

Mentoring Leaders Study Guide
Compiled by Dr. Steve Brown



MENTORING
LEADERS

WISDOM FOR DEVELOPING CHARACTER,
CALLING, AND COMPETENCY

CARSON PUE

How to Use This Study Guide

Based on Dr. Carson Pue's best-selling book, *Mentoring Leaders: Wisdom for Developing Character, Calling and Competency*, this study guide is designed to provide mentoring reflection questions for self or group study. While this guide follows *Mentoring Leaders* by chapter (with relevant page references noted), it can also be used as a stand alone resource. You may choose to work through the guide from start to finish or to use some of the topics or questions provided.

The study guide questions are designed for you to process in your own life, but can be adapted for application to people you are mentoring. In addition, several practical exercises are presented as options for more in-depth experiential learning.

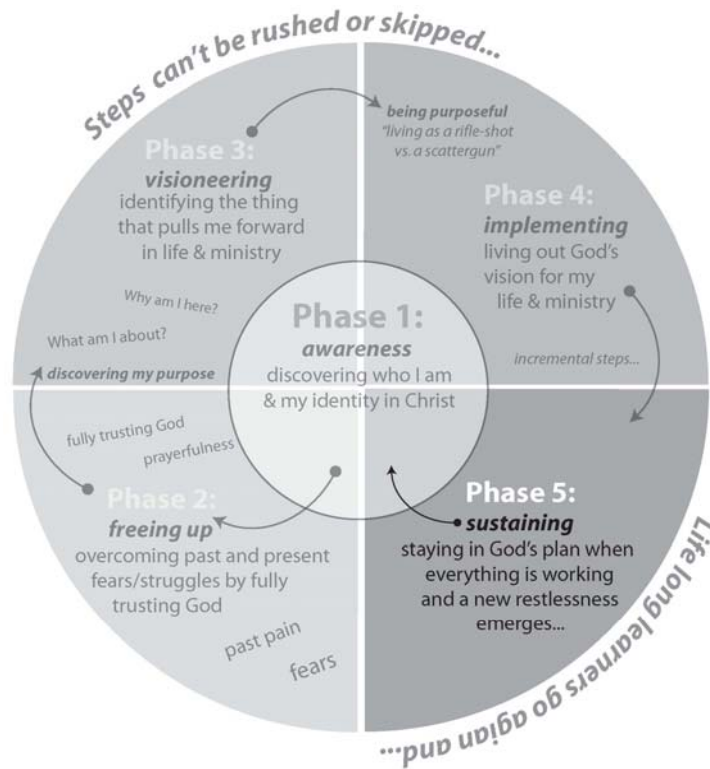
If you would like to learn more about mentoring resources available from Arrow Leadership and receive the free monthly Mentoring Questions email, please visit Arrow at www.arrowleadership.org

Please note that all pages referenced correlate to *Mentoring Leaders: Wisdom for Developing Character, Calling and Competency*, Carson Pue, Grand Rapids: Baker Books, 2005

We would appreciate your feedback on this study guide.
Please email your comments to info@arrowleadership.org

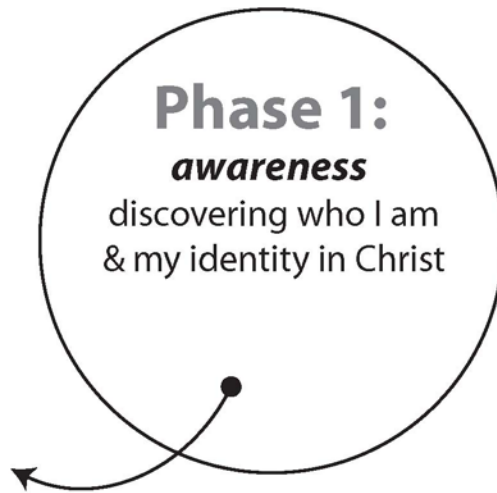
The Model Behind Mentoring Leaders

Mentoring Leaders focuses on Arrow Leadership's five-phase model for mentoring Christian leaders. Following the order of chapters in the book, this study guide will briefly explain each of the phases as well as provide relevant questions for self/group study or for a mentoring context.



Chapter 2 – Self Awareness

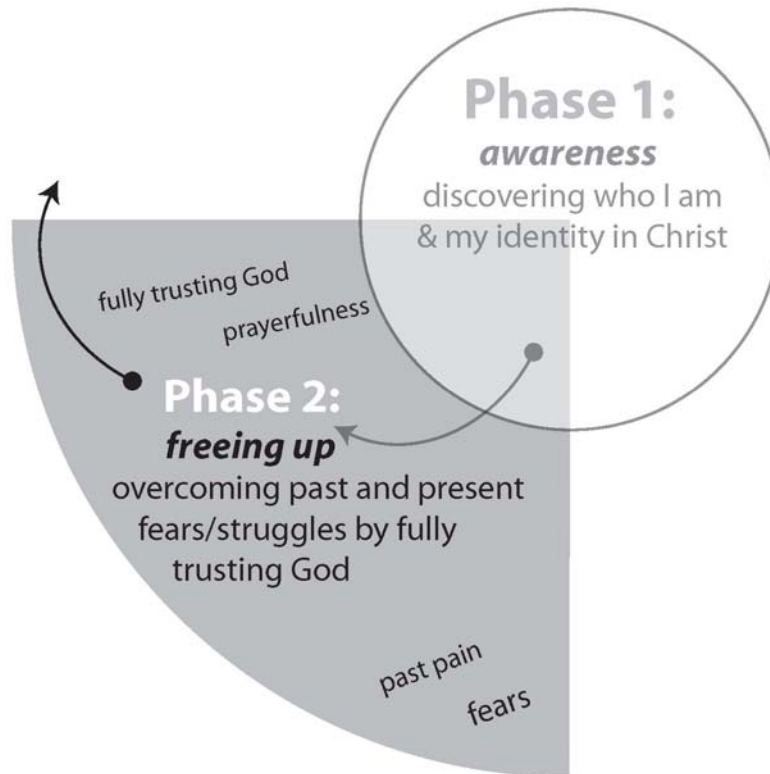
Self-awareness involves an accurate understanding of gifts, abilities, and skills as well as the shadow side of their life as a leader. Self-understanding must then be viewed in light of who God is and the leader's identity in Christ.



1. Understanding our position and identity as children of God is critical to our self-understanding (p.38-9). Is it easy for you to relate to the reality that you are God's child and that He is your heavenly father? Why or why not?
2. An 'anamchara' (Gaelic for "soul friend", p. 34) and time for reflection (p.37) are two key anecdotes for lack of self-awareness. Are these two components part of your life?

Chapter 3 – Freeing Up

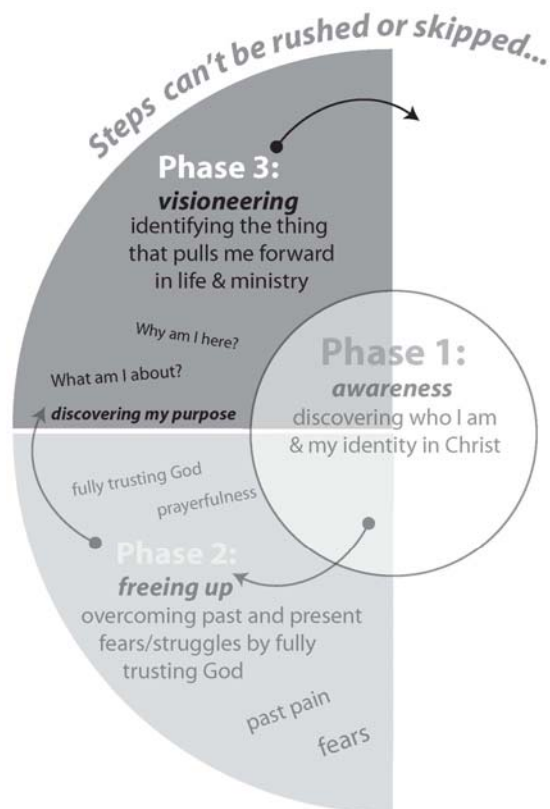
With increased self-awareness, there is often an awareness of issues or behaviours that are holding the leader back from leading fully or freely. It may become apparent that the leader is seeking to satisfy legitimate needs by illegitimate means. This challenging phase focuses on allowing God to meet the leader's needs.



1. What connection and interaction do you see between phase one – self-awareness – and phase two – freeing up?

Chapter 4 – Visioneering

This exciting phase of the mentoring process involves discerning and clarifying God’s vision for the life and ministry of the leader. Prerequisites for this phase are a healthy self-understanding and progress in the freeing up stage.



1. The term “vision” has become common and sometimes confusing. Based on your review of this chapter, what are some of the defining components of vision?

5. If you haven't yet discerned God's vision, think through some of the pieces that could help you in the discernment process. More time for self-awareness, time for solitude and prayerful reflection, dealing with some freeing-up issues, some counsel with a mentor?

6. If you have discerned God's vision for this season of your life and ministry, what is the vision? What helped you in the discernment process? What would you recommend to another leader seeking discernment for vision?

GOING DEEPER EXERCISE

Silence and Solitude Exercise – Block out a two hour appointment slot in your schedule. Identify a truly quiet location where you could be away from normal distractions – including your communication devices. Bring just your Bible and journal and invest two hours away in quiet.

Start your time in prayer asking God for quiet, praying about urgent items, surrendering to his agenda for the time. You will initially have a lot of 'mind traffic' – simply and quickly write these things down and leave them for a later time.

Since this discipline is one that often improves with practice, don't be discouraged but press on. Review the surprises, joy and challenges of this experience.

“God does not shout his best vision through hassled Christian living. It's in the quiet that he gives the most delivering visions of life.” Leighton Ford quoting Calvin Miller, p. 126.

Chapter 5 – Practical Vision Helps

1. Have you sought out answers to these three questions? If so, what process did you take to do so? If you haven't answered the questions, what do you think/feel about the value of doing so?
2. Is anything blurring your vision discernment process? What about busyness, comforts, too many options, insecurity, your past, laziness, good things rather than great things, lack of prayer, logistics, adopting somebody else's vision, no expectation of vision or secret sin? (p.106)
3. Interact with the statement, "*Ministry for God can be the greatest enemy of devotion to God.*" (p. 112) Can you recall times in your life when this statement was true? What can you do to guard against ministry being in opposition to your devotion to God?
4. Is time in solitude a regular part of your life? When was the last time you were quiet and in a quiet setting for more than 30 minutes. What blocks you from time in solitude and silence?
5. If you are working through the book, review the Vision Reflection questions on p. 121 to interact with this material in greater depth.

Suggested Follow-Up Resources

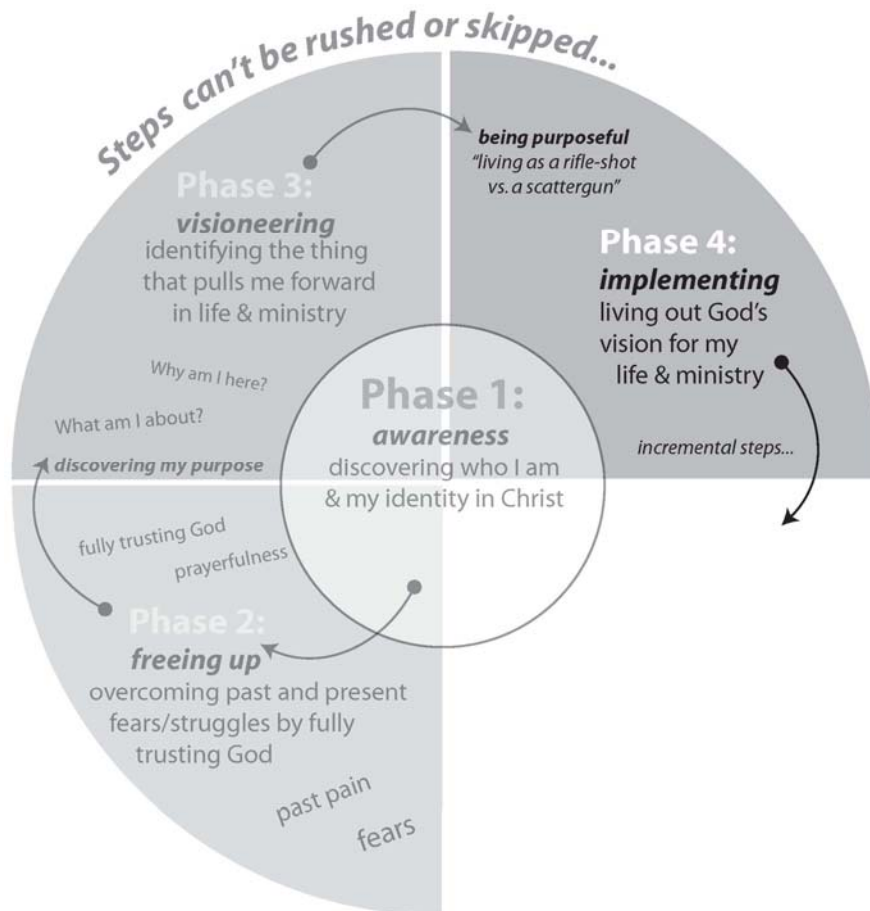
The Call: Finding and Fulfilling the Central Purpose of Your Life, Os Guinness, Word, 1998.

The Power of Vision, George Barna, Regal, 1992.

Courageous Leadership, Bill Hybels, Zondervan, 2002.

Chapter 6 – Implementing the Vision

This phase involves strategically stepping out in leadership toward the now-focused vision. Specifically, strategic planning and organizational design and development are keys to this phase.



1. Have you set aside time to patiently pray reflect and listen for God's vision for you? If not, what could you do in seeking God's vision for you? If you are working through the book, reflect on the Vision Prayer (p.130) and Journaling (p. 130-2) sections for ideas.

2. Identifying core values can be a key step in discerning vision. “*Core values are those ideals that are intrinsic to the organization. Core values define the ministry and what it stands for. Core values should endure the test of time.*” (p.136) What are the core values that already exist in your organization? For a group exercise, invite input from your team. Is there a core purpose that emerges? What could the future look like?

GOING DEEPER EXERCISE

Plan a Team Visioneering Retreat, p. 146-8

3. “*Communicating vision is achieved when it goes both deep and wide.*” (p. 136) How do you practically share vision in your organization? What has worked effectively? What hasn't? See also p. 137-9 for some practical ideas. What steps could you take this next quarter to improve the communication of vision?

Vision Check:

After you share the ministry or organization vision, each member of your team should be able to answer the question, “What does the ministry expect of me?” Test this out with your team to gauge clarity in moving forward with the vision.

Chapter 7 – Stepping Out Vision

1. To discern your readiness to establish some steps toward the vision, review the ten starter questions on p. 142 and record key points.
2. Do you work on a team? Read over the five categories of: 1. The Working Group, 2. Pseudoteam, 3. Potential Team, 4. Real Team, 5. High-Performance Team (p.150) and identify the “teams” in your organization.
3. What steps could you take to improve your team leadership? See p. 151-2 for some ideas.
4. What do you look for in a potential new team member? What characteristics are necessities and what are nice extras?

Suggested Follow-Up Resources

The Performance Factor: Unlocking the Secrets of Teamwork, Broadman and Holman, 2001.

In Search of a Leader: The Complete Search Committee Guidebook, Lakeside Books, 1994.

Chapter 8 – Budgeting Time and Resources

“All leaders have something in common. We have only twenty-four hours in a day. Time is arguably the most valuable thing we have on this earth.” p. 126

1. How do you manage your time? What tool(s) do you use? Would you characterize your time management system as helping you with balance in your life?
2. Give yourself a letter grade (A, B, C, etc) on your investment of time on the following life areas (p 163-4):
 - _____ Spiritual Well-Being and Nurture
 - _____ Work
 - _____ Relationships
 - _____ Health
 - _____ Adventure and Crazy Fun
 - _____ Building into Others

“There is a time for everything, and a season for every activity under heaven.”
Ecclesiastes 3:1

GOING DEEPER EXERCISE

Journal Exercise: To help clarify where you should spend your time, journal answers to questions like:

In this season of life, what is most important to you?

- Where would you like to spend most of your time?
- If you could do anything and money was not a problem, what would you like to do?
- Are there specific areas that you recognize as needing more of your time and attention?
- Do you have dreams that have been in the back of your mind for a long time that you would like to explore? What are they?
- Are there items in your time log that you need to give less attention and time? Any that need more attention?

Chapter 9 – Measuring People and Outcomes

*“For every ten leaders I encounter who know how to budget financially for ministry, I meet forty who are unable to manage the budgeting of human resources properly. Unfortunately, most leaders learn about this the hard way.”
p. 181*

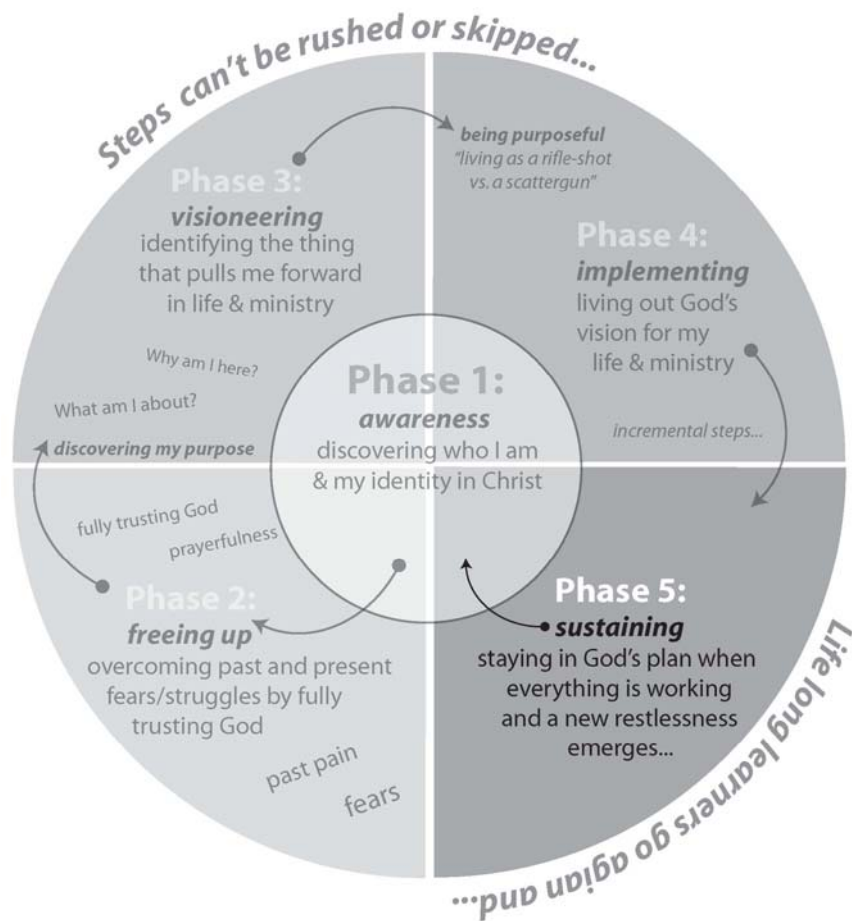
1. *“A human resources orientation is as important to a ministry as it’s ministry service orientation... it shows we value our people as something more than just laborers.”* (p. 183) Do you agree or disagree with this statement? What resources do you invest inward to maintain your staff team? What strategies do you use?
2. What are the “gainers and drainers” (p.184) for your own role? Note “gainers” bring life and energy while “drainers” do the opposite. For a group exercise: lead your staff team in an exercise to identify their “gainers and drainers” (p. 184-5).
3. Brainstorm a list of inspiration and celebration activities and celebration activities to “lift” you and your team (p.185-6). Calendar out some of these activities during key times of your ministry year.

4. How does your organization measure progress toward your mission? What dashboard indicators would provide key performance measurements? (p. 188-92)

5. What role do performance appraisals play in your organization? See p. 194-5) for tips. What new steps can you implement in evaluating team members?

Chapter 10 – Sustaining in Leadership

Once established, the next phase involves sustaining the vision. This is often a challenging phase as the excitement of entrepreneurial development is slowing and new skills are required for sustaining the vision.



1. “Learning to sustain yourself in leadership and in your ministry is one of the most challenging phases of the mentoring matrix.” (p.201) Can you relate to this statement? What are some of the challenges to sustaining an organization that is achieving its vision?

2. If you are using the book, review p. 203-4, which ministry development stage is your ministry or organization in? What are the unique challenges and unique opportunities to this stage? What is needed to move to the next stage?

3. How do you feel about change? Why do most leaders inwardly struggle with change?

4. Reflecting on the insights on leading through change and the spiritual side of change (p. 214-16), develop a list of key steps to implementing change.

5. Using the book, work through the hidden fear checklist (p. 219-20) and identify any fear areas in your own life. Respond with principles found on page 216 – 19).

GOING DEEPER EXERCISE

If you are in the sustaining phase, find a quiet three hour block of time, take a blank piece of paper and imagine afresh how the ministry should now operate. Specifically re-evaluate three areas: 1. Staff and their roles, 2. Method of ministry and 3. Systems that can improve capacity to fulfill the calling.

Chapter 11 – Fear, Loneliness and Other Challenges

1. Can you relate to the 24/7 syndrome where ministry or work pressures marginalize rest and time off? (p. 226) If so, what are the internal and external pressures that drive this syndrome? If not, have you put safeguards in place or how do you do it?
2. What are some steps you can take to move toward greater balance? See also the twelve steps toward balance (p.227).
3. If you are married, four principles and practices to help juggle schedules and build healthy marriages: 1. Learning to pause, 2. Remember that there are seasons in life and ministry, 3. Build a hedge around your marriage, 4. Recognize your own strengths and weaknesses. (p. 229-30). Which of these principles and practices could be helpful to your marriage?

“Most leaders confess a deep sense of loneliness, although most of us work hard wallpapering over the cracks caused by loneliness.” p. 232

4. How does loneliness impact you as a leader? What are the ‘doorways’ or common entry points and settings for loneliness in your context? (p.233) What are your common responses to your own loneliness?
5. What are some new possible strategies to respond to your own loneliness?

Chapter 12 – Accountability

1. If “*accountability is what will sustain the future success or progress of the ministry and a leader’s integrity*” (p. 250), to what structures and people are you regularly accountable?
2. Do you have “even just one person who knows when you are pulling one over on everyone else and cares for you enough to confront you about it?” (p.250) If not, what is holding you back?
3. If you do have someone or a group who provides you accountability, spend a moment to write them a note of appreciation for this critical role in your life. If you don’t have someone, take a moment to pray and consider who could fill this critical role.
4. Design a personalized list of accountability questions for sections of your own life. For some ideas, see pages 243-4.

GOING DEEPER EXERCISE

Experiment by trying the internal accountability exercise of an “Examen” prayer time as found on p. 251-2.

About the Authors

The Mentoring Leaders Book: Dr. Carson Pue is the President of Arrow Leadership, a ministry founded and focused on investing in Christian leaders in North America and around the world. Mentoring Leaders is Dr. Pue's first book and is a best-seller.

The Mentoring Leaders Study Guide: Dr. Steve Brown serves as Vice-President – Program at Arrow Leadership. His primary role is to oversee the Arrow Leadership Program and the development of leaders who are 'led more by Jesus, lead more like Jesus and lead more to Jesus'.

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