people is my dream. I want to be in control	Vision for Multiplication 1-2-3-4-5-6-7-8-9-10	My vision is to see many come to Christ by equipping reproducing leaders who are able to expand and lead movements
The quantitative growth to one’s ministry is the most important aspect of ministry success	Allure of Numbers 1-2-3-4-5-6-7-8-9-10	The qualitative growth of a small number of reproducing leaders is key to long term multiplication
I don’t have the skill, interest and time to mentor emerging leaders. I am just too busy	Priority of Mentoring 1-2-3-4-5-6-7-8-9-10	I make mentoring of emerging leaders a priority since it is the key to long-term effectiveness
I enjoy using my gifts so much that I just can’t give the ministry away to emerging leaders	Ministry Fulfillment 1-2-3-4-5-6-7-8-9-10	I sacrifice some of my own personal fulfillment for the joy of seeing young leaders blossom
We will mostly utilize people trained at Bible schools or by others to lead our ministry	Leadership Development 1-2-3-4-5-6-7-8-9-10	We train our own leaders with a focus on the whole person: hearts, skills, and knowledge
We can impart biblical knowledge and ministry skills through a leadership training program	Character Transformation 1-2-3-4-5-6-7-8-9-10	We mentor people, as it is the key to molding godly character. This is central to leading effectively
We need more leaders, but I am so busy with my ministry that there is not enough time to do it	Intentionality 1-2-3-4-5-6-7-8-9-10	I am very intentional about pouring my life into potential leaders, a key to ministry growth
I believe in prayer but I don’t seem to have the time, energy and skill to make it central to what I’m doing	Prayer for Multiplication 1-2-3-4-5-6-7-8-9-10	Great movements of God have always been an answer to prayer, so prayer mobilization is a core part of our strategy

Reflection:

- In which of the above areas are you doing well? How is God encouraging you from this?
- Based on your personal assessment regarding the transformational value of moving from addition to multiplication, what is God saying to you about changes you need to make?
- What keeps you “anchored” in the left-hand column? What fears? What past experiences? What pressures and/or stresses? What aspects of your culture are barriers to change?
- What would real repentance look like on your part? What specific changes in your lifestyle, ministry and/or leadership approach would you need to implement?



Section 3 – Skills in Developing Christ-Centered Leaders

Telling Your Story

The Power in Story Telling

- Story has long been the primary means of communicating history and shaping values in every culture of the world.
- Stories engage the heart, the emotions and imagination as well as the mind.
- Your testimony (story) of how God is working in your life is an engaging and a convincing proclamation of the power of the Gospel.

A Biblical Example of Story Telling

- **Paul's example:** in each of the passages below, what is Paul's purpose for reflecting on his personal story or history? Write down any insights.
 - ✓ Galatians 1:11-2:13
 - ✓ Acts 22:1-21
 - ✓ Acts 26:1-29
 - ✓ Philippians 3:4-16

Someone Tells Their Story as an Example

Take the Opportunity to Craft and Tell Your Story



Skills of Transformational Mentoring

I. Basic Skill One: How to Find Mentees

- **Count the cost.** Are you really willing to give the time and emotional energy to be engaged with others in mentoring? The rewards are great, but there is a cost.
- **Pray**, making yourself available to Him, “God, I am willing to mentor.”
- Identify your **strengths and weaknesses**.
- **Identify** potential mentees. Look carefully in your personal arenas of church, work, ministry involvement and neighborhood.
- Build **trust relationships** with several potential mentees. Include having fun together.
- Prayerfully **assess the persons**, asking yourself questions such as:
 - ✓ How can I build trust relationships with these people?
 - ✓ Do they know Christ and want to grow spiritually?
 - ✓ Where are they in their primary relationships?
 - ✓ What are the areas of potential that I feel Christ wants to develop in them? How?
 - ✓ What are their growth needs? Do they see these needs?
 - ✓ Can I make a contribution in areas of life where they need help? If not, do I know of outside resources that can contribute to their lives?
 - ✓ Are they teachable? Will they let me contribute to their lives? Are they willing to take on the responsibilities of growth?
 - ✓ How can these persons contribute to my life? Am I willing to allow this?
 - ✓ How can I influence without being controlling?
- Go slowly in building your relationships. Building trust takes time.
- In humility, offer a mentoring relationship to the mentees. If they accept, talk specifically about what your mentoring relationship will look like (see below)

II. Basic Skill Two: How to Negotiate your Mentoring Relationships

- Talk honestly about the parameters of the relationship. Discuss things such as:
 - ✓ The **goals** of the relationship. What do we want to see God accomplish?
 - ✓ What are the **roles** of each person? Mentees? Mentors?
 - ✓ **Topics and issues** that could be covered (include your strengths/weaknesses evaluations)
 - ✓ What **resources** could be utilized (materials, other people, experiences, etc.)?
 - ✓ How frequently will we get together?
 - ✓ What are some **pitfalls** we can anticipate and avoid?
 - ✓ **Ending plan:** Though we trust our relationships to be ongoing and to actually deepen over the years, how will we know when the formal mentoring relationships are in need of transition?
- Come to consensus on these parameters and pray together over them.
- In order to avoid future misunderstandings, would it be appropriate to put our mutual agreement in writing?



III. Basic Skill Three: How to Assess a Mentee's Calling and Needs:

- Pray. Only God really knows a person's heart and will show you where and how to work.
- Commit yourself to a servant mindset. Avoid the temptation to clone behavior or merely deliver content. Your purpose is to serve each other and the Lord's purposes in your lives. This means seeking out the persons' hearts, assessing their real growth needs, and trusting Christ to bring real change.
- Think relationships, relationships, relationships. Build yours and observe their other major relationships over time.
- Look for trends or patterns, particularly in relationships. What keeps coming up over and over? Example: one can demonstrate a pattern of being domineering and insensitive with people.
- Bring your curiosity to bear by asking provocative questions that stimulate personal reflection and self-assessment.
- What is God's unique calling and design each one's lives? He is God's masterpiece.
- Listen well and consistently.
- Analyze: where do our lives not line up with the Gospel? What about God do we not believe? What lies do we believe about ourselves, God, our lives and work? What emotions and motives are driving us?

IV. Basic Skill Four: How to Find Mentors

- Pray, asking God to provide you with a mentor(s).
- Become teachable. Are you really ready for the kind of growth and change that God may have in mind for you?
- Identify areas you need help in.
- Brainstorm possible source of mentors (ask others you trust for names).
- Spend time with persons establishing relationships.
- Prayerfully assess others, asking yourselves questions such as:
 - ✓ Do we love the Lord and walk with Him?
 - ✓ Are our primary relationships in order? (spouse, children, church, neighbors, work associates etc.)
 - ✓ Can we make contributions in areas of life where we need help?
 - ✓ Are we teachable? Will we let each other contribute to our lives?
 - ✓ Do we have each other's best interests at heart?
 - ✓ Can we trust each other?
 - ✓ Are we genuine servant leaders of others (or are we domineering)?
 - ✓ Are we willing to take on the responsibility of mentoring?
- Invite others to mentor you. If he/she agrees, then negotiate the parameters of your mentoring relationship (see Skill 2 above).



Section 4 – Cooperating with God in Developing a Movement of Christ-Centered Leaders

It is time to begin pulling the threads together both in your own life as well as in the ministry in which God has you involved.

Our goal at the end of the *Passing it On!* training is for you to have an *Action Plan* that will take you from where you are now to where you want to be. But before we do this, let's consider what the Bible says about mentoring movements and how this can impact us and those we lead.

Movements of God in the Bible and Movements Today

Some examples of movements in Old and New Testaments:

- | <u>Old Testament Movements</u> |
|--|
| <ul style="list-style-type: none"> • Joshua • David • Asa/Hezekiah/Josiah • Ezra/Nehemiah • Esther/Mordecai • Daniel and friends |

- | <u>New Testament Movements</u> |
|--|
| <ul style="list-style-type: none"> • John the Baptist/Jesus • Samaria (John 4 and Acts 8) • Jerusalem (Acts 2) • Paul's church planting ministry • Ephesus (Acts 19:8-10) • Thessalonica (1 Thess 1:7-8) |

The Parable of the Soils/Sower and Movements: Matthew 13:18-23

This parable is usually thought of in terms of evangelism. But allow what Jesus says here to speak to us about movements:

Listen then to what the parable of the sower means: When anyone hears the message about the kingdom and does not understand it, the evil one comes and snatches away what was sown in his heart. This is the seed sown along the path. The one who received the seed that fell on rocky places is the man who hears the word and at once receives it with joy. But since he has no root, he lasts only a short time. When trouble or persecution comes because of the word, he quickly falls away. The one who received the seed that fell among the thorns is the man who hears the word, but the worries of this life and the deceitfulness of wealth choke it, making it unfruitful. *But the one who received the seed that fell on good soil is the man who hears the word and understands it. He produces a crop, yielding a hundred, sixty or thirty times what was sown.*

- What were the problems with the first three soils? What does this have to do with hindrances that don't allow movements to begin or develop?
- How does the fourth kind of soil represent a movement? Why do you think Jesus speaks of differing amounts of results?
- From this parable, what other thoughts do you have about movements?



Differences between *Institutions* and *Movements*

In small groups, record the differences between institutions and movements and record your observations for all to see. Several thoughts under each column are written below to get your thinking started:

<u>Institutions</u>
1. Programs
2. Quantities are most important
3. Top-down leadership
4. Organizational
5. Others: write <u>your</u> ideas below

<u>Movements</u>
1. Relationships
2. Quality is most important
3. Bottom up (grassroots) leadership
4. Organism
5. Others: write <u>your</u> ideas below

Some final reflections on movements in the Bible...

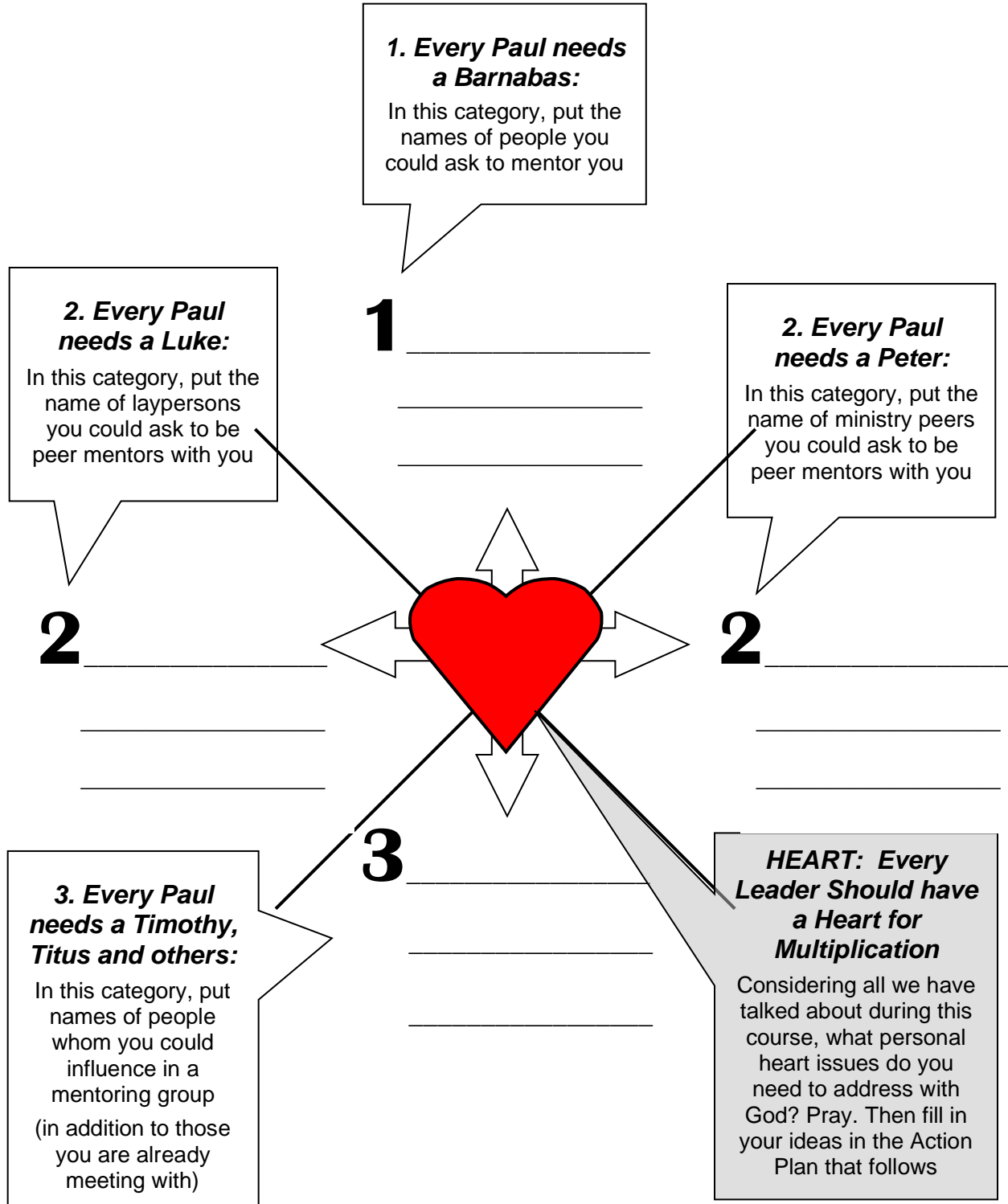
- Rooted in waiting on God through prayer:
 - 1) Acts 1:4 led to Acts 2:1-47 (multiplying numbers of Christ-followers)
 - 2) Acts 12:5 led to Acts 12:6-17 (divine deliverance of God's suffering servant)
 - 3) Acts 13:1-3 led to Acts 13:4-14:28 (multiplying churches)
- Led by two key kinds of leaders: champions and catalysts:
 - 4) Esther (visible champion) and Mordecai (invisible catalyst)
 - 5) Nehemiah (visible champion) and Ezra (invisible catalyst)
 - 6) Jesus (visible champion) and John the Baptist (invisible catalyst)
 - 7) Paul (visible champion) and Barnabas (invisible catalyst)
- Usually last no more than two generations:
 - 8) Moses and Joshua, then Judges 2:10
 - 9) David and Solomon, then 1 Kings 11
 - 10) Ephesians 19:8-10 (new church) and Revelation 2:1-7 (second generation church)

Finally, in your small group, describe and record what a movement might look like in *your* country or ministry setting:



The "Heart-1-2-3" Tool

Think of people you could meet with in various kinds of mentoring relationships:





Steps to Getting Started

Read through these suggested steps for getting started.
Write your notes and observations in the column to the right.

1. **Pray** and tell God you are available to mentor. Ask Him for wisdom in making the choice. - Luke 6:12,13. Prayer is core to each of the steps below.
2. **Select** one or more people from the previous page to mentor. Look for “faithful ones.” - 2 Tim. 2:2; Luke 16:10-12
3. Spend consistent **time** with the mentee(s) building your **relationship**, modeling the Christian life, and gaining insight into their growth needs. - 1 Thess. 2:7-12
 - Just be together. Be in each other’s homes, workplaces
 - Do fun things together
 - “Stretch them” by taking them with you to do ministry
 - Share your personal stories with one another
4. **Draw out their hearts** by listening well & asking powerful questions. Especially look for any unhealthy patterns in their relationships.
5. **Study the Word together** seeking Gods answers in the key areas of need in their lives.
6. Help them assess and utilize their **spiritual gifts** in ministry.
7. Help them discern God’s **ministry calling and vision** in their lives. Release them to that ministry.
8. Help them face & **grow in their areas of weakness**; those issues that can get in the way of fulfilling their calling and utilizing their gifts.
9. Offer to hold them **accountable** for what God is revealing to them. Remember it is God’s agenda, for which they need to be held accountable, not yours.
10. Be available for ongoing prayer, encouragement, feedback and **friendship**—even after the formal mentoring is finished.

Note: Be careful not to over extend yourself. Mentoring is relationally intensive and time consuming

Note: Keep the relational areas of the Transformational Values in mind.

Note: If you are not strong in an area, network them with another who can have input into your mentee’s life



Action Plans

What were the most important personal messages God spoke into your life during this week?

- 1.
- 2.
- 3.

What are the primary obstacles to putting into action what God told you personally to do?

- 1.
- 2.
- 3.

In cooperation with your heavenly mentor, the Holy Spirit, what things need urgent attention for you to begin or grow your mentoring lifestyle?

- 1.
- 2.
- 3.

What are your potential mentoring relationships (including family members)?

- Peer mentor(s): _____
- "Timothys": _____
- "Pauls": _____

List several things you can do to begin to grow in your mentoring or being mentored by these people:

- 1.
- 2.
- 3.



Now gather together with others in your ministry's or organization's team. Think through and record your responses to the following:

What were the most important organizational messages God spoke into your lives during this week?

- 1.
- 2.
- 3.

What are the primary organizational obstacles to putting into action what God told you as leaders to do?

- 1.
- 2.
- 3.

In cooperation with your heavenly mentor, the Holy Spirit, what things need urgent attention for your organization to move toward or increase growing a mentoring environment?

List several ideas your organization can do to potentially begin or grow mentoring in your organization?

- 1.
- 2.
- 3.



Other MentorLink Resources

LEADERS FOLLOW JESUS

This module is an introduction to the other modules. It is intended for Christians operating in church, para church ministries, Christian organizations, and the marketplace. Its intent is to help leaders evaluate the style of leadership exercised in their organization and bring it into harmony with the New Testament pattern. In this module, participants come to understand both the foundational concepts and the learning process, which underlies MentorLink training.

LEAD LIKE JESUS

The model of leadership in the world is clear. But Jesus calls His followers to a different model of leadership for the Kingdom. This module will assist you and your group in discovering this reality and in beginning to apply its implications to your lives, leadership, and mentoring.

BUILD HIS KINGDOM

Jesus came preaching the Kingdom. His Kingdom is the ultimate reality in this life and the life to come. However, many build their own empires, thinking they are building the Kingdom, while their very means and motives are actually at odds with His Kingdom. This module will assist you and your group in seeing the difference between building for the Kingdom and a leader building for his own empire. This module also will assist you in mentoring others regarding this awareness.

LEAD IN LIGHT OF ETERNITY

Jesus had much to say about how He will evaluate leaders who serve Him. He also had many harsh words for false leaders. Jesus promises to reward those who serve Him faithfully. This module will provide understanding regarding the leader's personal advantage to having this eternal perspective.

BUILD GRACE ENVIRONMENTS

How we mentor and treat people flows from our understanding of what Christ has done and is doing in us. This module will assist you and your group in a deeper understanding of the depth and riches of the Gospel of grace and its applications in your leadership and mentoring.

COLLABORATE AS LEADERS

Jesus mentored those he chose and was with them. Paul was always with someone who collaborated with him, mentoring him in the process. This module will assist you and your group in developing a practice of leading and mentoring in the context of partnership and community.



LEADERS ABIDE IN JESUS

Some of the last words of Jesus to His Disciples were, “Abide in Me.” The Apostle John reflects the importance of this, “whoever says he abides in him ought to walk in the same way in which he walked.” This module opens the door for mentors and mentor groups to look at their own walk with Jesus. It is from this “center” that we fellowship with the Son and with one another. It is also from this center that we bear fruit for His Kingdom.

LEADER’S COVENANT

Jesus is very clear about what he wants from his leaders. After all, he is Lord! This Covenant puts it out in simple terms so we can’t miss the simplicity and clarity of Jesus’ and the Apostles’ teachings and models. You can skim read it in 30 seconds, like a newspaper article or you can read it in less than five minutes, or you can spend hours studying it. It is a resource for all leaders who want to lead more like Jesus.

FIND A MENTOR ... BE A MENTOR!

You can register on the MentorLink web site to find a mentor or to be a mentor. Go to www.mentorlink.org and look for the MentorLink Institute.



For more information on



visit www.mentorlink.org