

# Tools for Wise Leadership

*A programme of TWR-Africa, produced by TWR-Zimbabwe, presented by Rev Dr Roy Musasiwa*

**Series 11: Levels of Leadership**

**Talk 05: The People Development Level of Leadership and Mentoring**

---

Welcome to the programme Tools for Wise Leadership. We are focusing on leadership levels and how they relate to the kind of leader Jesus was. There are five levels of leadership, according to Christian leadership guru John Maxwell. We have so far discussed the position level of leadership where people follow the leader because they have to, not because they want to. We have also explored the permission level of leadership where people follow the leader who is a people person, who has established rapport with them. They therefore follow because they want to, not because they have to. The third level is the production level where people follow the leader because of the results the leader has produced for the company or organization. In the last programme we started discussing the fourth level of leadership, which is called the people development level. At this level people follow you as a leader because of what you've done for them. At this level you are not just a producer but a reproducer. That is what Jesus spent most of his ministry time doing. That is what Paul teaches us as well.

Today we continue our discussion of the people development level of leadership by discussing the purposes of Christian mentoring. Mentoring is not just about imparting practical skills. It is more concerned with fostering the growth of conviction, character and competence in those being mentored. These three qualities constitute an irreducible minimum for effective Christian leadership.

So the first purpose of Christian mentoring is growth in conviction and perspective. Walter Henrichsen rightly emphasizes conviction and perspective as constituting an essential goal or purpose of discipleship or mentoring. But what is conviction? It is a deep seated, heart-felt belief regarding what is on the heart of God. "Perspective" means the ability to see something the way God sees it.

I like the example of Moses' conviction and perspective that we read about in Hebrews 11:24-27.

By faith Moses, when he had grown up, refused to be known as the son of Pharaoh's daughter. He chose to be mistreated along with the people of God rather than to enjoy the pleasures of sin for a short time. He regarded disgrace for the sake of Christ as of greater value than the treasures of Egypt, because he was looking ahead to his reward. By faith he left Egypt, not fearing the king's anger; he persevered because he saw him who is invisible.

We can well imagine that when Moses was still young he was mimicking the faith of his parents. When he came of age, what he was taught by his parents now became his own personal conviction, the result of his own personal experience with God. As a person of conviction he learnt to say no to those things that contradicted his convictions. Notice how conviction and perspective merge into each other. Moses was able to see sin and the pleasures of Egypt as God saw them. "He regarded disgrace for the sake of Christ as of greater value than the treasures of Egypt because he was looking forward to his reward." Anybody without the perspective of God would have valued the situations differently and would therefore have chosen differently.

Just imagine the privileges and joys of being the son of Pharaoh's daughter. Moses could have literally enjoyed anything pleasurable to his flesh. Then he could have enjoyed anything pleasing to his eyes. The best entertainment would be his. And what about ego boosters? Well Moses could have gone around boasting about Pharaoh being his grandfather. Wherever he went people would

## **Tools for Wise Leadership, Series 11: Levels of Leadership**

regard him with awe because of his closeness to the seat of power. So the lust of the flesh, the lust of the eyes and the pride of life could have been his for the asking. How many people could resist that?

But not so with Moses. Our passage says, “When he had grown up, he refused to be known as the son of Pharaoh's daughter. He chose to be mistreated along with the people of God rather than to enjoy the pleasures of sin for a short time.” Just imagine how much conviction it took to make such a stand!

The issue of conviction and perspective carries important implications for the mentoring/mentoring ministry:

Knowing what to do, and how to do it must be founded on the personal conviction that this is what God wants me to do. A private soldier keeps his room, uniforms etc in immaculate condition for inspections. Later he goes to university and his room is in shambles. Why the difference? Not because he does not know what to do and how to do it but because he has no conviction that he should continue doing it after he has left the army.

Conviction is therefore more important than method, though it is preferable to have both. But if a person has the conviction without the method, he will very soon find the method. If he has the method without the conviction, he will stop doing what he is supposed to do, no matter how good the methods are. That is why we must major in principles more than in methods.

Furthermore, mentoring will mean we major in developing who we are (being) more than in our ability to perform (doing). Jesus is more interested in who we are than in what we do. His complaint with Pharisees was not that they did not know how to evangelize. No. They would cross the sea to make converts. His complaint against Pharisees was not even that they did not know the Word of God. No. They studied it regularly, tithed their income, prayed, fasted etc. So what was Jesus' problem with Pharisees? It was their attitudes and value systems – in short their being. That is what we need to concentrate on when we mentor others. That is the people development that we are talking about in this programme.

The next and related area for people building is their growth in character.

Maxwell defines character as self-leadership. I think this is a good definition. Leading yourself means controlling your thought process, emotions and behaviour. If you cannot lead yourself it is a sure case you cannot lead other people. So character is indispensable to Christian leadership. A leader of good character will communicate to others credibility, respect, consistency and trust. Without these things you are not worth following as a leader. Mentoring must therefore mean modelling good character as Jesus did to the apostles.

Ok, then, we have explored growth of conviction and character in those being mentored. But what about competence? This is the third quality in what constitutes the irreducible minimum for effective Christian leadership. If conviction and character define the heart of Christian leadership, then competence defines the head and the hands, or knowledge and skills. But there is need for balance here. A big heart with a very little head and little hands will reduce a leader's effectiveness. A big head with a tiny heart and tiny hands will result in the churning out of sterile knowledge. Very big hands with a tiny head and a tiny heart will mean skills without character and without knowledge. Such skills cannot take one's ministry far.

So there you are. If you want to reach the level of people development in your leadership you have to take the issue of mentoring others seriously. In that mentoring you have to ensure growth in conviction, character and competence in those God has given you to mentor. The heart, the head

## **Tools for Wise Leadership, Series 11: Levels of Leadership**

and the hands are very important aspects of Christian leadership. Please grow these in yourself and in those you need to mentor. Until we meet in the next programme, practice these tools for wise leadership.

### **Discussion Questions for: Series 11 - Talk 5 - The People Development Level of Leadership and Mentoring**

---

For this series of *Levels of Leadership* you can use the following study questions to guide you in deepening the impact of this series:

**Study Question 1: for Personal reflection**

What does this episode mean to you personally as a leader?

**Study Question 2: for Group Discussion**

What does this topic mean you as a group of leaders?

**Study Question 3: for applying the topic**

What can you apply from this topic in your role as a leader?

### **Summary:**

Christian mentoring has to do with conviction, character and competence. These are practical and personal qualities and essential in a leader's life. A Christian leader needs to know the heart of God in order to be an effective leader.

### **Discussion Questions:**

**Study Question 1: Personal reflection**

Leadership must be exercised in humility. How can you develop a servant heart while leading others?

**Study Question 2: Group Discussion**

How can we as leaders help each other discern that our attitudes and value systems are consistent with our leadership style?

**Study Question 3: Applying the topic**

Who moulds my convictions? Do I lead by example? How should my leadership encourage others?

## Tools for Wise Leadership, Series 11: Levels of Leadership

### You can interact with Tools for Wise Leadership:

**Facebook:** [www.Facebook.com/ToolsforWiseLeadership](http://www.Facebook.com/ToolsforWiseLeadership)

- Post your comments and share the posts with others

**WhatsApp:** +27 60 362 4163

- Write us your personal questions via **Whatsapp** or SMS.

**Email:** [leadership@twr.org](mailto:leadership@twr.org)

- Please email us directly

### You can listen to Tools for Wise Leadership:

**Listen in:** [www.facebook.com/ToolsforWiseLeadership/info](http://www.facebook.com/ToolsforWiseLeadership/info)

- Find the latest listening opportunities on the Tools for Wise Leadership page

**TWR360:** [www.twr360.org/programs/116/tools-for-wise-leadership](http://www.twr360.org/programs/116/tools-for-wise-leadership)

- The leadership programmes are available on the web and on the **mobile app** of **TWR360** for Android or iOS devices.

**TuneIn Radio:** Install via Android or iOS on your smartphone

- **Find and listen to TWR Radio 155**

Remember to listen to the next episode of Tools for Wise Leadership to improve your biblical leadership skills.

---