

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 06: The People Development Level of Leadership Towards Success

Welcome to the programme TOOLS FOR WISE LEADERSHIP. We are focusing on leadership levels and how they related to the kind of leader you become. Of the five levels of leadership we have so far discussed the position, permission and production levels of leadership, taking our cue from leadership expert John Maxwell. We have also spent some time discussing the fourth level of leadership, which Maxwell calls 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. It aims at developing conviction, character and competence in the one being mentored.

Now before we leave the people development level of leadership we need to discuss three principles that would ensure the success of this level. These three principles are: selection, association and instruction.

First is the **principle of selection**. Now this may sound like someone who was asked to describe the recipe for making rabbit stew. The first step, the person asked said, was to catch the rabbit. Well, selecting the team is a bit more complicated than catching a rabbit. Selection cannot be a rushed and haphazard activity. Jesus knew that the selection of the 12 apostles would have consequences which would eventually become world-wide. Even our being Christians today resulted from that first act of selection. No wonder Jesus spent a whole night in prayer prior to the selection.

Now how can you follow Jesus' example in this matter of selecting a team to mentor. Well, by his example, Jesus teaches us that this needs to be a very deliberate, intentional, process. It must involve sustained prayer. The next lesson Jesus teaches us is that the team is to be selected for mentoring, not because of what they have achieved, but of what they are capable of becoming. Jesus' disciples did not start off as high achievers. They were ordinary, even unlearned men. Yet those are the very people who turned the world upside down. Now for those disciples to reach that potential they had to be **FAT** people. No, I don't mean people who are overweight. FAT is an acronym where **F** stands for faithful. A faithful person is steadfast in affection or allegiance. He or she is reliable and worthy of trust. It is difficult to establish a mentoring relationship with someone who is not worthy of your trust.

Then the **A** in FAT stand for "available". There is no point in selecting someone to mentor if that person is not going to be available. One of the reasons why people like Peter became suitable candidates for mentoring by Jesus is that they were available. They even left their trades as fishermen etc. in order to follow Jesus.

Finally the letter **T** in FAT stands for "teachable". A teachable person is someone willing to learn, willing even to suspend preconceived ideas in order to learn new things. Jesus' disciples were like this. One sign of their willingness to learn was the way they asked questions. They also showed their willingness to learn by observing what made Jesus' ministry successful. So at one time they came to Jesus as said, "Lord teach us to pray, as John taught his disciples to pray." That was a good sign of a teachable spirit. So to be a successful mentor you need FAT people, those who are faithful, available and teachable.

So much for the principle of selection. The second principle is that of **association**. The purpose of Jesus selecting his disciples was so that they could be **with** him before they could be sent out as

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witness **for** him. This makes association a vital part of mentoring. The association that Jesus had with his disciples had a life transforming effect on them. The association involved spending time together. It also involved transparent communication, with Jesus sharing with them his inner joy, anger, and other emotions

Furthermore, the association gave disciples an opportunity to observe Jesus dealing with a variety of life situations like the casting out of demons, dealing with hypocrites like the Pharisees, healing the sick etc.

The principle of association as demonstrated by Jesus teaches us that God uses people to meet the spiritual and emotional needs of other people. A common mistake is to assume that things (e.g. literature) or programmes (e.g. crusades) can be sufficient to bring about the transformation that must take place for someone to be a true disciple of the Lord. It is not things, but people who can bring about transformation in the lives of other people.

The third principle that Jesus used is that of **instruction**. Jesus had special times of instructing his disciples. The instruction was based on three realities: What the disciples had to know and understand (i.e. knowledge), what the disciples had to become (i.e. character) and what the disciples had to learn to do (i.e. work).

We note, among others, the following characteristics of this instruction:

- The instruction prepared the disciples for times of suffering ahead as the cost of discipleship they had to bear. In Matthew 10 he even warned them that he was sending them out as sheep among wolves. They would be handed over to the local councils and flogged in their synagogues. All men would hate them on account of Jesus.
- Another characteristic is that it would be on the job training rather than a secluded “seminary” atmosphere.
- A lot of the instruction was based on observed reality.
- It covered a wide variety of situations.
- It was simple, yet profound.

Now before we leave this principle of instruction we need to conclude with the issue of training – an aspect that we would call the hands. While keeping in mind the importance of the heart and the head as already discussed, we conclude by focussing specifically on the hands – mentoring for practical ministry skills. This involves a six step development process according to many authorities, including John Maxwell. Here are the six steps:

- **Step 1:** I instruct you on what needs to be done and how it needs to be done.
- **Step 2:** I do it while you watch. Here is the importance of demonstration. Remember we once said that leaders must not be sign-posts which only tell others where to go without they themselves walking the talk. Jesus never instructed his disciples to do what he was not himself willing to do.
- **Step 3:** We do it together. Jesus gave his disciples an opportunity to participate in his ministry to boost their confidence.
- **Step 4:** You do it while I watch. This is the stage of delegation. To do this we need to overcome two negative attitudes. The first one is a superiority attitude whereby we are tempted to believe that we are the only ones qualified to do it. The second is an inferiority complex born out of a poor self-image. This makes some leaders hesitate to delegate for fear that others might turn out to be better than themselves. In delegation we need to follow the example of Jesus in Luke 9:1-2. He delegated both responsibility and authority.
- **Step 5:** We evaluate. Evaluation is a very important part of mentoring. The person being mentored needs feedback on how well s/he is doing in the given task. This evaluation can bring

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a sense of encouragement when tasks are being well accomplished, or become a source of correction in those areas where the tasks are not being performed to standard.

- **Step 6:** You do it while others watch. After three years of mentoring his disciples Jesus was able to give them the famous “Great Commission” as recorded in Matthew 28. Jesus was to return to the Father. From now onwards the disciples were to be the church before the watching world. This does not mean that Jesus would abandon them. His unseen presence would remain with them. As mentors of spiritual leaders we have to accept the dictum that there is no success without a successor. No matter how thrilling Jesus’ ministry might have been, it would have been a failure had there been no people to carry it on after he had departed.

Next time we meet on this programme we will deal with the last level of leadership. Until then practice these tools of wise leadership.

Discussion Questions for: Series 11 - Talk 6 - The People Development Level of Leadership Towards Success

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:

When leaders develop other people, they reproduce themselves. This development is done through the process of selection, association, and instruction. Reproducing yourself as a leader is of utmost importance.

Discussion Questions:

Study Question 1: Personal reflection

How important is a successor to the continuation of your organisation or mission?

Study Question 2: Group Discussion

What are some of the best ways to mould a successor?

Study Question 3: Applying the topic

What steps do you need to take today in order to select and train a successor?

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