

Introduction to free article

This article is referred in several of the leadership commentaries such as John, Philippians, Philemon, 1 and 2 Corinthians, and the Titus Leadership Commentaries which are part of the Clinton Biblical Leadership Commentary CD copyrighted 1999. This commentary is available from the Clinton Resources at <http://www.bobbyclinton.com/>. It is dealing with some essential empowering relationships a leader needs to be involved in during his/her lifetime.

Mentoring—An Informal Training Model

Training Modes

Today's training can be categorized under three modes as shown in Figure 1.

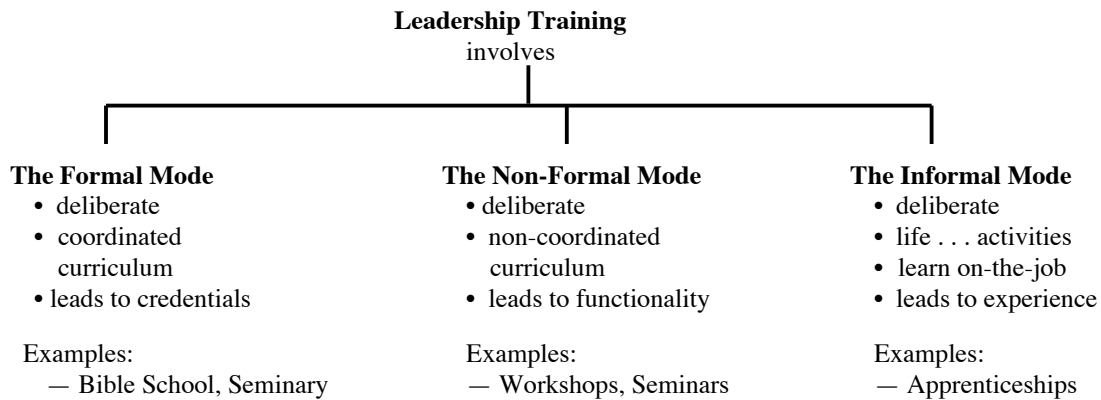


Figure 1. Three Training Modes

Mentoring as a training means, while definitely informal in its essence, can be applied to any of the three modes.

Jesus and Paul used the informal training mode as their major training methodology. On-the-job training, modeling, cultural forms of apprenticeships and internships were used. But dominantly it was mentoring which was the primary informal means of training.

Mentoring Defined

Definition Mentoring is a relational experience in which one person, the mentor, empowers another person, the mentoree, by a transfer of resources.

Empowerment can include such things as new habits, knowledge, skills, desires, values, connections to resources for growth and development of potential. We¹ have identified a number of mentoring functions. Table 1 identifies nine mentoring functions we have categorized.

Table 1. Nine Mentor Functions

Type	Central Thrust
1. Discippler	Basic habits of the Christian life dealing with hearing from God and talking with God; operating in a fellowship of Christians; learning to minister in terms of giftedness; learning to get input from God.
2. Spiritual Guide	Evaluation of spiritual depth and maturity in a life and help in growth in this.
3. Coach	Skills of all kind depending on the expertise of the coach
4. Counselor	Timely and good advice which sheds perspective on issues and problems and other needs.

¹ My son Dr. Richard W. Clinton, my colleague Paul Stanley and I have all been busily researching and using mentoring in our own personal ministries. See **Connecting** by Stanley and Clinton. See **The Mentor Handbook** by Clinton and Clinton.

5. Teacher	Relevant knowledge that can be used for personal growth or ministry or other such need.
6. Sponsor	Protective guidance and linking to resources so that a leader reaches potential.
7. Contemporary Model	Values impactfully demonstrated in a life that can be transferred and used in one's own life.
8. Historical Model	Values demonstrated in a life and inspiration drawn from that life so as to encourage ongoing development in ones own life and a pressing on to finish well.
9. Divine Contact	Timely Guidance from God via some human source.

Mentoring is a relational experience. Five dynamics are involved: attraction, relationship, responsiveness, accountability, empowerment. The more each of these dynamics are in place the more impactful is the empowerment. Table 2 gives the essence of each of the dynamics.

Table 2. Five Mentoring Dynamics

Dynamic	Responsibility of	Explanation
attraction	both mentor and mentoree	A mentoree must be attracted to a mentor—that is, see something in the mentor that is desired in his/her own life; A mentor must be attracted to a mentoree and see potential value in working with the mentoree—that is, development of potential for the mentoree is a worth while investment of time and energy.
relationship	both mentor and mentoree	A mentor must build the relationship with a mentoree and vice versa. The stronger the relationship the more likely that the responsiveness and the accountability functions will take place naturally instead of forced.
responsiveness	mentoree	The mentoree must respond to the mentor's suggestions and growth projects. Faithfulness in carrying out assignments is a major trait of responsiveness. The mentor is responsible to help the mentoree grow. The mentoree is responsible to respond/submit to the mentor's plan and methodology for growth.
accountability	mentor	The mentor is responsible to evaluate how the mentoree is doing and to hold the mentoree accountable for following suggestions for growth, for doing what is asked, etc
empowerment	mentor dominantly; mentoree secondarily	Both mentor and mentoree should evaluate and recognize empowerment out of the relationship. The mentor knows and has the best perspective to evaluate empowerment. But the mentoree also should recognize growth in his/her life.

All of these dynamics do not always appear in fullness in the different relationships. They are necessary for the intensive mentoring functions (heavy face-to-face time commitments are usually involved): discipling, spiritual guide, coaching. All do not have to be present in the occasional mentoring functions: counseling, teaching, sponsoring. Empowerment can happen even when all the dynamics are not present. However, the stronger the five dynamics, even in occasional mentoring, the more impactful will be the resulting empowerment. In the passive mentoring functions—contemporary modeling, historical modeling, and divine contact—attraction is present, responsiveness is present and empowerment takes place. But relationship and accountability are essentially missing.

Both Jesus and Paul used mentoring. They had individual relationships with trainees. But they also combined individual mentoring relationships with training of groups.

Mentoring relates directly to two of the seven major lessons observed in comparative study of effective leaders.

Effective leaders view leadership selection and development as a priority function in their ministry.

Effective leaders see relational empowerment as both a means and a goal of ministry.

Mentoring will be one of the dominant forces in the training of emerging leaders in the years to come.

See **Articles:** *Leadership Lessons—Seven Major Identified; Paul The Mentor*. See **For Further Study Bibliography:** J. Robert Clinton and Paul D. Stanley, **Connecting—The Mentoring Relationships You Need to Succeed in Life**; J. Robert Clinton and Richard W. Clinton, **The Mentor Handbook—Detailed Guidelines and Helps for Christian Mentors and Mentorees**.