

An Annotated Bibliography of Twelve Significant Books for Ministerial Peer-Mentoring

From the dozens of books, papers, and other printed resources which the project director used in the research phase of the project (see the Bibliography for a complete listing), the following twelve books stand out as particularly valuable to the development and implementation of a strategy for peer-mentoring in a Baptist association. Some, such as Williams' *Potter's Rib*, are more academic in nature. But most are quite practical in their use. The books fall into two broad categories: those which should be read by **mentors** or potential mentors (such as Allen's *Primer*, Elmore's *LifeGiving Mentors*, Ford's *Transforming Leadership*, Logan's *Coaching 101*, Maxwell's *Developing the Leaders Around You*, Ogne and Roehl's *Transformational Coaching*, and Thomas and Wood's *Gospel Coach*), and those which can be read by **both mentors and their mentees** (such as Blackaby's *Spiritual Leadership*, Malphurs' *Being Leaders*, McNeal's *Work of Heart*, and Wilson and Hoffmann's *Preventing Ministry Failure*). In fact, the project director recommends that the last book, *Preventing Ministry Failure*, be read and discussed **together** by mentor and mentee at the same time.

Two of these books (*Coaching 101* and *Being Leaders*) have been selected by the project director as required reading for the mentor-training module of the peer-mentoring strategy, in order to establish a baseline standard for mentor preparation.

Here, in alphabetical order by author(s) and with annotations, are the project director's "top twelve" from the research:

Allen, John H. *A Primer for New Mentors: A Guide for Mentors to Assist Young and Inexperienced Ministers to become Effective Leaders in the 21st Century*. Granbury, TX: John H. Allen and Associates, 2000.

Dr. John H. Allen served as an adjunct Professor of Missions and the first Director of the Mentorship program at Southwestern Baptist Theological Seminary in Fort Worth, Texas. *A Primer for New Mentors* is a broad overview of the approach to mentoring which he implemented within an academic setting at SWBTS.

In only seventy-five pages, Dr. Allen touches on all aspects of mentoring, from the biblical basis to assessment instruments for matching mentees and mentors. For those who do not have much time to research the subject, *A Primer for New Mentors* is laden with quotes from experts in the field and introduces the art of ministerial mentoring in "Cliff Notes" form.

Blackaby, Henry T., and Richard Blackaby. *Spiritual Leadership: Moving People on to God's Agenda*. Nashville: Broadman and Holman, 2001.

No minister should seek to mentor another minister without first coming to terms with the meaning of leadership from a spiritual (Christian) perspective. If the project director could only recommend one book on leadership for mentors and mentees to read, it would be the Blackaby's *Spiritual Leadership*. The book's subtitle provides their unique and powerful definition of spiritual leadership as "moving people on to God's agenda." The Blackabys maintain that the leader's vision must come from God and not from within himself. In the end, all that matters is whether you were instrumental in getting people closer to God and His will for their lives.

Spiritual Leadership cites some of the current literature on leadership, but its primary source is found in the Scriptures and in the life of Christ. It is more inspirational and devotional in its approach than academic. In eleven easy-to-read chapters, the authors explain both what spiritual leaders **are** (preparation, calling, character) and what they **do** (influence, decision-making, prioritizing). Unlike most writers on leadership, they also deal (in chapter ten) with the common pitfalls that disqualify leaders, and how to avoid them.

Elmore, Tim. *LifeGiving Mentors: A Guide for Investing Your Life in Others*. Duluth, GA: Growing Leaders, Inc., 2009.

Originally published under the title: *Mentoring - How to Invest Your Life in Others*, Tim Elmore's handbook was designed to be used by those who influence students in the college and university setting. But Elmore's keen insight into what these young (potential) leaders need is of great value to ministers who want to influence the next generation of ministers, as well. The project director found the chapters on the role of "historical mentors" in shaping our lives and on how to set up an organization to begin a formal mentoring process to be particularly helpful for the project at hand.

Since Tim Elmore, the President of Growing Leaders, Inc., was himself mentored by John Maxwell, his writing betrays a good deal of Maxwellian tendencies. Like Maxwell, Elmore makes frequent use of acrostics and pithy expressions to help the reader remember important concepts. Unlike his mentor, however, Elmore connects with the relationship-hungry mindset of the Millennial Generation.

Ford, Leighton. *Transforming Leadership: Jesus' Way of Creating Vision, Shaping Values, and Empowering Change*. Downer's Grove, IL: InterVarsity Press, 1991.

An early, influential book dealing with the mentoring methods of Jesus is Leighton Ford's *Transforming Leadership*. Ford defines "transforming leaders" as those who are able to divest themselves of their power and invest it in their followers in a way that empowers the followers to carry on the work.

Jesus Christ, in His earthly ministry, is put forth as both "the supreme model and the

source” for this kind of transforming leadership. The book examines ten different aspects of Jesus’ leadership, with practical application of each to the demands of Christian leadership in a post-modern world. Ford maintains that the present generation of Christian leaders is not only responsible for sharing Christ with the present-day culture. They are also responsible for raising up a new generation of leaders who will be able to reach the emerging culture. Leighton Ford’s *Transforming Leadership* is a classic resource for ministry leaders as they seek to develop other leaders.

Logan, Robert E., and Sherilyn Carlton. *Coaching 101: Discover the Power of Coaching*. St. Charles, IL: ChurchSmart Resources, 2003.

Probably no work has impacted Christian leadership development through mentoring more than Bob Logan’s little book, *Coaching 101*. Logan’s non-directive method of helping Christian leaders to succeed through active listening and asking the right questions brought the techniques of coaching into the mainstream of Christian leadership development. His five-step coaching process (Relate, Reflect, Refocus, Resource, and Review) frames the content of this book and has been adapted and refined by several writers on the subject since.

The project director has chosen to use this book as one of the required texts in the mentor-training component of the strategy. It is a quick read and gives a basic introduction to the non-directive techniques of coaching.

Malphurs, Aubrey. *Being Leaders: The Nature of Authentic Christian Leadership*. Grand Rapids, MI: Baker Books, 2003.

Aubrey Malphurs has written several books that contribute significantly to the project at hand. *Being Leaders* defines **Christian leaders** as “servants with the credibility and capabilities to influence people in a particular context to pursue their God-given direction.” Due to its comprehensive treatment of the subject of Christian leadership, the project director has chosen this book as the second required text for the mentor-training component of his strategy. The project director will discuss one chapter per week of this text with each mentor during the eight-week practicum phase of mentor-training.

In *Being Leaders*, Malphurs strikes a good balance between what leaders **do** and who leaders **are**. He makes some keen observations about power and influence in local congregations, and about the need to make adjustments according to one’s own unique ministry context. Perhaps the book’s strongest feature is the collection of “audits” for Christian leaders and the organizations they serve which is found in the appendices.

Maxwell, John C. *Developing the Leaders Around You: How to Help Others Reach Their Full Potential*. Nashville: Thomas Nelson, 1995.

In 1995 John Maxwell published *Developing the Leaders Around You*, another influential work in the field of general leadership. As pastor of a growing church, Maxwell demonstrated a wonderful gift for communicating leadership principles and motivating leaders. Since founding his own leadership development institute (INJOY) in 1985, he has enjoyed enormous popularity as a speaker and author in both Christian and secular leadership circles.

Although his primary method of leadership development is speaking to large audiences at leadership conferences around the world, Maxwell still invests himself personally in a chosen circle of leaders at INJOY and at his church. He believes that forming such a “dream team” is the key to maximizing one’s own effectiveness as a leader. This book is an easy-to-read collection of Maxwell’s memorable principles, illustrations, and pithy quotes which revolve around the theme of helping others to discover and maximize the leadership qualities within them. Maxwell’s five-step process of modeling, mentoring, monitoring, motivating, and multiplying is a blueprint for all mentoring relationships drawn from Jesus’ own method of equipping His disciples for carrying on His mission.

McNeal, Reggie. *A Work of Heart: Understanding How God Shapes Spiritual Leaders*. San Francisco: Jossey-Bass Publishers, 2000.

A Work of Heart is as much about God as it is about leaders. It describes how God intercepts and intersects with the life of a person to mold and shape that person into a leader who reflects God’s own heart.

McNeal depicts the divine-human interaction shaping the leader as a drama with several interesting subplots. These six formative arenas are the leader’s culture, calling, community, communion with God, response to conflict, and the commonplace events of everyday life. These six subplots do not operate in isolation, but they converge and interact to produce the unique individual that is a spiritual leader.

A Work of Heart is divided into two main sections. Part One consists of four chapters, each detailing how the six factors figured in the development of a great biblical leader. The leaders whose lives are profiled in this section are Moses, David, Paul, and Jesus. Part Two goes in-depth into the ways the subplots of culture, calling, community, communion, conflict, and the commonplace are used by God to shape us, with a chapter devoted to each. The final chapter is a conclusion, “Collaborating with God’s Heart-Shaping Project,” which provides the reader with a series of questions for self-examination and reflection.

Ogne, Steven, and Tim Roehl. *TransforMissional Coaching: Empowering Leaders in a Changing Ministry World*. Nashville: Broadman and Holman, 2008.

In *TransforMissional Coaching*, Steve Ogne and Tim Roehl utilize the term “coaching” in a broader sense than Bob Logan’s *Coaching 101*, incorporating both directive and non-directive approaches. They emphasize the incarnational, empowering **relationship** aspect between one leader and another. Ogne and Roehl propose a new paradigm for coaching which

focuses, not on performance, but on leaders being personally **transformed** in four key areas: clarifying their **calling**, cultivating Christlike **character**, creating authentic **community**, and connecting with **culture** in order to transform it (this is the “missional” aspect).

Transformational Coaching contains many practical helps for those who desire to initiate and sustain a good mentoring relationship, from guidelines for each “coaching” session, to tips on matching different “coaching” styles with different personalities according to the four-temperament models, to sample covenant agreements for mentors and mentees. In chapter eight, one can find comprehensive lists of excellent coaching questions for any stage of leadership development. In chapter eleven, “The challenge of empowering postmodern leaders,” Ogne and Roehl present a compelling argument for a more directive approach with today’s younger leaders, who are looking for someone who will “tell it like it is,” but in a loving and relational way.

Thomas, Scott, and Tom Wood. *Gospel Coach: Shepherding Leaders to Glorify God*. Grand Rapids, MI: Zondervan, 2012.

Gospel Coach is a good example of the recent tendency to use the terms “mentoring” and “coaching” interchangeably. While the process or “conversation,” advocated by Thomas and Wood involves some non-directive techniques, such as “asking good questions,” it also involves “give-and-take, advice and direction, inquiry and consideration.” In other words, it is a comprehensive, mentoring relationship guided by the truth of the Gospel as it bears on the lives of both mentor and mentee. Their approach is particularly appropriate for the quality of relationships that the project director wishes to encourage within the Bethel Association.

Thomas and Wood emphasize the mentor’s **shepherding** role in relation to those they would help to develop as leaders. A shepherd’s job is to **know, feed, lead, and protect** his sheep. A mentor seeks to fulfill these roles at the **personal, spiritual, and missional** levels for each mentee. In *Gospel Coach*, Thomas and Wood give detailed instructions for mapping out a **Gospel Life Plan** based upon each leader’s unique calling, goals, action steps, and stewardship of resources. The Gospel Life Plan becomes the mentor’s most powerful tool in helping his or her pupil to become all that God means for them to be.

Williams, Brian A. *The Potter’s Rib: Mentoring for Pastoral Formation*. Vancouver, BC: Regent College Publishing, 2005.

The Potter’s Rib takes a unique approach to the subject of ministerial mentoring. Brian Williams’s focus is on the **theological and historical** foundations for mentoring, particularly the examples of great Christian leaders throughout church history. In addition to biblical examples of mentoring relationships, he devotes entire chapters of his book to the lives of Gregory of Nazianzus, Augustine, Catherine of Siena, John Newton, Dietrich Bonhoeffer, Karl Barth, and Eduard Thurneysen. Through the lives of these saints, Williams develops the thesis that pastoral mentoring relationships should address the four main areas of moral and personal (character) formation, calling and imagination, theological reflection and deliberation, and practical pastoral

skills. Like a “rib” in the hands of a skilled potter, God uses mentors to apply pressure and give shape to the clay vessels spinning on His wheel.

Williams seems to be primarily addressing those ministers who are entrusted with the supervision of young staff ministers developing under their tutelage. However, in the account of Barth and Thurneysen we have a good example of two **peers** who formed a mentoring friendship for the benefit of both parties, a relationship which more properly describes the desired outcome for the strategy being developed for the Bethel Baptist Association.

Wilson, Michael Todd, and Brad Hoffmann. *Preventing Ministry Failure: A ShepherdCare Guide for Pastors, Ministers, and Other Caregivers*. Downers Grove, IL: Intervarsity Press, 2007.

After working with a ministry to terminated ministers, Michael Todd Wilson and Brad Hoffmann co-founded ShepherdCare as a ministry to provide **preventative** services to those currently involved in ministry to help them sustain long-term effectiveness and avoid burnout and failure. Although it can be read on its own, this book is designed as a workbook to be used in a small-group or mentoring setting. Questions for personal reflection, discussion and application are scattered throughout the text.

Preventing Ministry Failure is organized around ShepherdCare’s “Seven Foundation Stones for Effective Long-Term Ministry.” The Foundation Stones are Intimacy, Calling, Stress Management, Boundaries, Re-Creation, People Skills, and Leadership Skills. Detailed, interactive chapters take participants through the development of each critical area in their personal and ministerial lives.

During the course of project implementation, this book was effectively utilized as a guide during an “Empowering Ministry Success” retreat for ten young pastoral couples in the project director’s region. The young couples responded very favorably to the content and approach of this workbook.