

Session One:
Personal Development

Session Two:
**The Leadership
Maturing Process**

Session Three:
Values and Beliefs

Session Four:
Needs and Passions

➡ Session Five:
Mentoring

SESSION FIVE

Introduce a process for implementing a personal mission statement, and the process of mentoring.

1. Introduce a process for linking your personal mission statement to your calendar
2. Introduce a process for integrating a personal vision with life-leadership roles.
3. Introduce the concept of mentoring in three directions
4. Introduce a process for arranging helpful mentoring relationships
5. Introduce group reflections on participant mission statements
6. Evaluations

REFLECTION

How has God been using this process of *Focusing for Impact* in your life? What is he doing in terms of your life as a believer? What is he doing in terms of your life as a leader?

As you review your biblical purpose statement from the last session,

- are there emphases that need to be strengthened, softened, or amended?
- what themes are common to any believer? what themes are unique to what God has done and how he is leading in your life?

REFLECTION ON YOUR PERSONAL MISSION STATEMENT

In pairs, each person will have opportunity to verbally present their Personal Mission Statement along with a printed copy.

- Take time to read through your partner's Personal Mission Statement
- Is there something in your partner's Statement which you need clarified?
- Does this Statement reflect the person as you know him?
- Are there are tweaks or suggestions that you would have for your partner?
- Reflect with your partner:
 - What was the process of writing this statement like for you?
 - What was especially difficult for you about this process?
 - What new insights did you gain about your self and your life/leadership focus?

After you have presented your Statement and received feedback, there will be time to make notes to yourself in light of the feedback you received.

Focusing Question Four: How Do You Plan to Accomplish Your Personal Mission?

Life-Leadership roles, Your weekly goals and activities

Making it Work for You

We concluded session four by focusing on Step 1 and 2 in developing a plan to accomplish your personal mission – 1) Defining your life roles, and 2) Defining your leadership roles. In this session we will take the next steps in linking your personal mission statement to your personal calendar.

Step 3: One Year Results

Focused leaders establish goals for each of their life and leadership roles. Based on your mission statement, write one-year result statements that you hope to accomplish for each role. For an example, see my *Year End Review* on pages 14-15

Step 4: Setting Monthly Objectives

This is the fourth and final step of linking your mission statement to your monthly calendar system. Monthly objectives are significant goals that you will work on during the month toward achieving one-year results. The following example shows how to choose a few objectives to accomplish per month as part of the yearly plan. The sample schedule on page 16 shows how one leader translated his personal mission statement into monthly objectives, then put them on his calendar.

Role	One-Year Goals	Monthly Objectives
Husband	Develop regular communication Enrich our marriage	Friday date night Identify a possible seminar or area resources
Ministry	New ministry in evangelism Recruit new harvest workers Develop new resources	4 Hours per week with unchurched people Identify and meet with interested couples Check local bookstore to discover what is available

Action Plan for Integrating Your Life-Leadership Vision with your Corporate Vision

1. **CLARIFY YOUR PERSONAL VISION:** Ask yourself the Vision Questions: “If God could have his way, what would my life and my level of influence look like ten years from now? List six to eight key core values of your personal vision.

NOTE: Vision statements (both personal and corporate) need to be the focus of much prayer and input from others. After you have formed an initial personal vision statement:

- spend significant time reviewing it on a regular basis, and build it into your calendar,
- spend significant time in prayer and listening to God and his call on your life, and
- spend time seeking counsel and insight from intercessors who will pray about your future life and leadership. You may also want to seek counsel from close friends whose spiritual maturity you respect.

2. **SEEDING STRATEGY:** Who are the key influencers in your area of influence? What are the key groups? Begin defining a strategy by means of a variety of avenues available for communication.
3. **EVALUATE INPUT:** What have I/we heard that might help clarify our corporate vision? What have I/we heard that is different from our prevailing vision? What adjustments do I/we see that would give greater focus to our vision? Gauge potential acceptance and rejection or possible re-visioning.
4. **RAISE THE POSSIBILITY OF AN ENVISIONING PROCESS WITH KEY INFLUENCERS:** Once cultivation has been initiated, determine the need for a more formal envisioning process. Greater ownership needed? Type of process? Options?

MENTORING

MYTHS OF MENTORING

“I used to think that a person has one mentor for life. I now realize that this is unrealistic, and even unfair, to expect one person to empower me in all the areas of my life.”

“I used to think that mentors had to be in their 60s, but effective mentors can be in their 20s, if the resources they possess match the needs of another.”

“I used to think that I had little to offer someone else, by way of mentoring or resources. I have now discovered that sometimes just believing in and supporting another leader unleashes tremendous help and empowerment.”

“I used to feel I could make it on my own. But in reality, I would have quit several times over, if it had not been for the insight and help of my mentors.”

WHAT IS MENTORING?

Mentoring is a relational experience in which one person empowers another by sharing God-given resources. (Connecting, Paul Stanley and J. Robert Clinton, pg 33)

Are you looking for a person who can give you perspective and provide wisdom, support, resources, and guidance as you seek to grow and develop into the person and leader that God intends? Do you desire to help others grow and achieve a level of effectiveness that they have yet to experience? Do you desire to influence the next generation of Christian leaders?

By way of introduction, mentoring involves making the personal strengths, resources, and networks (friendships/contacts) of one person, the mentor, available to help a protegee/mentee reach his/her goals. The **mentor** is the person who shares the God-given resources. The **mentee** is the person being empowered. That transfer between the mentor and the mentee is called empowerment.

The relationship between mentor and mentee may be formal or informal, scheduled or sporadic. The exchange of resources can take place over a long time or just once. Such empowerment often occurs face-to-face but may happen over a great distance.

Mentors empower mentees with encouragement and timely advice garnered through life and leadership experience. As mentors model habits and principles of life and leadership, they challenge mentees to broader perspectives and new levels of influence. These lessons build confidence and credibility in mentees.

Mentoring links leaders to the resources of others, empowering them for greater personal growth and leadership effectiveness. The following pages will help you find personal mentors. You can learn more about mentoring in

Connecting, by Paul Stanley and J. Robert Clinton,

Please Mentor Me, J. Robert Clinton, and

Mentoring: Confidence in Finding a Mentor and Becoming One, by Bobb Biehl

NINE TYPES OF MENTORS

One way to identify future mentors is to expand your definition of mentors. Listed below are nine different types of mentors – and their major thrusts – that could help with your development as a believer or as a leader.

1. *Discipler*: A discipler is a more experienced Christ-follower who imparts to a new believer the knowledge, skills and basics needed to grow in Christ. Disciplers affect the new believer's character and behavior.
2. *Spiritual Guide*: A spiritual guide mentor is a mature follower of Christ who shares knowledge and skills related to greater spirituality. Spiritual guides offer accountability and insights for the mentee's spiritual growth.
3. *Coach*: This mentor knows how to do something well and how to communicate the skill.
4. *Counselor*: This mentor provides counsel and advice at crucial times, such as during decision-making and through transitions.
5. *Teacher*: The teacher provides knowledge and the ability to communicate that knowledge. Teachers offer perspective and enhancement for life and leadership.
6. *Sponsor*: The sponsor has credibility (positional or spiritual authority within an organization) which enables a mentee to develop and advance within that organization. Mentors often provide influence and protection.
7. *Contemporary Model*: This is an exemplary leader who indirectly imparts skills, values, and lessons for life and leadership.
8. *Historical Model*: This is a person from the past who serves as a model through books, biographies, and autobiographies. Empowerment comes through example, leadership lessons, and life values.
9. *Divine Contact*: The divine contact is a mentor whom God brings into contact with a person at a critical, unplanned moment in order to bring new insight or discernment.

Identifying the various types of mentors helps to address the problem of a lack of mentors. Most leaders feel there are no mentors for them, and even if ones are accessible, they would most likely be too busy. Instead of holding to the concept that there is one mentor who must provide all the empowerment, the preceding list shows that there could be several mentors who could fulfill a leader's mentoring needs.

THE TYPICAL PATHWAY TO MENTORING

There are five dynamics on the path to effective mentoring. These dynamics define mentoring functions.

1. **Attraction:** Like attracts like. People naturally move towards those who seem helpful. Mentees may be attracted by a mentor's personality, spirituality, leadership skills, or experience.
2. **Empowerment:** This is the actual exchange of resources and encouragement between mentor and mentee in areas of life and leadership.
3. **Relationship:** The best exchanges of empowerment resources happen when mentors and mentees trust each other.
4. **Responsiveness:** The mentee's willingness to respond to the mentor's information is vital for learning empowerment.
5. **Accountability:** Mentees must answer to someone for their growth and spiritual development. Often there is mutual accountability between mentors and mentees.

RESPONSIBILITIES OF MENTEES

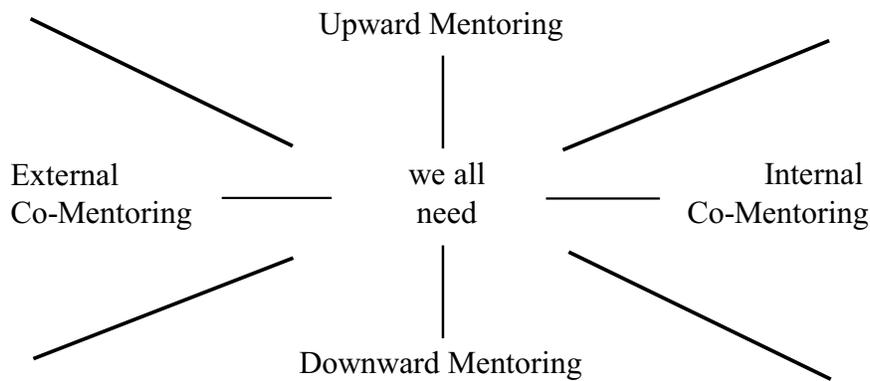
1. **Accept responsibility for growth:** We each stand accountable to God for the stewardship of our gifts, abilities, personal growth, and development. The initiative rests with the mentee, not with someone else.
2. **Develop a personal understanding of God's direction:** Mentees need a general understanding of how God has shaped them (through gifts, calling, strengths, and weaknesses) in order to pinpoint their mentoring needs.
3. **Develop personal and leadership goals:** Self-aware mentees set goals for personal and leadership development. Lateral or peer mentors can help mentees set specific, attainable goals.
4. **Match mentors with goals:** Once goals have been identified, mentees should pray and seek for mentors who could help them meet their goals.
5. **Develop mentoring eyes:** God is sovereignly at work in each mentee's development. "Mentoring eyes" means recognizing divine appointments and growth opportunities that God puts in a mentee's path.
6. **Maintain a teachable spirit:** Little can occur in the mentoring relationship unless the mentee has a hunger to learn, listen, and respond positively to input from the mentor.

- Continue to trust God for development: Mentoring is enhanced as mentees continue to affirm their trust in God and his timing in their life and development. Trusting God means not getting frustrated when doors have not opened in expected ways, or that resources are not present to meet the challenges. Romans 8:28 reminds us that mentoring is in the hands of our Lord, who causes all that is happening in our lives to work together for good for those who love Christ and are called according to his purposes.

MENTORING IN THREE DIRECTIONS

Christian workers need relationships that will mentor us, peers who will co-mentor us, and people that we are mentoring. This will help ensure a balanced and healthy perspective on life and ministry. (Please Mentor Me, J. Robert Clinton, pg 27)

Lifelong leadership development is greatly enhanced by a balance of mentoring relationships. The three basic directions of mentoring are upward, horizontal, and downward.



Upward Mentoring pushes leaders forward to expand their potential. Upward mentors see the bigger picture and how a leader’s current situation fits that picture. Their experience and knowledge base are more advanced than those of the mentee. They give valuable advice and challenge the mentee to persevere and grow.

Horizontal Mentoring or lateral mentoring comes from peers who are either inside or outside a leader’s daily frame of reference.

Internal co-mentors are peers in the same leadership environment and have about the same level of spiritual maturity. They provide mutual growth and accountability, contextual insights within the organizations, and friendship during difficulty.

External co-mentors are peers like internal co-mentors, except that they are outside the leadership environment. They are also at about the same level of development and maturity. They provide objective perspective. They challenge a leader to think through the way he acts and applies insights.

Downward Mentoring means empowering younger or less experienced and emerging leaders. Downward mentors provide accountability, challenge, insight, and critical skills for new leaders. Downward mentoring also counterbalances the tendency for existing leaders to plateau and become inconsistent in living out their values.

Leaders become unbalanced in their development when they consistently miss one or more of the directions of mentoring. Using the diagram above, notice the four results when one direction of mentoring is bypassed.

Lone Eagle	Goes it alone. Little perspective and accountability. Threatened and isolated. There are no mentors in his life.
Authoritarian	No personal accountability for growth or perspective. The only mentoring in his life is downward – he just tells others what to do from isolation.
Elitist	Has little or no outside influence. Perspective is stilted by having only views of those within his or her circle of influence.
Politician	Runs within his own circles and is concerned only with organizational perception. Little outside influence.

GUIDELINES FOR THE MENTORING RELATIONSHIP

The “Ten Commandments” of mentoring, developed by Dr. J. Robert Clinton and Dr. Paul Stanley in their book *Connecting*, help guide mentoring relationships to greater effectiveness. Use these as a general guide, but do not let the relational aspects be hampered by unnecessary formality.

1. Establish the relationship. Sometimes mentoring relationships just happen. Sometimes they are developed and cultivated. Mentoring has a better chance for empowerment when a relationship is clearly established.
2. Jointly agree on the purpose of the mentoring relationship. By spelling out the expectations, you can avoid unfulfilled expectations and disappointments.
3. Determine how often you will meet.
4. Determine the nature of accountability. Agree together on how the accountability will be set up and monitored. It can happen through written reports, phone calls, or general verbal feedback.
5. Set up clear lines of communication. Discuss when, how often, and by what means you will interact. Also discuss the freedom of both the mentor and mentee in raising questions and suggesting topics for discussion.
6. Clarify confidentiality.

7. Agree upon the length of time. Time limits keep the relationship fresh and give opportunity for review and evaluation.
8. From time to time, evaluate the process and monitoring effectiveness. This will help ensure that the relationship is meeting the needs of the mentee and is not burdensome for the mentor.
9. Continually match expectations to fit the current mentoring situation. Maintain flexibility and adaptability.
10. Plan for closure to the mentoring relationship. Mentoring should “begin with the end in mind.” Both should agree on metrics that indicate that mentoring is completed. If done right, closure can increase the level of accomplishment.

FINDING YOUR MENTOR(S)

Initiating the mentoring relationship is most often up to the mentee. The following pages describe a process for finding mentors and beginning an effective mentoring relationship.

Step One: Identifying Your Needs

What are your mentoring needs? List your personal and leadership goals for the next one-to-five years (Refer to your personal mission statement)

Personal Life Development issues

- 1.
- 2.
- 3.

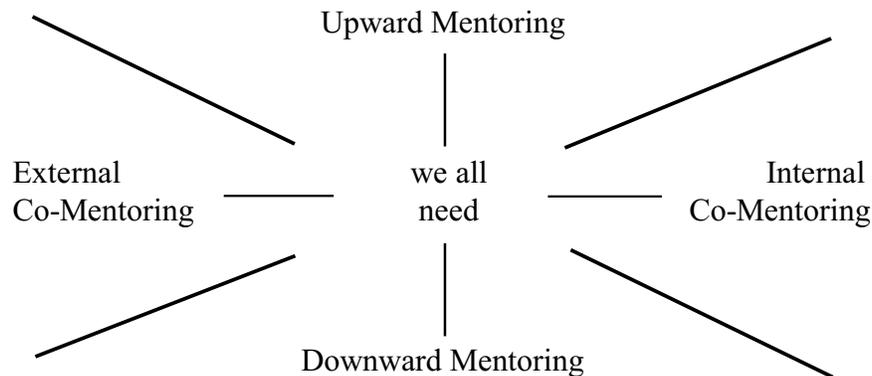
Leadership Development issues

- 1.
- 2.
- 3.

Step Two: Identifying Possible Mentors

List potential mentors. Behind each of the prioritized issues above, list the name(s) of a potential mentor

Remember there are nine mentor types (see pg 7 above). Plot potential mentors on the diagram on the following page.



Step Three: Initiating the Mentoring Relationship

1. If you don't know who to ask, start with the top three candidates related to your top needs. Mentees are often surprised at how willing mentors are to help.
2. Approach the mentor with your mentoring needs and the ways you feel s/he might be able to help. Allow the mentor to give input and help to better define your goals.
3. Ask the mentor for a first meeting to discuss the issues. After meeting together, you and the mentor will have a much better idea whether the relationship is something you both want to pursue. Determine the type and length of mentoring.

Step Four: Clarifying the Mentoring Relationship

1. Show your current mentor the definitions of kinds of mentors (see page 7 above), especially the types of mentors and the directions of mentoring (see the diagram above). Discuss your past mentoring in light of these definitions. Review ways you might want to adjust the relationship in order to become more focused or intentional.
2. Be careful not to put the relationship under undue pressure. If it has been an effective mentoring relationship to date, then do not sacrifice the friendship by formal structure.
3. Set up clear relationship guidelines when appropriate, such as the nature of accountability, lines of communication, issues of confidentiality, length of time for the relationship, and time for re-evaluation.
4. Bring closure to the relationship when the mentoring exchange is complete.

EVALUATIONS

Please complete your evaluation of the five session training before you leave.

ONE YEAR GOALS

WHAT ARE MY GOALS FOR EACH ROLE (bold print are top ten goals)

- A. Child of God
 - 1. Nurture the nine fruits of the Spirit.
 - 2. **Develop a plan and regularly practice spiritual disciplines.**
 - 3. **Change life style re eating and exercise to reduce to ___ by the end of the year.**
 - 4. Spend Personal Growth time each week, month, period, and year according to schedule.
 - 5. Learn how to kayak and spend at least an hour per week after we return home.
- B. Husband
 - 1. **Block out one time block per week for special time with Mar.**
 - 2. Give Marlene flowers three times per year.
 - 3. Spend at least one day away with Mar each four-month period.
 - 4. Take at least two weeks of vacation together during the next year.
 - 5. **Continue to review our retirement plan with Mar, processing chapter 3 of *Closing Well - Continuing Strong*.**
- C. Father
 - 1. Lead an Adult Education Class on Empty Nest Parenting with a view to completing a more complete sketch for the each of the chapters of a book.
 - 2. Plan to interact with each of our children at least once a month via FaceTime, email, or phone.
 - 3. Make plans to visit Curt and Dave and their families at least twice a year
 - 4. **Create a video on Marlene's family so our children have the paternal and maternal stories of their heritage.**
- D. Grand-father: Create one-on-one time with each of the grandchildren when we are with them.
- E. Neighbor: Host at least one neighborhood gathering.
- F. Friend: Schedule meaningful outings with friends at least once a month.
- G. Part of extended family
 - 1. Recognize birthdays and anniversaries of our parents, our children, their spouses and children, and our siblings and their spouses.
 - 2. Interact with my brothers by phone or email at least once every other month.
 - 3. **Plan the Kuiper Gathering.**
- H. Member at Faith CRC:
 - 1. Continue to make monthly financial contributions for the General Fund.
 - 2. Engage in fellowship opportunities at Faith Church when we return home.
 - 3. Find at least one opportunity for serving regularly.
- I. STM at Immanuel CRC: **Finish well in our transitional ministry assignment here according to the priorities as identified by the Council.**
- J. Citizen: Stay informed regarding political life, issues, and socio-political developments in the Centerville community, in the state of Minnesota and in the nation so as to be an informed voter and so as to be able to engage meaningfully in conversations as they arise.
- K. Faithful Steward
 - 1. **Review economic trends and our financial resources to affirm a plan to project adequate income through 2041.**

2. Pay mortgage down to \$ _____
 3. **Complete payment for all exterior renovation.**
 4. Continue building up savings account funds for home maintenance, gifts, entertainment and vacation expenses, car maintenance and replacement, medical expenses, large donations, and business expenses.
- L. Home Maintenance/Improvement:
1. **Install footings according to code for renovating the deck and complete renovation of the deck.**
 2. Tear out the apron in front of the garage and replace the driveway.
 3. Replace the garage doors.
- M. Miscellaneous

MY TOP TEN FOR 2018:

1. Develop a plan and regularly practice spiritual disciplines.
2. Change life style re eating and exercise to reduce to ___ by the end of the year.
3. Block out one time block per week for special time with Mar.
4. Continue to review our retirement plan with Mar, processing chapter 3 of *Closing Well - Continuing Strong*.
5. Create a video on Marlene's family so our children have the paternal and maternal stories of their heritage.
6. Plan the Kuiper Gathering.
7. Finish well in our transitional ministry assignment at Immanuel according to the priorities as identified by the Council.
8. Review economic trends and our financial resources to affirm a plan to project adequate income through 2041.
9. Complete payment for all exterior renovation.
10. Install footings according to code for renovating the deck and complete renovation of the deck.

I use the free app *Evernote* to create weekly To-Do lists, for example:

TO CALL

- Larry Meyer (last call 02/28/17)

TO SEE

- Carol Diener
- Doyle & Delores Hall
- Harold & Alice Anton

TO WRITE

- AM Sermon
- Submit power point file
- Prepare morning worship notes
- Identify focus of Children's Worship
- Submit Jne-Jly Sermon Plan
- Care list for April
- March Pastoral Report to Elders

TO DO

- Spend time with pictorial directory
- Personal Growth
- Cards for anyone?
- Plan April and May
- Plan Council Orientation
- Plan for STM work still in process
- Plan New Members Class
- Prepare devotions for the Council meeting on April 17

PERSONAL

- Weigh in -
- Call brother Al or Brad (even and odd)
- Schedule/Report Natural Area Site visit
- Plan outing with Mar
- Plan Personal Growth Day
- Pay Anoka Co property tax - 14-31-22-34-0044
- Send out a reminder and update, and make arrangements for meals for Kuiper Gathering
- Sort thro info for Grandma Disselkoen, update her Genogram (Colsman), Write the script for video of Mar's family
- Tire rotation due at 140,600 miles (2 new tires at 125,600)