

Leadership Development Program

Module 1 – Development Processes



This program is designed to be done in relationship with other people. You can journey in this program with a friend, family member, peer, your leader or your supervisor. The reality is that, whoever you journey with, you will be ahead of them in some things and they will be ahead of you in others. Do not feel like you have to have all the answers for someone nor that they need to have them all for you. As we are brothers and sisters in God's family, in most respects we are all "peers" in our Christian journey.

The program consists of two sections. The first section of seven modules addresses general leadership development where we focus on lifting your leadership effectiveness. The second section of eight modules addresses how we transform culture in six key kingdom values.

This program recognises the wealth of great leadership material that already exists and we will encourage the participant to select from these books, podcasts, courses and other training materials that we recommend. We will also continue to update this program as new materials come to light. This program is constantly improved from feedback and our ongoing learning. So please feedback.

This program is not designed as only an intellectual exercise. It is also designed to help us to be transformed. So we ought not just read and understand the material as quick as possible. Our aim should be to put things into practice. The action points in this program should not be avoided as they are things that will produce growth. Without a change in our actions, completing this program will be pointless.

Action point: Now is a good time to pray and think who is suitable for you to journey with in this program, if you haven't done so already. Ask them if they will help you. Someone who is half a step "ahead" of is often the most helpful to us. We are also often most helpful to those that we are half a step ahead of.

Five Development Processes

2 Timothy 2:2 *"And the things that you have heard from me among many witnesses, commit these to faithful men who will be able to teach others also."*

This one Scripture contains five development processes that we will explore throughout this leadership development program. These five processes cover all aspects of the ways we develop as individuals. These processes are:-

Revelation

"The things" – These are the various **revelations** that Paul received and subsequently communicated. Revelation is the deposit of information in our spirit that comes from our time with the Lord.

2 Corinthians 3:18 *"But we all, with unveiled face, beholding as in a mirror the glory of the Lord, are being transformed into the same image from glory to glory, just as by the Spirit of the Lord."*

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The Spirit of the Lord transforms who we are through our relationship with Him. This can be in a quiet time or through dramatic spiritual experiences. These revelations or impartations change our understanding, mindsets and beliefs and are fundamental to our spiritual and personal growth.

So our first developmental question is “How are we positioning ourselves to receive revelation as well as other spiritually driven transformational experiences?” In developing others, the question is “What can I do to help another person receive ongoing revelation? *We specifically address this topic in Module 2 which will help you to respond to these questions.*

Teaching

“*Heard from me amongst many witnesses*” – Timothy heard Paul’s revelations with a bunch of other people (many witnesses) and he needed to figure out how to apply what he heard to his own situation. We call that **“*Teaching*”**. Teaching helps us to learn from other’s revelation, experience and thinking. It broadens our ability to think, understand and solve problems. It also broadens our understanding of God, Scripture, people, spiritual dynamics as well as all the other topics of Scripture.

Colossians 3:16 “*Let the word of Christ dwell in you richly in all wisdom, teaching and admonishing one another in psalms and hymns and spiritual songs, singing with grace in your hearts to the Lord*”

Every module of this program contains teaching that we feel is most important. We will also recommend a range of teaching from others that we consider helpful. Our second developmental question is “What teaching is helping us to develop?” In helping another person to develop, our question is “What teachings or resources should I recommend to the person?” As you work through each module of this program, consider which of the resources we recommend will be helpful for your and other’s growth. The different authors all contribute valuable revelation and experience to the topic.

Mentoring

“*Commit these to faithful men*” - Timothy was instructed to do something with what he learnt from Paul’s teaching of his revelations. He was to “commit” (which means “deposit” or “place alongside”) to faithful people. In our language, we call this **“*mentoring*”** where we come alongside a person for their personal and professional development.

1 Corinthians 4:16-17 “*Therefore I urge you to imitate me. For this reason I am sending to you Timothy, my son whom I love, who is faithful in the Lord. He will remind you of my way of life in Christ Jesus, which agrees with what I teach everywhere in every church.*”

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Mentoring helps us to personally apply what we may already know, but are unable to put into practice. Typically, the person mentoring us has personal experience that helps us to put our knowledge into action. Mentoring tends to be more focussed on who we are becoming (whereas coaching is focussed on what we are doing). Our third set of developmental questions revolve around “Who and how am I mentoring, who and how am I being mentored and in what subject matter is that mentoring occurring? *We specifically address mentoring in Module 4, and this will help you to address this issue.*

Coaching

“Teach others” – In the New Testament “teaching” is more about changed behaviour than about learning new information. Jesus told us to teach people “to obey” (Matthew 28:20). The word we use for this type of teaching is **“Coaching”**. A coach helps someone to develop skills in a particular activity, feeding back to them so that their behaviour in that activity changes to be closer to what they desire.

1 Thessalonians 5:15 (The Message) *“Be patient with each person, attentive to individual needs. And be careful that when you get on each other’s nerves you don’t snap at each other. Look for the best in each other, and always do your best to bring it out.”*

Coaching requires an individual approach and a desire to bring out the best in a person. So our fourth developmental questions are “Who and how am I coaching?” and “Who is coaching me and how am I being coached?” *We address coaching specifically in Module 3 which will help you to address these questions.*

Doing

“The things” – The ultimate object of development is for people to be able and motivated to be **“Doing”** the “things” that Paul talked about. Doing not only gets things done, but can also develop us as we combine our creativity, experience and skills to bring innovative approaches to our activities.

Galatian 6:9 *“And let us not grow weary while doing good, for in due season we shall reap if we do not lose heart.”*

Doing good helps us and others to reap great harvests. So our set of fifth developmental questions revolve around “What things are we doing that help us to develop?” and “What am I asking others to do that are helping to develop them?” *We address “doing” in Module 3 which will help you to answer these questions.*

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Our personal focus

We do not necessarily need to have all five development processes in place for each thing that we desire to be developed. We should, however, be confident that the development processes we have in place are achievable for us to do and effective for us to be developed. During this program we will ask you to consider which of these five processes are helping you to develop in the subject we are presenting.

Whilst we should never leave the “doing” and being “coached”, we should consider adding coaching and mentoring others, as well as receiving and giving teaching. There seems to be a change in focus depending on where we fit into the 2 Timothy 2:2 Scripture we used at the beginning of this module.

1. *Do and be coached (for the “others”)*
2. *Coach others and be mentored (for the “faithful men”)*
3. *Receive teaching and mentor others (for “Timothy”)*
4. *Receive revelation and teach others (for “Paul”)*

It is interesting to note that in the second Timothy Scripture that doing, coaching and mentoring comes before teaching in a person’s development process. Typical Western education practices certainly do not reflect this, as we often bring teaching first. If we wish to follow the development pattern Paul laid out to Timothy, we ought to first give a person something to do and start coaching them how to do it. As we develop people, we don’t need to completely leave one stage to enter the next stage, as we may be in multiple stages with a person (e.g. coaching and mentoring a person at the same time)

Helping someone to develop

It doesn’t matter whether we are coaching, mentoring or teaching, it is always important to dialogue with the Lord about who it is that we should be investing into. He may ask us to invest into people that we wouldn’t ordinarily choose. If we do not get any inspiration from Him, then a good place to start is to consider who you like to spend time with. Investing into someone that you like to spend time with makes the journey more enjoyable for both of you. Liking someone is also often a reflection of similar values which is helpful to the development process.

What does this development track look like? First of all, we ask a person to **do** something. When they attempt to do it, they bring their own creativity, experience, skills and giftedness to the task. This causes them to do the task in unpredictable ways - sometimes very productive and sometime very un-productive. We can be surprised at how well or how poorly they do the task. The mistake we can make in developing people is to give them too much *teaching* before they start *doing* as this can disregard their personal creativity and giftedness. In giving them too much teaching, we also can communicate an unnecessarily limited range of approaches to tasks.

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While a person attempts to do a task, they realise what they do not know and are consequently motivated to learn how to do it better. This is where ***coaching*** begins. Someone who is familiar with the tasks helps the person to do the task better – even if they have been doing it quite well. Some of the best coaching comes from vulnerability about your own successes and failures so leaders should share their experiences while coaching. Jesus himself spent extra time with the disciples answering their personal questions. After coaching them He began to test them immediately so He could address what they did not learn correctly.

Coaching often needs to be directive – telling the learner exactly how to improve. Coaching is often best done by someone who is only a little ahead of the learner. Teaching is not usually appropriate here as the learner often doesn't have the ability to choose which approach will work. This process of being coached should follow a gradual process of empowerment which will cover in the module on coaching.

The next stage of development is where the person who has been coached begins to ***coach others***. The best time to coach others is when your own development in that area has recently improved. By coaching others, we also continue to develop. We are still focussed on task improvement here. Team members can receive *coaching* through meetings with their team members or team leader, and short conversations “on the run” where they receive instructions on how to perform certain tasks. Coaching can also happen through getting involved in a short term project or team where you are put in a position where you need to learn quickly from others in your new environment.

After doing, being coached, and starting to coach others, we should then begin to think about a more comprehensive view of development that is not limited to the tasks that we do. We call this ***mentoring*** where the development turns to who we are rather than what we are specifically doing. As a person receives coaching for various tasks, we begin to realise that who we are – our character, teach-ability, leadership, motivations, communications and other personal issues are recurring themes in our development. Our response to this need should be to seek out people who believe in us and have insights to help us develop in that area. Teaching is not sufficient to do this as we are often blind to our need of personal development and also we often don't really know how to develop in these areas. A person of greater experience in what we need comes alongside us and guides us into personal development.

Once we understand how to develop through coaching and mentoring, we are ready to receive ***teaching***. This may sound strange as the “Western” philosophy of development often puts teaching first. Teaching has great value if we know how to use it to improve what we do (which we learn through coaching) and to develop who we are (which we learn through mentoring). The problem is that there is so much teaching – through the internet, books, podcasts, conferences and so on. We need to approach teaching with a well developed filter so we can decide what we need to develop in. Learned knowledge itself does not change us, only the knowledge that we put into action.

People can receive teaching by reading a book written by an expert, attending a conference, seminar or course, through self-study, completing formal a degree or doing training that the church organises.

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There is no point simply accumulating knowledge. In fact, we potentially increase in sin if we keep learning things that we do not do. (**James 4:17** “Therefore, to him who knows to do good and does not do it, to him it is sin.”). We should pursue teaching where we aim to put aspects of the teaching into practice. Teaching also helps to broaden our understanding so that we are better equipped to help others in the diverse range of issues they may face.

With our experiences in doing, coaching, being mentored and receiving teaching, we are then in a position to be able to **mentor** others. Mentoring takes a variety of formats including from an experienced leader inside or outside the church, a friend who has relevant experience, and external experts such as psychologists, financial experts or medical professionals, depending on the aspects being mentored.

Mentoring not only requires a breadth of knowledge but also requires a commitment to the overall development and well-being of a person. We must see the person’s strengths and not merely try to make a person better at their role. We cover these aspects in Module 4.

As an experienced developer of people with an understanding of training, coaching mentoring and doing, we then should aim to contribute to the overall **revelation** for the development of a “thing”. Every believer should position themselves for personal revelation, however at this development stage we should be positioning ourselves to receive revelation for others, both for individuals and for groups. The Apostle Paul spoke of this - **Galatian 1:12** “For I neither received it from man, nor was I taught it, but it came through the revelation of Jesus Christ.”.

Having received revelation for others, we should then be **teaching others** - aiming to add to others revelational understanding of the kingdom through whatever channels are available to us. For some that is preaching and teaching face to face, for others it is writing books and yet others it is through an internet based platform. If we are called to bring revelation through teaching, then we ought to find a platform to do it. With the advent of the internet, we all have opportunities through blogs, Youtube, websites, apps, podcasts, Kindle, Ibooks and a variety of other internet based platforms. If you are receiving revelation for others, don’t wait for someone to ask you to speak or try to beat someone’s door down to get an opportunity. Start teaching wherever you can and like every other kingdom pursuit, the Lord will reward your faithfulness in “small” things with “larger” things.

Action

Think of 3 things that you would like to be developed in and 3 things you have to offer others in their development. In the table below, decide which development process most suits each of these three things. Also decide what specific action you will take.

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Development Action	My Development	Others development
Doing	What tasks am I doing that are helping to develop me?	What tasks am I asking others to do that are helping to develop them?
Being coached	What tasks am I being coached to improve in?	How am I helping others to improve by coaching?
Coaching others	What tasks am I coaching others to do better?	How am I helping others to coach more effectively?
Being mentored	Who is mentoring me and in what?	How am I helping others to be more effectively mentored?
Receiving teaching	What teaching am I currently learning from?	How am I helping others to learn through teaching?
Mentoring others	Who am I currently mentoring and in what?	How am I helping others to mentor more effectively?
Receiving revelation	How do I receive revelation and what is my current download?	How am I helping others to find places of revelation?
Teaching others	What am I currently teaching others?	How am I helping others to find a channel to teach?