

Session 4

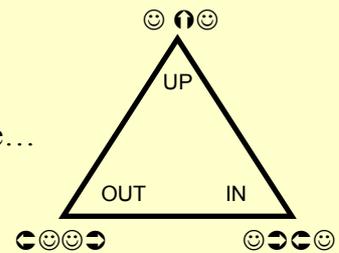
The Square - Stages of Development Teaching Outline

Review of Triangle

🕒 **2 mins** Write down the ways in which you have considered applying Up-In-Out to your life since last week.

🕒 **4 mins** Discuss with two others whether it's made a difference...

any testimonies? (what about movement with 'people of peace?')

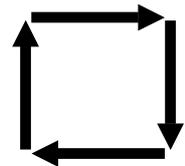


INTRODUCTION

WORKBOOK PG. 1

What does it mean to grow and develop? As an individual and as a group? Why do some groups succeed and others fail? How do the groups and teams I'm in achieve maturity?

This session is about: *considering a framework to understand the different groups and teams in which we are involved and how we can effectively lead others in the different stages of a group's development.*



- The Square represents the 4 stages of development and investment in a team that Jesus modelled with the disciples. These are the stages that result in any team or group reaching maturity, fruitfulness and multiplication.

In this session we will:

1. Look at Jesus' life with the disciples both from the view of a disciple and a leader
2. Define and describe the four stages of development of a disciple and team
3. Define four different styles of leadership involved in these stages
4. Explore where we are in the process in the different teams of which we are a part
5. Consider how to effectively lead and disciple others using Jesus' methods

DEFINING LEADERSHIP – JESUS STYLE!

WORKBOOK PG. 2

- The Foundation (Fill in the blank in the Workbook) 

Jesus said: "whoever wants to be first must be servant of all" Mark 10:44

But Jesus was not tied down to just one way of operating. He functioned in different ways according to the situation. Each is different, but each expresses servant leadership.

Leadership and Management

- Leadership focuses on vision for the future, Management organises resources to get there
- Western Culture is often over managed and under led.
- Focus first on leadership, then management; prioritise mission, then maintenance.
- Leadership is not a position; it is behaviour.

Leadership = making decisions; Management = implementing decisions



Sheep and Shepherds

- To some extent, everyone is a leader the same way that everyone is a follower.
- Every person is looking to someone else for an example and lead.
- We all look like sheep from in front & shepherds from behind.
- Faith reflected in lifestyle is seen by others and so we all lead.
- Everyone has leadership qualities; at least one other person looks to YOU to lead.

Key Point

The prime call of every disciple of Jesus is to make disciples of others. You may have the opportunity to lead only one person or a thousand. Whatever your opportunities, you need to be as effective as possible. To be effective we need to learn from the styles and methods of Jesus.

Exercise

WORKBOOK PG. 2

Allow time for a brainstorm of ideas as people reflect on their own perceptions of sheep, both as animals, and in the biblical analogy of us humans being sheep. i.e. how do we act, think, behave, what situations or relationships come to mind...etc. Then, similarly, encourage thinking about the way that shepherds are perceived and the situations they may face.

-  **6 mins** What relationships or situations come to mind when you think of yourself as a sheep? ... and as a shepherd? Discuss with one other person.

THE JESUS PATTERN OF DISCIPLESHIP AND LEADERSHIP

WORKBOOK PG. 2

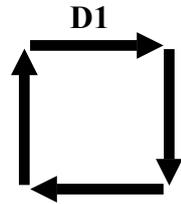
- Jesus' lifestyle and method of training the disciples reveals a particular pattern
- Secular insights identify different leadership styles, Jesus' leadership as he disciplined the twelve shows how he adjusted his style as they progressed through four stages.
- The Jesus model teaches both how to be disciplined, measuring our progress as we grow, and how to disciple or lead others.

Key Point

Jesus incorporated a balanced mixture of serving, instructing, envisioning and caring for his followers, but towards the end of his ministry on earth, he enabled those following to be released into new areas of responsibility themselves etc... He took the disciples from "Come follow me" to "go out into all the world." It's this process we will look at in this session.

Stage 1 – Confident and Incompetent

*“After John was put into prison, Jesus went into Galilee proclaiming the good news of God. ‘The time has come’, he said. ‘The kingdom of God is near. Repent and believe the good news!’ As Jesus walked beside the Sea of Galilee, he saw Simon and his brother Andrew casting a net into a lake, for they were fishermen. ‘Come, follow me,’ Jesus said, ‘and I will make you fishers of men.’ At once they left their nets and followed him. When he had gone a little farther, he saw James son of Zebedee and his brother John in a boat, preparing their nets. Without delay he called them, and they left their father Zebedee in the boat with the hired men and followed him.” **Mark 1:15-20***


Disciples


- In Jesus' encounter with his first disciples he simply said to them, “Come follow me.”
- They followed but had no idea what they were getting into
- They had sufficient confidence to follow him born out of enthusiasm at being chosen. They were inspired by the challenge to be “fishers of men” but had, no experience or competence for the new role.
- At this stage the roles are I do, you watch.

Jesus

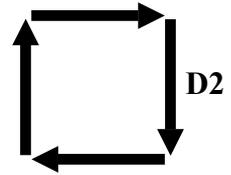

- Jesus is direct and very assertive.
- No consensus style leadership. He did not try to get anybody's agreement.
- He did not call for discussion followed by a vote on the kingdom.
- He was not democratic, he led by example
- This direct and assertive method is only seen in the beginning of his training with them.
- The disciples just followed along, listening, watching and observing it all.

🔑 Key Point

Jesus called the twelve to follow Him with very little explanation of where they were going. They were excited and enthusiastic enough to follow. He is directive, not building consensus. He leads by example. The disciples follow and watch, not knowing what's in store for them. Explain that when initiating any new project, ministry or phase, the leader needs to set out the vision God has given them clearly. It is this vision and call that gathers the team/followers; it sifts those who don't respond to the vision and motivates those who do, even though they may lack experience and competence at this stage. Any consensus approach at this stage dilutes the vision so that you will lack the focus and motivation to carry through and will draw those who may not be called. Even if we are not used to directive leadership we need to recognise it as entirely appropriate at this stage and welcome it.

“Do not be afraid, little flock, for your Father has been pleased to give you the kingdom. Sell your possessions and give to the poor. Provide purses for yourselves that will not wear out, a treasure in heaven that will not be exhausted, where no thief comes near and moth destroys. For where your treasure is, there your heart will be also.”

Luke 12:32-34



Disciples



- Fun and excitement begin to ebb away for the disciples. (Luke 9,10, 11 & 12)
- Luke 9 & 10 - Jesus sends out the twelve then the seventy-two
- Moves from “I do, you watch” phase to “I do, you help” phase.
- Luke 11 - Jesus teaches openly against the Pharisees-opposed by Jewish leaders
- Chapter 12 – Jesus’ life is threatened. Disciples fall into despair and fear.
- “D2” highlights the change from enthusiasm to despair as reality sinks in
- Disciples reflect on what they have given up to follow Jesus; homes, land, family
- They now lack confidence and enthusiasm, all too well aware of their lack of experience.

Jesus



- Jesus recognizes their fear and lack of enthusiasm.
- He looks for opportunities to be alone with the disciples. (Luke 9:10)
- He shares vision, grace and himself. His focus is re-assurance as is his tone.
- He knows they need to connect with him to alleviate their fears of losing their lives. *“I tell you, my friends, do not be afraid of those who kill the body and after that can do no more. But I will show you whom you should fear: Fear him who, after the killing of the body, has power to throw you into hell.”* (Luke 12: 4 &5)
- The disciples have no confidence. They’re scared. He reassures them, *“do not be afraid... your Father has been pleased to give you the Kingdom. Sell your possessions and give them to the poor. Provide purses for yourselves that will not wear out, a treasure in heaven that will not be exhausted...where your treasure is, there your heart will be also.”* (Luke 12: 32-34)
- Security is not found in money, it’s found in Jesus.
- The kingdom won’t come through your efforts. It’s not up to you. It comes through Grace. It’s not what you can do for God, but what God can do for you and through you...he is giving you the Kingdom.

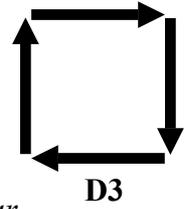
Key Point

Explain that this second stage can’t be avoided. The team/group will get discouraged as they hit the barriers and struggle to press through. The leader needs to realise this, reassure them that this is normal and not themselves get discouraged or diverted. The key is to regularly restate the vision and the promises God has given to sustain the team. Also the leaders should be very available and alongside encouraging perseverance and coaching them on.

Stage 3 – Growing Confidence

WORKBOOK PG. 4

My command is this: Love each other as I have loved you. Greater love has no-one than this, that he lay down his life for his friends. You are my friends if you do what I command. I no longer call you servants, because a servant does not know his master's business. Instead, I have called you friends, for everything that I learned from my Father I have made known to you. You did not choose me, but I chose you and appointed you to go and bear fruit - fruit that will last. Then the Father will give you whatever you ask in my name. This is my command: Love each other.



John 15:12-17

Disciples



- Disciple's confidence grows because Jesus spends more time with them.
- "No longer do I call you servants; a servant doesn't know what his master is doing."
- Cuddly and pastoral and starts to feel very "churchy".
- They have communion, share a special meal, worship. It's small group time.
- They love hanging out with Jesus, having a great time, hearing good teaching.
- The disciples had gone through pain, difficulty; they begin to feel better and are enjoying their time with Jesus and all the attention he is giving them.
- They are more confident, competent. Their enthusiasm is growing once again.
- The roles have now shifted to you do it, I'm with you.

Jesus



- Jesus has all the time in the world for them.
- He is now operating very differently from phase one; less directive language, more consensus, greater responsibility
- John 14: Jesus begins to tell them he is going away soon but that he will be back.
- They are confused. He says he is going to make a place for them in his Father's house that they know the way to the place he is going. Thomas answers and says, "We don't know where you're going, so how can we know the way?" Jesus says, "I am the way, the truth and the life." They've got no understanding at all.

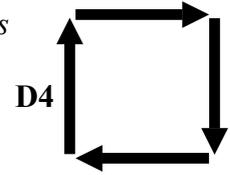
Key Point

What Jesus was trying to do was prepare them for the final phase. He is preparing them to spend less time with him. Explain that in the third phase the team are wanting more of the action as they grow in confidence and competence. They need the scope to feed in their ideas and to contribute as much as possible so that they gain ownership and continue to grow through to the point that they can take it on themselves. This is the time when consensus is appropriate as it draws out responsibility from the disciples.

Stage 4 – The End is in Sight

WORKBOOK PG. 4

Then Jesus came to them and said, ‘All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptising them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I will be with you always, to the very end of the age.’ **Matthew 28:18-20**



Disciples



- Disciples watch as Jesus is arrested, crucified and resurrected.
- Just as he told them, he comes back again, but this time as resurrected Lord.
- In His resurrected state, Jesus doesn't hang around all the time like he did before.
- He just turns up from time to time and in the most surprising ways. In the upper room and then on the shores of the Sea of Galilee
- The roles are shifting again. Now it's you do it, I watch.

Jesus



- He is reducing their hours of contact because what he is about to do is delegate.
- He is about to give them the job he has had. *“All authority on heaven and earth has been given to me. Therefore, go and take everything I've given you and share it with everyone you meet, every person, people group, every tribe, tongue and nation.”*
- He weans them off his physical presence and delegates the work of the Kingdom to them. *As the Father has sent me, I am sending you.* (John 20:21)
- He promises them the same resources that enabled him. *Then he breathed on them and said “receive The Holy Spirit”* (John 20:22)

Key Point

They are now empowered with confidence and competence as a result of their deeper relationship and ministry experience with Jesus. A completely new cycle round the Square is now about to start as they take on the leadership of the ministry and mission that Jesus had. Explain that this is always the goal of discipleship, to reach the stage when the leader can pass on responsibility to the follower and the follower has grown to take on that role.

Exercise

WORKBOOK PG. 4

 **5 mins**

In pairs, share where you see yourself in a group or team and what you identify as your function or role. Where can you see connections between Jesus' relationship with his disciples and your situation?

STAGE 1

Disciple: Confident and Incompetent
 Key Characteristics: High Confidence -High Enthusiasm -Low Experience -Low Competence

- Classically called the honeymoon period 
- D1 is first encounter with a new idea, a new phase or a new purpose or experience in your life. It could be a new approach to work, a new team at work, a new small group, taking on a new task or role, your first day of college, etc.
- You feel confident and somewhat bold because you are starting something new
- There is great excitement for the new challenge.
- Reality of the experience has not yet set in so there is high enthusiasm.
- Even with training you're incompetent because you've never had the experience before.

♥ Share a personal experience of D1 to illustrate

Leadership Style: Directive/Classical
 Key Characteristics: High Direction-Low Consensus-High Example-Low Explanation

- At the start of something new, seek to be directive in your leadership. 
- The leader needs to say... “this is who we are, this is where we are going.”
- Directive leadership usually highly suspect; almost offensive to us as Westerners.
- Directive leadership necessary because people need a clear lead.
- Lay out the direction and don't change. Those who want to follow will follow. Consensus management doesn't work at the start of something new.
- Directive leadership will eliminate conflicting agendas
- No democratic process in the beginning. Jesus didn't brainstorm with disciples.
- “I do, you watch.” Leader has to model the vision.
- If people want to follow you, they will follow you. If not, they can get on board somewhere else. A leader who does a lot of explaining at this stage is often insecure, needing the approval of the team.

 **Key Point**

Most shy away from this style of leadership and it's why Jesus said you've got to be broken, humble servants because if you start out being directive but are not broken and humble, you're in big trouble. We should ask ourselves in L1 “Who is the leader and what is their vision.” You can't overemphasise the characteristics of L1 Leadership because we tend to fear and suspect the directive.

♥ Share a personal experience of L1 to illustrate

Disciple: Unenthusiastic and Inexperienced

Key Characteristics: Low Enthusiasm-Low Confidence-Low Experience-Low Competence

- D2 - most important stage in any developmental process 
- Realization comes that you're incompetent and inexperienced.
- Experience is not what you thought it would be
- Disappointments happen. Expectations unfulfilled. You find yourself in a deep pit.
- You begin to realize you can't do it! Panic sets in. "What have I gotten myself into?"
- No highs to balance the lows. Everything is low.
- People have started to notice and fear is building inside of you.
- You are at your most vulnerable. You realize you are ill equipped for task at hand.
- May Go back to D1 for the feel-good phase
- Allow the Lord to take you on in your vulnerability in D2, don't ignore it.
- Go back to the vision and call, learn to solidify the word of grace that speaks to us in D2.

♥ Share a personal experience of D2 to illustrate

Leadership Style: Visionary/Coach

Key Characteristics: High Direction-High Discussion-High Example-High Accessibility

- L2 - testing point of any leadership. You continue to give direction. 
- Be accessible - Organize schedule to spend time with people when they are in D2.
- Get down in the pit with team/individual: spend time with them; share the vision.
- At this point stating and re-stating the vision becomes vital;
- Vision needed when a person has nowhere to go.
- Share a vision that captures their heart and leads them out of the darkness. Remind them of the grace to do the thing they've been called to do.
- You take on the role of a coach, helping process their attitudes as well as the task.
- Talk them through, in detail, the idea of grace. Grace is incredibly difficult for the human heart and mind to grasp because we all think that it's us that have to pull it off. It takes an incredible amount of time investment for a person to really hear in their heart that God's going to do the thing. It's God's work. We're just co-workers.
- Time is the only thing that will get a person out of D2. There is no short cut!

♥ Share a personal experience of L2 to illustrate

Exercise
WORKBOOK PG. 5

-  **6 mins** In groups of 3-4, share any experiences you've had of stage 1 and stage 2, both as part of a team or as an individuals or in a leadership role. What was it like? How did you feel?

STAGE 3

WORKBOOK PG. 6

Disciple – Growing Confidence

Key Characteristics: Increased enthusiasm-Growing experience-Intermittent confidence - Growing competence

- D3 - More confident because you trust in God's provision and sovereignty. 
- You hear the word that sets you free ... "God's already done it. God's in charge."
- You've climbed out of the pit. There is light at the end of the tunnel!
- You have a fresh vision and understanding of grace so you have increased enthusiasm.
- In D3 you begin growing in competence and experience as you walk out all that you've learned in D2.
- You've got a friend instead of a boss in your leader. No longer do I call you servants, now I call you friends.

 Share a personal experience of D3

Leadership Style: Pastoral/Consensus

Key Characteristics: Lower Direction-Higher Consensus-High Discussion-High Accessibility

- L3/D3-strong friendships have been formed between the leader and the disciple or team out of the time and intimacy God has given you going through D2. 
- The disciple or team has caught the vision. They know the direction, therefore as a leader you are lower on direction.
- Many leaders will start in L1 with consensus building but it won't work. However, now that the team has more experience and are more competent, it's appropriate and everyone can begin to be used to share ideas and input.
- There is increasing amounts of trust. The team begins to take on more of the management.
- The disciple or team has more ownership and therefore participates in planning and direction.

 Share a personal experience of L3

Disciple: The End is in sight

Key Characteristics: High enthusiasm-High confidence-High experience-High competence

- D4 - Reaching this stage, the high enthusiasm is born of deep roots of confidence. 
- It's not enthusiasm that gives confidence; it's the knowledge of God, of his word and his faithfulness.
- It's the continuous experience of Jesus teaching you that makes your roots go down until they hit the rock and now your confidence is in God and not in yourself. All of that has been shattered. You no longer build your life relying on yourself. Now you trust God.
- And at that point Jesus is able to say, "Go into all the world and make disciples."

 Share a personal experience of D4

Leadership Style: Delegating/Systematic (Plan and review)

Key Characteristics: Low Direction--High Consensus--Low Example--Low Explanation

- L4 - Growth has taken place through the third stage, experience has been gained and confidence that once was lost has now begun to return. 
- The team now has experience and the leader takes into account what the team thinks so there can be high consensus as the team assume responsibility.
- It's now time to delegate authority and responsibility.
- You do, I watch. The team should be doing the task
- Lower explanation because you are looking to release a new set of leaders.
- Good leaders will always get people ready to receive delegated responsibility.
- Delegating people in the wrong phase leads to disaster.
- A leader must take people through the process because going through the process leads to maturity.

Key Point

As leaders, you are looking to give your job away and develop people to the stage where they can do it as well as you can, if not better. You are looking for folk to step up, but it is delegation, not abdication. The aim is to pass on something workable, sustainable, and growable. Also remember they may not take on exactly the original vision. They need to be free to re-discover vision for themselves as they move towards their L1 phase. Also explain that D4 has similarities to D2 (it involved the cross). Disciples are likely to feel insecurities as they step up to lead the new thing.

Exercise

WORKBOOK PG. 6

-  **6 mins** In groups of 3-4, share any experiences you've had of stage 3 and stage 4, both as part of a team or as an individual or in a leadership role.

A Summary Picture

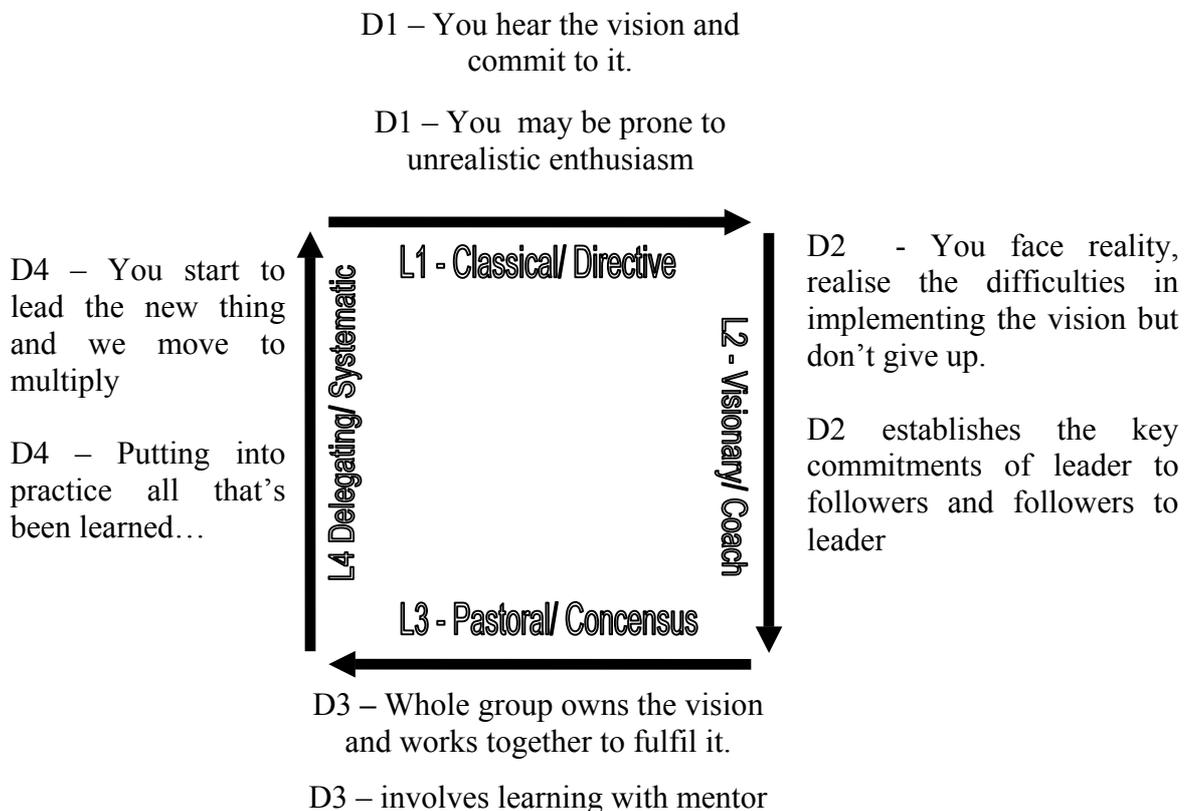
WORKBOOK PG. 7

We are all Sheep and Shepherds (the difference between ‘hired hands’ and ‘shepherds’ – John (10). Discipleship is the process by which, in any area of our lives, we grow from followers to leaders ... becoming like your discipler and yourself discipling others. Luke 6:40 (Matt 10:24-5)

At the end of the process of the square, you as a disciple should be able to take on other disciples. Ideally you will take on enough to become a small group leader.

The four sides of the square enables you to understand:

- what you feel like at different stages through the process and
- to respond appropriately at each different stage so that you develop to the next level of your leadership.



Stages of Delegating Responsibility

- L1 - I do, you watch
- L2 - I do, you help
- L3 - You do, I help
- L4 - You do, I watch

Exercise

- 🕒 **6 mins** Discuss in groups of three or four. Have you been in a group that has gone right round the square? Have you been in a group that has collapsed at a particular stage and if so, why? Are there lessons from these principles that can be put into practice in your life? What issues and questions does this raise?

If time permits, have a short question and answer period.

Conclusion

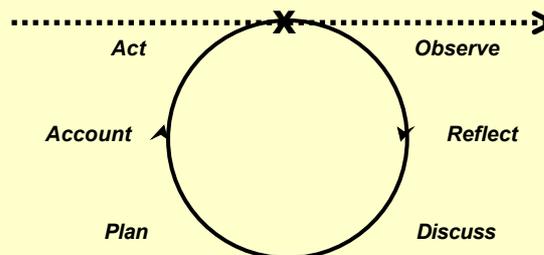
For many people, it is a challenge to realise that God wants to shape and change them through a process of development. It may be a bigger challenge to believe that God is calling them to disciple and lead others. Many also are daunted by the prospect of groups that grow to maturity and multiply. But, once these foundational principles of the Christian life have been grasped, then these tools for each stage and the appropriate leadership will be very helpful when applied.

Close the evening with prayer.

Taking this further... (otherwise known as Homework!)

Application to Life

- ⊙ Can you identify the stage you are at in a particular group? Consider where God is 'getting your attention' & take that situation (as a 'kairos') through the learning circle, considering what God might be calling you to do...



- ⊙ Make yourself accountable for your plan ... setting achievable & measurable goals

Further Reflection

- ⊙ Consider what relationships or situations come to mind when you think of yourself as a sheep? And as a shepherd? Is there any way you should respond more proactively to these relationships?
- ⊙ Reflect on which styles (& therefore stages) of leadership are your strongest and which are your weakest. Where do you see this in your history?
- ⊙ Consider the times you or your group have been in D2. Can you identify the times the group imploded & when it moved on? How were 'vision' & 'grace' put into practice to get through that stage?

Further Bible Study



- ⊙ Spend some time this week reading the book of Esther. Can you identify the stages of the square in the mentoring relationship between Mordecai and Esther?
- ⊙ Identify & list any other scripture where you think you can see this process at work...