

**MATERIALIEN ZUM GEMEINDEBAU**  
EIN SERVICE DER WERKSTATT FÜR GEMEINDEAUFBAU

**MICHAEL WINKLER**

Leadership in the Church:  
**MENTORING.**

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Leadership in the church

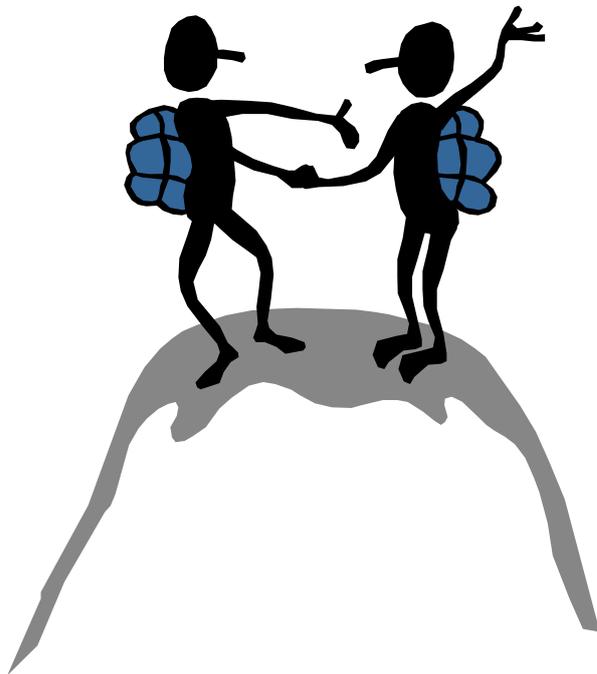
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# Mentoring

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## Foundations

Written by Michael Winkler



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notes for students

## To finish the race

2.Timothy 4,6-8

- I have fought the good fight
- I have finished the race
- I have kept the faith

J. Robert Clinton studied one hundred leaders of the Bible and found out that only by thirteen of them we could acknowledge that they finished well. In his book "The making of a leader" he speaks of several things that are necessary to finish the race well (for example):

- Relationship with God (intimacy, faithfulness, obedience)
- Teachable attitude (Paul : I want to know him ! Bring the books and above all the parchments)
- Christlike character (Fruits of the spirit)
- Conviction and faith (to know what you are in Christ and what you are called for)
- Pressing towards the goal of the calling (Phil. 3,14)

There are also main barriers which hinder us to reach the goal:

- Misuse of finances (Judges 8; Acts 5; Judas Iscariot)
- Misuse of authority (2. Chron. 26)
- Pride (1.Chron. 21; James 4,6)
- Adultery and any kind of sexual wrongdoing (2.Sam.11)
- Disorder in familyaffairs (1. Sam.2-4; 1. Kings 11)
- Spiritual stagnation (Demas who loves the present world; David in his later days etc.)

### Discussion:

What can we do in order to "reach the goal and keep our faith" and not to fall into the traps of temptation?

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One of the "tools" which help us to finish our race and keep in good condition is "MENTORING"!

## Definitions:

### Background of the word mentoring

- Mentor was the name of a wise old friend of Odysseus in whose hand he gave the education of his son Telemachus. He should develop him to become a man with whom Odysseus would be pleased when he returns from his journeys. This of course included the education of abilities, character, lifestyle, being a leader, behaviour, knowledge and responsibility.
- In many parts of the world this word is now used to describe a process of learning outside the classroom situation, a process whereby someone gets alongside someone else in order to help him to grow and develop.

J.Robert Clinton:

- “Mentoring is a relational experience through which one person empowers another by sharing God-given resources.”  
(from Stanley & Clinton, *Connecting*, NavPress)

Günter Krallmann (read!)

Biblical Background:

- Tandem-Relationships like Moses and Josua, Elia and Elijah, Jesus and the 12 apostles, Paul and Timothy (Missionorientated, impartation necessary)
- Spiritual fathers like Jehoiada the priest to Joash the seven year old king (2. Chron. 24) or Paul to the Corinthians (1. Cor. 4,15 – not paidagogoi but fathers)
- Discipleship (Follow me as I follow Christ!)
- 1. Tim 3,2 “didaktikos” ability to train someone
- Rabbinical type (Mat. 23,10 – master and apprentice)

Keywords:

- Relational
- Learning
- Developing
- Process
- Defined
- Goalorientated
- Serving
- Developing people

Mentoring constellations (Stanley)

- Upward mentoring (you learn from someone who is further developed than you)
- Downward mentoring (you give someone mentoring who wants to learn from you)
- Internal peer co-mentoring (some that are on a similar level and part of the same group, organization etc. agree to help each other in a certain area)

- External peer co-mentoring (same as above but with people that are outside the group, organization etc.)

Mentoring in your life  
up to now:

Upward:

Internal peer:



External peer:

Downward:

### *Different intensities of mentoring*

1. passive mentoring
  - historical example, hero ...
  - contemporary example, hero
2. occasional mentoring
  - counselor
  - teacher
  - sponsor
3. intensive mentoring
  - Discipler
  - Coach

**Jesus is the mentor!** He is the best example and definition in person of mentoring we can ever have.

- We want to learn from Him
- We strive towards his ideal (knowing that we cannot reach it)
- We understand the principles and adapt them into our environment and possibilities
- We must understand that Jesus disciplined the twelve for a mission. So he developed them in character as well as in charisma. Furthermore he developed them to be those who “would be sent as his father has sent him” .

### **Task:**

Read the book: “Mentoring for Mission” by Günter Krallmann. Write a summary of about 4 pages and write another two pages pointing out what you have learned and how you will adapt this in your personal life and ministry.



## **Keyattitudes of the mentor and the mentoree**

### ***Some principles***

- Mentoring must be done in a serving spirit. The best for the mentoree is what we are aiming at! Therefore it is based on trust, respect of each other, reliability, a defined setting of context, timesetting (when and for how long we meet), expectations.
- Mentoring should be done in an encouraging spirit. The mentor is not to rule over his mentoree (heavy shepherding) but to love him, pray for and with him, also to exhort him. The mentoree must come in an attitude of learning, teachability and willingness.
- Mentoring is a process. This means: we meet regularly, we concentrate on certain issues which the student needs to develop, we define and control progress.
- Mentoring means accountability. This means: The mentoree allows his mentor to ask the necessary questions, the mentoree opens up areas of his life which are usually hidden.
- Mentoring to be effective needs clear statements as where we are, where we want to go, how we will achieve it. Mentoring needs therefore an agreement upon which the process is stated.

### ***Attitudes and abilities of a mentor***

- Responsibility and integrity
- Is still himself in the process of learning
- He understands what mentoring is about (he might himself have experienced a mentoring-relationship as mentoree)
- He is able to talk about his own mistakes and allows others to make mistakes
- Is willing to share his life and abilities with others
- Is willing and able to investigate time in others
- Wants to see the mentoree at his best

### ***Helpful fatherly attitudes which we learn from Jesus***

- Phil. 2,5ff – he became one of us and served, humble spirit
- Lk. 22,32 – standing with the disciple through times of doubt
- Mt. 16,18 – Jesus saw not just Simon, he saw already Peter
- Joh. 13,1 – he loved them through to the end
- Lk. 10,1 – sent them two by two, he did not overcharge them

### ***Attitudes needed by the mentoree***

- Be a learner, a student of life who seeks to grow intellectually, relationally, emotionally, and spiritually.
- Be teachable in mind and spirit.
- Apply learning to life, applying to insights and understanding to everyday situations.
- Submit to mentor, in a biblical form of accountability.
- Be open to probing questions.
- Willingness to stay with the process
- Honesty and openness
- He must trust the mentor

### **What to look for in a mentoree...\***

- Someone easy to believe in. Do you believe in the person and the person's potential?
- Someone easy to like and spend time with. Someone you see yourself spending time with both formally and informally. You might respond more positively to people in one age range or life situation.
- Someone who is easy to keep helping. Usually, in the relationship, the mentor is typically more other centered than the mentee. You must be willing to keep giving without a lot of personal reward.
- Someone who is like family. You naturally want to see them do well.
- Someone who is teachable. Are they eager to learn and to learn from you?
- Someone who respects and admires you.
- Someone who is self-motivated. Will they take the initiative to seek you out and follow through?
- Someone who is comfortable with you. This person should respect you but not be intimidated by you.

(\*From ***Mentoring*** by **Bob Biehl**, published by Broadman & Holman Publishers)

### ***A few thought on authority***

- It is given yet must be earned
- It is positively received when there is competence and trustworthiness
- It is given to develop and lift up others (principle of Eph. 4,11f)
- It is given to give shelter to the weak (1.Cor. 11 – women under headship)
- It is "God's servant for the good ... and punishes the wrongdoers" (Rom. 13,4)
- Those in authority must exercise it being conscious that one day they have to be accountable to Jesus (good and bad servants, Mt. 24,45ff)
- Those who are in authority should not hold back but exercise it otherwise others are not able to develop and gain liberty (Barak, Judges 4,6)
- Not to delight in ones authority but that our names are in the book of life
- Not misusing authority for the own benefits (like Ahab taking Naboths vineyard)

***The power of motivation***

- Some have a special gift of encouragement (Barnabas)
- Helping the mentoree to find the place of his gifting and work in it. There is a lot of motivation when you do the things which you are successful in
- To love the mentoree even when he fails (ex. John Marc)
- The joy of the Lord is our strength (How Nehemia motivated the people of Israel when they realised how much they must change)
- Eating together (John 21)
- There is encouragement and motivation when you are together with the visionary, the one you admire (see Lk 24, the disciples from Emmaus "Did not our heart burn within us while he talked to us ..")
- Motivation when you give approval or applause to someone

## How to go about

Either you are asked for mentoring or you call someone into a mentoring-relationship

- Follow me!
- I want to follow you!
- Sometimes mentoring-relationships develop naturally because of working relationships or church relationships. It is helpful when such relationships are defined and “framed” then they are more effektiv and there is less disappointment.

### ***Clarify what kind of mentoring is necessary***

- Intensity
- Relationship (upward, peer ..)
- What is the area of development
- Are you the right person for this situation (knowledge, ability, sex, age, etc.)
- Assess whether the mentoree is willing to learn, what are his expectations, what is the amount of time necessary – are you both able and willing to spend this amount of time?
- Timesetting (how long will the process be, always have a beginning and a end)
- Mentoring is not “counselling” – you may suggest that he first needs a few counselling sessions before you can go on in mentoring.
- Make both your decision!

### ***A mentoring meeting***

Many times you work or life together so there are mentoring oppurtunities along the way. But you should still plan mentoring-meetings where you talk about the necessary things and pray.

- Take one or two hours time (in weekly, monthly etc. periods)
- Be interessted in the personal well-being
- Ask what has happened since your last meeting (processing)
- Encourage
- Ask good questions which help to find areas of problem and of development
- Find out what are the next steps he/she should do. Agree on them! (you may have to write this down in order to remember and check up on it the next time)
- Pray!
- When will you meet next?

## Different situations in churchlife where mentoring is needed

Young converts (laying foundations)

“bar mizwah”-aged kids

Pre-marriage mentoring

Developing a leader

Coaching someone in his gifting, in a certain ministry or ability

Keeping us spiritually alive and sober

Others

### Task in little groups of two or three:

- Take 30 minutes and try to develop a table of content what a young convert should experience, understand and be within the first 12 months of his christian walk.
- Or take 30 minutes and try to develop a table of content what a young couple should be taught, understand and prepare before they get married.

Mentoring- Checkups for grownup Christians to keep themselves growing and accountable:

Grown up Christians do not necessarily need a intensiv discipleship programm in order to grow in the faith. They are self motivated, mature enough to keep themselves in a certain spiritual discipline. Still, most of us work better when we have a certain amount of pressure. When mature Christians meet in “peer-mentoring-relationships” they could make an agreement to check eachother up in certain areas of life. Throughout Church History we find groups of Christians who met regularly to check each other up on their christian living.

- Ex: John Wesley’s “soul-watching groups”
- Chuck Swindoll met with a few pastors (each week) and they asked each other the following questions:
  1. Have you been in a compromising situation with a woman?
  2. Have all your financial actions be sober?
  3. Have you looked at any sexual stimulating material?
  4. Have you had your prayer and biblestudy times?
  5. Have you given your family enough time?
  6. Have you lived within your calling?
  7. Have you just lied on me?
- Phil Helfer, Pastor of the Los Altos Brethern Church, Long Beach, California gives five basic questions for such “mentoring-meetings”
  1. How did you experience God this week?
  2. What is God teaching you at the moment?
  3. How do you obey his calling?
  4. Are there any sins you should confess?
  5. How was your biblestudy this week?

Task:

- What do you think are the necessary and helpful questions for bible college students to ask about their christian living and progress?

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### ***Leadership-Development and Mentoring in the Bible College***

In the bible college we want to develop leaders!

**Leaders usually fail to succeed not because of lack of ability but because of lack of character, lack of commitment and discipline, lack of encouragement, lack of friendship and fatherhood. So we want to establish a lifestyle of mentoring during the study that will lay foundation for the student himself to grow and develop continually and enable him to do the same with others in his church.**

**Six areas of development of a student**

- 1. In the academic – theology, biblical background, understanding the kingdom of God and how to build and develop it in this time and geography etc.**
- 2. In his personality – becoming a godly example for others who will follow him, growing into maturity of life, being a responsible and reliable person etc.**
- 3. In his abilities – understanding his giftings, training in service and future duties, find his placement of ministry**
- 4. In his vision and calling – seeking Gods plan for his life and develop a strategy to fulfill Gods purpose in his life**
- 5. In his relationships – establish biblical familylife, lifestyle of forgiveness, permanent and growing relationship with God, friendships, koinonia in the church, relations in the world etc.**
- 6. In his acknowledgement and acceptance – learning to earn trustworthiness, earn authority and the respect of others, growing in ministry and anointing, etc.**

**Some of these areas we can help to develop in the bible college setting some are difficult to develop during the students stay, but they can be developed in times of internship or their own churchsettings.**

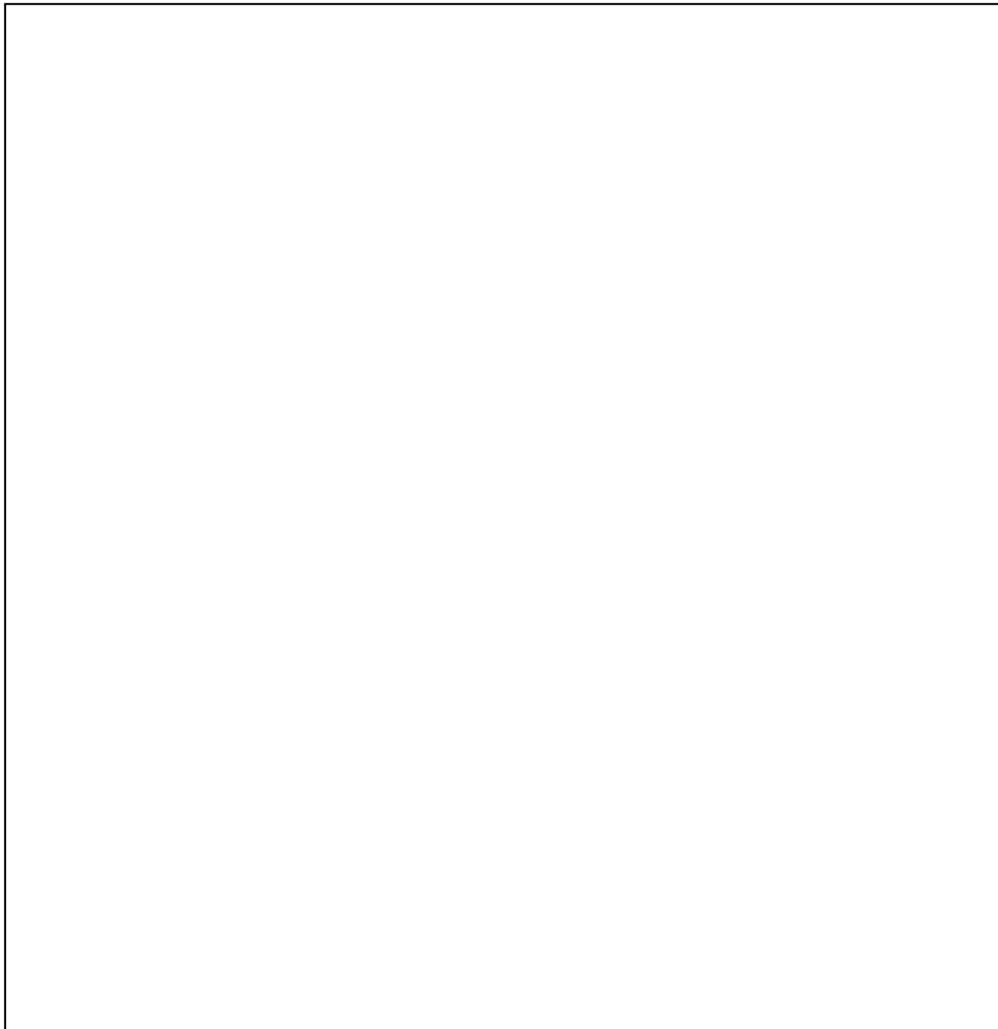
## Developing your special Mentoring-Development-Programm

In order to make progress and measure it in any kind we need to find out what are our goals of growth!

Paul writes: "I press towards the goal" and at the end of his life he could say: "I have finished my race!"

Take a few minutes:

What do you know so far about "your race " and "the goal" you should reach in God's calling on your life? Think about character as well as calling. We sometimes say: "Write your own speech which honestly should be held on your funeral". What do you should people and foremost God be able to say about you at the end of your life? What do you want to be remembered for?

A large, empty rectangular box with a thin black border, intended for the participant to write their reflections on the questions posed above.

**A few questions to be asked**

1. How do you live a responsible christian life within the five domains of life? It is important to overview and take responsibility for the whole of life!
  - Individual (responsible for a holy life before God)
  - Family (responsible for a godly familylife)
  - Churchmember (be a example for others, serving spirit ..)
  - Society (responsible where I made promises and contracts, loving my neighbour as myself)
  - State (responsible as citizen, "giving ceasar what is ceasars and God what belongs to him")
  
2. How would you describe your personal relationship to God?
  - Mt. 22, 37-38 – the most important thing
  - 1.Tim. 4, 12-16
  - times of renewal, back to the first love
  
3. What are your values and convictions?
  - There may be mentalities within you that are not christian but you think they are. You are so used to them, everybody around you lives like it but it may be heathen. There are values and attitudes "of this world" which you must "undress" and there are godly, christlike attitudes you should wear!
  - Ezek. 36,26 – a new heart!
  - Rom. 12, 2 – renewal of mind!
  - Develop a christian lifestyle like a lifestyle of giving, a lifestyle of serving, a lifestyle of prayer etc.
  
4. What are the hindrances that keep you from spiritual growth?
  - Hebrews 12, 1-2 weights and sins!
  - Hebrews 12, 14 striving for peace with everyone
  
5. What is God's calling on your life?
  - Prophetic words given
  - God's word to me in personal devotion
  - Natural abilities
  - Spiritual gifts
  - Is there a vision?
  - Can you define a mission?
  
6. What kind of personality you are?
  - Strength of your personality
  - Weaknesses of your personality
  - The special dangerous and temptations

- The motivating factors
  - Your gain in a team
7. Where do you come from?
- Heritage in curse and blessing
  - Family constellation (first born or “sandwich child” etc.)
  - Certain believe systems in the family (we have always been this or that ...)
  - Fixed determinations (you must become a ...)
8. What would make your day/ week / term more efficient (doing the right things better)?
- Doing first things first!
  - Healthy lifestyle (food, sleep, exercises etc.)
  - Learning to say “No!”
  - Prayerlife
  - Understanding your capacity (times of rest, 6 days work, one day rest ...)
  - Take time to make plans and lists of what you have to do and when you may do it best
  - Other things
9. *What about your foundations of faith?*
- Trusting in Jesus Christ and in him alone! (Romans 1-3)
  - Receiving spiritual gifts and promises on basis of grace by faith alone (Romans 4)
  - Having peace with God and understanding who I am through Christ? (Romans 5)
  - Having died to sin, beeing crucified with Christ (Romans 6)
  - Beeing free from law, no longer under the curse of law and free from bad concience (Romans 7)
  - Living a life in the spirit and by knowing that God is with me! (Romans 8)
  - Being utterly surrendered to God who can use me as he wishes (Romans 9)
  - Having the right attitude to “the older brother” understanding that non-jewish believers are just grafted in the “olivetree of Israel” and not replacing it (Romans 9 -11)
10. What are the abilities needed for your ministry and how are they to be developed?
- Natural abilities which you are gifted in
  - Abilities needed but you are not especially gifted in
  - Spiritual gifts like prophecy
  - Abilities of pastoral work in general
  - Abilities of pastoral work in your special calling or area your are working in
  - Academic abilities



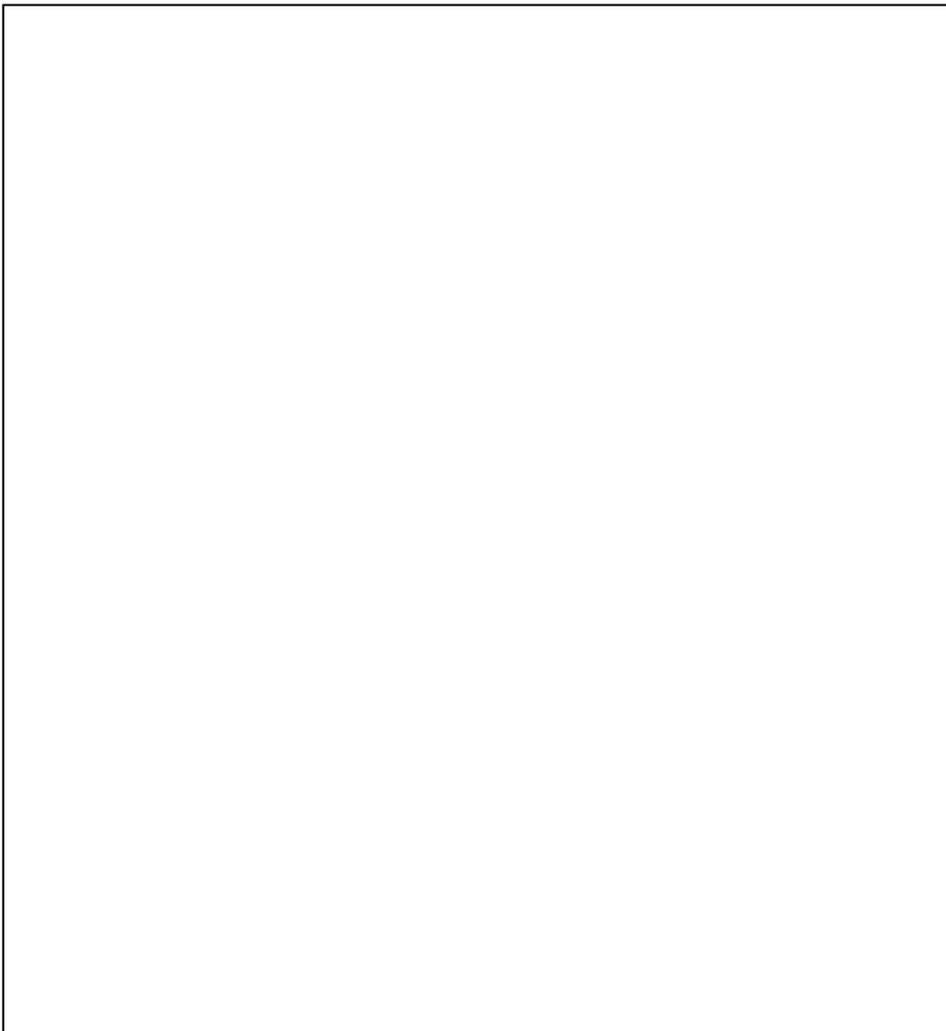
**Task:**

Chose two areas of growth (1-10) describe your status quo and write down a few specific things what you are aiming at within these areas within this first year of your studies (2-3 pages). This will be part of your mentoring process in the bible college!

Mentoring in the bible college should be based on three pillars:

1. Your personal development programm which is especially designed for you. With the help of a mentor and others you find out in which areas you should grow, what this means and how you will go about.
2. Spiritual disciplines which train you to be a example for others as Paul said to Timothy (1.Tim. 4, 12-16). Mentoring-groups shall be established.
3. Areas of growth and discipline which the leadership of the bible college and/or the leading pastor of your church or internship feels are necessary to develop further.

How we will go about now:



## Syllabus for the studies on: „Spiritual mentoring“

<b>Name of the lectures:</b>	Spiritual mentoring
<b>No:</b>	
<b>teacher:</b>	Michael W.Winkler, Leader of Forum Leben Networking Germany
<b>Credits:</b>	
<b>Ort:</b>	Werkstatt für Gemeindeaufbau Siemensstr. 22 D-71254 Ditzingen
<b>Abgabetermin (Poststempel):</b>	

### 1. Describing the topic

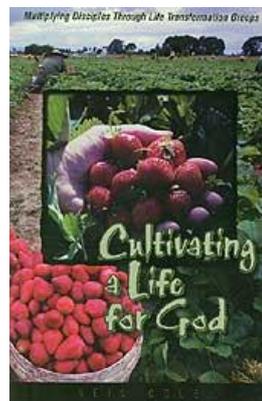
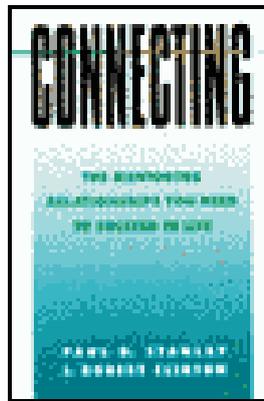
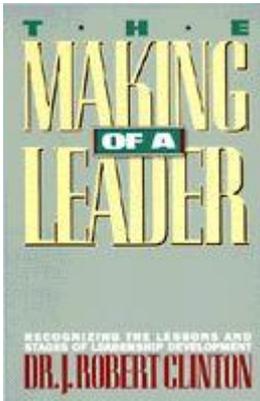
In this lectures we will understand the principles of mentoring, the biblical background of different ways of discipling people and how we can mentor people. Most of all we will learn from Jesus how he „mentored“ his disciples. We will define areas of leadership development and help the student to understand how through mentoring processes he can be a better leader.

### 2. Tasks the student has to fulfill

1. Visiting the lectures!
2. Read the book: “Mentoring for Mission” by Günter Krallmann. Write a summary of it (about 4 pages) and write another (two pages) pointing out what you have learned and how you will adapt this in your personal life and ministry.
3. The student has to chose two areas of personal growth as leader out of ten (which will be explained during the lectures) describing his status quo and

writing down a few specific things what he is aiming at within these areas within this first year of his studies (2-3 pages).

### 3. Literature:



The book: Mentoring for Mission by Günter Krallmann (300 pages) must be read and studied!

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