

# SUMMARY OF J. ROBERT CLINTON'S LEADERSHIP DEVELOPMENT PHASES<sup>1</sup>

## PHASE I

### SOVEREIGN FOUNDATIONS

- PURPOSE**
1. *Come to recognize God as God*
  2. *Cultivate a desire to respond positively to God*
  3. *Take advantage of what God is doing in one's life*

#### PROCESSES / EXPERIENCES

1. WORSHIP
2. FELLOWSHIP WITH OTHER CHRISTIANS
3. ENGAGING IN MISSION (service beyond the doors of the congregation)
4. BIBLE STUDY AND FAITH LEARNINGS

#### RESULT / OUTCOME

- Recognize God
- Recognize God as God
- Desire to respond positively to God
- Take advantage of what God is doing in his/her life

#### INFLUENCES

- Family
- Friends
- Experiences
- Circumstances

#### WHO WE NEED

- Pastor
- and/or*
- Mentor
- and/or*
- Spiritual Director

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## PHASE II

# INNER-LIFE GROWTH

- PURPOSE**
1. *Personal growth*
  2. *Ministry expansion*

### 1. INTEGRITY CHECKS<sup>2</sup>

- *Values/convictions*
- *Temptation*
- *Faith*
- *Calling*
- *Steadfastness*
- *Allegiance*
- *Honesty*

#### RESULT / OUTCOME

- Integrity as the foundation for effective leadership
- Integrity instilled early in the leader's character

#### INFLUENCES

- Friends
- Relatives
- Associates
- Neighbors
- Co-workers

#### WHO WE NEED

- Mentor
- or*
- Discipler

### 2. OBEDIENCE CHECKS<sup>3</sup>

- *Possessions and giving*
- *Readiness to trust God*
- *Willingness to be used by God in ministry*
- *Willingness to confess an error or to right a wrong*

- Recognition of God's voice
- Understanding of God's voice
- Obedience to God's voice

- Friends
- Relatives
- Associates
- Neighbors
- Co-workers

- Mentor
- or*
- Discipler

### 3. WORD CHECKS

- *Inner convictions*
- *Ministry assignments*
- *Problem solving*
- *Vision motivation*
- *Faith encouragement*
- *Divine assurance*
- *Guidance*

- Tested ability to understand or receive a word from God
- Allow a word from God to direct her/his life
- **All Phases:** *continued growth and maturity*

- Friends
- Relatives
- Associates
- Neighbors
- Co-workers

- Mentor
- or*
- Discipler

## PHASE III

# MINISTRY MATURING

- PURPOSE**
1. *Inspires leaders*
  2. *Grows leaders into all God has created them to be*

- PRODUCES ONE OF 3 RESULTS**
1. The leader plateaus at a level of ministry competency with little ongoing spiritual or ministry development;
  2. The leader is disciplined in ministry, limited in ministry, or set aside from ministry; or
  3. The leader moves from *doing* ministry to *being* ministry.

### 1. ENTRY<sup>4</sup>

**a. Ministry Tasks and Assignments**

- *Tasks and assignments are primarily for the development of the leader*
- *Test whether or not we will use our gifts as God is asking and*
- *Teach us accountability*

**RESULT / OUTCOME**

- *Movement into giving time, talent, and treasure*

**INFLUENCES**

- Friends
- Relatives
- Associates
- Neighbors
- Co-workers

**WHO WE NEED**

- Mentors
- or*
- Supervisors
- THESE ARE CRITICAL THROUGHOUT THIS PHASE**

**b. Ministry Challenges**

*These prompt us to “sense God’s guidance” and to accept new ministry assignments<sup>5</sup>*

- *Clarity about God’s direction*
- *Identifiable joy from being used as a channel for God*

- Friends
- Relatives
- Associates
- Neighbors
- Co-workers

- Mentors
- and*
- Supervisors

## 2. TRAINING

|   | <u>RESULT / OUTCOME</u>   | <u>INFLUENCES</u>   | <u>WHO WE NEED</u>   |
|---|---|---|--|
| <p><b>a. <u>Ministry Skills Development</u></b></p> <ul style="list-style-type: none"> <li>• We come to see God's leading in each learned skill</li> <li>• We come to recognize that each skill is part of the developmental process</li> <li>• We see our need for continual growth</li> </ul> | <ul style="list-style-type: none"> <li>• Manifestation of one or more identifiable skills for the completion of a ministry assignment<sup>6</sup></li> <li>• Ability to implement change</li> <li>• A clear sense of how to relate to supervisors, colleagues, and those we lead</li> </ul> | <ul style="list-style-type: none"> <li>• Friends</li> <li>• Relatives</li> <li>• Associates</li> <li>• Neighbors</li> <li>• Co-workers</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><u>and</u></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul> <p><b>THESE ARE CRITICAL THROUGHOUT THIS PHASE</b></p> |
| <p><b>b. <u>Training Experiences</u></b></p> <p><i>Provide affirmation and assurance of God's ministry plan for us</i></p>  | <ul style="list-style-type: none"> <li>• A sense of leadership responsibility, self-confidence, and/or a better sense of his/her sphere of influence (i.e., those whom we are meant to influence)</li> </ul>  | <ul style="list-style-type: none"> <li>• Friends</li> <li>• Relatives</li> <li>• Associates</li> <li>• Neighbors</li> <li>• Co-workers</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><u>and</u></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul>  |
| <p><b>c. <u>Giftedness Discovery</u></b></p> <p><i>Permits us to discover our gifts and how we might use them</i></p>   | <ul style="list-style-type: none"> <li>• Spiritual gifts and passions identified</li> <li>• Development of spiritual gifts and passions begun</li> </ul>  | <ul style="list-style-type: none"> <li>• Friends</li> <li>• Relatives</li> <li>• Associates</li> <li>• Neighbors</li> <li>• Co-workers</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><u>and</u></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul>  |

## 3. RELATIONAL LEARNING

|   | <u>RESULT / OUTCOME</u>  | <u>INFLUENCES</u>   | <u>WHO WE NEED</u>  |
|---|--|---|---|
| <p><b>a. <u>Ministry Skills Development</u></b></p> <ul style="list-style-type: none"> <li>• We come to see God's leading in each learned skill</li> <li>• We come to recognize that each skill is part of the developmental process</li> <li>• We see our need for continual growth</li> </ul> | <ul style="list-style-type: none"> <li>• Manifestation of one or more identifiable skills for the completion of a ministry assignment<sup>7</sup></li> <li>• An ability to implement change</li> <li>• A clear sense of how to relate to supervisors, colleagues, and those we lead</li> </ul> | <ul style="list-style-type: none"> <li>• Friends</li> <li>• Relatives</li> <li>• Associates</li> <li>• Neighbors</li> <li>• Co-workers</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><u>and</u></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul> |

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| <p><b>b. <u>Authority Insights</u></b></p> <ul style="list-style-type: none"> <li>• Negative experiences</li> <li>• Search for, and understanding of, God's authority</li> <li>• Desire to model God's authority</li> <li>• Increasing reliance on God's authority as a source of Power</li> </ul> | <ul style="list-style-type: none"> <li>• Able to recognize God as THE power base for our ministry</li> <li>• Willingness to submit to God's power and leading</li> </ul>              | <ul style="list-style-type: none"> <li>• Friends</li> <li>• Relatives</li> <li>• Associates</li> <li>• Neighbors</li> <li>• Co-workers</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>c. <u>Relational Insights</u></b></p> <p>Teach us positive and negative lessons about relating to others</p>   | <ul style="list-style-type: none"> <li>• Ability to relate effectively with Christians and non-Christians</li> </ul>  | <ul style="list-style-type: none"> <li>• Friends</li> <li>• Relatives</li> <li>• Associates</li> <li>• Neighbors</li> <li>• Co-workers</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>d. <u>Ministry Conflicts</u></b></p> <p>Teach us positive and negative lessons about the nature of conflict, possible ways to resolve and avoid it, and creative ways to use it (inner-, inter-, and intra-personally)</p>   | <ul style="list-style-type: none"> <li>• Heightened conflict management skills</li> <li>• Personal, relational, and God insights that can only be learned through conflict</li> </ul> | <ul style="list-style-type: none"> <li>• Friends</li> <li>• Relatives</li> <li>• Associates</li> <li>• Neighbors</li> <li>• Co-workers</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>e. <u>Leadership Backlash</u></b></p> <p>Through negative reactions of those being led, other leaders, and even those outside the group, a leader's perseverance, clarity of vision, and faith and tested and developed</p>  | <ul style="list-style-type: none"> <li>• Deeper submission to God</li> </ul>  | <ul style="list-style-type: none"> <li>• Friends</li> <li>• Relatives</li> <li>• Associates</li> <li>• Neighbors</li> <li>• Co-workers</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>And</u></li> <li>• Supervisors</li> </ul> |

4. **DISCERNMENT** – grows leaders beyond their own understanding

|   | <b><u>RESULT / OUTCOME</u></b>   | <b><u>INFLUENCES</u></b>   | <b><u>WHO WE NEED</u></b>   |
|---|--|--|---|
| <p><b>a. <u>Ministry Skills Development</u></b></p> <ul style="list-style-type: none"> <li>• We come to see God's leading in each learned skill</li> <li>• We come to recognize that each skill is part of the developmental process</li> <li>• We see our need for continual growth</li> </ul> | <ul style="list-style-type: none"> <li>• Manifestation of one or more identifiable skills for the completion of a ministry assignment<sup>8</sup></li> <li>• An ability to implement change</li> <li>• A clear sense of how to relate to supervisors, colleagues, and those we lead</li> </ul> | <p>Wise, mature leader who leans not on her or his own understanding</p> | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><u>and</u></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul> |
| <p><b>b. <u>Spiritual Warfare</u></b></p>   | <ul style="list-style-type: none"> <li>• Understanding that ministry conflict can be, and often is, supernatural in source</li> <li>• Ability to discernment about the sources of conflict in her/his midst</li> </ul>   | <p>Wise, mature leader who leans not on her or his own understanding</p> | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><u>and</u></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul> |
| <p><b>c. <u>Power Items</u></b></p>   | <ul style="list-style-type: none"> <li>• An ability to recognize and address spiritual issues</li> </ul>   | <p>Wise, mature leader who leans not on her or his own understanding</p> | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><u>and</u></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul> |
| <p><b>d. <u>Gifted Power</u></b></p>  | <ul style="list-style-type: none"> <li>• Understanding of how one of his/her spiritual gifts is being used by the Holy Spirit</li> </ul>   | <p>Wise, mature leader who leans not on her or his own understanding</p> | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><u>and</u></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul> |
| <p><b>e. <u>Prayer Power</u></b></p>  | <ul style="list-style-type: none"> <li>• Ability to see how a specific prayer resolves or addresses a specific need or request</li> </ul>  | <p>Wise, mature leader who leans not on her or his own understanding</p> | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><u>and</u></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul> |
| <p><b>f. <u>Power Encounters</u></b></p>  | <ul style="list-style-type: none"> <li>• Ability to see how God's power can prevail during a confrontation or conflict</li> </ul>  | <p>Wise, mature leader who leans not on her or his own understanding</p> | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><u>and</u></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul> |
| <p><b>g. <u>Networking Power</u></b></p>  | <ul style="list-style-type: none"> <li>• Ability to see God's use of mentors and other mature leaders to accomplish the leader's goals</li> </ul>  | <p>Wise, mature leader who leans not on her or his own understanding</p> | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><u>and</u></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul> |

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| <p><b>h. <u>Plateau Barrier Breakthroughs</u></b><br/> <i>These challenges and encouragements keep the emerging leader developing</i></p>                | <ul style="list-style-type: none"> <li>• A heightened awareness about the leader's ability to lead</li> <li>• A willingness to lead to her/his greatest potential</li> </ul>                            | <p>Wise, mature leader who leans not on her or his own understanding</p>              | <ul style="list-style-type: none"> <li>• Mentors <i>and</i> Supervisors</li> </ul> |
| <p><b>i. <u>Prayer Challenges</u></b><br/> <i>These challenges remind leaders that effective ministry directly correlates with effective praying</i></p> | <ul style="list-style-type: none"> <li>• Positive growth that will affect (and maybe even effect) later ministry</li> </ul>   | <p>Wise, mature leader who leans not on her or his own understanding</p>              | <ul style="list-style-type: none"> <li>• Mentors <i>and</i> Supervisors</li> </ul> |
| <p><b>j. <u>Faith Challenges</u></b><br/> <i>These challenges stretch leaders beyond their present understanding to inspire vision and hope</i></p>      | <ul style="list-style-type: none"> <li>• Increased vision, hope, and faith critical for Christian leaders</li> <li>• A determination to make leadership decisions based on God's revelations</li> </ul> | <p>Wise, mature leader who leans not on her or his own understanding</p>              | <ul style="list-style-type: none"> <li>• Mentors <i>and</i> Supervisors</li> </ul> |
| <p><b>k. <u>Influence Challenges</u></b><br/> <i>These opportunities prompt a leader to expand her or his sphere of influence</i></p>                    | <ul style="list-style-type: none"> <li>• Sphere of influence is expanded</li> </ul>   | <p>Wise, mature leader who leans not on her or his own understanding</p>              | <ul style="list-style-type: none"> <li>• Mentors <i>and</i> Supervisors</li> </ul> |
| <p><b>l. <u>Ministry Affirmations</u></b><br/> <i>These assignments and experiences communicate approval for one's ministry</i></p>                      | <ul style="list-style-type: none"> <li>• Renewed sense of purpose</li> <li>• Renewed sense of ultimate purpose</li> </ul>   | <p>Wise, mature leader who leans not on her or his own understanding</p>              | <ul style="list-style-type: none"> <li>• Mentors <i>and</i> Supervisors</li> </ul> |
| <p><b>m. <u>Guidance</u><sup>9</sup></b><br/> <i>Continually develop and grow leaders: emerging and proven alike</i></p>                                 | <ul style="list-style-type: none"> <li>• Growing leaders</li> <li>• Mature leaders</li> </ul>   | <ul style="list-style-type: none"> <li>• Growing <i>and</i> Mature Leaders</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <i>and</i> Supervisors</li> </ul> |

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| <p><b>n. <u>Divine Contacts</u></b><br/> <i>A person God brings to a leader at a crucial moment in that leader's development</i></p>  | <ul style="list-style-type: none"> <li>• Affirmed leadership potential</li> <li>• Encouraged leadership potential</li> <li>• Confidence</li> <li>• Insight, direction</li> </ul>     | <ul style="list-style-type: none"> <li>• Growing <u>and</u></li> <li>• Mature Leaders</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>o. <u>Mentors</u></b><br/> <i>Mentors serve, give, encourage leadership potential in a still-to-be developed person</i></p>   | <ul style="list-style-type: none"> <li>• Quicker movement through leadership development</li> <li>• Strengthened ministry</li> </ul>   | <ul style="list-style-type: none"> <li>• Growing <u>and</u></li> <li>• Mature Leaders</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>p. <u>Double Confirmation</u></b><br/> <i>Through this process a leader receives through someone else confirmation of a decision s/he must make</i></p>   | <ul style="list-style-type: none"> <li>• Divine affirmation</li> <li>• Validation of the leader's spiritual authority: to him or herself and to those s/he leads</li> </ul>          | <ul style="list-style-type: none"> <li>• Growing <u>and</u></li> <li>• Mature Leaders</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>q. <u>Negative Preparation</u></b><br/> <i>Through a rash of negative events, people, conflicts, persecutions, and/or other experiences a person may be led elsewhere</i></p>   | <ul style="list-style-type: none"> <li>• Assurance of a "closed door"</li> </ul>   | <ul style="list-style-type: none"> <li>• Growing <u>and</u></li> <li>• Mature Leaders</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>r. <u>The Flesh Act</u></b><br/> <i>These experiences come when one makes presumptions and/or a hasty decision (i.e., without discernment), and generally result in negative ramifications to one's self, family, or ministry</i></p> | <ul style="list-style-type: none"> <li>• Reiterate the reality of our humanity</li> <li>• Recognizes the importance of discernment and working within God's will and ways</li> </ul> | <ul style="list-style-type: none"> <li>• Growing <u>and</u></li> <li>• Mature Leaders</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>s. <u>Divine Affirmation</u></b><br/> <i>The "still, small voice," circumstances, revelations, dreams, visions, signs, etc. through which God provides a leader with approval</i></p>   | <ul style="list-style-type: none"> <li>• Renewed sense of purpose</li> <li>• Confidence</li> <li>• Fresh desire to serve</li> </ul>  | <ul style="list-style-type: none"> <li>• Growing <u>and</u></li> <li>• Mature Leaders</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |

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| <p><b>t. <u>Miscellaneous</u></b><br/> <i>Continually develop and grow leaders: emerging and proven alike</i></p>  | <ul style="list-style-type: none"> <li>• Growing leaders</li> <li>• Mature leaders</li> </ul>   | <ul style="list-style-type: none"> <li>• Growing <u>and</u></li> <li>• Mature Leaders</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>u. <u>Literary</u></b><br/> <i>Through the use of others' writings, God provides insight and growth</i></p>  | <ul style="list-style-type: none"> <li>• Supplements most of the developmental processes of Phases II through VI</li> </ul>   | <ul style="list-style-type: none"> <li>• Growing <u>and</u></li> <li>• Mature Leaders</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>v. <u>Word</u></b><br/> <i>God's speaks to leaders through the Bible, assisting them with guidance, an ability to commit, decision-making, character and values development, spiritual formation, spiritual authority, and ministry philosophy</i></p> | <ul style="list-style-type: none"> <li>• <b><u>PHASE III</u></b>: value establishment and character development</li> <li>• <b><u>ALL PHASES</u></b>: continued growth and maturity</li> </ul> | <ul style="list-style-type: none"> <li>• Growing <u>and</u></li> <li>• Mature Leaders</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>w. <u>Crises</u></b><br/> <i>Crises can be used to test a leader and his or her dependence on God</i></p>  | <ul style="list-style-type: none"> <li>• Dependence on, and confidence in, God</li> <li>• Deep sense that God meets all our needs</li> </ul>  | <ul style="list-style-type: none"> <li>• Growing <u>and</u></li> <li>• Mature Leaders</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>x. <u>Conflict</u></b><br/> <i>Personal and/or ministry-related conflict that can develop a leader's dependence on God and faith</i></p>   | <ul style="list-style-type: none"> <li>• Dependence on, and confidence in, God</li> <li>• Insights into God</li> <li>• Insights into one's ministry and/or personal life</li> </ul>           | <ul style="list-style-type: none"> <li>• Growing <u>and</u></li> <li>• Mature Leaders</li> </ul> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |

## PHASE IV

# LIFE MATURING

**PURPOSE** *On-going and unexpected situations inform and further mature leaders who, as mature leaders, will be able to lead mature ministries*

**OUTCOME** *A personal ministry philosophy*

| <u>PROCESSES / EXPERIENCES</u>   | <u>RESULT / OUTCOME</u>   | <u>YOUR INFLUENCE</u>  | <u>WHO WE NEED</u>  |
|--|---|--|---|
| <p><b>1. <u>Reflective Evaluation</u></b></p> <p><i>More a pattern than a purpose, evaluation of where one's been, what they are learning, and where they are going is necessary and must be continual</i></p>                     | <ul style="list-style-type: none"> <li>• <i>More mature ministry</i></li> </ul>   | <p>LEADER'S INFLUENCE NOW<br/>SHIFTS TO INFLUENCING<br/>EMERGING AND<br/>OTHER LEADERS</p> | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><i>and</i></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul> <p>THESE ARE CRITICAL<br/>THROUGHOUT THIS PHASE</p> |
| <p><b>2. <u>Isolation</u></b></p> <p><i>When leaders separate themselves from "normal involvement" in ministry for an extended time, they are able to experience in a new and/or deeper relationship with God<sup>10</sup></i></p> | <ul style="list-style-type: none"> <li>• <i>Newer, deeper relationship with God</i></li> </ul>  | <p>EMERGING AND<br/>OTHER LEADERS</p>  | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><i>and</i></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul>   |
| <p><b>3. <u>Sickness</u></b></p>   | <ul style="list-style-type: none"> <li>• <i>Increased dependence on God</i></li> <li>• <i>Knowledge of supernatural healing</i></li> <li>• <i>Urgency to accomplish God's work</i></li> <li>• <i>Deepening of inner life through intercessory prayer</i></li> </ul> | <p>EMERGING AND<br/>OTHER LEADERS</p>  | <ul style="list-style-type: none"> <li>• Mentors</li> </ul> <p><i>and</i></p> <ul style="list-style-type: none"> <li>• Supervisors</li> </ul>   |

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|--|---|--|---|
| <p><b>4. <u>Word</u></b><br/> <i>God's speaks to leaders through the Bible, assisting them with guidance, an ability to commit, decision-making, character and values development, spiritual formation, spiritual authority, and ministry philosophy</i></p> | <ul style="list-style-type: none"> <li>• <b><u>Phase IV</u></b>: Strengthened spiritual maturity with increased spiritual ability for decision making and ministry philosophy development</li> <li>• <b><u>All Phases</u></b>: continued growth and maturity</li> </ul>                                 | <p><b>EMERGING AND OTHER LEADERS</b></p> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>5. <u>Prison</u></b></p>   | <ul style="list-style-type: none"> <li>• <i>Dependence on God</i></li> <li>• <i>Increased use of mental facilities, especially memory</i></li> <li>• <i>Submission to God's will</i></li> <li>• <i>Indirect influence through modeling and a widened intercessory life</i></li> </ul>                   | <p><b>EMERGING AND OTHER LEADERS</b></p> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>6. <u>Personality conflicts and organizational pressures</u></b></p>   | <ul style="list-style-type: none"> <li>• <i>Submission to God</i></li> <li>• <i>Submission to spiritual authority</i></li> <li>• <i>Non-vindication of one's spiritual authority</i></li> <li>• <i>Valuing others' perspectives</i></li> <li>• <i>Dependence on God</i></li> </ul>                      | <p><b>EMERGING AND OTHER LEADERS</b></p> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>7. <u>Self-choice: for renewal</u></b></p>   | <ul style="list-style-type: none"> <li>• <i>New perspective on ministry</i></li> <li>• <i>Rekindled sense of destiny</i></li> <li>• <i>Power of prayer</i></li> <li>• <i>Inner conviction from Word</i></li> <li>• <i>Spiritual guidance</i></li> </ul>   | <p><b>EMERGING AND OTHER LEADERS</b></p> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |
| <p><b>8. <u>Self-choice: for education, training, or transition</u></b></p>  | <ul style="list-style-type: none"> <li>• <i>New perspective on ministry</i></li> <li>• <i>Rekindled sense of destiny</i></li> <li>• <i>Openness to new ideas and change</i></li> <li>• <i>Dependency on the wider Body of Christ</i></li> <li>• <i>Broadening through exposure to others</i></li> </ul> | <p><b>EMERGING AND OTHER LEADERS</b></p> | <ul style="list-style-type: none"> <li>• Mentors <u>and</u></li> <li>• Supervisors</li> </ul> |

**9. Conflict**

Conflict allows Life-Maturing leaders to learn about the nature of conflict, ways to resolve conflict, ways to avoid conflict, ways to creatively use conflict, how to identify conflict with God's processing, and conflict as the stimulus for other's processing<sup>11</sup>

- A new awareness of one's own characters, its strengths, and weaknesses<sup>12</sup>
- A newer level of maturity

• EMERGING AND OTHER LEADERS

- Mentors *and*
- Supervisors

**10. Life Crises<sup>13</sup>**

- Life crises test a leader, cause her or him to search out (perhaps, again) the meaning and purpose of life, and teach him or her a new dependence on God<sup>14</sup>
- Can, on the other hand, drive people away from God<sup>15</sup>

- More confident leader
- Increased ability and capability to lead others

• EMERGING AND OTHER LEADERS

- Mentors *and*
- Supervisors

**PHASE V**

**CONVERGENCE**

- PURPOSE**
1. A large number of factors converge so that ministry can be maximized
  2. Leader continually grows and, as such, is fully availed to serve God and to influence and raise other leaders
  3. Sphere of influence is widened

**PROCESSES / EXPERIENCES**

**RESULT / OUTCOME**

**INFLUENCES**

**WHO WE NEED**

**1. Continued Learning Posture**

- The leader cannot not learn "Use it or lose it!"

- Coach *and*
- Spiritual Director

**2. Continued Value Refinement**

- Values continue growing and deepening as the leader grows

- Coach *and*
- Spiritual Director

### 3. Changing Times

- *The leader understands her/his need to learn from and help others to face and minister in ever-changing times, places, and circumstances*

- Coach  
and  
• Spiritual Director

## PHASE VI

### AFTERGLOW

#### EARTHLY REWARD

1. *Opportunity to enjoy the fruit of a lifetime of leadership*
2. *Recognition of leadership and indirect influence at broad levels*
3. *Sphere of influence is intended to remain relatively wide*

### NOTES

<sup>1</sup> J. Robert Clinton, *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development* (Colorado Springs, CO: NavPress, 1988).

<sup>2</sup> *Ibid.*, 63.

<sup>3</sup> *Ibid.*, 64ff.

<sup>4</sup> Ministry tasks, assignments, and challenges can either be assigned or self-initiated.

<sup>5</sup> *Ibid.*, 86.

<sup>6</sup> *Ibid.*, 88.

<sup>7</sup> *Ibid.*, 88.

<sup>8</sup> *Ibid.*, 88.

<sup>9</sup> Clinton does not directly include either *Guidance* or the subsequent *Miscellaneous* as sub-phases of the *Inner-Life Growth Phase*, but, rather, classifies these as multi-phase processes, occurring in other phases as well. For details, see Chapter 6 of *Making of a Leader*.

<sup>10</sup> *Ibid.*, 161.

<sup>11</sup> *Ibid.*, 163.

<sup>12</sup> *Ibid.*

<sup>13</sup> Clinton identifies several Life Crises: threatened loss of life, property, or way of life; conflict of various kinds; situations requiring urgent change; inner turmoil; sickness; the need to see God's character vindicated; the need to have God's guidance or special intervention; persecution; etc. For details, see page 164.

<sup>14</sup> *Ibid.*, 164-165.

<sup>15</sup> *Ibid.*, 165.