Nurturing Champions

Powerful mentoring strategies and concepts for perpetuating your influence and legacy.

Dr T A Makoni

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Third Edition, 2018

Cover Design by Anesu Mawoyo of Inscriptions Design and Advertising
I dedicate this treatise:

To the memory of my first pastor, Stanford Chirema – the gentle warrior, who ere he went home, taught me the art of spiritual warfare. Having served God in his generation and emptied his quiver, he slept.

And in honour of my pastor, Thomas P. Deuschle who in pursuit of his own dream, has built my dream and created a platform for me to serve God in my generation.

I salute you gentlemen!
He who knows, and knows that he knows
Is wise, follow him
He who knows, and knows not that he knows
Is asleep, awake him
He who knows not, and knows that he knows not
Is eager, teach him
He who knows not, and knows not that he knows not
Is a fool, shun him

(Anon)
Advance Praise for Nurturing Champions

“Over the years I have read numerous books on mentorship. When I was handed this manuscript, I thought what’s new on the subject. However I thoroughly enjoyed this fresh perspective on mentoring from Dr Makoni. This book is a must read manual for leaders developing leaders. Every serious leader should keep a copy as a reference guide to nurturing champions”. Jeff Mzwimbi, banker and entrepreneur.

“In this book, Dr Makoni clearly presents the principles of successful mentoring rather than cosmetic success. True successful mentoring works on being rather than having. He provides a wealth of practical and relevant real life illustrations, anyone can relate to. This book is relevant to both upcoming and accomplished business executives, entrepreneurs and pastors” Rev T. Jaka

“Nurturing Champions is an excellent publication with clearly illustrated real life examples. I have sat under your ministry and benefited immensely from your teaching. I highly recommend this book for those who are serious about mentoring”. Tekuma Moyo, accountant

“Dr Makoni’s incredibly practical book has opened my world to the crucial need and potency of mentoring in creating a lasting legacy. I am expectant as I put the truths of this book into practice that I am on my way to perpetuate my own legacy.”Dr Mandy Y. Sibanda, dental surgeon

“A brilliant and well illustrated expose of the dynamics of mentorship as a leadership development tool. I have worked closely with Dr Makoni and can confirm that he is passionate about nurturing champions. A must read for everyone desiring to be a champion or to nurture champions.”

Vimbai Chariga, Administrator, Celebration College
Preface To Second Edition

It has been seven years since the first edition of this book was launched in Zimbabwe. Since then I have spoken on mentorship in churches, colleges and business forums and some corporate settings. I believe that this updated second edition will add value and will continue to be a blessing to greater market to which it is launched. This edition is launched and published through an Internet based medium to increase the target market and hence increase its footprint. I trust the global community will benefit and engage with me in dialogue on Nurturing Champions.

This edition sees the release of some reflection questions at the end of most chapters to allow the reader to apply the material in his own life. I strongly encourage readers to pause for these reflective questions as they allow you to internalise the concepts and make practical application.

I am grateful to the opportunity presented to me when I was asked to plant, launch and establish Celebration Church Bulawayo in April 2007. The experiences and the love I have felt from the members of Celebration Church are unbelievable. Thank you church for accepting us and working with us to develop the work. It has been our greatest pleasure to help nurture you to championship. Nurturing champions involves strategically investing in people today for tomorrow’s benefit. You are our epistle to the world. My wife and I trust that in our own small way we may have contributed to your fulfilling your own purpose. May your influence be felt in the earth. May the Lord bless you.

Dr Wazara thank you for graciously accepting to re-do the Foreword which was erroneously left out of the original manuscript of the first edition. I love you man. I cherish our times together. Keep running the race. Your greatest days lie ahead. Remember legacy is built intentionally.

I dedicate this book to the glory of God and to the service of mankind.

Dr T. A. Makoni
(April 2013)
Foreword

I have known Tawafadza Makoni for several years and find him to be an outstanding scholar who lives by principles of diligence and consistency in his own life. I also observed that he is a man with a message whether he is working on your oral cavity or teaching at the business and bible schools. This message has always been one that implies that solutions to our situations come more from within us than from without. In a very humble style, he has always managed to leave his audience amazed at his understanding of principles of business, their link with the word of God and how they can be practically applied to various situations. It was only a matter of time before his message would go out to a wider audience and I join many who will congratulate him for an outstanding contribution in this book.

I am deeply humbled to have been asked to write the foreword of this book. As I read through the chapters of the book, I found one word to best describe my experience of it. That word was “finally”. I said finally, a book on mentoring from Zimbabwe. Finally, a book that not only gives the facts and current thinking on the subject, but one that actually offers the reader practical steps of implementing it. Finally, an author who is bold enough to admit that his chosen subject is a difficult one and one which needs diligence to achieve its benefits. Finally, highly intellectual material written in ordinary style.

Nurturing Champions is really a manual on mentoring. It offers a distillation of some of the most well known but not always understood opinions on the subject, and to that, then adds the author’s personal experiences and passion for the subject, leaving the reader with a feeling that he too, can become an effective mentor and ‘mentee.’ I
think this book will find its greatest use as a reference resource that the reader can use to coach others with, once he has grasped the concepts himself.

Zimbabwe is currently going through one of its most difficult patches as a nation and there is real need for a concerted effort by those who love her to play their part in offering solutions to her issues. Dr Makoni has played his part by producing this work. Those wishing to leave a mark on the history of the nations will find an effective tool in this book, which is as relevant to the church pastor as it is to the prominent business man. There is an abundance of truth in the content of *Nurturing Champions*.

There is a human tendency to live for the moment and opt for success rather than significance, and live by convenience rather than by enduring principle. By embracing the tenets of mentoring espoused in this book, readers suddenly feel the challenge to live for a higher calling and leave a mark in their societies which will speak of those readers’ lives as having been well-spent, with fruit to last beyond their lifespan. This book will change lives. I do not believe that anyone considering leadership or influence can afford to ignore Dr Makoni’s submission.

I can only pray that the God who made it possible for such splendid work to flow through his faithful servant will ensure that its instruction reaches the multitudes who need to make this message theirs as well. I hope that there will be many translations of this book to God’s Glory.

Dr Matthew Wazara

[April 2009]
Acknowledgements

Many precious people contributed to this project and their generous support and input is greatly appreciated. Special thanks go to the Master Strategist, the Creator of the Universe and my God, who taught me to think strategically.

My sincere gratitude goes to my pastor, Rev. T. P. Deuschle, for his wise counsel and guidance. Keep on building people and building dreams- you are building an enduring legacy, Sir.

Pastor Paul Nyamuda, thank you for sharpening my mind with those lively discussions on mentoring and leadership. I admire the way you use that sharp mind for Kingdom purposes. Keep going for the gold.

Furthermore I fully acknowledge and appreciate the assistance and encouragement offered me by those who proofread the draft manuscript.

Dr Matthew Wazara, “my friend and my surgeon”, I thank you for graciously accepting to write the foreword. May your influence be felt in the earth!

Certainly I owe a great deal to the many mentors and pastors through whose hands I have passed in the course of my life pilgrimage. I count myself blessed to have sat under the feet of so many pastors.

Apostle Andrew Wutawunashe taught me the power of radical commitment to purpose and conviction. Pastor Mirai Chinoda trained me in the art of intercessory prayer for which I am grateful. I salute Pastor Costa Gombah, a skilful teacher of the Word, who instilled in me a passion for teaching. Pastor Henry Muzhari epitomises the power of focus. Pastor Greg MacQueen, thank you for modelling the principles of loyalty to a man of God and faithful stewardship of his vision. As you expand another’s influence, your own footprint is enlarged.

I learned more and grew faster when my friends in the nation of Greece asked me tough questions about practical application of the Christian faith. Together we wrestled with
issues of faith, life and mentoring. I am forever grateful to Sarah Labrides, Elisabeth Georgiadou, Tony Galatsianos, the Galatsianos family and the Marmaras family. I love you guys for accepting us and sharing part of the journey. Ever since, Greece has always been our second home. See you soon.

I am eternally grateful to my parents, Maynard and Faith, for inculcating in me the love for learning. I salute Ms P.P. Mandizvidza, my mother in law, who taught me that there is no age restriction to self-development, by embarking on an M.Ed. degree programme three years away from her retirement.

To my students at Celebration College who became the laboratory for testing out of these concepts and ideas, I say, “Thank you for the dialogue and --- for tolerating my monologue sometimes. I have confidence in you. You are my joy. Dare to dream big.”

Bertha, I thank you for tidying the manuscript. May His grace abound to you! Thank you Anesu, for the artistic design that graces the book jacket – the future belongs to the daring.

Last but not least, I am highly and forever indebted to my partner both in life and business, Audrey Ropafadzo, for standing by me and encouraging me when the chips were down. You are indeed a crown of glory as a partaker together with me in the grace of life. Au, you are my gold, my covenant partner and love of my life --- I love you always. Emmanuel and Faith, I will never forget the exhilaration on your faces when I first told you about the book project. My greatest joy is to see you conquer mountains where I subdued hills. My deepest yearning is that your mother and I, by His grace, may be able to create a platform for you to serve God in your generation. I am proud of you guys. May your influence and footprint exceed ours!
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The Case for Mentoring

Without a doubt the uppermost questing of the human spirit is to increase its influence and impact past one’s lifetime. The challenge of any true leader irrespective of his area of endeavour and calling is to influence more than one generation and create a lasting legacy. Entrepreneurs dream of ways to perpetuate their entrepreneurial ventures past their lifetimes. Gospel ministers seek to extrapolate the reach of their ministry and influence to future generations. Successful business executives, having achieved their goals, dream of creating an enduring legacy.

Lawson\textsuperscript{1} posits that mentoring fulfils some deep, important yearnings for connection between generations. The last generation seeks, perhaps in the realization of its mortality, to pass on to the next generation, which in turn seeks to build on the experience-won wisdom of its forebears and so both are invigorated.

The human spirit was created with a mandate to exercise dominion over the earth. Myles Munroe contends that every human being was created with the purpose to dominate a certain sphere or domain of the earth with his givings and talents for God’s glory and in the service of mankind.

Leadership basically is about influence and serving. You exercise authority or rule to the degree that you are prepared to serve. Even in marketing those who are paid more, are those who serve the most number of customers. If you serve fewer customers you get less profit. You achieve market dominance and leadership through serving more customers and increasing your market share. So to the extent that you
are willing to serve to that extent you exercise leadership. But to the extent that you seek to dominate others to that extent you lose your moral authority as a leader.

One of the core competences of leaders is modelling and teaching. An effective leader teaches others. You develop other leaders by teaching them, by helping them grow. *Mentorship is one way that leaders ensure that they pass their values and growth points to the next generation of leaders.*

You can use your mentoring skills to inculcate your values into your subordinates. Instead of forcing them to do what you want, you can model the values and practices. As they see you embody those values they will embrace them as well. You can mentor your subordinates and employees as a means of values assimilation.

Dr Howard Hendricks\textsuperscript{ii} stated, “The greatest crisis today is the crisis in leadership, and the greatest crisis in leadership is the crisis of character.” And he postulates that character is a result of four things, namely:

- The choices you make
- The values you embrace
- The crisis you experience and
- The mentor that you choose

Think about it. The current crisis in leadership emanates from a crisis of character. No character. No integrity.

Your character - who you really are, is significantly affected by the choices you make. Interestingly, in life you are free to make choices but once you choose you become servant to your choice. In other words the choices you make today in exercising your
freedom of choice, restrict your future freedom of choice. When presented with the claims of Christ, I was free to accept or reject him. The moment I made a choice to accept him, I became servant to my choice. There are things I can not do now because I chose to be a Christian. So the choices we make will make or undo us. Our choices determine our character. We are products of our choices. The prolific author, Ed Cole, stated that life is made up of choices and constructed by words.

The values we embrace create the character we become. The crises we experience in life mould our being. The mentors we choose help develop our character. The mentors we have help us through our decision making processes and thus affect our choices. Mentors help us with the values we embrace as well as influence how we handle the crises of life. In other words, we can say one of the overriding factors in the development of your character is your mentor, because your mentor will influence your choices, your values and the crises that you face. If mentors are that important, why do we have so few of them or why do we live as if they are not necessary?

**Influence and Impact**

I believe that all of us have the spirit of champions. We are champions because God deposited in us a gift that makes us champions. However, the fact that we are champions does not necessarily mean that we act and walk in our championship. We need to be nurtured. We need help to walk into the full manifestation of what is in us, a release of the gift of God that is in us. So nurturing champions is about raising people to fullness and maturity of their potential.

When a cub is born, it has the potential to be the king of the jungle and cause the inhabitants thereof to tremble at the sound of its thundering roar. However it has to
grow into its potential. In the meanwhile it is prey to things that ordinarily would be no threat to it, for example eagles and hyenas. The mother lion plays a crucial role in protecting and nurturing this seemingly harmless and playful cub till it grows to maturity. Without the nurture of the mother, this cub would never make it to its purpose of ruling and dominating the jungle. Similarly emerging leaders need the nurture and protection of a powerful mentor for them to realise their potential.

We need to understand that God’s purpose for champions is to affect both their generation and generations to come. In other words we need to have both an intra- and trans-generational impact.

In satellite technology, a footprint is the total area covered by a communication satellite. Your footprint is the total area covered by your influence. How large is your footprint? This can be increased by the leverage offered by mentorship.

If you were to create a hypothetical diagram showing all the people influenced by Barnabas or by people he influenced and nurtured, you would have an ever-expanding and ever-widening diagram similar to a decision tree. In the diagram above the distance between Barnabas and the last person on the chain indicates his trans-generational impact while the width across the diagram indicates the intra-generational impact. Trans-generational is indicative of how many successive generations you impact while intra-generational indicates the extent or spread of your influence within the same generation.

In my book Barnabas was a nurturer of champions. If you look at Barnabas you see how he affected Paul, and his impact on Paul led him to positively influence the Church at Antioch. Antioch was the beginning of the gentile church; it moved the
thrust of God from the centre in Jerusalem to Antioch and to the impacting of nations. Barnabas influenced Paul who in turn impacted Timothy. Timothy impacted faithful men who in turn continued impacting others. Barnabas’s influence and hence leadership went beyond his generation. By inputting in other people he went on to impact trans-generationally. You will see how Paul also impacted Titus who affected Crete. Paul planted churches and wrote about 50% of the New Testament. Please note that because of Barnabas’ influence, Paul nurtured Priscilla and Aquila who influenced Apollos who subsequently transformed Achaia and the regions beyond. We therefore note how Barnabas may not be known in Achaia but his impact affected regions, which he could not touch, through his mentoring influence.

Barnabas nurtured John Mark, who later on was an immense source of blessing and encouragement to Paul. More importantly theologians believe that John Mark is the author of the gospel of Mark. The gospel of Mark is the nucleus of all the synoptic gospels. Without Barnabas who rescued John Mark from oblivion there would be no Gospel of Mark and no basis for the synoptic gospels. Barnabas’s influence is solely responsible for at least two thirds of the New Testament. How? By nurturing champions. He increased the reach (length) of his impact trans-generationally. But he also increased the scope (breadth) of his influence intra-generationally through mentorship. His footprint is enormous.

In Christian circles, Lester Sumrall is a household name, but few have heard about Howard Carter. Howard Carter was a missionary statesman. Many people who study the Bible know about the nine gifts of the Spirit. The man who categorized and brought understanding to the nine gifts of the Spirit was Howard Carter. He travelled the world teaching people, creating an understanding of the spiritual life and the gifts
of the Spirit. Lester Sumrall travelled the world by his side. Carter introduced Sumrall to world missions. Lester became a renowned missionary statesman with a passion for the spirit life and compassion for the disadvantaged because of Howard Carter. His *Feed the Hungry* relief program has touched the majority of the nations of the world that went through crises and drought including Zimbabwe.

Lester Sumrall having been mentored by Howard Carter, went on to mentor many other people. In one of his books on champions, he chronicles the lives of 12 men he has influenced in the world. Out of those I have chosen three through whom his influence continues as depicted in the diagram below.

![Diagram](Diagram.png)

Thomas P. Deuschle (affectionately known as Pastor Tom by his pastorate) is influencing society in Zimbabwe. He established Celebration Church (formerly Hear the Word Church) through which he is transforming people and reforming nations.

Many entrepreneurs, leaders, gospel ministers and artists have been nurtured through his work. He also established a powerful developmental and charitable agency called Compassion Ministries which is meeting the needs of people spirit, soul and body. Many stories can be told about the impact of Compassion Ministries and the lives that have been transformed from destitution to meaningful contributors in society. Pastor Tom has inspired the nation of Zimbabwe by daring to dream and building a
magnificent multi-purpose church and conference centre, Celebration Centre, during a period of economic fragility. He has set his eyes on reforming education and the health sector in Zimbabwe through his emerging champions.iv

Rod Parsley is a well known passionate preacher of the Gospel and founder of World Harvest Church and Bible School. He created a powerful ministerial fraternity through which he is influencing many gospel ministers. He has a passion for charity and missions. His Bridge of Hope agency has redeemed many slaves in Sudan as well as providing emergency relief in different parts of the world. Rod Parsley is a phenomenon that has touched millions of people across the world, thanks to Lester Sumrall who mentored him.

The third champion nurtured by Sumrall is Ulf Ekman, sometimes called “the Wolf of Sweden”. His Livets Ord (Word of Life Church) has had a powerful societal impact on Sweden. He single handedly confronted socialist Sweden, created a Christian university which has influenced the direction of Sweden from a congregation of 3000 people. The Church has played a significant role in breaking open the Balkan States to the gospel with nationwide campaigns during the early 1990s after the breakdown of communism. He would run massive campaigns and negotiate nationwide television coverage of his gospel meetings in countries that had been avowed atheistic in ideology. Ulf Ekman has motivated his Church to be involved in the repatriation of Russian Jews and they bought a large ship, which they used to ferry them across to Israel. His impact across Europe and the world is incredible.

All these three men reached their destiny because of the influence of this one man-Howard Carter. We see, therefore, that mentorship increases your capacity to
influence generations beyond yourself. If you want to institutionalize your influence and impact, deposit what you have learnt into others. You create a legacy of touching others beyond your generation. Mentorship allows you to increase the depth and width of your influence within your generation. Howard Carter influenced so many people through mentorship. Everybody who is being influenced by Tom Deuschle, Rod Parsley and Ulf Ekman has a mark from Lester Sumrall and Howard Carter— one man making a difference in the world. You make a difference when you deposit into the lives of others.

Robert Kiyosaki has established himself as a wealth creation guru and best selling author. He has created immense wealth for himself and others through his Rich Dad, Poor Dad book series. He touches nations worldwide. However if it was not for his “Rich Dad” who brought him under his wings and taught him wealth creation secrets no one would probably know him today. The anonymous man that Kiyosaki calls Rich Dad deposited the wealth of his knowledge and skills into two small boys and today his legacy and influence continues to touch people all over the world. The world is a better place for it today. vi

In the world of success motivational lectures, the name Clement W. Stone is revered because this man has taught and influenced a whole generation of successful entrepreneurs. Jack Canfield, the co-creator of the Chicken Soup for the Soul publishing phenomenon ascribes most of his success to Mr Stone. Canfield has subsequently affected countless lives and motivated them to fulfilment of their life dreams through his seminars and books. Michael E. Gerber who also attributes his success to Mr Stone, has influenced entrepreneurs through his E-Myth programs. He is described as the world’s small business guru. vi
In business circles many people know Jack Welch, the General Electric (GE) chairman and CEO for years. He spent his life developing leaders at the famed Crotonville Management Centre and has produced some of the most excellent CEOs in America today. Most of the people he trained have gone on to lead Fortune 500 companies and have developed their own leaders. Jack Welch was a people developer. Some of the people he mentored and trained are: Larry Bossidy who became CEO of Honeywell and later co-authored best selling books like *Execution: the Discipline of Getting Things Done*. Bossidy mentored his own troupe of leaders who went on to excel at other Fortune 500 companies e.g. Paul Norris (CEO of W. R. Grace, Dan Burnham (CEO of Raytheon) etc. Another Welch protégé who made waves was Bob Nardelli who became chairman and CEO of Home Depot and is described as “the personification of engagement” due to his ability to engage and energise people. One man influencing a whole generation of CEOs!

In South African politics it is evidently clear that Walter Sisulu identified, recruited and nurtured both Oliver Tambo and Nelson Mandela into the African national congress. The impact and influence of that gentle giant of the South African struggle outlived him. When Walter Sisulu died in May 2003 the whole country almost came to a standstill as they mourned and buried a true hero and mentor to the struggle. Rusty Bernstein is quoted as summarising the impact of the three heavy weights of the ANC as follows: “Mandela’s endurance and charisma made him the symbol of our liberation struggle ------- . Tambo’s single-mindedness and diplomatic skills sponsored the worldwide campaign against apartheid ---- And Sisulu, “the father of them all” – set the strategic directions, standards of humanity and comradeship which characterised the movement.” It can be argued that both Mandela and Tambo
discovered themselves by associating with Sisulu. Self-discovery depends on your associations.

A final example of influencing a whole generation through mentorship is given below from the world of USA sports. It depicts the impact of Bill Walsh legendary professional football coach of the 49ers in terms of NFL head coaches he developed. The asterisks denote how many Superbowl Championships the coach won.

If we as Christians believe in the message of kingdom reformation and if it is true that we influence society one person at a time, should we not seek to increase our capacity to influence society through mentorship?

**Defining Mentoring**

Stanley and Clinton define mentoring as a relational experience through which one person empowers another by sharing God given resources. John Mallison on the other hand defines mentorship as a dynamic relationship of trust that enables one person to empower another to maximize the grace of God in life and in service.
By combining these we could define mentorship as “a dynamic developmental and relational experience of trust that enables a mature person to nurture, train and empower another person to grow into his destiny by sharing God-given resources.”

The critical aspects are that mentors release their God given resources e.g. their time, occasionally their finances, wisdom and network of relationships to facilitate another person’s dream. In other words mentorship is not cheap labour whereby the mentor uses the protégé (or mentee) for the fulfilment of the mentor’s dream. Mentorship is the other-person focused.

Mentorship involves nurturing and empowering the other person. It stands to reason therefore that true mentorship will result in an empowered protégé who is not dependent on the mentors but who can think and express his/her own opinion confidently. A well mentored person should be able to move on past the mentoring relationship on his own and tackle life alone. He does not have to be eternally dependent on the mentor. As a matter of fact the relationship can transition from being mentor-protégé to being peers and colleagues on an equal status.

Mentorship is a dynamic relationship which does not have set a formula but is dependent on the parties involved, their personalities and time and resource constraints. It follows that a mentor does not relate to all his/her protégés in the same way. Each mentoring relationship is tailored to suit the individuals involved.

The mentoring relationship is an experience for both the mentor and mentee. It is a relational issue with all the underlying dynamics to relationships requiring consideration. It cannot be a transactional experience where the protégé seeks to get what he wants with no obligation to a relationship.
It is a relationship based on trust. Trust and confidentiality are critical for a beneficial mentoring relationship. Neither the mentor nor the protégé should abuse information shared in confidence. Trust is earned and therefore this takes time. The strength of the relationship enables the training and empowerment of the protégé.

Mentorship allows both the mentor and protégé to grow as they learn from each other. It is a developmental process. Mentorship in the new economy does not include the “download” syndrome where the mentor is the source of all wisdom who downloads to an empty head of a protégé which is ready to be filled. But mentorship is an interactive learning and growth process for both mentor and protégé. The mentor then serves as chief learner in the process.

By the word mature person in our definition we are not referring to age but to experience in the sphere of mentorship. In other words a younger person who is more experienced can mentor an older person. For example my daughter Faith, introduced me to and mentored me concerning the workings of Facebook as a social networking tool.

A relational experience implies that you enter into a relationship. My pastor says life is built on relationships. Many times we want to get things from people whom we call mentors without having a relationship with them - that’s robbery!

What qualifies a mentor to speak into my life is the foundation of the relationship. That’s why he can confront me on tough issues and hold me accountable. Inherent within this definition is the aspect of empowerment and facilitating another person’s ability to reach his potential. It is a relational and not transactional experience. A transaction mentality says, “I get into a shop, I give you my money and you give me
the product I want and I walk out”. A relational experience means that mentoring partners are interested in the relationship. So mentorship is not saying “I want to get out of this person as much as I can without giving anything back”.

It is a relationship whereby one person empowers another by sharing God given resources. The resources may be your time, the knowledge you have gathered over time, your experience and expertise, or the network of relationships that you have. Sometimes a mentor link you to a person who can help you solve your problem. That connection is a God given resource. A word of caution though is necessary here. Do not quickly share your relationships and network of friends with people who have not established a solid relationship with you. There are people who will relate with you so that they get your connections and will abuse those relationships. The people you refer them to, accept them because of your recommendation based on the trust they have in you. Some people you refer will destroy your credibility. Some people seek your mentorship with the express motive of exploiting your network of relationships.

Biblically the purpose of mentoring is to empower character formation, values assimilation and growth. It is not just to make sure that you achieve your goals but it’s to make you a whole person. Who you are and who you are becoming are more important than what you do. You cannot take responsibility if you have flaws within yourself, so your character has to be built for you to have any meaningful impact. Mentoring focuses on character formation, being principled, and assimilating the values you claim to espouse. How do your values become part of your life? A mentor holds you accountable to the values you claim to believe. Just believing in something or giving mental assent to certain values does not translate to living the values. Mentorship holds a mirror to you and says you are saying this but I see you live this.
Now can you begin to live what you say you believe? That’s values assimilation. It is a process of internalizing and embodying the values you hold in your belief system.

Within organisational settings mentorship inculcates values and can thus be used to reshape organisational culture. It also helps in leadership development and succession planning through modelling and nurturing. Mentorship creates a strong network of informal relationships that builds barriers to staff mobility. It is also useful for orientation and assimilation of new staff members into an organisation.

Proverbs 27:17 says “As iron sharpens iron so one man sharpens another”. Your effectiveness as a champion needs the sharpening edge of another person. Mentorship brings you into that relationship where somebody sharpens you while you also sharpen them.

**Origins**

The concept of mentorship comes from Greek mythology. In a poem called *Odyssey* written by Homer, Ulysses was a warrior who went out to battle in Trojan leaving his family. While he was gone he entrusted his family and son Telemacus to his comrade, Mentor. His friend became the father figure to Telemacus. Raising him as his own son, he taught him everything that he needed to know. It took Ulysses twenty years to make his way back home where he found a well trained Telemacus grown and matured into a warrior. His character and manhood had been sharpened and critical warrior competences acquired as well. It was Mentor who had transformed Telemacus from a young boy to a warrior.

A mentor therefore is somebody who develops a young person, a young minister, and a young business leader to full maturity in his calling. It’s someone who walks
alongside and teaches you the skills of life, trains you, gives you counsel and wisdom as you trudge along your journey. It’s a father figure, a tutor, a counsellor, somebody who walks by your side and shows you the skills of life to become what you want to become.

**Summary**

Mentorship is a dynamic relational experience of trust that enables a mature person to nurture, train and empower another person to grow into his destiny by sharing God given resources. Mentoring is a developmental process that enables the mentor to increase his influence beyond his own geographical and generational location. It enables the creation of a lasting legacy. It increases the mentor’s footprint.

It stands to reason that if we are to build transgenerational businesses and ministries, we need to espouse mentorship as a vehicle to achieve that purpose. The bane of Africa and most Third World countries are organisations that cannot transcend the life of the founder. It is my firm belief that through mentorship this can be reversed.

Mentorship is a strategic tool that can be used by effective leaders to develop other leaders and thus increase their own influence as demonstrated by the examples given in this chapter.

The mentoring examples in this chapter demonstrate that the mentor does not need to be famous – but if he is effective, his products will be renowned in the earth. Mentors seek effectiveness and influence rather than fame and prestige.

Nurturing champions increases the scope and width of your influence. Your influence reaches into localities, which your natural reach can not. By investing in a few people
you effectively touch more. It’s a principle of leverage. Leverage means achieving greater results more efficiently with less effort applied.

I believe in the power of mentoring as a form of leverage to increase my influence because years ago my father taught me, “If you do not use your head, your limbs will suffer”. Most of us compensate with hard work and effort (suffering limbs) for failure to optimally exploit our mental faculties - to craft leverage systems that achieve optimal results, with less effort.

Mentoring implies that an appropriate relationship and working style is established between mentor and mentoring partner.

In the next chapter I present a case study of an effective mentor who increased his influence and leadership through mentoring. We distil some principles from his life that are applicable in our day. As Ed Cole used to say, we need to identify patterns from which to draw principles to live by.

Reflections

1. Think through the definition of mentorship given in the summary section above. What God give resources are available to you that can assist someone to achieve their God given goal?

2. Mentorship benefits both the mentor and the mentee. In what ways can a mentor benefit through mentoring someone else?

3. In your organisation how can mentorship assist in your human resourcing strategy?
Chapter Two

Nurturing Champions: A Case Study

In this chapter Barnabas whose impact and influence was demonstrated in the previous chapter is summoned to speak to this generation. Since his influence was so phenomenal I have asked his permission for us to study his methods and principles. Here he goes in his own words.

I speak to you from the first century after Christ. My name is Barnabas. My friends nicknamed me the son of consolation or encouragement. The aspect of being an encourager runs through my whole personality. You could say that my purpose statement, as you guys would call it is, “I exist to encourage and nurture champions to maturity”. I am unique in that I did not build my own kingdom. But I helped build and nurture others. I am not well known. Speaking to you is a major challenge for me because I am generally reserved and do not like drawing attention to myself. However there are a few things that I am qualified to speak into your lives and age even though I lived in simpler times. Principles transcend age and times. They are indeed timeless. In your age of permanent white-water changes you need some timeless and proven principles to anchor your lives on. I recount to you the story of my life while drawing out timeless principles which I have no doubt are relevant to your times.

I sold my real estate property and brought the proceeds to the leaders of my organization with the intention of helping fund this charitable non–governmental organization called the Church and further its agenda and cause. I have always been a generous person and my giving lifestyle established credibility within the organisation. A mentor should culture and create credibility. How I handled my finances established
credibility. *The way you handle finances, gives insight into who you are and your character.* Because of this credibility later on when the church in Antioch wanted to send a gift to Jerusalem they knew they could trust me with the funds. They knew I could be trusted to deliver the finances. *How you handle your finances and the wealth that God has entrusted to you is an indicator of what is in your heart.*

Often, finances expose people’s characters. Poor handling of finances is indicative of character flaws. Generally when people get into character problems or immorality, if you trace it back you will find that they were not diligent in handling their finances. One of the easiest ways to tell the character of a person is to look at their cheque book. As business people, before you can handle the corporate finances, how do you handle your personal finances?

As Luke testifies I was a good man full of the Holy Ghost and faith. Credibility does not only depend on how you handle your finances. It depends on goodness of character and being a faithful man. Unfortunately in your age, faithfulness and integrity are despised virtues. In our days and indeed as it should be faithfulness is the true sign of manhood.

*So I can safely say mentors develop credibility through character and the way they handle the resources entrusted to them. Mentors know that they are stewards and not owners of the gifts, talents and resources that have been entrusted to them.*

An enterprising and yet cunning couple, Ananias and Sapphira, wanted to cash in on my credibility. So they sold their property and brought part of the proceeds, pretending to have brought the full amount. They attempted to tap into my credibility through imitation rather than by submitting themselves into a mentoring relationship,
which builds character. In your contemporary language you could say they wanted the glory through impression and image management. If I remember well I think you call it keeping up appearances. It’s fashionable in your days to go for the glory and the gold without developing character.

You will discover that as a mentor there are people who admire you and try to build their images on your credibility and character. As a mentor you do not have to be gullible and assume that who ever approaches you for mentoring is genuine. It is critical in mentoring relationships to establish the motives and intentions of the mentoring partner. Ananias and Sapphira did not have good intentions but were trying to cash in on my credibility without paying the price. People without character may desire gain from your credibility and good name without embracing the process of character formation through mentoring.

As our NGO grew an ardent and ferocious opponent responsible for the death of many of our members, Saul, appeared claiming to be “gloriously converted and transformed through the rich mercies of our Lord”. He further claimed that God gave him a mandate to be “a light to the gentiles, to stand before kings” as a witness of the Gospel. Armed with this mandate from God and an incredible testimony of God’s miraculous workings, he tried to associate himself with the apostles but could not be accepted. They were sceptical. They thought he was trying some trick to get through to them. They viewed it as a cunning ploy to trap them. Well, he had a problem. Although he had the calling of God, the mandate from God, and the gift of God, he needed somebody who could walk him through into acceptance. I, Barnabas, the son of Consolation, appeared on the scene. I sat down with this new kid on the block and questioned him as to his testimony and incredible story. Where others saw a cunning
enemy, I saw potential. I saw seeds of greatness in him and believed the calling and gifting of God that was upon him. I accepted him and offered to help along the way. After a few days I introduced him into the circle of the apostles. Although initially sceptical the apostles finally accepted Paul because they trusted my judgement and banked on my credibility. Sometimes you need a mentor who will loan you his credibility and introduce you to people who will hasten you on your journey.

I took Paul under my wings, tutored him in the ways of the gospel and gave him the credibility that only a powerful and credible mentor would have. A mentor recognizes potential and gives you his credibility. He will take you when nobody believes you and say “I believe in you, I vouch for you”. So a mentor creates a platform for you by building credibility. He risks his credibility for yours to be established. Indeed a mentoring relationship is a personal relationship or a relational experience where one person shares God given resources with another so as to develop them to maturity. Since I had maturity and right standing with the apostles, once I believed in Paul, he had a defender, nurturer and protector. Had I not stood up to defend Paul, his ministry would have been aborted. As you can see I influenced Paul and consequently his influence to plant so many churches is an extension of my legacy. Through him I touched and influenced generations and nations beyond my natural reach. Paul was an arrow in my quiver, which I shot out into regions beyond my direct influence.

As a principle I can say mentors have an ability to identify potential in people. They may see just a small seed of greatness and will stake their credibility and resources saying, “I think I can develop this seed into a champion for God” and they nurture that. They will risk their own credibility to protect and advance the protégé. Paul’s acceptance to the apostles depended on the sponsorship of a credible mentor. If I had not been
credible, Paul’s ministry would have failed because the apostles would not have accepted him.

Sometimes even in organizations you need a mentor to sponsor you. For you to rise through the corporate ladder you need people within the organization who believe in you, who have seen the seed of greatness in you, who will walk you through the process. Many times we seek short cuts. We want to rise on our own. But there has to be people who can vouch on our character and on who we are. We can say your mentor’s credibility can be the resource that opens the door for you – the potential champion.

Subsequently a fiery deacon named Stephen preaches and many people are converted. Some of his converts transfer to Antioch where they preach and others are added to their number. This was an exciting recruitment drive. It is the first time there is a gathering of Gentiles into our organisation. Corporate headquarters in Jerusalem hears about this and said we are Jews, and our target market is the Jews. Why should we diversify to the Gentiles? They did not know how to relate to these developments and to these Gentiles? After extensive consultation among stakeholders they decided to send an emissary to investigate the strange happenings at Antioch. They chose me - the encourager, the nurturer, the people developer.

On searching things out at Antioch I perceived the working of God. A mentor’s eye is trained to spot potential. In my mind’s eye I saw great potential in that church. I visualized the strategic significance of the Antioch branch of our organization. It made sense to extend our influence beyond the Jewish constituency. In fact it would increase our footprint. I went back to Jerusalem, leveraged my credibility and
sponsored the church until the Jerusalem church accepted it. The Gentile church would have been in trouble if there was no mentor who could speak for them and vouch for what was happening.

While helping establish the church I realized that for this church to go to another level I needed extra help. I remembered my budding champion, Paul. I was aware of the seed and calling in Paul. I knew he would work harder to achieve the purposes of God for the church in Antioch. I also knew that Antioch would be an ideal training ground for Paul without the intense jostling for positions at corporate head quarters. I located Paul in his hometown and brought him to Antioch as my partner. I saw the potential for his gifting and opened the door for him to exercise it. I co-ministered with him to establish credibility as well as his confidence. If Paul had been let loose on his own, we do not know what could have happened. *Mentors sometimes match their budding champions with opportunities and work alongside them to establish credibility and bring them to maturity.* Even in business you may spot someone with potential. Sometimes it is unwise to release him on his own. He can be a loose canon. You mentor him until he achieves what he wants. *Mentors are critical links in your pursuit of God’s call and they can direct you in the path that is consistent with God’s plan for your life.* In this case I strategically positioned Paul and linked him with an assignment that became significant in his growth process.

Emerging champions need a nurturer working with them to accomplish the purposes of God in their lives. You could say I was the launch pad for both the church at Antioch and for Paul’s ministry.
A few years later I identified a young and impressionable John Mark as a potential champion. Although he was a rough diamond I included him into my circle of mentoring partners. Yes you could say that I have an eye for champions in the making. I see things in people that others may not. When I do, I eagerly proceed to work, nurture and develop that seed. I seek to increase my impact through others. One of the true marks of leadership is the ability to influence through others. I increase my leadership influence through leverage. I am quite content to exercise indirect influence without getting all the credit. My main focus is to influence more people with less effort. Mentoring allows me to influence more and more people with less and less effort.

As I worked beside and with Paul, his ministry and gifting blossomed until his ministry outgrew mine. Initially all references to our power tag team mentioned me before Paul but now Paul’s name preceded mine. From then on every reference to our ministry endeavours mentions Paul first. Paul had outgrown me but this did not intimidate me. Actually it thrills my heart to see my champions blossom. Friends and colleagues put pressure on me saying that I was giving too much to Paul. But I reminded them of John the Baptist before me who proudly proclaimed, “He must increase and I must decrease”. I did not walk out of his life as advocated by my friends. As he matured I continued co-ministering with him, supporting and encouraging him. In other words a mentor starts as the point man but as the emerging champion develops he comfortably takes a back seat. A mentor has a strong sense of security, self worth and significance because he knows who he is.

As an outsider allow me to comment on your generation. One of the major problems of the ministers of the gospel and business leaders especially in Africa is that they are
intimidated by the successes of their protégés and they have sabotaged the purposes of God. Once as Africans you get to a point where you can celebrate the lives of your children and release them to do greater things than what you have done, your influence in the world will increase exponentially. Your footprint would grow exponentially.

One of your contemporaries, Oral Roberts says, “God called me and told me to raise up spiritual sons (read protégés) and send them where God’s light is dim and His voice is not heard, that they may take God’s healing power to their generation, and their work will be greater than mine”. He has never regretted. Because of that there is not a nation in the world without an Oral Roberts University alumnus affecting society in his own sphere of influence. That has multiplied the influence and impact of Oral Roberts. Very few men will celebrate the greatness of their sons, but the sign of true mentorship is the ability and willingness to celebrate the successes of your product, even if they outgrow you.

In one of our campaigns at Listra people were mesmerized by the exploits of our tag team. They nicknamed Paul, Hermis, the spokesperson of Greek gods and me as Zeus the king of Greek gods. What they were alluding to was that although Paul was the spokesman, I was the force behind him. Allow me to caution mentoring partners - "When you begin to shine and outgrow your mentor, do not forget your power source. Do not forget where you came from. Always give credit where it is due. Do not become arrogant and say I am the man of the hour. You may be the best entrepreneur but somebody believed in you and opened the door for you. Isaac Newton said, “If I have seen further (than anybody else) it’s only because I am standing on the shoulders of giants”. He recognized those who had contributed to his
success. So what ever you become in life never forget you are what you are because you stood on somebody’s shoulders.

When some cunning Jews wanted to enslave the gentiles through legalistic regulations, Paul and I stood our ground and defended the gentile church. Mentors defend and protect their protégés from unscrupulous people until they can stand on their own. They will share ways on how to protect the assets of their mentoring partners. They teach them tactics and systems to protect themselves. Coming from a church background as I do, I observe a modern phenomenon among businesspeople. Some are using the church as a business field and exploit helpless church members. A pastor acts as mentor and protector of the congregation. Sometimes they have to protect the flock from unscrupulous and misdirected business people. As a businessperson you must always be open to pastoral rebuke and correction. Do not say because I am wealthy, have money and have achieved, I am bigger than my pastor. If you want to maintain your success, be open to correction.

A few years down our journey we concur to retrace our missionary steps in order to strengthen the operations that we had established. I plan to take John Mark with us because a mentor is always looking for opportunities to stretch and expand his mentoring partners. Unexpectedly Paul objects because John Mark had previously deserted us and proved unfaithful when the missionary work hit a tough patch. A huge argument ensued. We had always found ways to compromise and have a meeting of the minds but in this conflict there was no way out. I finally separated with Paul in favour of John Mark. Paul took off with Silas. In my view I had completed my work with Paul but John Mark needed a mentor to steady his hand and develop his leadership skills. Others thought I was crazy to trade Paul for John Mark. It was more
glorious for me to side with Paul because he was the man of the hour and it was evident that the hand of God was upon him. However I believed enough in John Mark to separate with Paul. Slowly I started to nurture, encourage and build John Mark. I am a seer of opportunity - a seer of potential; - I nurture seed to maturity. So I take John Mark and disappear from the radar screen. That’s the last time you hear about John Mark in the book of Acts. Mentors strategise seeking growth opportunities for their mentoring partners.

The only insight into the work that I did in John Mark is at the end of Paul’s life in 2 Timothy 4. He writes and says to Timothy, “Bring John Mark with you because he is profitable for ministry”. I ask the question, how was it that the guy who was good for nothing is now profitable for ministry? What converted this cowardly good for nothing man into something profitable for the purposes of God. I postulate that it is the nurturing hand of a mentor. If mentoring could do that for John Mark it can do the same for anyone.

Though I am little known – my legacy continues through the epistles of Paul and through the synoptic gospels that were inspired by the work of John Mark. Whenever you read the New Testament, you can sense my touch and legacy. I can easily claim that though I may be dead yet I still speak to your generation after all these millennia. My legacy leaves on. You too can create an enduring legacy.

You may say I am blowing my own trumpet. Here is my own example of a master-mentor. Jesus Christ - the best mentor I can think of. The man ministered for only three years. Because he had little time he did not travel inter-continentally but restricted himself in the by-ways and highways of dusty little Israel. He invested his
life into the lives of twelve semi-illiterate men. By mentoring those twelve men, he has sown seeds that have lasted these generations. The impact of his ministry because of the relationships he had with those men has lasted to this day. That’s the influence of mentoring. His impact reaches beyond his lifetime. To this day the history of the world has forever been changed by his influence. Though he is dead- yet he still speaks. Down the corridors of history, his voice still thunders. Indeed as the singer sang, “His glory fills history’s pages”.

Thank you for bearing with me and sharing part of the journey. I believe that the principles I shared with you from my life transcend culture, age, tribe and nationality. They work in my agricultural society as well as in your information (or I hear you now call it Process age) society. Enjoy the rest of the journey.

Ciao. See you later. Over to you, Doc.

Reflections

1. What can you do intentionally to add value to your current mentoring relationships?

2. Barnabas remained a relative unknown though his impact is incredible. Mentors seek impact and influence rather than role prominence. Do you always seek to be recognised or do you seek to be effective in nurturing others?
Chapter Three

Power of a Mentor

As I sat cosily by the fireplace on the cold winter night enjoying the warmth of dry African msasa wood in my house, the young man sitting beside me agonizingly told his sad tale. He was in tears. I had known him as a Christian for over fifteen years. He was my junior at high school. We befriended and I discipled and trained him in spiritual truths. Together we fought a few significant spiritual battles. Our paths separated for a while as I went to study abroad and he stayed in Zimbabwe working. Joe³ became a minister of the gospel and was assigned a small town pastorate.

Through stuttering lips and tears of remorse he narrated how in a moment of weakness, he yielded to moral compromise with the consequence of losing his pastorate and being placed under church discipline. And correctly so, I may add. Though the events being rehearsed were at least three years old at the date of our discussion, symptoms of emotional trauma were evident. His opening words were, “I waited for three years because as long as you were away, there was no one I could talk to. After my failure nobody ever came to speak to me and I could not speak to any body. I know what I did was wrong. I’m hurting and my future is doubtful, but no one could help me. And when I heard that you were back, I came to you because I knew you could help”. The man was naturally devastated, his wife was humiliated and perplexed, and the ministry gone - with no future prospects.

After listening pensively to his sordid story for a while, I noticed a shift in his attitude. From a place of remorse at his moral failure he changed to bitterness and blame
shifting. It turned out that he was more concerned about regaining his ministerial position. He queried why head office did not realize his potential and restore his pastorate. On and on he went citing other examples of moral failure, which were treated differently. I told him to forget about ministry opportunities and submit to the discipline. His character and being were more important than what he did – his ministry. Unfortunately it appeared to me that he was more concerned about his career (ministry) development rather than his character development. After about an hour I assured him that I had heard his story and asked him to send his wife to see me.

The wife came and having heard her side of the story, I requested a meeting with both of them. Over the years I have learnt to suspend judgment on issues until I have heard at least two sides of the story. There is always another side to the story. As my mentor often says, “There are three sides to every story: my side, your side and the truth.” We met and discussed the issues and I told him to correct some things. We met a few more times over the ensuing months as we worked on his character. He yielded to the discipline. I confronted him with a few hard truths that only I could tell. Because he listened, today he is back in ministry.

A few years later in August they were off to Victoria Falls for a second honeymoon. They were happy with their marriage.

This story illustrates the power of mentorship in preventing leadership failure. There are crises you encounter in life, where you need a non-flattering mentor to speak the hard things. You receive his words because that mentor has established enough credibility and vested interest to confront you without breaking the relationship. You
know he has your best interest at heart. Many times we allow unqualified people to flippantly speak into our lives. Relationship qualifies a mentor to speak into your life in critical times.

Not everybody has a right to confront you. Not everybody has a right to speak into your future. During crisis, you need a mentor as an anchor. If you don’t have a mentor - someone you can trust, someone who can stand as a road rail between you and cliff edge - you are in trouble. As a leader you will face mind-numbing crises. It may not be moral failure. It may be challenges about life. Challenges about where to go from here. It may be complex decisions between “good” and “good” but with vastly different consequences. It may be difficult strategic decisions about your business or career. Crises are normal to life. It’s only those people who are committed to you over a period of time whom you can trust with your very life at these critical times.

Mentorship is relational. If there is no relationship you cannot really claim to be a mentor to somebody. It maybe only a minimal contact relationship. But in reality and in its full manifestation there must be a solid relationship. The relationship ensures that you listen to the person. A relationship allows vulnerability on the part of the person being nurtured as well as opening his mind to counsel.

Viewed from another perspective, mentorship provides a brain to pick on and a shoulder to cry on. It’s a push in the right direction. It is like having another set of eyes to see the world with. We see the world not as the world is, but as we are. Who I am shapes the way I see things. That’s why you notice that until you have made a choice to buy a BMW you do not notice the BMWs. The moment you buy that pink
dress then you notice that almost every body else has that pink dress. Mentorship allows you to see the world from at least two viewpoints. This widens your perspective and brings objectivity to the way you view the world. A discerning mentor benefits from the viewpoint of the person being nurtured. Wise mentors view the process as a mutual learning experience.

The objective eye of a mentor tempers the decisions you make allowing you to manage your blind spots. A mentor notices the discrepancies between your espoused values and the values you live out. These are your real life values. And he shows you the gap between who you say you are and what you are in real life. As a mentor reflects back to you who he sees you to be, you work at closing that gap. That helps in values assimilation. Integrity means an alignment between your espoused values and the ones you live out. Leaders are the embodiment of their espoused values.

Mentors provide honest feedback. A mentor looks you in the eye and says that although people are singing your praises there is this weakness in you. “Because I seek your greatest good I hold you accountable and will not let you to get away with it. I love you so much that I will not leave you the way you are. I will not pretend”. The Bible says “as iron sharpens iron, so does a man sharpen the countenance of his friend”. When everyone is faultfinding and criticizing, he shows you your strengths and successes. A mentor is so sensitive that when you are down and everybody is criticizing, he holds up and reflects to you your successes. He affirms you and thus brings balance.

**The Benefits of Mentoring**

Mentoring promotes growth. A mentor is committed to helping you realize your life purpose. It is someone perceived to be significant influencing your development and
providing both motivation and accountability. Dr Myles Munroe in *The Burden of Freedom* contends that freedom depends on the ability and willingness to assume responsibility and accountability. He holds you accountable for the things that you have set yourself to do. A mentor ensures that you do not shirk away from responsibility. A mentor does not seek to use and exploit you as cheap labour but seeks to build you.

A mentor provides a model for you to follow. Noted American psychologist, Albert Bandura after extensive research concluded that modelling is the greatest form of unconscious learning, and most human behaviour is learnt observationally through modelling. He validates the Apostle Paul who declares *imitate me as I imitate Christ*. So a mentor models the way of life. He does not just preach but walks the talk. He allows you to peep into his life to see his strengths and weaknesses - to see him struggle to fulfil his purpose and destiny. We learn more by observing behaviour and become more of what we see. It is one thing to read about a principle but another to see that principle lived out. God could have said I want people to be born again and become holy. But he said I want Jesus to go down to earth and model the way of life I want people to live. Jesus did not only die on the cross but he also modelled a godly life. That is why the Bible teaches us to imitate him. Mentors model what they teach. As a mentor you cannot say do as I say not as I do. Your protégé should be able to see in your life the principles you teach. What qualifies a mentor is the ability to assimilate what they are teaching into their walk and lives. As one preacher pontificated, “*I do not practice what I preach but I preach what I practice*”.

Mentoring helps you reach your goals more efficiently and effectively. It accelerates your progress through a network of relationships and resources. Mentoring has a
force of leverage in it. If you don’t have the needed resources and wisdom for the achievement of your goals, you seek out a wise mentor who compensate for your shortcomings in these areas. As the Bible says, “He who walks with the wise is wise”. A mentor can link you with the needed networks or resources as he sees fit. It accelerates your progress through releasing to you a network of resources and relationships. However it is not prudent for an emerging champion to manipulate mentoring relationships in order to access the mentor’s networks. The mentor has a right not to release his network resources to his charge until he is comfortable with him.

One time I was discussing a business transaction with my pastor and he graciously opened a door for me to be assisted by a Christian banking CEO who is not even a member of his church. I had immediate access to that banker’s office and help. Here is somebody who heard my story and risked credibility for me. That is releasing a network of his relationships for the benefit of the people being mentored.

In starting your business sometimes you need someone else’s credibility for the bank, suppliers and customers to trust you. Let me illustrate: Banking does not depend on your collateral for you to access loans. It depends on relationships. If you think about it, one of the problems that the current central bank governor has had with the curators in recovering the monies that were lent out is because they forgot that basic principle. The bank owner may have given three billion dollars to someone basing his decision on a relationship. He can pick up the phone and call back that money and the borrower will return it because he respects that relationship. Remove the banker and put a curator who has no relationship and the collection of funds becomes difficult. Then you have an increase in non-performing loans. Cunning borrowers
might say to the curator, “Take me to court because when you do I can agree to pay back over five years at the prescribed interest rate”. Relationships are critical.

At one time I was struggling with structuring my businesses. I unsuccessfully approached a few lawyers to help me structure a Deed of Trust document to organize my portfolio of businesses. The documents they gave me would not meet my need. I tried everything I could. I looked at Acts of Parliament, but could not find how it works. I talked to some people who worked for NGOs and some accountants but to no avail. One day at a Victory Business Forum meeting, I spoke to my mentor about my frustrations on the issue. He told me that he knew exactly what I needed and had such a document. I made an appointment to see him and after teaching me how this works he freely gave me a copy of the document. I later discovered that this document had been crafted by some of the best UK lawyers and had cost him a fortune but he gave it to me for free. That’s the power of mentoring- the ability to leverage resources. Ordinarily I would not have afforded this document. I am forever grateful for my mentor who willingly and freely leveraged his resources for my benefit.

Mentors reduce the risk of leadership failure by holding you accountable - by checking on you and asking you the hard questions. In the case study in the previous chapter both Paul and John Mark failed before they even started. Paul could not be accepted by the apostles. John Mark had been written off. But it was the mentor who helped them face their weaknesses and walk their way into destiny. Many business ideas also fail to materialise because the entrepreneur has no mentor to help him navigate the murky waters of entrepreneurship.
Mentors tolerate the brashness and mistakes of others in order to see potential develop. They are not intimidated by the brashness of upstarts. They see the gold behind the brashness and are patient, knowing that time and experience are needed for maturity. We see that with Barnabas when he works with John Mark. John Mark had failed. He had run away from ministry but that brashness and those mistakes did not discourage Barnabas.

My late mentor and first pastor, Stanford Chirema - the gentle giant, demonstrated this trait. When we were young we were very zealous. We would do crazy things. What we lacked in knowledge and wisdom we compensated for with zeal. I have learnt since that zeal without knowledge may have disastrous consequences. We would pray for the sick and have sessions of exorcism in the streets. We would tell him these stories and he would just smile. When we had grown a little he came and showed us the right way of doing it. Had he corrected us prematurely, because of the zeal we exhibited, he would have destroyed our spirits. Maturity and wisdom come with time and experience. So a mentor is patient and tolerant.

Based on a larger picture perspective a mentor gives strategic counsel. He has the vision and ability to see down the road and suggest the next step that a mentoring partner needs to take. Two years ago I told Prof Simba Sibanda how I had turned down an offer to lecture for Nottingham Trent MBA programme. Prof Sibanda is an unassuming intellectual powerhouse that is making waves in developmental consultancy in Africa. He chided me and counselled that I should rescind my decision. Now I see his wisdom because it helped prepare me for my work with Celebration College. I was short-sighted and had not considered that I would be involved with
management development. He gave perspective to my decision making process. Thank God for sound mentors.

When Barnabas recruited Paul for the work at Antioch it’s because he had a broader perspective. He realized that Antioch would stretch and expand Paul’s gifting. Paul did not know about Antioch but Barnabas linked the two because of his ability to see the larger picture. When left to ourselves we develop scotomas (blind spots). Scotomas imply that we fail to see the periphery or recognize the importance of certain things. Have you ever worked at an accounting problem for days failing to balance the books? You unsuccessfully try different angles. Finally you ask someone else to look at your work and they immediately pick up the error. Suddenly it’s so obvious. What held you back was a blind spot or scotoma. In your business, scotomas blind you to issues which every one else notices but are reluctant to tell you for fear of victimization. A mentor can assist you past your blind spots.

A mentor must have what you need. Someone cannot impart to you what he does not have. You cannot have somebody who does not have character or who is at least not working at building his own character, teach you on character.

Because of the importance of relationships a mentor should have an ability to cultivate and treasure relationships. Somebody who easily walks out of relationships is not a good mentor. In the mentoring process you will step on each other’s toes so you need somebody who is committed to cultivating and nurturing relationships. Nurturers prize and nurture relationships.
He is willing to take a chance on you. A mentor makes certain investments of time, energy, time, trust, emotion and other resources in the person they are mentoring. They risk their credibility by trusting you.

I love attending early Morning Prayer meetings in our church. I hide somewhere in the meetings. One day Prof Sibanda asked me to complete his prayer session because he had a commitment and needed to leave early. I wondered why he would ask me when he had never heard me lead a prayer meeting or speak publicly. He risked his credibility by trusting me. I think I did justice to his trust because from then on I was asked to lead more sessions. But I could have messed it. Mentors take a chance on people.

Another person who took a chance on me was my good friend Dr Matthew Wazara. One time he was required to teach a Celebration College seminar and he asked me to co-lecture with him. What shocked me was that he had me open the whole seminar and yet had never heard me teach. I could have ruined his seminar. Mentors have that ability to take a chance on people whom they believe have potential. I am so thankful for people like that. Because of their trust today I co-ordinate the training programs of Celebration Business School.

Finally, a mentor is concerned about championing your best interests. But believe me there are some people out there who parade themselves as mentors when in fact they have no interest in you. Their interest is to build their kingdom on your shoulders instead of availing the resources of their kingdoms to build you. Be careful when you choose a mentor.
The Role of Mentors

Ragins lists two primary functions of formal mentors within organised organisational settings. Firstly, they provide career development behaviours which involve coaching, sponsoring advancement, providing challenging assignments, protecting protégés from adverse forces, and fostering positive visibility. Secondly, they provide psychosocial roles, which include such functions as personal support, friendship, acceptance, counselling, and role modelling.

The role of informal mentors is depicted on table below. In the following section we discuss the role of mentors in more detail.

<table>
<thead>
<tr>
<th>Teach</th>
<th>Encourage</th>
<th>Counsel</th>
<th>Befriend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>Affirm</td>
<td>Listen</td>
<td>Accept</td>
</tr>
<tr>
<td>Inform</td>
<td>Inspire</td>
<td>Probe</td>
<td>Relate</td>
</tr>
<tr>
<td>Dialogue</td>
<td>Challenge</td>
<td>Clarify</td>
<td>Refer</td>
</tr>
<tr>
<td>Confirm</td>
<td>Support</td>
<td>Advise</td>
<td>Recommend</td>
</tr>
<tr>
<td>Prescribe</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td></td>
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</tbody>
</table>

A mentor is a source of information who gives books, CDs, DVDs to his charge. Mentors teach emerging leaders to value knowledge. When a mentor acquires knowledge he is keen to pass it on to others. These are people who read a book and say, “I read this book and think it would be useful to you”. They are releasing information and resources to you. Pastor Tom Deuschle is a classic example. Annually he takes with him a few leaders from business and church to attend seminars in the USA that
expand the participants. I have joined him on two such seminars – one at the Pacific Institute in Seattle and the other in Chicago. Such courses are highly interactive and include significant times of interaction with the mentor as well. He is always looking for opportunities to mentor emerging leaders. Apart from this he has created fascinating small group mentoring programs in his church – an example being a course on developing Christian men derived from Ed Cole’s *Majoring in Men* Curriculum, which runs over a nine month period.

Mentors provide wisdom. Wisdom is the application of knowledge. A mentor applies the truth of the gospel or principles to life in a way that works and makes sense. Tolias was a zealous church pastor who almost destroyed his marriage through neglect as he focused on church work. His wife became bitter and resented the church. She was contemplating divorce. Due to these difficult marital challenges Tolias almost compromised his marital vows. After much prayer and discussion I counselled him to close down the church and focus on his family. When the church closed down I had an appointment with Tolias’ wife who narrated a harrowing tale of neglect and a sense of frustration. I met the former pastor and assisted him in handling the crisis. A year later I relocated but kept contact by e-mail. After about three years of languishing in the wilderness and working at his family issues, he made an international call to inform me that his marriage had been fully restored. In fact he was calling to let me know that his wife had proposed that they move their family some 800 km and be involved again in ministry. The application of wisdom saved his marriage and restored his ministry. Zeal puts career and ministry ahead of family. And yet the biblical record states that faithfulness in marriage and family qualifies a man for church leadership. How we often commit the error of transposition!
A mentor is not only a mirror but also a commentator. He provides a mirror for you to see who you are and then commends on it. Mentors provide an informed point of view. I see people seeking counsel from people who are ignorant about the context within which they are operating. Often people like that are looking for someone to endorse and justify what they have already set out to do. They do not want to go to people who know the context - who can give informed counsel. A mentor has to be someone who understands your business, or the context in which you are operating and can speak from an informed position. A corollary is that informed counsel will only be available if the mentor has been provided with true and accurate facts. Sometimes a mentor may need to seek confirming evidence to the story of the emerging champion before providing counsel.

George was a young man I had helped deal with past moral failures. Some four years after his rehabilitation, he called to inform me that he was facing charges of sodomy. He claimed that these charges were malicious and false. I was concerned because of the precedence of previous moral failure. I did not know whether to believe his assurances or not. I suspended judgement and told him that I would call him later. Since he was in another town, I called his pastor and discussed the issue with him. After some investigations I concluded that indeed this was a frivolous allegation. I called George a day later and informed him that I had done some background check on the facts and believed him. Initially he was incensed that I did not believe him and had to investigate issues. However I believe that to be able to give informed counsel to an emerging leader I need to be correctly informed and convinced of his situation. I supported him through a five month court case and gave counsel on how to handle the situation at work during that time. Eventually it was proven in court that the
accuser was an extortionist whom he had refused to give in to. I have learned from previous mistakes that it is important to give informed counsel. Investigate the issues if possible. Do not be quick to provide comfort, support and counsel. You can easily become a partaker in another man’s sin. Get the facts. It is right and good for you and your mentoring partner. Get the facts right before you offer counsel.

Mentors can be viewed as coaches preparing their protégé to win the battles of life. They act as sounding boards providing the emerging leader with an opportunity to test ideas and intuitions before they become agendas and attitude.

Mentors nurture curiosity. They are door openers not door closers. There are some people who always close the door in your face. You say I want to do this, they say it won’t work. You say I am thinking of this, they say it won’t work. But mentors are possibility and option thinkers. They challenge you to explore the unexplored. They expand your imagination, rather than stifle it.

**Reasonable Expectations in a Mentoring Relationship**

The mentoring relationship is most effective if the expectations of the stakeholders are clarified and mutually understood. In formal relationships there may be need for specific expectations being documented. However in informal mentoring relationships, there are certain reasonable expectations.

Mentors can expect the emerging champion to:

- Accept the relationship.
- Meet as often as appropriate.
- Ask for suggestions and advice.
- Listen, apply advice and report the results.
Keep any commitments made especially time commitments and commitment to complete any assignments given.

 Maintain confidentiality.

 Give opinions on the relationship.

 Work out any minor concerns.

 Champions in the making can expect mentors to:

 Have regular meetings either face to face or interface electronically.

 Provide sound advice.

 Maintain confidentiality.

 Follow through on commitments made.

 Help resolve conflicts wherever they arise in the relationship.

 Be honest, caring, and diplomatic in giving feedback.

 Evaluate the relationship near the end.

 For the avoidance of doubt let me emphasize that champions in the making, should not expect mentors to:

 Perform their job responsibilities- e.g. assume protégé’s decision-making responsibility.

 Help extensively with personal problems, to the point of creating a dependent relationship.

 Spend more time on the relationship than the mentor is willing or able to give.

 Provide personal introductions unless offered.
Summary

In this chapter we discussed the power of mentoring by examining the benefits and functions of mentors. Compelling examples from personal experience illustrate the potency of mentoring. We close the chapter by discussing reasonable expectations for both mentoring partners. Clarifying expectations make mentoring effective.

In the following chapter we discuss the different types of mentoring roles as well as provide a model framework of mentoring relationships useful for an emerging leader.

Reflections

1. Assess the effectiveness of your relationship with someone you are mentoring informally on the basis on the informal mentoring roles tabulated above.

2. The mentoring relationship is most effective when the expectations of the mentoring partners are clarified and mutually understood. Ask your current protégé or your next to write down on a one or two page his exact expectations of your role. Are these expectations realistic?

3. Can you think of a mentoring relationship where the mentor sought to build his kingdom on your shoulders rather than help build your kingdom by availing his network of resources? How did you feel about the relationship?
Chapter Four

TYPES OF MENTORS

There are different types of mentors, and in this chapter we discuss some of them. These different types of mentors may also be viewed as different roles as at times it may be necessary to wear a different mentoring hat that is situation specific. We will first discuss general types of mentors and then look at types of business mentors. It should be pointed out that characterizing mentors is meant for convenience and often overlapping occurs. There is no agreement on a systematic way of characterizing them and hence these are not the only forms recognized.

Difference between Coaching and Mentoring

There are differences of opinion on this. Some view the two as the same but personally I differentiate them. I view coaching as a limited form of mentoring. The table below provides a succinct summary of the differences between the two. Of course as with all characterization there is an element of generalization within the table.
<table>
<thead>
<tr>
<th>Coaching</th>
<th>Mentoring</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus</strong></td>
<td>Concerned about character and being. Focus is who you are becoming at your core. Emphasis on attitudes, values, vision, and the whole person.</td>
</tr>
<tr>
<td>Concerned about performance. Focus is on doing. Competency and skill issues, technical shortfalls and development opportunities.</td>
<td></td>
</tr>
<tr>
<td><strong>Period</strong></td>
<td>Mostly short term with a focus on measurable results</td>
</tr>
<tr>
<td>Period</td>
<td>Often sustained over a period of years</td>
</tr>
<tr>
<td><strong>Approach</strong></td>
<td>Based on position, competence and demonstration</td>
</tr>
<tr>
<td>Approach</td>
<td>Based on relationship, trust, inquisitiveness, offers perspective.</td>
</tr>
<tr>
<td><strong>Style</strong></td>
<td>Prescriptive and experiential. Assumes coach knows best.</td>
</tr>
<tr>
<td>Style</td>
<td>Non-directive and reflective. Mentor listens, clarifies, reflects back and gives counsel</td>
</tr>
<tr>
<td><strong>Outcomes</strong></td>
<td>Easily measurable</td>
</tr>
<tr>
<td>Outcomes</td>
<td>Harder to define and measure</td>
</tr>
</tbody>
</table>

(Adapted from Bryn Hughes (2003:56): Discipling, Coaching and Mentoring)

**General Types of Mentors**

**A Coach**

A coach is someone who walks you through a process, imparting encouragement and skills to succeed in a task. His focus is to motivate, build skills and help you find the necessary applications to meet the challenges you face. He models the importance of learning basic skills. A coach trains and disciplines you to do the things you don’t want to do so that you become what you have to become. Coach says, “I know the calling of God in your life. I know where you have to go and I’m going to walk with you and develop the needed resources and internal capacities needed to achieve what God wants you to achieve”. The focus is on improving effectiveness in the life of a mentoring partner.

A young man called Jack, from a poor family, went into dental school. A mutual friend introduced us. When he was free from University commitments he would
come and be a chair side assistant just to learn the intricacies of dentistry in my practice. During his third year he experienced financial difficulties and we sponsored him for the balance of his studies. Because of the exposure he had and the coaching he got, he excelled in his academic and clinical work. He had an advantage in clinical procedures over other students. As he was working with us, he had a front row view of clinical dentistry. His professors were amazed at his appreciation of clinical skills. We coached and helped him learn basic clinical skills. In his final years of school, we allowed him to assist with some clinical procedures.

For instance most dental students finish their training without doing a very expensive procedure called fabricating a bridge. The local dental school has no facility for this procedure. When he got a patient who needed this treatment we eliminated our fee so that the patient could afford and accept the treatment. The procedure was worth USD2300 at the time but his patient only paid the laboratory bill of USD350. I released resources through the discount to enable him to learn. I supervised him as he performed the treatment. I believe since the local dental school opened, he has been the first student to perform this procedure. Now Jack has started his dental career fully qualified for all the procedures.

Today he can be trusted to run a private practice since he has acquired the administrative and managerial skills. We offered him a rare opportunity since most dental students graduate without any exposure to live clinical settings apart from the university. That’s coaching.

A Counsellor is someone who offers encouragement. A sounding board who listens with either a view to advise or just to allow you to express yourself and clarify your
thoughts. Sometimes we need people to listen to our rumbling and as we rumble we gain clarity of thought. They offer perspective and major evaluation. In other words they can tell you, where you are going wrong in your personality, your opinion and your attitudes. Counsellors in most cases come in for short periods of time. If you find a counsellor who desires a long-term counselling relationship and requires you to be dependant on them then there is a problem. A counsellor should be able to help and then release you to move on. A counsellor may also help deal with emotional issues.

Bob, a friend for many years, emigrated some years ago together with his family. He developed serious family issues with his in-laws. On one visit back home I had a chat with him and felt impressed to encourage him. He was relieved because at that point he felt trapped with no one to confide in. He feared that discussing the family problems with an outsider would be a betrayal of the family. I knew the family well. I was acquainted with the behind the scenes happenings in his extended family. I pointed out where I felt he had been ill-treated and corrected him where he had been wrong. He confided that he was at a point where he was considering divorce due to the stress in the family. However he felt relieved to know that someone understood what he was going through. A while later I got a long distance call from Judith, his wife. She told me that what I had discussed with her husband a few weeks earlier really helped him. She then explained to me the family situation. I listened, asked questions and then gave her some counsel. I asked about their marital relationship. She recounted how the challenges and conflicts in her family of origin had adversely affected her marriage. What compounded the situation was that she pressured him to quit their current church family. He would not budge but began to default on his
priestly role in the family. On probing it became clear that she was tiring him with complaints and nagging about both the church and family issues. I asked her not to put him under any pressure and desist from discussing the issues of conflict for a month. I gave her an assignment to pray for God’s help and release the matter to His capable hands.

A month later I received an excited call. Her voice exuded joy and exuberance that had been missing for a while. The conflicts had ceased in their family. Bob had started to take his rightful position in the home. They were now praying together. She had peace of mind concerning the strife in the family of origin although it was not fully resolved yet. Bob had finally decided to resign from the church without her prodding and they had wonderfully settled in a new church family. Their marriage had been saved.

Once in a while Judith still communicates to update me on developments. The challenges of her family of origin are still a work in progress but she has also noticed her own complicity in the strife and is working on it.

Sponsors

Sponsors empower you with resources and analytical skills about the organisation. A sponsor will show you the intricacies of the organisation and helps you negotiate organizational politics. Organisations have unwritten rules which you violate to your peril. So you need someone who has been there to sponsor you and walk with you along the way. Sponsors know critical people in the organization and will open the doors for you. Sponsors defend and protect you from organizational hawks as well as
from your own mistakes. A sponsor may hide you under his wings because he sees your potential but is aware of your weaknesses.

Corporate entrepreneurs are people who are innovative and may create break through products which may cannibalize and replace the organization’s cash cows. They are critical in making sure that the company’s cash cows are not replaced by competitors since this will threaten the survival of the organization. However people with vested interests may seek to thwart such innovative products. For the projects which can secure the future of the organization to succeed, corporate entrepreneurs need some respected organizational sponsors to adopt their project, protect and defend their cause. These would be respectable high achieving executives who have credibility and know the inner workings and political manoeuvrings of the organization. Their support is crucial for the survival of entrepreneurial ideas.

Model Contemporary

This is a passive mentor. It can be somebody you admire from a distance because he inspires you. But you do not have a solid relationship with him. Nigel Chanakira, the founding CEO of Kingdom Financial Holdings, is one of my heroes. I admire his entrepreneurial spirit and his commitment to charity. It will probably take a while for us to have a solid mentoring relationship particularly since he is domiciled outside Zimbabwe. We communicate by e-mail. I follow his exploits from press reports. He is a model and hero.

This is a person you see from a distance and exerts passive influence on your life. As you study everything about him, even though you don’t have a relationship, you still derive value. Of course the value you derive is limited. But it’s a starting point.
I have a number of Zimbabwean business executives that fall into this category. I have benefited from some of their wisdom by inviting them to guest lecture to my MBA students. The strategy of inviting them for lectures added value both to the students and to me. Some of these who have been kind enough to guest lecture for me were Joe Mtizwa of Delta Corporation, Shingai Mutasa of TA Holdings and Patterson Timba of Renaissance Holdings.

Hebrews 13:7-8 says to consider the lives of your leaders who have gone before you and imitate their examples. This is where you are following and imitating their footsteps without necessarily the benefit of a closer personal relationship. Most pastors are contemporary models for their flock since it is not practical for them to maintain a close mentoring relationship with everybody in the church. Senior corporate executives may also be contemporary models to someone within the organization.

However if the things you want from that person are crucial to your destiny, you must create strategies of getting close to that person and convert him from just a contemporary model to a close relationship that can maximize your learning. A friend of mine wanted to get closer to his contemporary model. He bought enough shares in the model’s publicly listed company until he sneaked his way onto the corporate board. He thus had immediate access to his hero and now the mentoring relationship is more active. That’s strategizing. It may cost you financially to get into the kind of mentoring relationship you desire. If you want it desperately and are convinced that the relationship is an important link to your destiny, then you should not hesitate to invest your financial resources to attain it. However one should not seek to bribe his way into such a relationship as this is both unethical and detrimental in the long run.
Model Historical

These are people from the past whom you read about. It is important for emerging champions to read biographies of past heroes in their area of interest. Many people have read books on Nelson Mandela. I have read biographies of people like Sam Walton- founder of Wal-Mart, Jack Welch of the GE fame, General Colin Powell, Oral Roberts, Morris Cerullo, Tom Deuschle, Billy Graham to mention just some of my heroes. I have been inspired and motivated. My life has been significantly enhanced by the exposure to these great minds. Of course some of these are not historical but contemporary models. This is one reason emerging champions should be readers. Some of my historical models are biblical role models like Abraham, Joshua, Jacob, David and the Apostle Paul.

Mentoring Model

An emerging champion requires four types of mentoring relationships to be effective. Stanley and Clinton proposed the model of mentoring shown below which we will proceed to discuss.
An upward mentor is someone you look up to because he has excelled and distinguished himself in your chosen field. He has expertise or wisdom due to experience and maturity and you want to tap into his tacit knowledge. He may be a coach or a sponsor - somebody who has done what you aspire to and you look up to him. In an organizational or professional setting, this will be a person senior to you. His wisdom and expertise adds value to the emerging leader as he offers perspective gained from years of excelling in the field. Within my dental field I was privileged to work with an astute dentist, the late Bill Sylow. Bill shaped my view of dentistry. I looked up to him and learned a lot about practice management. I learned both what to do and what not to do. It is important for emerging champions to learn from the successes of their mentor as well as from their failures.

One of my mentors is continually in a quest to expand his capacity by seeking out new mentors depending on his current ministry focus. He currently pastors a church of about ten thousand but is aiming at pastoring hundreds of thousands. He has thus chosen to learn from Pastor Chris Oyakhilome who has a worldwide ministry and pastors a church of over two million. This upward mentoring expands his competences and widens his vision.

Downward mentoring refers to someone you are currently mentoring. This implies that while you are being mentored you in turn mentor someone else. When you mentor and teach others, you learn and grow. As someone so aptly puts it, “A teacher has not taught until the pupil has learnt and taught someone else.” Begin to impart to others what you have learnt, it increases your learning skills while multiplying your influence. I believe that emerging champions even while still being nurtured should nurture others as well. From the biblical record Barnabas nurtured Paul who nurtured
Timothy. In turn Timothy was required to nurture faithful men who would be able to teach others also.

Internal peer co-mentoring refers to people within the same age group, same organization/profession influencing each other. The biblical David and Jonathan were peers who sharpened each other to fulfil their destinies. These are people who share same values and similar aspirations. Dr Matthew Wazara has been a peer mentor to me. We meet often to talk, plan, pray and sharpen each other. His influence has made a huge difference in my life. I am amazed at his intensity and perseverance in pursuing his God given dream in the face of seemingly insurmountable challenges. Matthew has paid a heavy price in business but still pursues his dream with an unbelievable tenacity and passion. The world is yet to hear from this young man. He is destined for great things and I believe that he will change the face of healthcare service provision in this nation and beyond.

Champions in the making also need peer-mentors from outside their frame of reference. These are people who are either outside their profession or organizations. There are some weaknesses that can crop up without you noticing and if all your mentoring relationships are internal you may lose the balance. An external co-peer mentor challenges your routines, assumptions, beliefs and worldview. This brings balance. You don’t need all your mentoring relationships to just be from your church. If you are a professional you don’t need all your mentors to be in one organisation because sometimes you develop groupthink. So co-peer mentoring will allow people from outside to challenge why you do what you do. One of the strengths of Tom Deuschle as a pastor is that he has developed a circle of mentors who do not necessarily belong to the same church movement. Some of his mentors are
diametrical opposites in personality and style and life philosophy. This has brought tremendous balance to his life and ministry.

Types of Business Mentors

Studies indicate that business mentoring leads to increased performance and promotion rate, early career advancement, greater upward mobility, higher income, greater job satisfaction, enhanced leadership ability and perceptions of greater success and influence in an organization. In this epigrammatic treatise we will consider three forms of business mentors viz. executive coach, senior statesman and reflective mentors.

An **executive coach** is usually part of a short-term relationship, based on clearly defined skills or behavioural issue for the executive concerned. Some coaches shadow the executive closely for a period, to observe what he does and provide objective feedback. Executive coaches need strong observation, communication and facilitation skills, but often may not have had significant personal experience of managing at the top. Having an executive coach is like having someone alongside you who is motivated solely to help you succeed; someone immune from but aware of company dynamics and politics; someone who takes time to listen and guide you without any personal or political agenda other than your success. Coaching amplifies the knowledge, skills and competences of the executive.

Executives are apt to seek them out when they:

- are deeply concerned about some aspect of their performance
- want to make some specific changes in behaviour or attitude
- Want to acquire some specific competences and skills.
A good coach needs not be an expert in the executive's job type or industry. A good coach has a sound appreciation of business and interpersonal dynamics - a process person who can establish rapport; is honest and courageous in providing feedback; is a good listener; asks penetrating questions; is visionary and analytical; and is a good planner who seeks follow-up and closure.

An *elder statesman* is a senior player who has "been there, seen it, done it," giving the benefit of his experience and acting as a role model. He needs good listening skills and the ability to withhold judgement and advice, until it is needed/requested. Elder statesmen tend to be very well networked and can introduce the executive to new sources of information and influence. Lester Sumrall and Ed Cole exemplified these types of professional mentors in the lives of many a young minister.

Business people seek elder statespersons when they:

- want a successful role model to follow
- simply need a sounding board
- want to tap into a source of much greater experience, without using consultants (e.g. a CEO making a first acquisition)

*Reflective Mentors* help executives explore their own issues, build their own insights and self-awareness and develop their own unique ways of handling how they interact with key colleagues and the business. They use current issues to examine recurrent patterns of thinking and behaviour, asking penetrating questions and stimulating the executive to take control of issues he has avoided. They build the executive's confidence through greater self awareness.
Executives seek reflective mentors when they:

✓ are keen to maintain the pace of their learning and want to build and follow through demanding personal learning trajectories
✓ recognise the need for constructive challenge,
✓ are committed to managing their own development and owning the processes involved
✓ want to explore a wide range of issues as they emerge and become important to them

Summary
This chapter has explored the different mentoring types and/or roles that can be used in nurturing a champion. These will be useful at different stages of the mentoring relationship. Wise mentors know when to assume different roles or when to refer their charge to the requisite type of mentor. A multi-level mentoring model has also been presented that creates balance in the leader’s life. It recognises the need for multiple mentors rather than dependency on one type of mentor – which often leads to unhealthy co-dependence.
The next leg of our journey discusses the four phases in a mentoring relationship. I also provide a model framework of the kind of mentoring relationships that an emerging leader requires to increase his effectiveness.
Reflections

1. Identify at least two contemporary models that you admire. Craft strategies that will enable you to get closer to them and so benefit in a closer mentoring relationship so as to increase your benefit.

2. Draw the diagram of the mentoring model and populate it with your mentors. Where are the deficiencies? Intentionally plan to work at filling the gaps so that your mentoring relationships are balanced.

3. List down the results of business mentoring. Are you benefitting from business mentors? If not intentionally seek out mentors starting today?
Chapter Five

Mentorship A La Carte

Nurturing champions is processual. It should be viewed within a framework of different stages that feedback into each other. This implies that it takes time and effort to mentor and nurture someone. A mentor and the mentoring partner need to view the relationship as a growing process, which allows for the nature of the relationship to change with each stage. Using the same tools in each stage may be counterproductive leading to dysfunctional mentoring. The mentoring process can from an academic perspective be divided into four phases viz: initiation, cultivation, separation and redefinition. In this chapter we also discuss a time tested mentoring methodology from the sacred scriptures.

1. Initiation Phase

In this phase the emerging champion admires, respects and trusts the mentor. The mentor believes that he has something to offer. The mentoring partners select one another. Initial interactions involve learning the other’s style and working habits. The initiative to engage can come from either of the potential partners. This should not be surprising since both derive benefit from the relationship. Normally the onus is on the emerging leaders to seek mentors. Sometimes a wiser mentor may see potential in someone and feel like he can contribute to his growth. The case of Barnabas seeing potential in Paul and coming to his rescue is a case in point. Astute mentors are always on the look out for potential champions to nurture and develop. This increases their influence and legacy.
Many times people hurry to formalize the mentoring relationship before ensuring a fit between the two. I am cautious and do not want to describe the relationship as mentoring when a potential protégé approaches me. I will commit to helping the person, meet a number of times just for a chat to establish where he is coming from and to find out if there is compatibility. This allows me to establish whether I am the best person to serve him or whether I could redirect him to someone else. You do not want to commit until you know the heart of a person. I therefore allow the relationship to build naturally while I am learning the potential partner’s motivations.

If you commit to somebody who has ulterior motives you will be taken for a ride. Do not over-commit on things you cannot deliver. You are doing yourself and the person you are mentoring a disservice.

At this stage you also establish the potential protégé’s value of time. Does he keep appointments? Time is more expensive than money because it is the currency of life. Money in our economy derives its value from time. That’s why most knowledge workers are paid for their time and not the amount of work done. Successful people have a premium on their time. You do not want to lock yourself in with a chronic time waster. I had to terminate a mentoring relationship once because the couple my wife and I were mentoring would either not show up or would be late most of the time. They did not respect my time. The fact that the mentor may not charge for his time does not mean that his time is cheap.

Once both parties are comfortable with each other they can formalize the relationship and proceed to the next stage. However sometimes it is not necessary to describe the relationship as a mentoring one. It is not the definitions that matter but the essence of nurturing the other person into the fullness of his destiny.
Roberto Guiliani, the prominent New York mayor who fathered the US during the tragic events of September 11, 2001 was greatly influenced in his leadership philosophy by Judge McMahon whom he served as a judicial clerk immediately after graduating from law school. However it does not appear as if during the process either of them formally recognized the relationship. By the time Guiliani left he succinctly states that the judge had become a “second father” to him. Years later the judge created an opportunity for Guiliani to expand his leadership skill by appointing him a receiver (or curator for non-US readers) of a coal mining company which had filed for bankruptcy. That experience further refined his leadership skills and widened his experience profile.

2. Cultivation phase

This phase can last several years as the mentoring partner develops competences as a result of career and psychosocial support from the mentor. The mentor feels proud of the help he has been able to give to the emerging leader’s personal and professional development.

The mentoring functions peak as learning accrues to both mentor and protégé. The champion gains valuable knowledge from the mentor while the mentor gains loyalty and support, as well as a sense of well-being from being able to pass on knowledge to the next generation. It is important at this stage for mentors to realise that a mentoring relationship is a platform for learning and therefore the mentor should not view himself as the sole repository of knowledge and wisdom. Mentors need to be open to learn from their charges. Information and learning flows in both directions in a mentoring relationship. Jack Welch introduced the concept of reverse mentoring
when he requested senior GE executives to be mentored by young technological savvy managers and learn the ropes of technology.

This is the main mentoring phase. Other aspects of this phase will be discussed further in subsequent chapters.

3. Separation phase

The phase is characterized by a change in the paternalistic relationship between mentor and mentoring partner. The nurtured champion has become more independent and empowered. The nature of the relationship has to change. Sometimes, negative feelings and hostility can mark this phase. However, if the mentor and the emerging champion work together, they can move to the redefinition phase where the relationship is reshaped to meet new and more collegial needs.

You rarely have perpetual mentoring relationships. This is one thing people struggle with. Mentoring relationships are not until “death do us part, so help me God”. Sometimes you outgrow the relationship and need to wisely transition without breaking the friendship. Once you achieve the objective of the mentoring relationship, there is need to either release each other or redefine the relationship. A mentor should be able to close the chapter when somebody grows from being a net receiver of knowledge to being a peer.

Barnabas was the lead person in his relationship with Paul. But there was switch as you study their lives when Paul became the leader. Barnabas did not walk away accusing Paul of taking too much upon himself. Others would have sulked and complained that Paul is too full of himself. “He forgets that I took him under my wings when everybody had forgotten him. I rescued him from anonymity”. Barnabas had the maturity to
release him to become who God wanted him to be. Do you as a leader have the maturity to release somebody who is under you?

One of my mentors struggled with release and would act as an overbearing parent who fails to release his adolescent child. Mentors can destroy the relationship by holding too tightly to the leaders they develop. A word of caution to mentors: Do not tie your identity and ego to the emerging champion. Hold him loosely and be ready to release him into his destiny … with celebration if possible.

Are you intimidated as a leader when someone you raised up grows up until he is exalted above you? Someone you shepherded could rise above you. You should have the stamina and stability to handle that. Even in organizations a time may come when the person you mentored is promoted above you. We do not promote people to their level of incompetence simply because they have been there longer. When people beneath you rise above your level, have the grace to celebrate their success. This is why mentors need a healthy dose of self-esteem, self-efficacy and sense of worth.

Howard Hendricks mentored many students at Dallas Theological Seminary who went on to do great things for the church. One of his students, Chuck Swindoll, returned to his alma mater to become the president of the College while Howard Hendricks, his mentor, was still lecturing there. The mentor became a subordinate to his former protégé. Many wondered how the situation would evolve and even Swindoll himself was worried about the turn of events. But Hendricks graciously subordinated himself and made life easy for his student. What a mentor! What a man! In my book Howard Hendricks is both a champion and champion–nurturer extraordinaire!
Mentor, there is nothing wrong with releasing your protégés. Many times if you insist on the relationship past its due date you eventually destroy it and ruin your legacy. Nurtured champions are like arrows in the hand of a mighty warrior which achieve their greatest impact when released from the quiver and shot out to touch and influence the world. Mentor, do not keep your arrows in the quiver. Release them by due date. Your legacy is tied to how powerfully you shoot them out of the bow into their future. Launch them out. Your arrows are useless if they remain in your quiver. Develop a habit of emptying your quiver regularly. The target is the future. Do not keep them in the now.

4. Redefinition phase

The final phase is often marked by the mentoring relationship becoming more like a peer friendship. Just like Paul and Barnabas. Do not keep looking down on your protégé when he has matured. Transform the relationship. Even our sons can be treated as peers when they have matured and proved themselves. Failure to redefine the relationship may destroy it as the nurtured champion feels suffocated. Give the young lion space! Otherwise his roar will forever be overshadowed by the master’s. The Master mentor, Jesus Christ, having raised the apostles, gave them the charge and gave them space to exercise what they learnt while he disappeared back to heaven. In his departing message he called them friends and brothers.

International church planter, Henry Madava, born and raised in Zimbabwe and now based in Kiev, Ukraine was raised and nurtured in Tom Deuschle’s church. Despite Pastor Tom not having known and recognised the young champion, the nurturing influence was there none the less. But the modest pastor accepts the fiery church
planter back into his home church not as a son and junior but raises a platform for him as a peer. That is an example of redefining the mentoring relationship. A lot of pastors and organisational leaders fail at this point.

Jesus’ Mentoring Methodology

Jesus Christ of Nazareth is by far the most successful mentor to date. He lived only thirty three years on earth and carried out his life’s mission and ministry within three years. He has affected world history and shaped culture and thought patterns more than any philosopher. Without leaving the restricted neighbourhoods of modern day Israel, his influence reverberates throughout our world more than two thousand years later. There is no record of him as a man of letters but they called him Rabbi (Teacher). He did not publish any books as far as we know. But throughout the ages his influence continues. His glory fills history’s pages. His legacy is unshakable throughout the ages. Although he surrounded himself with nonentities as far as his followers appeared – these literally shook the whole world for His glory. His words emboldened men to face the lions in Rome’s theatres unafraid and undeterred from their faith. The wrath of Rome could not wipe away his legacy. The cunning methods of communism failed to decimate his legacy. Secular humanism mounted an attack but failed to neutralize his influence. How did he manage to do that? It seems logical to me that any person who would like to nurture champions would need to learn from the most successful mentoring model.

Though Jesus ministered to crowds, he mostly poured his efforts into a handful of men whom he later launched to shake the whole world – with only the power of their words and character. What was his repertoire of tools? What was his methodology?
He dialogued.

He illustrated truth by pointing to the commonplace and by telling obscure parables.

He answered and asked questions.

Events like the healing of a man with a paralyzed hand led to discussion in which the character and purposes of God were more sharply unveiled.

The disciples observed Jesus' life while travelling with him, and

Jesus gave them life assignments, as when he sent them out two by two on preaching assignments.

I believe that his model is still the best methodology on mentoring ever devised and I highly recommend it. It is tried and tested.

Summary

Mentoring is a process. It takes time, effort and patience. Nurturing, much to the dismay of our nanosecond generation, is time consuming. Mentoring can be conceptualised as occurring in four phases namely initiation, cultivation, separation and re-definition. The rules for each stage are different and the nature of the relationship changes with each phase. The repertoire of tools available to the mentor include dialogue, story-telling, illustrations, asking and answering questions, discussions, modelling and life assignments.

In the next chapter we focus on the psychology of mentoring. Gird your loins and enjoy the journey.
Reflections

1. Sometimes you outgrow a relationship and need to wisely transition out of the relationship without breaking the relationship.

2. Is there a mentoring relationship that you have outgrown but you have kept anyway?

3. Should you consider transitioning the relationship or redefining it?

4. As a mentor are you unprepared to release a protégé who has outgrown your wings? Are you prepared to refer them to someone else if need be?

5. Consider using Jesus’ mentoring methodology and applying it in your own mentoring adventures?
Chapter Six

Psychology of Mentoring

In October 2004 I attended a seminar hosted by the late Lou Tice of the Pacific Institute in Seattle, Washington, called *Imagine 21: Fast Track to Change*. This course made quite an impression on my life. Subsequently I read Tice’s books entitled: *Smart Talk for Achieving Your Potential* and *Personal Coaching for Results*. Lou Tice’s seminar is based on Albert Bandura’s Social Cognitive Theory (SCT). I found the material to have practical relevance to leadership development in general and mentoring in particular. In this chapter I extensively review the psychological basis of some mentoring interventions. I warn you that this chapter is academically heavy but quite important for understanding ways to increase your influence. I encourage you to brave through the various concepts because they will make sense as we journey through this book together. I highlight key mentoring concepts in italics along the way but give a concise application at the end of the chapter.

The way we think about ourselves and about the things that happen to us determine how we feel and behave. In Tice’s words, “Change the way you think and you change the way you run your life”. Bandura contends, "What people think, believe, and feel affects how they behave. The natural and extrinsic effects of their actions, in turn, partly determine their thought patterns and affective reactions." This explains the Pygmalion Effect (self-fulfilling prophecies) because, as Tice argues, “How we think about a situation affects what we perceive (see, hear, feel). What we perceive directly influences how we behave. And how we behave, more than anything else determines the results we get.”
The strong emphasis on one's thought processes suggests that the mind is an active force that constructs one's reality, selectively encodes information, performs behaviour on the basis of values and expectations, and imposes structure on its own actions. It is through an understanding of the processes involved in one's construction of reality that human behaviour can be understood, predicted, and changed.

Key Aspects of Social Cognitive Theory (SCT)

In this section I briefly discuss the key constructs of the Bandura’s theory and relate it to mentoring.

Reciprocal Determinism

The SCT explains behaviour in terms of the reciprocal interaction of the environment, personal factors, and behaviour. The person-behaviour interaction involves the bidirectional influences of one's thoughts, emotions, and biological properties and one's actions. For example, a person's expectations, beliefs, self-perceptions, goals, and intentions give shape and direction to behaviour. A person behaves consistently in line with his thoughts and self-perceptions. However, the behaviour that is carried out will then affect one's thoughts and emotions.

A two-way interaction also occurs between the environment and personal characteristics. In this process, human expectations, beliefs, and cognitive competencies are developed and modified by social influences and physical structures within the environment. These social influences convey information and activate emotional reactions through such factors as modelling, instruction, and social persuasion.
The final interaction occurs between behaviour and the environment. Bandura contends that people are both products and producers of their environment. A person's behaviour will determine the aspects of his environment to which he is exposed, and behaviour is, in turn, modified by that environment. People's behaviour can, through selective attention, affect the way in which they experience the environment. In turn, the environment partly determines which forms of one's behaviour are developed and activated.

In summary, people are neither driven by inner forces nor automatically shaped and controlled by the environment. They function as contributors to their own motivation, behaviour and development within a network of reciprocally interacting influences.

Basic Human Capabilities

People are imbued with certain capabilities that define what it is to be human: to symbolize, plan alternative strategies (forethought), learn through experience, self-regulate, and self-reflect. These provide people with the means by which they determine their own destiny as well as their behaviour. Let's explore these competences in detail.

a) Symbolizing Capability

Most external influences affect behaviour through mental processes, with symbols serving as mechanisms for thought. Through the formation and storage of words, images and feelings (symbols), people are able to interpret the meaning and significance of their experiences. Through symbols, we process and transform immediate visual experiences into an inner reality that in turn serves as guides for future actions. Thus, rather than learning proper behavioural responses only by
enacting behaviours and possibly suffering painful loss, an entrepreneur can think through the process and visualise potential consequences- thus learning from the thought process via mental simulation. In my opinion this concept contributes significantly to reducing the costs of experimenting with strategic options or even piloting products.

Symbols provide the mechanism for cognitive problem solving and engaging in goal setting and planning the future (foresightful action). It is through foresight that one can think through the consequences of behaviour without actually performing the behaviour. Pajares aptly puts it this way- “By drawing on their symbolic capabilities, they can extract meaning from their environment, construct guides for action, solve problems cognitively, support forethoughtful courses of action, gain new knowledge by reflective thought, and communicate with others at any distance in time and space.”

Mentors exploit symbolising capabilities to paint word pictures of the mentoring partner’s future and potential. The champion in the making can use visual experiences to imagine the desired future which he works towards.

b) Vicarious Capability (Observational Learning)

Vicarious capability refers to the human ability to learn by observing others. Observational learning allows one to develop an idea of how a new behaviour is formed without actually performing the behaviour. The human mind then stores this information as mental images, feelings or impressions (symbols) to be used to guide future actions. Vicarious learning enables people to form patterns of behaviour quickly, avoiding time-consuming trial and error, as well as costly – even fatal – mistakes. In addition, vicarious capabilities allow one to explore situations and
activities for the attainment of new knowledge that would normally be out of reach due to constraints on time, resources, and mobility. For example, TV and the Internet have vastly expanded the range of models and behaviours a person is exposed to daily, allowing people to transcend the boundaries of their own environment.

Observational learning is governed by four processes: *attentional span, retention processes, motor reproduction processes, and motivational processes*. Attentional span refers to a person's ability to selectively observe actions and behaviours in his or her environment. In simple terms, people cannot learn observationally unless they perceive and attend to the salient issues of the modelled behaviour. Furthermore, the observer is likely to selectively attend to and model, behaviours of people who are most like themselves and those with whom they associate the most. *This is powerful for mentoring as it suggests that the emerging champion should be able to identify with the mentor for observational learning to take place.*

For example if I am mentoring a person who believes that I am a genius whereas he is not, then the ability for him to learn observationally from me is limited. Because in his mind- the behaviour he observes in me is a result of my genius- whereas he is not. He therefore cannot relate to the modelled behaviour and therefore will not attempt to imitate it. In other words he does not identify with me. The reason the Bible exposes the weaknesses and frailties of biblical heroes, is to enable frail human beings to relate and be in a position to learn observationally from them.

The observer retains the observed behaviour into long-term memory through symbolising capability. This information is retrievable from the subconscious memory whenever the person encounters similar scenarios in the future. The observer should
have the physical capacity to perform the modelled behaviour. This process is referred to as motor reproduction process. The motivational process means that the person expects to receive a reward or positive reinforcement for performing the observed behaviour. *Compliments and positive feedback from the mentor are powerful motivators to emerging champions. Mentors should be generous in complimenting and celebrating their charges’ successes.*

Since behavioural trial and error often result in costly consequences, chances for effective performance would be seriously diminished if mentoring partner learned only from the consequences of his actions. Vicarious learning from mentors and models is beneficial where complex, costly and potentially hazardous actions are needed.

c) Forethought Capability

According to Bandura most human behaviour, being purposive is regulated by forethought. Forethought is the ability to look into the future and see a picture of the future before it actually happens. It is the power of imagining the future, visualising it and making plans for its fulfilment.

Through exercise of forethought, people motivate themselves and guide their actions anticipatorily. The capability for intentional and purposive action is rooted in symbolic activity. By representing foreseeable future events cognitively in the present, these are converted into current motivators and regulators of behaviour. Thoughts of desirable future events tend to foster the behaviour most likely to bring about their realisation. In simple language, people are capable of thinking ahead by using the power of imagination, and then setting goals of a desirable future that motivates them towards its realisation. As Tice aptly puts it, “Since we are teleological by nature, we are directed toward
and shaped by our goals. ------ Our teleological thoughts and ways of perceiving direct us toward our inner picture of how things are supposed to be”

Bandura posits that previous experiences create expectations of the outcome that will occur as a result of performing behaviour, before the behaviour is performed. Therefore, expectations of behavioural outcomes influence the likelihood that behaviour will be performed again. The capacity to regulate one's behaviour based on expectations provides the mechanism for foresightful behaviour.

Through forethought emerging leaders can initiate and guide their actions in an anticipatory fashion. In real life this means that an entrepreneur can use the power of forethought to create a desired image of the future, anticipate its fulfilment and allow it to be a goal toward which he works. This provides internal motivation. Mentors can encourage their protégés to use the power of foresight to see their future and then set goals towards that envisioned future.

D) Self-Regulatory Capability

Bandura proposes that self-regulatory systems mediate external influences and provide a basis for purposeful action, allowing people to have personal control over their own thoughts, feelings, motivations, and actions. Self-regulation is an internal control mechanism that governs what behaviour is performed, and the self-imposed consequences for that behaviour. Self-regulation is significant because it allows the gradual substitution of internal controls for external controls of behaviour.

If I were to set specific standards for some work performance, any perceived incongruity between my behaviour and the standard would activate self-evaluative reactions. These, in turn, would serve to further influence subsequent action. Even if
there was no incongruity between self-standards and present performance, I may set higher standards for myself and activate future behaviours to satisfy the new standards. The success of empowerment strategies depends on such self-regulatory capabilities.

I can explain self-regulation as follows: I have an idea about how things are supposed to be concerning a certain area of my life. In my make-up I have a check and balance system that self-regulates my behaviour and energy level to sustain the way things are supposed to be. This explains why I feel bad when I perform below my standard. Consequently I immediately set in motion a mechanism to compensate by performing better the next time because inside I believe that I am a good performer and I view the poor performance as a mistake.

A salesperson believes that his sales capability is about $1 million per month. One month he does so well and makes sales of $3 million. Suddenly he feels uncomfortable and attributes the good sales to a mistake. Unconsciously he self-regulates to the sales level he believes suits his capability, which is $1 million, so the next month he underperforms. This happens at a subconscious level – and he may not be aware of it. The role of a mentor is to reset this self-regulatory mechanism for the protégé at a higher level. This is done by helping him redefine what is good enough for him. Change his internal image of how good he is by the use of affirmations.

Tice argues that people self-regulate not to their potential but to their present standard or their present idea of what is good enough for them. He further contends that humans self-regulate at their belief-level – their belief of what is good enough.
When they perceive the external environment as not matching the internal – the way things are supposed to be – tension is created in their system. This tension causes the human mind to work towards solving the cause of the tension to reduce it. Consequently, setting goals of a desired future creates a discrepancy between the external reality and the internal reality (goal); the mind then creatively works to resolve that discrepancy through initiating a creative drive, which reduces the dissonance.

People continually go through the process of setting goals for themselves and then comparing that goal to their personal accomplishments. In doing so, their standards motivate them to work harder or modify their behaviour in order to meet a goal or standard.

Three factors determine the degree of self-motivation that occurs. First, my self-efficacy for a given behaviour dramatically affects my self-motivation for performing that behaviour. If I feel that I am capable of achieving the goal, then I am likely to work harder and give up less easily compared to a person who has low self-efficacy. A second essential factor for self-motivation is feedback. Through feedback, I am able to control or adjust my efforts and goals to make them more feasible and realistic. In addition, receiving feedback on performance accomplishments will improve my self-efficacy for the behaviour. The third factor that influences self-motivation is the anticipated time to goal attainment. Proximal goals are more effective than distal goals in enlisting self-motivation. This is why it is important to set short-term milestone goals if one is pursuing a long term project. Long term goals lose their motivating power.
Through evaluative self-reactions e.g. self-approval or self-reprimand, internalised morals and standards can regulate conduct. For example, if I internalise the notion that paying bribes is immoral, I will impose self-sanctions in order to keep my conduct in line with this internal standard. Therefore, if I am faced with a decision to bribe or not, I would anticipate that this action would violate my internal standards and result in self-criticism. Consequently I self-regulate my behaviour by deciding to forgo the business opportunity rather than pay a bribe.

*Entrepreneurs can create systems to inculcate organisational culture and values into employees and allow these internal values to guide behaviour and performance. Mentoring therefore can be a means to internalise values which then act as the internal self-regulatory mechanism.*

People generally develop moral standards from a variety of influences, e.g. direct instruction, feedback on behaviours from significant others, and modelling of moral standards by others. They do not passively absorb all the standards of behaviour to which they are exposed. Instead, the standards that are internalised are dependent on the degree to which the model is like oneself, the value of an activity, and one's perception of one’s degree of personal control over the behaviour (locus of control).

*It follows that in mentoring relationships the protégé can only internalise the values and moral standards of the mentor when he feels that the mentor is a “similar other”. He identifies with the mentor.*

e) Self-Reflective Capability

Self-reflection enables people to analyse their experiences, think about their own thought processes, and alter their thinking accordingly. People develop perceptions about their own abilities and characteristics that subsequently guide their behaviour by
determining what a person tries to achieve and how much effort he will put into his performance.

Tice describes self-efficacy as, ‘your own estimation of your ability to cause, bring about, or make happen those things that are important to you’. He calls it causative power. Self-efficacy beliefs provide the foundation for human motivation, and personal accomplishment. Self-efficacy implies that I believe that I have the ability to persist in the face of setbacks and obstacles, to learn new skills and problem solve, and to enlist support and outside resources when needed.

Specifically, this psychological process operates as follows in business: Before they select their choices and initiate effort, entrepreneurs weigh, evaluate, and integrate information about their perceived capabilities. Expectations of personal efficacy determine whether a person’s coping behaviour will be initiated, how much task-related effort will be expended, and how long that effort will be sustained despite contradictory evidence. If as a leader I have a challenging task to perform, I weigh whether I believe I possess the capability and inner fortitude to face and conquer the challenge. If I believe that I have what it takes to accomplish the task, I will be prepared to exert enormous effort to realise my desire despite contrary circumstances. Self efficacy is critical for any leader to possess as it assures the tenacity to pursue the goal despite challenges.

Self-efficacy reflects an individual's feelings about his ability to perform a certain task or function in a certain role successfully. Individuals with high self-efficacy are more likely to undertake a task, work harder at it, and persevere in the face of difficulties versus those with lower levels of self-efficacy. One of my friends has been pursuing a
business project relentlessly for about seven years now. Despite numerous setbacks and set downs, he tenaciously pursues his dream. Many others would have quit on the dream years ago. He has a high self-efficacy.

It is a knowing inside you that you have what it takes to achieve. It reflects an individual’s feeling about his ability to perform given tasks. Have you ever noticed how though sometimes you face challenging tasks - something inside you tells you that you can do it? You are a match to the challenge. Although you know it’s a daunting task something in you tells you that you can rise to the challenge.

A feeling, a sense, a knowing - that though it is difficult I can successfully fulfil this role. That self-efficacy will determine your success or failure. People who have high efficacy are more likely to undertake challenging tasks. They are more likely to work harder. If there is a challenge they will say - I know I have what it takes to make it. Obstacles do not intimidate them. When they see giants they will take them head on and win because inside them is the spirit of a champion that says “I can do it”. They recognize the challenges but they know they can do it.

Both mentors and protégés need that strong sense that God has planted in them the spirit of a champion, the ability to conquer, the ability to influence, the ability to dominate the earth with the God-given gift that resides in me, the ability to impact society for good. A mentor needs to have a sense of self-efficacy- a sense of knowing that they have what it takes to take people to the next level.

Applications to Mentoring

There are four ways of developing self-efficacy and they are all influenced by the mentor. A wise mentor knows how to use these different ways to create mentoring interventions depending on the need and situation at hand.
a) Mastery Experiences

I know that I have what it takes to win because I have been through some experiences in the past where I put in sustained effort and won, despite significant challenges. My successes build a strong belief in my efficacy while failures undermine it. The challenges you conquer and master build your self-esteem and confidence to do greater things. David on facing Goliath, relied on his past mastery experiences and said, “I have mastered the lion. I have mastered the bear. The God who helped me master these will help me master you Goliath”. The things you have conquered in life give you confidence to take on more challenges. Those mastery experiences give tenacity and confidence to go for more. But if you have been defeated, you are afraid to take on more challenges. Once beaten, twice shy – they say.

This is where the mentor comes in. A mentor says, “I want this person to win. I want to build his self-efficacy. I will give him small challenges. As he wins those small challenges his ego rises, his self esteem improves.” The mentor then ups the stakes - expanding them a little bit further step by step. In other words I don’t allow them to go and attack Goliath without having a few wins under their belt. I am strategically helping them to win one battle at a time and it builds their confidence and self-efficacy.

Cynthia was a dental therapist in our practice. Her first job was as dental hygienist in an Orthodontic Practice. She moved away from clinical procedures she is supposed to perform and for ten years worked as a hygienist. But dental hygienists do not have much work in Zimbabwe. She was no longer employable as a dental therapist because she had lost her clinical skills. At a personal level she had also lost her confidence to handle clinical procedures. So when I offered her a job as a therapist she was scared
due to low self-efficacy. She had not practiced as a therapist since graduation - she had forgotten how to do it. Then I offered her work as a hygienist, which she accepted. Gradually I gave her some clinical work thus stretching her. Initially I set her up to win by giving her simple cases which she handled easily. Each small win increased her mastery experiences until she was confident. Finally she could run a dental practice on her own. We increased her mastery experiences and her confidence to do more challenging things. As a mentor you increase the success rate of your mentoring partner on minor things. It builds her self-esteem and self-efficacy through mastery experiences and she goes for more. You can also assist her handle challenging complex tasks, one bite at a time to increase the likelihood of success and hence increase self-efficacy.

b) Observational Learning

I have seen others who are like me persist in their efforts and win, therefore I say to myself, “If they could do it, so can I”. Basically it means that competent mentors transmit knowledge, skills and strategies for managing the demands that are placed on the protégé by life’s challenges. Observational learning simply means, “I am observing somebody who is competent as they role model what they want me to do”. As I observe them I notice they are human like me. I learn from them and say to myself if someone who is as human as I am can do it then I can do it also. The Bible says “for Elijah was a man of like passions as we are”. What the Bible means is that if this man who is as human as yourself could do it, so can you. When you hear a testimony you say he is just human like me and he achieved it and so can I. That’s observational learning.
Seeing people like yourself succeed by sustained effort raises your belief in your own ability to succeed - that’s why you need to associate with go-getters. Observational learning implies that the mentor allows the protégé to learn from the mentor’s experiences. Deliberately include your protégé in some of your challenging tasks and let them see you win. They will learn from your successes, which builds their sense of self-efficacy. Mentors should also expose their charges to biographies of successful people who serve as sources for vicarious learning.

My banker friend and hero, Jeff Mzwimbi stood against a massive challenge when the government illegally took over his bank, Royal Bank and amalgamated it into ZABG\textsuperscript{xiv} . Many other bankers faced with similar threats quit the country for fear of a selectively partial legal system. But Jeff challenged the government in court and persevered after so much persecution. I believe that his ability to withstand the bullying tactics of the ruling authorities was rooted in a sense of self-efficacy which he developed when he worked with Strive Masiwa, founding Group CEO of Econet - the giant Zimbabwean based telecommunications network company. Masiwa fought a four year legal battle against government for the licensing of his telecommunications company. Through vicarious learning Mzwimbi said if Masiwa, a man of like passions like me, can withstand these bullying tactics, so can I. It is my firm belief that Jeff’s resolve to fight for his dream came from his association with Strive. That is the power of observational learning to build self-efficacy. It can therefore be said that Strive nurtured Jeff into a persevering champion that would fight for his dream.

c) Social Persuasion.
When someone who has credibility in my eyes tells me that he believes that I can make it. This raises my belief that I have what it takes to succeed. This is the power of the affirming words of role models, coaches and parents. A mentor can affirm his protégé so as to build his self-image and self-efficacy. When a credible mentor says to you “I know you can do it”, it gives you confidence.

The reason you are reading this book is that when Dr John Stanko heard me present a seminar on this topic, he challenged me to publish it as a book. He persuaded me that it was world class. You can imagine the impact the affirmation of a respected author like him had on my self-efficacy. I was thinking, “If Dr. John believes that it’s publishable then I can do it.” That affirmation encouraged me to persevere as I worked through the writing and publishing process. That is the power of social persuasion. And the affirmation did not have to be completely true. After all it is a matter of perception. The confidence and affirmation of a credible mentor builds your self-efficacy.

I had an employee who constantly made silly mistakes. One day she performed well on a complicated treatment. I sat down and wrote her a note that said, “I appreciate and like you because you do an excellent job - like you did on this patient”. She was chuffed. She went around showing everybody and telling them, “I did not think he recognizes my effort. I thought I was useless”. From that day her attitude to work and her performance improved dramatically because I affirmed her on what she did well.

Many times as bosses we spend our time giving negative feed back, criticizing, and talking about the bad things they do until people come to a point where they think “I never do any thing right”. Then they quit trying. But you must deliberately look at the
good things that a person does and affirm them on that. When you do that you build their sense of self worth and enhance their willingness to extend themselves on your behalf.

One of the most powerful demonstrations of social persuasion in a mentoring relationship happened to my friend Matt Wazara. As Matt was completing his specialization course in surgery, his pastor’s wife was diagnosed with a condition that required complex surgery in RSA\textsuperscript{vi}. He accompanied them down to Cape Town. His pastor and his wife then made a special request to the RSA specialists to allow Matt to assist in the surgical procedure. His mentor trusted him with his wife’s life. This was a powerful vote of confidence in their protégé and a powerful booster of self-efficacy for Matt. Ordinarily he would not have been allowed to assist in cases outside Zimbabwe without a special license. Chances are he would never have had an opportunity to assist these highly qualified surgeons in a highly complex treatment. After a successful surgical operation, the RSA surgeons were so impressed by Dr Wazara that they asked him to assist in the next surgical procedure which was an open heart surgery. Matt was elated. This is a once in a lifetime operation for any surgery student. In this one act his mentor had affirmed him as well as strategically positioned him for a stretch in his career. No doubt Matt went into that theatre thinking, if my mentor thinks I can do it – then I sure can. This big hearted gesture of affirmation and social persuasion by his mentor re-defined Matt as a surgeon. His career is unlikely to ever be the same again. In fact the experiences he had will be a reference point in his pursuit of reforming healthcare delivery systems in Zimbabwe and beyond.
d) My physical or emotional state influences my perceived self-efficacy. Therefore by reducing stress and improving my physical state, I increase my self-efficacy. Mentors through offering a shoulder to cry on and assisting their protégés during crisis, release the stress and emotional baggage they carry thereby increasing their self-efficacy. Well-known author and motivational lecturer, Milton Kamwendo lost Esther, his lovely wife, unexpectedly. It was indeed a difficult time for him. At the graveside his mentor Doug Mamvura gave a moving speech in honour of Esther’s home-going. Doug not only stood with Milton during those dark hours but also covered the gap in Milton’s weekly *Sunday Mail* column to give a powerful eulogy for Esther as well as positively affirm Milton. No doubt those words and actions of affirmation from Milton’s mentor reduced the stress while increasing his self-efficacy. I have no doubt that Milton is a stronger man for it. What a mentor!

Bandura’s key contention regarding the role of self-efficacy beliefs in human functioning is that "people's level of motivation, affective states, and actions are based more on what they believe than on what is objectively true". For this reason, how people behave can often be better predicted by the beliefs they hold about their capabilities than by what they are actually capable of accomplishing. Self-efficacy perceptions determine what individuals do with the knowledge and skills they have. This explains why people's behaviours are sometimes disjoined from their actual capabilities and why their behaviour may differ widely even when they have similar knowledge and skills. For example, many talented people suffer frequent bouts of self-doubt about competences they clearly possess, just as many individuals are confident about what they can accomplish despite possessing a modest repertoire of skills. Belief and reality are seldom perfectly matched. People are typically guided by their beliefs when they
engage the world. As a consequence, people's accomplishments are generally better predicted by their self-efficacy beliefs than by their previous attainments, knowledge, or skills. Mentors through affirming the potential champion significantly increase his belief in himself.

Within organizations employees who perceive themselves as highly efficacious will activate sufficient effort which, if well executed, produces successful outcomes. These successful performance outcomes further reinforce expectations of self-competency. On the other hand, employees who perceive low self-efficacy are likely to cease their efforts prematurely, fail at the task, and retain self-debilitating expectations about their personal competence.

The tabulation below created from information in Tice’s seminar- *Imagine 21: Fast Track to Change* shows the differences between people with low and high self-efficacy.

<table>
<thead>
<tr>
<th>People with Strong Efficacy</th>
<th>People With Weak Efficacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approach difficult situations as challenges rather than threats</td>
<td>Shy away from difficult tasks</td>
</tr>
<tr>
<td>Set challenging goals and commit strongly to them</td>
<td>Low aspirations and weak commitments to goals</td>
</tr>
<tr>
<td>Direct analytical thinking to tasks at hand</td>
<td>Direct analytical thinking at themselves</td>
</tr>
<tr>
<td>Attribute failures to insufficient effort or unfavourable conditions</td>
<td>Attribute failure to their own deficiencies</td>
</tr>
<tr>
<td>Increase effort when faced with difficulties</td>
<td>Are quick to quit in face of difficulties</td>
</tr>
<tr>
<td>Fairly resistant to stress and depression</td>
<td>Susceptible to excessive stress and depression</td>
</tr>
<tr>
<td>Quickly recover sense of efficacy after failures or setbacks</td>
<td>Slow to recover sense of efficacy after failures or setbacks</td>
</tr>
</tbody>
</table>
Summary

People are both products and producers of their environment and destiny. By exercising forethought, people can visualise a desirable future. They store pictures of that future through pictures and words. The internalised future motivates them to reach out for its realisation. Mentors nurture champions by increasing the self-efficacy of their protégés through mastery experiences, observational learning, social persuasion and relieving stress.

In the following chapter we discuss the power of affirmation as a tool to construct the desired future for the emerging leader. Prepare for a paradigm shift. Here we go.

Reflections

1. Read through the section on practical applications and intentionally plan to use these tools to increase the self-efficacy of your protégés.

2. How can you as a mentor increase the mastery experiences of at least one of your current protégés?

3. Why does the Bible brutally expose the weaknesses of the heroes of faith? In contrast why do most Christians try to sanitise their testimonies?
References


Chapter Seven

The Power of a Mentor's Affirmation

The Lakota people in New Mexico were faced with a delinquent youngster who caused indescribable damage to property through acts of vandalism. Whenever he was challenged about his wayward behaviour he was rude and dismissive of authority. The villagers finally decided that this could not continue indefinitely and so a clan gathering was summoned. That evening as the clan sat in a large circle, the boy’s father brought the delinquent and sat him at the centre of the circle before retreating to the periphery. The father proceeded to narrate the young man’s life since birth focusing on the good moments, the joy and pride that he brought to the family. He spoke to the family and clan’s dreams about the greatness of the youngster. Using a rich vocabulary he painted a picture of the young man based on the successes of the past. In sharing the happiest moments of the son’s life – he reminds him of the blessing that he has been to the clan and family.

A few uncles also speak and their positively-oriented speeches all focus on the greatness and potential in the youngster. Then the women speak about the youth’s life. They reminisce on the first time they heard about his conception and how they followed through the pregnancy with excitement. They narrate how all the village women gathered at the time of his birth to cheer the mother on and welcome him to the clan. They recall his childhood years with nostalgia and they extrapolate this to the clan’s dreams about how as a mighty warrior he would raise the bar of the clan’s standard. The ladies spoke in soft, soothing and tender tones.
Finally the clan chief takes the stand, looks at the youngster and speaks haltingly with carefully chosen words as he summarises what the elders had just reminisced. He paints a picture of the young man’s life in the context of the larger picture of the clan’s history and destiny. There is no bitterness, no criticism, no mention of the delinquency and no hint of the vandalism. Only powerful word pictures derived from the past and extrapolated to give a picture of a glorious future. The concluding words are words of hope and a vision of a sound member of the clan who positively contributes to its grand future. The refrain in all the speeches is what a wonderful gift he is to the clan and an expression of his inestimable value to the clan.

The people stand around the circle in complete silence for a moment and after a nod from the chief all retreat quietly into the night. The young man remains alone for a while in deep thought. Indeed it takes a village to raise a child.

These native people changed the youngster’s view of himself from a negative one that is inclined to be locked in his own negative mental image of himself – to one that sees himself as having within him the capacity to enrich and enhance the quality of life of the whole clan. Consequently he is likely to move toward an appreciative construct of himself.

Contrast that with the western worldview of disciplining our children. Tearing them apart. Criticising them. Highlighting all the negatives. Loading them with guilt and shame. The focus on the negative reinforces a negative self-image.

Now consider this interesting story I got by e-mail recently: Imagine you're in London's Heathrow Airport. While you're waiting for your flight, you notice a kiosk selling shortbread cookies. You buy a box, put them in your travelling bag and
patiently search for an available seat so you can sit down and enjoy your delicacies. Finally you find a seat next to a gentleman. You reach down into your travelling bag and pull out your box of shortbread cookies.

As you do the gentleman watches you intensely. He stares as you open the box and his eyes follow your hand as you pick up a cookie and bring it to your mouth. Just then he reaches over and takes one of your cookies from the box, and eats it! You're more than a little surprised at this. Actually, you're at a loss for words. Not only does he take one cookie, but he alternates with you. For every one cookie you take, he takes one.

Now, what's your immediate impression of this guy? Crazy? Greedy? He's got some nerve?! Can you imagine the words you might use to describe him to your associates back at the office?

Meanwhile, you both continue eating the cookies until there's just one left. To your surprise, the man reaches over and takes it. Then he does something unexpected. He breaks it in half, and gives half to you. After he's finished with his half he gets up, and without a word, leaves. You think to yourself, "Did this really happen?" You're left sitting there dumbfounded, hungry and angry. So you go back to the kiosk and buy another box of cookies. You return to your seat and on opening your new box of cookies you happen to glance down into your travelling bag. And -- sitting there in your bag is your original box of cookies -- still unopened.

Only then do you realize that when you reached down earlier, you had reached into the other man's bag, and grabbed his box of cookies by mistake.

Is it time to change your point of view? Now, think of this story as it relates to your nurturing. Seeing things from a new point of view can be very enlightening. Think outside the box. Don't settle for the status quo. Be open to suggestions. Things may not be what they seem. I introduce you to a paradigm shift to mentoring.

In this chapter we will use the management principle called Appreciative Inquiry, which has been described as a way of thinking, seeing and acting for powerful purposeful change. It frames a way of dealing with people in a constructive, positive, life-affirming and even spiritual way.

Appreciative Inquiry is a perspective on the world that invites us to see ourselves through an appreciative eye. It is a way of being and seeing. It is a process for facilitating positive change in people, and organizations. Its assumption is simple: Every human system has something that works right—things that give it life when it is most alive, effective, and successful. Appreciative Inquiry begins by identifying this positive core (what works) and connecting to it in ways that motivate, sharpen vision, and inspire action for change.

Appreciative Inquiry (AI) views change through a lens that focuses on doing more of what is already working, rather than focusing on fixing problems. It mobilises strategic change by focusing on the person’s core strengths, then using those strengths to reshape the future. When we link the positive core directly to a strategic agenda, changes never thought possible are rapidly mobilised while simultaneously building enthusiasm and confidence.
Appreciative Inquiry emphasizes the art of crafting positive questions. The following summarizes the Appreciative Inquiry perspective on questions:

- We live in a world our questions create.
- Our questions determine the results we achieve.
- The more positive our question, the more it will create the possible.
- Our questions create movement and change.

Appreciative Coaching enables a person to discover, expand, and sustain the root causes of success; create a compelling dream of his desired future; and design specific plans to realize his dream for the future. It also engages others whose support is important to the success of the coaching process.
Process of Appreciative Coaching

The Appreciative Inquiry process is named the 5-D Cycle – Define, Discover, Dream, Design, Destiny.

Step 1: Define

This involves defining the personal goal of coaching or mentorship, that is, the issue to be focused on. During this process the mentor and protégé will clarify the coaching agenda and relationship. Mostly people come to coaching with the goal to improve by overcoming their weaknesses. What more motivating is to start from when you are most productive and performing at your best. In the coaching relationship, I identify what you do most easily, with greatest joy that becomes the foundation on which to build even greater capacity and pride and enjoyment in your performance, whatever it is.
We are more likely to be successful when we deploy our strengths with confidence rather than struggle with overcoming our weaknesses with difficulty. The key word here is **clarifying**.

**Step 2: Discover**

In this stage the aim is to discover high-point success experiences and identify strengths and capabilities—all of which add up to the “positive core.” This in reality is pursuing what is working in the person’s life. The mentor seeks to figure what gives life to the protégé. This includes appreciating the best of what is in the person’s life. So the mentor inquires into the exceptional moments in the protégé’s life in order to anchor the process on key strengths and values. The aim of this process is to reflect and celebrate what is already working in the protégé’s life in order to inspire him to greater heights. We start with a discovery of best attributes, strengths, of remembering past successes so the protégé gets a strong sense of what he already has achieved in his life and when he was most productive. The key word here is **appreciating**.

In this stage of the relationship the mentor discovers the strengths and values of the emerging champion. The emerging leader will succeed along the areas of his gifting and calling. The primary assumption with appreciative coaching is that whatever you want more of, already exists within the person. This is in agreement with biblical principles that indicate that the seed of your greatness is inbuilt at creation and once you find your purpose, you can develop that seed to maturity. The seeds of destiny are already planted within the champion in the making. We need to discover those seeds and nurture them.
The primary purpose of the mentor in this phase is to help the person understand his strengths. What motivates and energizes him? What makes him tick? The mentor coaches and facilitates the person’s discovery of the factors that determined his previous success and encourages their development. What is he doing well? What is he good at? Help him amplify what is already working. The power of the question and how it is posed takes the emerging champion in a direction where inquiry and change happen simultaneously. As the emerging leader wrestles with these questions, he learns and grows.

Unfortunately in most mentoring relationships the mentor views the person being nurtured as a problem to be solved rather than a mystery packed with divine gifts to be discovered. Allowing the person to tell the stories of his life that focus on his successes builds his self-esteem. Recounting past successes builds the repertoire of mastery experiences thereby increasing self-efficacy. This process allows the emerging champion to correctly evaluate himself and see the potential within. The mentor helps him recognize and appreciate the underlying value within. We are all valuable and precious. Depending on how formal the relationship some personality profile tests could also be employed to reveal who this emerging champion is.

Discussing and analyzing past successes helps the mentor to discover the strengths and giftings of the emerging champion. It is also critical in that it assists in the design stage to design a future that is based on what the person is good at. The significance of this is that you are building the future on the building blocks of giftings and talents that God has built-in into the person. Past successes are indicative of the areas of strength. Appreciative coaching contends that people are comfortable to journey into the unknown future if they can carry forward parts of the known past. The parts of
the past which are carried forward derive from the best of the past. That is why mentors should focus on the successes of the past and not the failures. Imagine a future that is based on doing more of what you do best.

In the discovery phase the mentor asks questions that allow the emerging champion to discover himself. People grow in the direction of what they persistently ask questions about and this propensity is strongest and most sustainable when the means and ends of inquiry are positively framed. Unfortunately we ask negative questions like, “What are you not happy with that needs improving?” Such questions focus the discovery process on the negative. While a positive question such as, “What have you excelled at in the past?” allows the key strengths to be identified and appreciated.

When we appreciate our strengths they increase in value. The principle of simultaneity indicates that change begins at the moment of asking a question. The questions that we ask are destiny-shaping because they determine the direction of the enquiry and therefore what we find. You find what you pay attention to. What we focus on becomes our reality. Your starting premise determines your outlook. The more positive the question we ask, the deeper and more lasting the change. By paying attention to the strengths and successes, you help the person build his self-esteem and self-efficacy. I find that many people suffer from an inferiority complex. They undermine themselves by negative self-talk which amplifies their weaknesses. They think this is being humble. Humility does not result in self-depreciating but in sound self-evaluation. Mentors are masters at affirming the protégé based on his past successes.
Step 3: Dream

In the Dream stage, basing on the identified strengths from the Discovery phase, the mentor and protégé imaginatively envision what is achievable and possible. In reality they are brainstorming options that inspire possible futures. It is dreaming up possibilities that are anchored on what is already working in protégé’s life. Instead of focusing on the current reality, imagine an ideal reality (a picture of the desired future). The question to answer is: What am I being called to be? This is an ideation and envisaging stage aimed at articulating potential. The key word is imagining.

Appreciation of the things we value draws our eye toward life, stirs our feelings, sets in motion our curiosity, and provides inspiration to the envisioning mind. That is the heart of dreaming.

Dreaming is a way of creating a results-oriented vision of the future based on discovered potential and in relation to questions of higher purpose e.g. what am I called to do? What purpose do I serve and what higher purpose am I created to fulfil? What is the world calling me to become in order to meet its needs? What is it that I can contribute meaningfully to?

During this phase the mentor engages the mentoring partner to envision the future. Allow him to see the picture of the future he wants through visualizations and word pictures. In this dreaming phase allow the emerging leader to create an ideal future. Help him create word pictures of what the gift in them can accomplish if released without restraint or constraint. If the mentoring partner can disregard any obstacles who would they be and what would they accomplish. Based on his strong competences and past successes which were discovered in the previous stage, what
can he achieve? How would it look like to him? The human mind thinks in emotions and pictures. Allow him to exercise these as he stores pictures of a brighter tomorrow. Assist him to paint rich word pictures of the future, using symbolizing and forethought capabilities.

The discussion of past successes does not necessarily enrich the dreams. However the experience of reflecting, debating, talking about those successes helps co-create a new reality of the future. That new reality is the dream. The images of the future are grounded on the experiences of a positive past.

In the Bible God speaks to our future. To Gideon as he hid from the enemy, God appeared and called him a mighty man of valour. To Abram while he was still without child God spoke to his future by calling him the father of many nations. God asked him to see the stars of the night and the sand of the sea – as pictures of what his descendants would be like. Mentors are masters at painting pictures of a glorious future for their charge. Mentors speak more to your future and less to your past.

Envision the results of the impact that your emerging champion is becoming and speak into that future. The anticipatory principle of appreciative inquiry argues that deep change can only emanate from changing the active images of the future in the mind of the mentoring partner. Engage the creative genius in the champion and help him dream big. Allow him to paint word pictures of the future he sees. Encourage him to affirm and declare that future.

An effective dream (strategic focus) consist of three major elements namely:

- A vision of a better world
- A powerful purpose and
• A compelling strategic intent.

Step 4: Design

In the Design stage the aim is to construct what can be done to build capacity practically and what should be done morally. In this stage the mentoring partners streamline the strategic options from the Dream stage and design execution strategies and actions. Without execution, change is impossible. This involves directing attention to what needs to be done and guiding actions that need to be taken. In this process it is important to be open to innovating ideas in order to set milestones. The key word here is co-constructing.

In this phase the mentoring partners work together to design strategies and ways of bringing the dream to reality. Together they co-create the desired future. Encourage the champion to dare cause his dream come to pass. In this design phase the mentor allows the champion to create strategic options to bring his dream to pass. Napoleon Hill taught the world that whatever the human mind ardently desires and aggressively pursues can be accomplished. At a seminar in Chicago I heard that no obstacle can withstand the sustained assault of the human mind. Mentors are masters at option thinking and scenario building. The mentor may expose the mentoring partner to master mind groups that would help him brainstorm a way to design the future. Champions create their futures.

Jack Canfield, in his book Success Principles, tells of an invitation to a party of the future he attended on the Queen Mary. The invitation stated that those attending were required to dress and act the way they see themselves five years into the future. The guests, in 1986, were asked to “come as you will be in 1991”. They were to envisage
their future and partially enact it on that night. On the party night they were required to act as if it was 1991 and their vision had become reality. They were to act, dress and talk the part. They were to bring the supporting evidence of their dreams having come true. On arrival they were met by paparazzi and adoring fans that had been paid by the hostess to act the part. They spent the night bragging about their achievements, awards and celebrating their successes and those of others. They talked of being happy and fulfilled by the achievement of their dreams. All participants were celebrating each other. No one was allowed to disparage or criticize another’s life. It was a powerful night of affirmation. It changed their lives. Jack reports that a few years later everyone who participated went on to achieve the dream they partially enacted that night. He had visualized himself as a New York Times best selling author. Today he has written numerous best selling books. What an affirmation! What a way to design the future.

Step 5: Destiny

Destiny is about committing to the iterative exploration of learning, innovation, and delivering results all stakeholders care about. This is about creating a system that will deliver and sustain the desired results. It is about execution of the strategies identified as critical to achieving the end game. It is about becoming what one envisaged. The key word is empowering.

This entails strengthening the affirmative capability of the whole person enabling him to build hope and momentum around a deep purpose and creating processes for learning, adjustment, and improvisation. In this phase the mentor assists the emerging champion on creating strategies to bring to pass the vision and continuously move on
to build the capacity to enlarge his impact. Blessed are those who dare to dream the impossible and are foolish enough to try and bring that dream to pass. Such have shaped and changed the course of history.

**Coaching Testimony**

It is easy, if one is not careful, to allow life to just happen to you. You find yourself drifting and being tossed to and fro by events at home, at work and in other settings. A sharp entrepreneur whom we shall call Faithful came to see me for coaching. Our first session was fairly casual but explored the issue that needed attention. We used the wheel of life to do an assessment of his life. In the process we settled on dealing with the issue of physical fitness and general health. Faithful was successful in business, his family life was good and his spiritual life was in order. He was now in his forties and was concerned that he was getting tired more often that he used to be. In that definition phase we defined his desire for a healthy body and a long satisfying life. We also observed that life is interlinked meaning that a change in one aspect of life will invariably have a direct impact on the others. For example by restoring his fitness and ensuring a good sense of being healthy, Faithful would improve his sense of feeling good about himself as well as assure him of a long life to fulfil his destiny.

In the next session we focused on the Discovery phase. I asked Faithful to reflect back to a moment when he overcame a challenge that everyone had thought he would never overcome. With beaming eyes he told the story of a business opportunity that was so massive that he felt he was punching above his weight. Many thought he was being too ambitious. He gave it his best shot and somehow God opened doors that completely redefined his business. As he told the story of this successful business
initiative I affirmed him and drew his attention to his strengths that made the initiative a success. Through questions we explored his feelings and what was important to him. Since he was talking about physical fitness I asked him to look back at his life and describe a time when he was at his best physically. He spoke about a time when he was a rugby pro at high school. I encouraged him to visualise himself at his best self. As we focused on the positives - areas where he had won battles, he started showing an enthusiasm about the challenge ahead. Instead of viewing exercising as a burden he was now seeing it as something that can be won. We did not discuss his failures in trying to remain healthy. We focused on successes. We started appreciating these key strengths. We explored how they would benefit him in his new thrust. So he was approaching this challenge from a position of strength rather than weakness.

During the session he realised that he needed to work on physical exercise as well as his diet. I encouraged him to reward himself everytime he achieved his set goals. We also agreed that if he didn’t meet his goals, he would have to do something he hated doing. So we identified things he did not like which he would have to do if his goals were not achieved.

In the next phase, the Dream phase, we set out to map what was achievable. What he wanted to do. The key was to dream what was possible. To make the dreaming more powerful we started by identifying his core values and the things that are important to him. We discussed the love for family and for God. We considered how these key stakeholders in his life would benefit from an improvement in his health and fitness. A healthy body would allow him to serve his God longer and achieve his life purpose. A healthy body was really a gift to his family as it would enable him to live long enough to enjoy life with them. We also considered how during the process of
exercising he could either be praying (improving his intimacy with His Maker) or exercise together with his family. So he roped in his wife and girls into some of the exercises. One of the exercises was tennis. In brainstorming we initially set out to have him play tennis with one of his entrepreneurial heroes who I knew loved tennis. Unfortunately scheduling clashes made this impossible. He then decided to partner with his younger brother Marx. This worked out and enriched their relationship further especially considering that they also worked together in some business ventures.

His comment was “It's more fun and fulfilling when you do things with other people, particularly with those who are closest to you. I was not just becoming fit but was also spending time with my girls. Within four months, my wife and I had successfully completed the 10 kms Bon Marche Fun Race. Within eight months we had signed up for and completed the 21 km Two Oceans Marathon in Cape Town. All of a sudden, we found ourselves enjoying running. This has not only helped us in terms of our health but in our relationship as well. We now create times each week to exercise together and we are loving it. We have already registered to run the next Two Oceans Marathon in April next year. We can’t wait!

I would have never thought that I would one day be running such distances and not only that but running them together with my wife.”

The next phase was the Design phase were we worked out the various strategies and options to cause this dream to come to pass. In this session we planned ways to perpetuate the process. We ruled out the processes that were not feasible and tightened the ones that he was comfortable with. We had him try out various fitness programmes without incurring significant costs.
The more he excelled in his health and fitness goals, the more inspired those around him were. His work team joined in our fitness challenge. In 2017 eleven of his colleagues participated in the Lafarge Fun Run. They dominated and carried away the top three prizes.

Hear him out: “Coaching has really helped me to believe in myself. Each time I succeed I now take time to stop and enjoy the success. This encourages me to keep desiring more challenging things. Coaching has helped me realise how important it is to live a balanced life and to take control of situations, rather than allowing oneself to drift through life. I now find that I am more effective at work than I was before the coaching started. My family life has improved, because we now enjoy exercising together. This has brought about a strong bonding opportunity.

So coaching has so far had several benefits for me, just in regards to the fitness element of my life. It has enhanced family bonds, made me more confident in myself, increased my effectiveness at work and improved my fitness, as well as enabling me to discover the fun, joys and pleasure of running and physical exercise in general, especially when done side by side with someone I love.”

The final phase is how to work this process out to achieve his goals in a way that is self perpetuating. This is the Destiny stage. We are currently working on this. So far so good!

**Appreciative Coaching Principles**

Here we provide a simplified overview of the five principles undergirding Appreciative Coaching. These principles are critical to ensure that the five step process mentioned above is not reduced to a formula but is driven by certain thought processes.
The Principle of Simultaneity

The Simultaneity Principle recognizes that inquiry and change happen at the same time; that is, the seeds of change—how protégés think, talk about, discover, and imagine the future—are sown in the first questions we ask in the coaching process. Inquiry and change are not really separate moments in time, but they are simultaneous. A premise of this principle is: We sow the seeds of change with the very first questions we ask. The kinds of questions we ask set change in motion in a particular direction. When you ask a question, it creates some response that lead to change. The questions we ask of ourselves determine the answers we get. Put differently: the way we ask questions determines what we find. It provides a moment of choice. The practice of Appreciative Coaching involves the art of crafting and asking questions that elicit possibility and inspire hopeful images of the future.

As change agents, we need to consider the direction of the questions we ask. Are they life depleting or life nurturing? Remember the first question we ask orients us in a certain direction and therefore becomes a stimulus of change. Put simply the question we ask in solving the problem is the beginning of the change we seek. What questions are you asking yourself? The starting premise (question) matters.

Positive questions and reflections change everything. They are not just a prelude to change; they are change. These positive conversations create the worlds in which we live and work. They don’t just begin a process that leads to a positive future. Rather, they simultaneously create a positive present.
Change begins with the first question we ask. So Appreciative Coaching begins by asking questions about the best of times and wishes for the future, even in the face of the habitual inclination in our culture to focus on what's wrong and what's missing.

The other day I got a call from one of my executive clients who had served for more than a quarter of a century as a high level executive with the last decade having been spent as a CEO. His world was crumbling. He was failing to get a job and was deep in debt. Because he is a high flyer he expected to have been employed quickly but unfortunately after about 18 months there was no interview in sight. The economy was in shambles and few companies were hiring. Despite an impressive CV, being in the mid 50s was making it near impossible to be hired. The situation seemed bleak and hopeless. At some point I shifted the conversation from the negative to a positive by asking him to tell me some success story of what he achieved when the odds were heavily staked against him. His face brightened as he told me a powerful story of a turnaround he had effected in one organization. As he told the story I highlighted things that made him happy, his key strengths, his key competences and his powerful value system. I could see hope begin to return to him as he sat up from his previously slumped sitting position. His shoulders were raised and his eyes beamed. Within this positive frame of mind I asked him what else (apart from being employed) could use his skills and competences to generate revenue. On brainstorming we came up with at least 4 strategic options that he could pursue. When he left my office the future was already taking shape. By changing the conversation we started creating a new future. Words create our worlds. The negative stories he was telling himself were creating his hopeless world that led to a feeling of being done.
Powerful open and exploratory questions from a place of curiosity challenge the client's thinking, enabling her to discover new answers, new perspectives and new insights.

In short, change occurs the moment we ask our protégé a question. Our inquiries spark and direct attention. The energy and effort resulting from that attention can determine the feelings and actions of our protégé as he moves forward.

**The Anticipatory Principle**

When we imagine a positive future, we are more likely to act positively and walk ourselves into that future. Behaviours are shaped by the images we hold. When you believe it, you see it. When we hold a dream that inspires, we are mobilized toward its expected future. Our vivid imaginations create our futures. Whether we imagine positive or negative futures, that is what we get. Our imagination creates and designs the future we get. Many people in Africa are busy painting a bleak future andimagining it. This becomes their reality. We get what we expect. It is the principle of faith. Whatsoever you can believe and pursue becomes your reality. What vision of the future are you creating in your mind? Powerful positive imagination and positive expectation motivates people and inspires action in the direction of their expectation.

Behavior and decisions about actions are based on what we anticipate, what we think or imagine will happen in the future.

This principle postulates that the image (vision) an individual has of his future guides that individual’s current behavior. Therefore a positive vision leads to positive actions. We create what we imagine.
Appreciative Coaching enables the protégé to create her first class vision (Dream Phase), with the support of others whose input and support are important to her future. Someone declared “The best way to predict the future is to create it!”

The Anticipatory Principle asserts that our questions and reflections flow from the outlook we hold. In the absence of hope, it’s hard to seek out, much less to celebrate the positive. When we anticipate a positive future, however, everything tilts in that direction. Equipped with a glimpse of what things look like at their very best, we become more creative, resourceful and resilient in looking for ways to make it so.

**The Poetic Principle**

The Poetic Principle invites protégés to view themselves, not as problems to be solved, but as open books of possibilities—as a story that they continually rewrite and that incorporates the learnings of the past, present, and future.

The appreciative approach recognizes the power of stories and metaphors to capture human potential. The person’s remembering and sharing stories of when he is was at his best can be a powerful incentive when he is struggling to achieve positive change in a challenging life situation. Recognizing the range of choices a person has in any given situation and the freedom he has to view his situation from multiple points of view is at the core of this principle.

In the definition phase of the process, the subjects we choose to put our attention to, or study, are destiny-shaping in that they not only determine what we learn, but they actually create it. What we focus on expands. What you focus on, appreciates in value. If you focus on weakness, the weakness expands. If on the other hand you focus on
opportunities your opportunities and options increase. If you focus on weaknesses and threats, these expand and loom large in your mind to the point of paralyzing you.

Through our Appreciative Coaching lens, we consciously seek out that which we want more of, not less—hence what we focus on are the solutions and outcomes we wish to create.

Do we place our attention and energy on the behaviors and outcomes we want in our children, co-workers, and diet and exercise regimes in order to create that which we desire, or do we place our attention on the things we want less of? Whichever it is, you’ll likely find it.

When we place sincere effort on the attributes we want to see, and let go of those that no longer serve or support us, we have a greater chance of success at achieving our desired outcomes.

The word poetic comes from the Greek word ποιμα (– poema-) that means creation. So this stage really speaks to our ability to create both our options and our futures through the stories we tell and the questions we ask. The mentoring conversation creates the reality and destiny that we seek. The Poetic Principle asserts that the more we attend to the positive dimensions of the present moment, the more positive will be our intentions for future moments. When we focus on problems, we get more problems. When we focus on possibilities, we get more possibilities. That’s because we get more of what we focus on. By seeing and attending to life’s poetry, we become inspired.

The Poetic Principle connects hope with mindfulness, and intention with attention. In Appreciative Coaching, we begin by asking for stories rather than for lists or ideas.
Thus, the poetic principle seeks to give voice to the poetic impulse, to illuminate aspirations and dreams and to create opportunities for deeper connections between people – all toward the creation of a valued and shared future.

The Poetic Principle suggests that life stories can be rewritten to better fit how protégés see themselves in their present or future. Not all protégés come with positive life stories. The Poetic Principle reminds the mentoring partners that a story can be reframed, reimagined, and refocused to enable more hopeful and joyful action toward a desired change.

**The Constructionist Principle**

As people converse and create meaning together, they sow the seeds for action. Our realities are created in communication with others, and knowledge is generated through social interaction. Our words create our worlds. We see the world we describe. Our language shapes and creates our own truth and reality…and potentially our destinies.

Life happens. Tragedies happen, financial crises, natural disasters, illnesses and death occur – we cannot avoid them. However it is our response to the stimuli of life coupled to the stories we tell ourselves about life that determine who we become. How we describe the events that happen in our lives determines how we see them, and then results in how we respond to them. How we respond to the tragic events of life make us and create our destinies. So what stories are you telling about your being laid off work? Do you see yourself as a victim, survivor or a thriver? Some ancient warriors discussing the enemies they had gone in to spy on put it this way: “We were like grasshoppers in our own sight, and so were we in their sight.” No wonder. They
had been telling themselves contradictory stories like: “The land through which we have gone as spies is a land that devours its inhabitants, and all the people whom we saw in it are men of great stature (giants).” Come on guys make up your minds! Which is which? If the landdevours its inhabitants how can there be giants in that land? What stories have you been telling yourselves?

This Principle emphasizes the significance of the social context and environment in creating the present moment and changing future moments. In Appreciative Coaching key people should be engaged in retelling high point stories about their work/life experiences with protégé. In this way they contribute towards shaping the dream of how the person can contribute her best and fulfill her potential to everyone’s benefit. Another benefit of this is that once they have contributed to who the person is becoming through the coaching process they are likely to be more supportive and encouraging of her new behaviours. This support from her social network accelerates her goal realization. The support network would also recognize that they have a shared stake in the outcome of the coaching.

It is therefore crucial that life coaching should include the protégé’s support group while executive coaching should include the organisational stakeholders in the process. Otherwise the people who desire to see change in this person may turn to oppose that change as they would not know how to relate to the new person.

While an individual may be the focus of coaching, real and meaningful change can be more fully realized when the coach recognizes that every individual in a system is an integral part of the whole. Through dialogue, story telling, and the openness created by appreciatively framed questions, a wider group of people can be included in the
coaching process. This wider group is identified by the protégé and includes people who have a stake in the outcome of the coaching; who have insight and relevant experience with the protégé and whose support may be important to the realization of the coaching goals.

The principle of Social Construction recognizes that meaning is made and futures are created through conversations; that our perceptions of reality itself are the product of these conversations; and that our perceived reality defines what we see or do not see.

The stories that are told and retold both formally and informally create and perpetuate the reality of our perceptions. These stories have the power to limit our options as well as to expand the possibilities we can imagine and create.

Three of the assumptions underlying Appreciative coaching fundamental to this principle are: (1) what people focus on becomes their reality; (2) the language people use creates their reality; and (3) in every individual, something works.

**The Positive Principle**

This Appreciative Coaching Principle reminds us that, when we feel positive, we are more likely to act positively. Being able to experience positive emotions is foundational to strengthening our general sense of well-being, thereby nurturing caring relationships, and increasing energy and vitality.

When you feel good, you do good! When people feel positive emotions, there is an “opening up” versus a “shutting down” effect. Barbara Fredrickson’s *Broad and Build* theory describes the changes we experience when positive emotions are aroused. We momentarily expand our attention and thinking, and we are more open to receive others and listen to their ideas. Positive emotions, allow a person to turn away from
routine patterns of behavior and pursue creative paths of thought and action. When people are in a positive mode, they act more effectively in their lives. Typically, they are more creative, more motivated to act toward high performance, and more helpful toward others. When they experience positive emotions, people are more alert, and their cognitive ability is sharper. With this increased ability they are able to create more possibilities for action. Positive emotions broaden people’s attention and their intellectual and social resources. When a person feels good about herself, she not only feels that she can take on the world but also actually has more resources to do so.

The Positive Principle speaks to the need for large amounts of positive focus through deliberate choice of language and affirmative questions to discover the most uplifting stories that inspire possibility thinking and thriving futures. The higher the positive affect, the better able we are to deal with the unknown and be more accepting of change.

From the first contact, including a request for coaching and what might be considered a contracting (Define Phase) conversation, Appreciative Coaching unabashedly focuses on the positive and strengths, even in the midst of challenges that may have led to the request for coaching.

When the mentoring partners are connected in the positive pursuit of a dream and they both retain positive attitudes and act toward the change they want, the change will happen positively.

There are four significant ways in which we as Appreciative Coaches can apply the Positive Principle with our clients to help them be at their best:
1. Affirming and appreciating our protégés. A person’s positive core expands as it is affirmed and appreciated by others. It moves them to a positive perspective of self rather than the negative one.

2. Nurturing protégé’s expression of positive emotion

3. Helping them enhance their reflected best-self portrait. A reflected best-self (RBS) portrait is a life-long construction each person composes by reflecting on extraordinary moments or situations in her life. These are moments when the individual feels that her “best-self was brought to light, affirmed by others, and put into practice in the world.” Over time the person collects these experiences into a portrait or image of who she is when at her personal best. This portrait serves as a beacon or personal touchstone of who the person is and a guide for who she can become. The RBS portrait encompasses a person’s current strengths (competencies, talents, values, and personality attributes) that she can actively use to create value, actualize her potential, and fulfill her sense of purpose. There are three specific resources that play an important role in revising someone’s RBS portrait favorably:
   (a) positive affect—that is, positive emotions like joy, peace, hope, or gratitude; (b) positive relationships with others; and (c) a sense of being one’s own agent—that is, able to make things happen through one’s own action.

4. Building virtuous cycles. The more we can support our clients in finding pride in their strengths and success in new results, the more they can step into a positive cycle and speed up its rotation. The Positive Principle is about guiding our clients to develop virtuous cycles—positive self reinforcing cycles in how they view their own thoughts, emotions, and actions. The cycle describes how one good thing leads to
another. Coaches are instrumental in guiding and reminding clients to create and maintain positive self-reinforcing cycles of thought, emotion, and actions.

**In Summary**

Appreciative Inquiry is a philosophy, a revolutionizing force, a transformational change process, a life-giving theory and practice, and even a new worldview. It motivates change by focusing on exploring and amplifying strengths. It is a Philosophy to live by!

The *constructionist principle* argues that a person’s reality is constructed by the questions he asks. We could say that reality and identity are co-created. The *principle of simultaneity* recognizes that inquiry and change occur simultaneously. The moment questions are articulated change is initiated. Dialogue shapes images of the future which then form into reality. Put simply we live in the world that our questions create. The *poetic principle* states that people are like open books, their stories being constantly co-authored by their conversations. People should focus on positive stories for success. Whatever we focus on grows. The *anticipatory principle* views collective imagination and discourse as the most important source for generating constructive personal change. By changing the image of the future, the future will be changed. In other words our images (vision) of the future become our future.

The *positive principle* states that the more positive a change initiative is framed, the more effective and long lasting it will be. Humans are responsive to hope, inspiration, positive stories and bonding with other people. Positive images lead to positive change. Or simply put focusing on the good and feeling good leads to more good.
Champion nurturers can apply the appreciative inquiry approach in co-constructing the future of the emerging champion. This requires that the protégé revisits his past successes and builds them as the positive core that assists him in dreaming of a future which answers the world’s call and longing. The dream is painted in vivid and emotional pictures that serve as motivating goals. Using forethought and symbolizing capability the protégé becomes an options thinker as he designs strategies to reach that goal. Through improvisation and learning along the way he marches into his destiny.

Mentors learn to appreciate the strengths, value and potential of the protégé rather than focus on his weaknesses. Appreciative inquiry proposes that people grow in the direction of affirmation and shrink away from criticism.

Having learnt the art of affirmation, we turn to its twin the art of nurturing self-awareness through giving and receiving feedback. In the next stage of our journey we create a powerful method of nurturing self-awareness.

Reflections

1. How can you apply the concept of appreciative inquiry in your mentoring relationships?
Chapter Eight

Nurturing Self-Awareness

To be a successful leader a person needs to be aware of who he is, how he learns and how he behaves. We unknowingly submit ourselves to risks and ineffectiveness when our self-awareness is low and when we are unaware of the impact of our actions and words on others. The Greeks have over the years insisted, “Know thyself”. It would appear obvious that we are well acquainted with ourselves but unfortunately that is not always the case. Some of our interactions with others are conscious and observable while others are concealed even from ourselves. The more we know ourselves the more positive our personal interactions. Consequently our influence increases. Mentors can play an active role in reflecting back on us to create self-awareness. In this chapter we discuss two conceptual models that create and/or increase self-awareness.

Johari Window

It was designed by Joe Lufts and Harry Ingram as a perception model of how we see ourselves compared to how others see us. It demonstrates the important role that feedback plays in personal development. It is a guide for individual learning about self. Feedback offers opportunities for individual growth while lack of sound feedback inhibits personal growth. Successful interpersonal skills require sufficient self-knowledge or awareness and sufficient disclosure or exposure of self that allows others to see beneath the usual façade. This self-disclosure involves placing your feelings, concerns, values, motivations and attitudes in the open so that the people in relationship with you can honestly claim that they know you. Unfortunately we have
perfected the art of hiding our true selves and presenting the aspect we want others to see. Some consultants teach people to manage impressions and present powerful images of who they are not, so as to gain advantage. However the emerging champions are people who win without elements of deceit.

The creators of the Johari Window Matrix intended to demonstrate how people give (exposure) and receive (feedback) information about their true selves. The window is depicted below:

The first quadrant called the ARENA (open self) is an area of free activity that refers to behaviour and motivation that is known to self and to others. It indicates a space within ourselves which we do not hesitate to expose to others and where we are
comfortable receiving honest feedback on. In this window we communicate consciously, are aware of what we are doing and saying. This is the area of transparency. Our actions and motivations are deliberate and transparent to those we deal with.

Initially in a mentoring relationship this window is small but grows as the mentoring partners gain confidence and trust in each other. Increasing this quadrant makes free and spontaneous interaction possible. The growth of this window reflects a maturing mentoring relationship where the partners are both free to see themselves and perceive each other truthfully and candidly. This is critical for success. Both nurturer and the champion should seek to grow this window. The result is freedom for self-exposure and acceptance of candid feedback resulting in increased self-awareness. Communication is open and transparent and hidden agendas do not exist. A person whose open self window is large is ready to take risks and evaluate results because he has a healthy dose of self-confidence. He is not afraid of losing face since he believes that he is in a constant state of learning. Feedback increases learning. This person not only relishes self-exposure but deliberately asks for feedback. Mentoring partners should operate in this window more often and ask for feedback. A mentor can seek feedback from the emerging champion as to the effectiveness of the mentoring relationship and areas of improvement. Why not? That way it improves the competences of the mentor.

The second quadrant known as the BLINDSPOT (blind self) is where others can see things in ourselves which we are unaware of. The person in this window practices the art of self-disclosure but rarely asks for feedback. We increase our self-awareness by allowing the mentor and others to give us feedback resulting in our being conscious
of this blind self. In this window we communicate something unconsciously which others perceive, interpret and react to. The problem is that they are reacting to something of which we are not conscious of and therefore their response bewilders us causing confusion and conflict. Mentors can help us reflect back on our actions until this blind spot is minimized. To the extent that we receive and accept feedback about our blind spot – to that extend we increase our effectiveness as leaders. Blind spots or scotomas can kill us. One’s beliefs and past experiences condition the mind to perceive or not perceive what one sees. If your past conditioning does not match what your eyes see, then you build a scotoma to it. Tice defines a scotoma as “a sensory blocking-out of your environment to information that actually exists”.

A person exhibiting a dominant interpersonal style of the blind spot participates actively in discussions. He is quick to give feedback to others – tends to be critical. He normally has a high opinion of himself. He hurts others while assuming that he is just being frank and constructive to others. A mentor should avoid operating from this mindset as it generates negative feelings and creates hostility. By failing to ask for feedback a mentor increases his blind self and limits his influence. Having dealt with his own blind spot, a champion-nurturer seeks to sensitise his charge to the existence of blind spots as these adversely affect a leader’s relational skills.

The third quadrant, the FAÇADE (concealed self) represents the avoided or hidden areas with things we know about ourselves but do not want to reveal to others, (e.g., a hidden agenda, or matters about which we have sensitive feelings). In this window we are deliberately refusing to expose ourselves and therefore do not wish to get any feedback on it. Any mentoring relationship that has a dominant FAÇADE either in the mentor or the champion will not be fruitful. Either there should be a deliberate
but tactful effort by the mentoring parties to reach into this area or else acknowledge its role or terminate the relationship if it cannot be successfully managed. The role of the mentor in this quadrant is to skilfully act as a counsellor. This is an area of high sensitivities. Depending on the nature and causes of the trauma that resulted in this area, a mentor may need wisdom to help the emerging champion deal with issues. It may be due to family background or previous abuse. Both mentoring partners need to deal with this area cautiously.

A person whose predominant relational style is a façade hardly expresses his ideas or shares experiences and thus prevents others from learning from them. This person normally has a low sense of self-worth, self-esteem and self-efficacy. He is afraid of being rejected or has fear of failure to garner support if others know his ambitions. He often manipulates others by selectively choosing not to share some critical information.

The mentor should help this person develop self-efficacy as previously discussed. Working with the emerging champion to establish and address the sources of insecurity is also beneficial. However the people-developer should gently draw this person out by asking for his opinions, feelings and thoughts.

The final quadrant, UNKNOWN self is an area of unknown activity, in which neither the individual nor others are aware of certain behaviours or motives. Yet, we can assume their existence because eventually some of these behaviours and motives influence our relationships. These may be areas that are hidden due to underlying aspects which have been buried as a suppression mechanism into the unconscious level of the mind. Usually represents traumas or issues that our emotional filter could
not face and therefore were suppressed. These can be revealed through counselling and/or prayer. Mentors however may notice some consistent patterns of destructive behaviours, which cannot be explained logically. In this case the mentor may refer the champion to a counsellor for therapy.

A leader with this interpersonal style fails to exploit his potential. He does not practice self-exposure neither does he ask for feedback. This person normally displays rigid behaviours, appears reserved and avoids team participation wherever possible. Relationally he is the lone ranger type who avoids intimate friendships.

The underlying assumption of the Johari Window is that the potential for personal growth increases as the ARENA (open self) increases, while the FAÇADE (concealed self) decreases as we open ourselves to increased feedback from others and the BLINDSPOT (blind self) decreases as well. A change in one window affects the other windows. Quadrant III shrinks in area as Quadrant I grows larger. We find it less necessary to hide or deny things we know or feel. In an atmosphere of growing mutual trust, there is less need for hiding pertinent thoughts or feelings. However it takes longer for Quadrant II to reduce in size, because usually there are psychologically "good" reasons to blind ourselves to the things we feel or do. It is therefore imperative for the mentor to be patient and persevere with the champion before quickly dismissing the relationship around issues in this window. The role of the mentor in this regard is to be available whenever the champion needs him.

Some principles that can be drawn from the above discussion are:

✔ It takes energy to hide, deny, or be blind to behaviour that is involved in interaction and therefore reducing these will release that energy for productive use by the champion.
Threat tends to decrease awareness while mutual trust tends to increase awareness. It is therefore imperative for the mentoring relationship to strive for mutual trust while eliminating insecurity from the relationship. A corollary is that confidences should be strictly maintained. Consequently forced exposure is undesirable and usually ineffective.

Interpersonal learning means a change has taken place so that open self window is larger, and one or more of the other quadrants has grown smaller.

If the first quadrant is small then communication is poor resulting in less effective mentoring relationship.

We act and behave in accordance with our worldview and values. But our actions and behaviours are interpreted, given meaning and judged based on the listener’s worldview and values. Therefore the intended effect of our actions may be misconstrued resulting in a distortion in the intended impact of our words and actions. Our worldview is the lens or filter through which we see the world. It creates the values that govern our lives and the essence of our morale fabric. Consequently we need to be more conscious of both our worldview and that of our mentor. It is my experience that if the worldviews of the mentor and the champion are not in sync, problems arises in the mentoring relationship.

Chris Argyris and Don Schon teach the concept of double loop learning as a means of changing worldviews. Many mentors focus on changing the behaviours rather than the underlying causes (single loop learning). In double loop learning the nurturer seeks to change the non-productive behaviours of the champion through modifying the worldview, mental models and governing values that drive the behaviour.
Through self-reflection the champion is led to diagnose the root of the behaviours resulting in change of values which drive the change of behaviours. This is why my mentor insists that all lasting change is always inside out. In the next section I discuss a tool that is useful in facilitating self-reflection to change the mental pictures or models that drive behaviour.

**The Transformational Model**

*Feedback* uncovers the assumptions underlying our conscious communication by increasing our understanding of our current behaviour and how observers perceive it. Feedback is important because it:

- Provides information about ourselves and thus increase our self-awareness while
- Providing information about the people to whom we are in relationship with. By taking note of what the person giving feedback commends on and how the comments are communicated we learn more about that person.
- It empowers us to be able to reflect and review our actions and thus improve our future actions.

Tactful and specific feedback is mutually beneficial in a mentoring relationship as it results in a deeper understanding and awareness of the mentoring partners thereby
enriching the quality of the relationship. Resultantly both mentor and champion
develop a deeper self-awareness.

Sometimes mentors claim to be providing feedback when in fact they are criticizing
the emerging champion. The table below assists in framing effective feedback.

<table>
<thead>
<tr>
<th>Feedback should be:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actionable</strong></td>
<td>Advice should be practical, realistic and usable</td>
</tr>
<tr>
<td><strong>Blame free</strong></td>
<td>Tough on issues and soft on people</td>
</tr>
<tr>
<td><strong>Calm</strong></td>
<td>General calm manner of communication and not emotional</td>
</tr>
<tr>
<td><strong>Dispassionate</strong></td>
<td>Factual and objective</td>
</tr>
<tr>
<td><strong>Enlightening</strong></td>
<td>Don’t tell people what they already know</td>
</tr>
<tr>
<td><strong>Future-oriented</strong></td>
<td>Focus on the future and not the past to produce change</td>
</tr>
<tr>
<td><strong>Generous</strong></td>
<td>Mix positive and negative feedback. Some people are more</td>
</tr>
<tr>
<td></td>
<td>generous with negative feedback than with positive feedback.</td>
</tr>
<tr>
<td></td>
<td>Keep to a narrow negative agenda. Compliments</td>
</tr>
<tr>
<td></td>
<td>were successes noted should be generous.</td>
</tr>
</tbody>
</table>

(Source: Bryn Hughes, 2003:132)

**Dialogue** may be uncomfortable as it results in a critical assessment of assumptions.
Any mentoring dialogue should aim at reaching the assumptions level and not just the
surface in order to be effective. This implies openness to new ideas from both
mentoring partners. All meaningful dialogue leads to the creation of new possibilities
and options. The more open the partners are to dialogue, the deeper the level of
interaction. The success of the dialogue depends on the willingness of both parties to
expose themselves and receive feedback.

By **reflecting** on events we gain a deeper understanding of ourselves, others and the
context of the events. Skilful mentors teach champions how to reflect on their
experiences leading to a questioning of their mental maps, perspectives and worldviews. Questioning these assumptions frees the champion to alter them resulting in changed behaviour.

The steps involved in critical reflection are:

- Identifying and challenging assumptions
- Challenging the importance of the context
- Imagining and exploring alternative options and
- Developing reflective scepticism.

The net result is that the champion becomes aware and deliberate in his choices. Many times we are gullible and rarely question things that happen to us. If we do not step outside of ourselves to reflect and question our assumptions and core values – then we will continue to think and act in the way we do – resulting in repeating ineffective patterns of behaviour. I am reliably informed that insanity is doing the same thing repeatedly expecting different results.

Summary

The tools discussed in this chapter increase self-awareness through the skilful art of giving and receiving feedback. An emerging champion cherishes receiving feedback on attitudes and behaviours as they result in growth. The tools also improve interpersonal skills. Leaders influence people through skilfully influencing people. The leader’s influence is dependent on the effectiveness of your interpersonal skills.

Having noted the powerful impact of mentoring, we turn to examine the negative potential that can emanate from it. Like all powerful forces mentoring can be used
positively to build a legacy. It can also be abused and cause heartache and destroy futures. To mitigate against the negative impact of dysfunctional mentoring we need to identify and manage its manifestations. That’s our next hurdle. Let’s go for it.
Chapter Nine

Dysfunctional Mentoring Relationships

A few years ago we took our daughter and her friends to Imire Game Park, near the small town of Marondera in Zimbabwe, for her birthday party. It was an exhilarating day, which was capped by a game drive. We saw an interesting phenomenon when we met a herd of buffalos. This herd included a towering elephant who acted as the matriarch. This elephant grew up with the buffalos and thought that it is a buffalo. It protected and defended them. It refuses to associate with elephant herds. At one time a bull elephant was introduced to her for mating. They were kept in the same pen. It attacked and killed the intruder because it felt that its turf was being invaded and its authority undermined. This elephant thought that it was a buffalo. Psychologically it was improperly nurtured and was not exposed to mature elephants and therefore its thinking is warped. It has lived its life below par. Though it protects the herd of buffalos, it aggressively attacks any would-be threat to its authority. Its strong nurturing instinct when coupled to its warped sense of identity made it a menace to any potential champions in the herd. She was happy as long as the buffalos and members of the herd were in their place and no one dared to rise to championship. Sadly there are dysfunctional mentoring relationships with mentors who act like the matriarchal elephant among buffalos. They will support and encourage their charges as long as they do not outgrow the matriarchal elephant. Any growth beyond a certain level of influence poses a threat to the mentor who then seeks to destroy the protégé. Although mentoring is a force for good, if abused it can destroy rather than nurture champions. Mentoring can build you or sow seeds for your destruction depending on
the spirit and character of your mentor. Mentoring is excellent but it has its pitfalls. There are some dysfunctional mentoring relationships.

Consider this biblical case. Eli, the priest, had problems restraining his children who abused women and sacrifices at the temple in ancient Israel. He mentored Samuel, the prophet who was brought to the temple by her mother. In later years he also had problems restraining his children who became unruly. Samuel mentored David who subsequently had problems restraining his own children. It appears to me that mentoring has potential to pass on the weaknesses of the mentor as well. In biblical language this could be considered as a form of transference/impartation of spirits. It is known psychologically that when we communicate intimately we communicate our words as well as our moods, attitudes and our spiritual demeanour. Is it possible that we can also pass on our negative character flaws as well as what could be called generational iniquities?

I know an organisation where people complain about certain characteristics, mannerisms and dysfunctional leadership styles of the founder. Yet the majority of the middle managers in that organisation behave exactly the same way towards their subordinates. One day I said to one of the middle mangers, “Do you realize that you are repeating the leader’s behaviours that you disdain?” He was shocked. What they detested in their leader, they replicated in their own lives. By relating to that mentor they inherited his weaknesses as well. When you relate closely to a person the spirit that works in them is transferred to you as well. That’s why you eventually have intimate people behave in very similar ways.
One way to control for the weaknesses of mentors is to have multiple mentors, in which case one will cover for the other. In certain critical areas you must have a number of people you are accountable to. That protects you. Proverbs says, “In the multitude of counsellors there is safety”. The good thing about multiple mentors is that it restores the responsibility to make the final decision to the protégé. The mentors give different perspectives but it is the responsibility of the emerging champion to analyse the diverse views and then take an informed decision. Too many people substitute mentors for their own decision-making responsibility. It’s a fear of being responsible for the consequences of their decisions and so they look for mentors who would carry the risk. The Makoni amplified version of the Shona proverb says, “For maximum benefit from counsel, have the ability to think independently about the counsel given.”

If a mentor is uncomfortable with you consulting others, it is likely that he is seeking control. You should be able to have brainstorming sessions with both mentors sometimes. It does not have to be adversarial. They are on the same team whose brief and mandate is to facilitate your achieving maximum impact.

I want to state categorically that in a mentoring relationship the control remains with the protégé. If you believe that your mentor is too controlling, it’s up to you to draw the boundary. It is your life that is being built. It is your life that can be destroyed. You can start with a relationship that is sound and solid and get to a point where your mentor is intimidated by who you are. When you continue in that relationship, you will self-destruct. You should be able to say, “Thank you very much. I really appreciate what you have done. I will always respect you but I think at this stage I am moving on”. You control the relationship and never the other way.
You cannot stand before the throne of God or any court of law to say, “I am not liable for my actions since my mentor counselled me to do this”. At the end of the day you are accountable for all the decisions you make. It does not matter how much counsel you get - it is your life and destiny at stake, and therefore you have the final responsibility over all decisions affecting your life. It is your responsibility to live your life according to your understanding of the revelation of the will of God, not according to your mentor’s understanding. However you are also liable for the consequences of that understanding should it prove deficient.

I take in counsel but I retain the final responsibility. Similarly business executives have final responsibility over the recommendations of consultants. They cannot shirk responsibility on the basis of the consultant’s opinion. They still need to assess the consultant’s input and then make a decision whose consequences they will live with. My pastor always says we are not guided by prophetic words. They are not the rule of thumb for the way we live. I seek to understand them and interpret them and make the final decision. I am finally accountable for every decision I make. Even if it’s my mentor who told me to do it, if I am not in agreement I am able to tell him that I am still weighing my options. I should be able to engage my mentor and let him explain his reasoning and the assumptions of his counsel. I do not have to do it simply because he told me to.

I led a young man to Christ in 1984 and mentored him. By God’s grace he qualified as a medical practitioner. At some point I caught him trying to recruit some of my staff away from me. Such is life. Mentoring relationships do not always work out the way you think. You have things like that. You will develop people and they steal your business or customers. Some of your star sales people whom you have groomed will
turn around and hurt you. But you need to have the capacity to forgive and keep blessing people because your call is to influence people for God and to touch the world for him. He never said everybody will appreciate you, neither did he say there will be no challenges. So as mentors, you will be hurt but you need to move on and keep building people. That’s life. You will not stop nurturing though others disappoint you. It is therefore apparent that dysfunctional mentoring can also originate from the emerging champion.

Dysfunctional mentoring does not occur as often as good relationships. However it’s important to recognise that dysfunctional mentoring does exist and can have severe consequences. There is potential for mentoring relationships to change over time and become dissatisfying and destructive as individual needs and/or organizational circumstances change. It is therefore possible for a perfectly sound mentoring relationship to turn dysfunctional. Since mentoring relationships are often intimate, the consequences of negative interactions could be detrimental to both mentoring partners and other related parties.

A recent study\textsuperscript{xix} concluded that mentoring is not a simple, all-or-none matter but falls along a continuum of effectiveness. Individuals in highly satisfying mentoring relationships reported more positive attitudes than non-mentored individuals, but the attitudes of those in dissatisfying or marginally satisfying relationships were equivalent to those of non-mentored individuals. In some cases non-mentored individuals expressed more positive attitudes than people in dissatisfying relationships.

Although it is clear that good mentoring leads to positive outcomes, bad mentoring may be destructive. In some cases, it may be worse than no mentoring at all. Although
truly dysfunctional mentoring relationships are likely to terminate, relationships that are marginally effective may simply endure. Perhaps these relationships endure because the mentoring partner receives some limited help from the mentor, or because he does not want to risk negative repercussions from terminating the relationship. Perhaps, these marginal, dependent or abusive relationships serve needs that are simply dysfunctional; some individuals may seek dysfunctional work relationships just as they seek dysfunctional home relationships. Dysfunctional mentoring relationships may result in more harm than not being mentored.

Researchers noted that some mentoring relationships run into turmoil when:

- the interests of the parties change,
- differences in judgement exist between mentoring partners and each party insists on its view,
- Mentoring partners have undue involvement in one another’s personal problems beyond the levels of the other’s comfort.
- Some mentors are tyrannical or selfish.

Sometimes people have idealized images of mentors and the mentoring process and when their ideal and realities of mentoring fail to match problems arise. Mentors are frail human beings who face challenges like everyone else. Failure to appreciate this results in protégés being frustrated and disappointed when they encounter the humanity of their role models.

Sometimes mismatches occur in formalized mentoring. This results in serious conflicts within the mentoring relationship. Studies have shown that formalised
mentoring is less effective than informal relationship based mentoring. I agree with Andrew Gibbons\textsuperscript{xx} who argues, “A deep irony is that often, the more organised and structured we make mentoring, the less likely it is to really work. I feel that mentors are like noses and strawberries - it's best if you pick your own. Thus, even the best intentioned efforts to make mentoring work, can founder as it will have its most positive effect when it evolves naturally, often without consciously considering mentoring is happening at all”.

Another potential cause of dysfunction is lack of support and unrealistic expectations.

\textbf{Potential Mentoring Dysfunctions\textsuperscript{xxi}}

The following table enables us to frame potential mentoring dysfunctions. The top side of the matrix describes the two roles of mentoring as psychosocial and vocational, while the vertical side describes the intent of the partner whether its benevolent (evil-intent to the partner) or malevolent (well-meaning to the partner).

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<thead>
<tr>
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<th>Psychosocial</th>
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<tr>
<td><strong>Bad Intent</strong></td>
<td><strong>Negative Relations</strong></td>
<td><strong>Sabotage</strong></td>
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<td><strong>Good Intent</strong></td>
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Negative Relations

Bullying within mentoring relationships sometimes occur especially with the stereotypical tyrannical mentor who must have everything his way. The mentor may either be exploitative, manipulative or egocentric. This kind of mentor will use
spirituality or organizational power to manipulate the mentoring partner into submission. The mentor within organisational settings wields both power and authority. If the mentoring partner pushes back then the relationship becomes abusive or the mentoring partners become organizational enemies. The resultant dilemma for the mentoring partner becomes choosing to remain in an exploitive relationship or enter into conflict with the mentor (who is defined as a more senior and more powerful individual in the organization). Either alternative is unpleasant and potentially damaging to the mentoring partner emotionally. A hypothetical case is where the mentor befriends a charge and provides counsel but with the intention of financial gain. The moment the protégé draws the line, the mentor becomes vindictive and seeks to manipulate his charge. For example in a spiritual setting the issue of honour for the mentor may be drawn too far resulting in the protégé failing to extricate himself out of the abusive relationship without feeling guilty.

Issues of co-dependency and suffocation within the relationship can occur. Some people cannot make any decision without the input of the mentor or alternatively the mentor has to approve any decision made by protégé. As pointed out before the mentor provides insight and guidance but the final decision should always remain with the emerging champion. Some dysfunctional mentors become surrogate mothers in the lives of the protégé and impose themselves in every aspect of his life. A rule of thumb is that the mentor should only give counsel when it has been sought unless the situation has dire consequences. Mentors exist in a person’s life by invitation and therefore should be cautious to maintain the boundaries of the protégé. Mentors should not seek to live out their dreams through the lives of their mentoring partners.
Some mentoring partners feed into the tyrannical behaviours of mentors by being timidly submissive and unquestioning. This normally emanates from unhealthy parent-child relationships. The emerging champion should be able to honour and respect the mentor while at the same time reserving his ability to think critically and assess the counsel and advice of the mentor. An unhealthy submissive relationship may be a way to avoid responsibility for the actions of the mentored person. However in life despite the input of our mentors we are ultimately responsible for our choices and destiny. Consequently if my mentor becomes abusive I reserve the right to terminate the relationship. I should not be controlled by the mentor. Influenced - yes. But controlled – absolutely not.

Sabotage
This occurs especially in situations where dependency develops. If the mentor is dependent on the mentoring partner, whenever the mentoring partner outgrows the relationship the mentor holds him back. For example in an organization where the mentoring partner is a subordinate of the mentor, the mentor may not recommend the partner for promotion or career enhancing opportunities for fear of losing him. When the mentoring partner finally realizes this, he resents the mentor and may engage the silent treatment behaviour. Resentment may build to the point where the mentoring partners seeks revenge on each other resulting in an abusive relationships. Whether revenge is taken directly (such as verbal insults) or indirectly (such as an attempt to damage the other’s career politically), the relationship has reached a level of intensity, which may transcend issues related to the organizational situation.

Natale, et al discuss the role of envy in mentoring relationships which can result in protégés cloning themselves into images of their mentors or the mentor blocking the
progress of a protégé who is a "rising star" in the organization. I know an excellent gentleman who has successfully mentored many promising young men to success, but later ruined the relationships because of jealousy once the protégé succeeds past his mentor. His envy and jealous often left them with bitter memories of strife. Mentors or would be mentors need a strong sense of self-worth that enables them to rejoice in the success of their charges. The mentor stifles the protégé’s advancement. This is rife with mentors with an inferiority complex. They derive their sense of worth from being the “top dog”.

If the mentoring relationship is within an organisational setting, there is a likelihood of triangulation that may occur between a boss, subordinate and a mentor. Sometimes clashes arise as mentors try to protect their charges from “unreasonable boss” and end up interfering with departmental issues. It is also possible for a cunning protégé to create strife and conflict by manipulating the mentor against the boss.

Another form of sabotage may be deception. This manifests when either the mentor or the mentoring partner:

- Manipulate information to result in compliance. For example some part of the information may be deliberately withheld so that the counsel given would just be an endorsement of a preset decision
- Engage in ingratiatory behaviour – pretending to agree with the mentor to gain approval, flattery or self-presentation. These are benevolent acts of deception in order to influence or manipulate the other.

Difficulty

It occurs when the person has good intentions toward the other but there are psychosocial problems in the way they relate to another. The absence of malice, however,
does not mean that the relationship is free from dysfunctional behaviour. Such relationships may be characterized by conflict, disagreement of judgment, or the placing of the other in binds. Binds occur when ultimatums are given or the person demands that the other make a choice. For example, a mentor that suggests that a female protégé should not have children to devote more time to her career is placing her in a bind in which she must make a choice between her career and her desire for a family. While such scenarios are not pleasant, they do occur, and despite the "good intentions" of such advice, the inherent problem in the relationship is the mentor imposing his own model of a successful career upon the mentoring partner resulting in serious stress and/or anxiety for the mentoring partner.

Spoiling
When problems in the relationship are related to vocational issues and one or both of the parties have good intentions toward the other, the result can be the "spoiling" of a potentially positive relationship. A good relationship gone sour is one in which some act of betrayal has occurred (perceived or actual). Such betrayal evokes emotions of disappointment in the other or of regret. The person who has been betrayed may regret investing so heavily in the relationship only to be betrayed by the other. Often such betrayal occurs because there were problems in the relationship that impacted the career of the emerging champion (vocational), yet were never discussed and dealt with openly. For example, a mentoring partner may feel that the mentor has been "stealing" his ideas and presenting them to senior executives without proper credit. The mentor assumed that the partner didn’t mind. However, resentment of this behaviour builds in the mind of the partner until he takes one of his ideas to another manager in the company, rather than the mentor. The mentor learns of this and feels
betrayed, disappointed, and regrets developing the protégé. The result can be a spoiled relationship, when the mentoring partner’s inherent feelings of being taken for granted result in overt behaviour, perhaps even quitting the organization. Underlying the partner’s feelings of betrayal is a sense that he has not been treated fairly by the mentor. Such perceptions of violation of organizational justice (fairness) have implications for mentoring relationships. Spoiling may also occur when a protégé is mentored by someone not on the fast track in the organization. For example, one might be mentored by a person who falls out of favour with organizational executives. His emulation of this mentor may do considerable damage to his career opportunities. The intent toward the emerging champion was not bad, but the mentoring relationships had negative vocational outcomes, due to the mentor being on the wrong career track. This is another form of "spoiling", even though the parties to the dyad may not be aware of it. A potential champion within an organizational setting should therefore assess the risk of collateral damage that may accrue to him through the choice of an organizational mentor.

A final form of mentoring dysfunction relates to sexual harassment or sexual undertones in a cross-gender mentoring relationship. The manifestation of sexual overtones within a mentoring relationship is clearly inappropriate and dysfunctional. The more intimate the potential mentoring relationship the higher the risk of this dysfunction. The history of both business and church is filled with sound relationships, which bred intimacy that ultimately led to sexual involvement. Any cross gender mentoring relationship should always bear in mind the fact that women are stimulated by words. It is therefore recommended that such cross gender relationships be either within group settings or within the context of transparency e.g.
ensuring that there is either chaperonage or meetings are held in public and open venues.

Why People Sometimes Maintain Dysfunctional Relationships?
Some dysfunctional mentoring relationships become mutually additive and reinforcing. They develop into negative patterns (e.g. a mentor who blames and a mentoring partner who feels guilty) were both partners stay in that pattern rather than disengage and suffer the withdrawal symptoms. In this example, the mentoring partner fears retaliation from the mentor or may be overly dependent on the mentor for his career advancement, while this reinforces the mentor’s need for control. The paradox in this, of course, is that the relationship "works" in that it mutually meets the dysfunctional needs of two parties, but it doesn’t really work in terms of the development of the emerging champion or the effectiveness of the mentor. The person being mentored may not develop into an independent leader capable of making his own decisions. And the mentor may become accustomed to a mentoring style that is tyrannical and may transfer this to other mentoring relationships. Emerging leaders who learn to be overly submissive in relationships with dominant mentors may have difficulty with self-esteem or assertiveness in other relationships.

Summary
A closer analysis of mentoring dysfunctions indicates that mentoring can result in psychological abuse which is characterized by:

- controlling activities, information, emotions or the thoughts of others as evident in the tyrannical mentor
• placing the other person in double binds e.g. when a spiritual mentor places the emerging champion in a position of pseudo-dilemma like if you do not take my counsel you are disobeying the voice of God
• encouraging dependence, inducing powerlessness and submissiveness in mentoring relationships
• Fights or conflicts emerge in mentoring relationships that may escalate to levels of destructive behaviour e.g. sabotage
• Exploitation (including sexual and psychological)
• When mentors take ideas of the emerging champion without giving proper credit. This may include commercially exploiting a mentoring partner’s business idea after discouraging him on it.

In the chapter ahead we reframe mentoring by discussing the emerging mentoring platforms. Though the platforms are changing the underlying principles remain the same. Let’s take a closer look. At the pace of changes now by the time you read this book, new forms may have emerged already.
Reflections

1. Reflect on your current mentoring relationships. Are there any signs of dysfunctions? What are you doing about it? Confront the issues – do not run away from them?

2. Why do people stay in dysfunctional relationships?

3. Think about a dysfunctional relationship that you have been part of. How could you have avoided the dysfunction? What lessons can you draw out so that you avoid similar situations in future?

4. If you had a dysfunctional mentoring relationship, evaluate your responsibility in the dysfunction and go back to ask for forgiveness for your part.
Chapter Ten

Reframing Mentoring

Mentoring has evolved with changes in society and technology. Although the methodologies and format of mentoring are changing the underlying principles remain. Methodologies that worked during the era of Socrates or of the industrial age may not be applicable or relevant to the information age. The age of Mentor in Greek mythology had a mindset that “father knows best”. The mindset of the industrial age was that the boss or master “knows best”. These all focused on individualized knowledge being passed on to another person. However in the information age the assumption is that knowledge is shared reciprocally and learning occurs in a community, which freely shares its knowledge bi-directionally. In this chapter we examine a few newer forms of mentoring which though different in structure and strategy use the same fundamental principles derived from the ancient concept. People nurturers, intent on creating trans-generational legacies, employ methods that are relevant to contemporary generations.

Learning Communities

This form of learning recognizes that learning involves a psycho-social aspect and is effective if there is a community of learners. It views mentoring as a network or group effort. The mentor becomes a learning leader who facilitates the learning process rather than the “know it all” pundit who disseminates knowledge to whoever sits under him. In this case he is equally a learner like all community members and so is open to learning from the others. In this form the learning leader assembles a team of high potential learners and meets with them regularly to discuss, dialogue and share
experiences. The learning leader should have an incisive mind that cuts to the heart of discussion. This group should be as diverse as possible in order to create a unique learning opportunity for members to learn from different perspectives.

In this method of mentoring it is recognized that development or growth is enhanced by open dialogue and freeform thinking. Agenda-driven discussion constrains the learning process. High performing learners are supported in taking responsibility for their own learning rather than have the mentor determine their learning needs.

A few months ago Stephen who was visiting the country came to see me for a month’s personal coaching. When he came into my office he took his notebook and asked me to download what I knew into him. I told him that we would not have any agenda but would dialogue and discuss any issues he wanted to. He was to be responsible for his learning and I was just a facilitator. After stumbling through the first fifteen minutes the dialogue became free flowing. He thoroughly enjoyed his experience as we discussed and debated issues that arose around his area of concern. This was a powerful learning moment as he realized that he knew more than he thought. We both learned from the experience. I asked him questions, clarified his thoughts and gave counsel. I used the Socratic teaching method of asking questions and posing dilemmas that nudged him into considering different perspectives and finally arrives at his own conclusions.

Group meetings of the learning community can revolve around Peter Senge’s concepts of dialogue and discussion. Dialogue includes thinking freely at deeper levels, talking about beliefs and assumptions, exploring ideas and gaining insight, stretching oneself and diverging toward varied interests. However discussion involves
gaining consensus, seeking influence, solution-seeking, determining actions, considering options and working out some tough decisions. Both dialogue and discussion are important although greater focus should be on dialogue.

This concept has developed into Mastermind groups that were first introduced by Napoleon Hill in his book, *Think and Grow Rich*. A master mind group is made up of people who come together on a regular basis to share ideas, thoughts, information, feedback and resources. This increases perspective and militates against the tendency toward a limited and narrow view of the world and its opportunities. It also increases one’s ability to advance towards goal accomplishment. Hill contends that when two or three people coordinate in a spirit of harmony and work toward a definite purpose, they place themselves through the alliance in a position to absorb power from the great storehouse of Infinite Intelligence. At this point he is in agreement with Scripture which states that “where two or three are gathered in my name there I am in their midst”.*xxii*.

Many successful entrepreneurs have exploited the use of Mastermind groups. My own master mind group is still under construction. We meet regularly with my good friend Dr Matt Wazara with no agenda but to just dialogue, strategise about healthcare and kingdom purposes. After brainstorming on topical issues we often end up praying so that we can tap into the Source, the Infinite Intelligence – the source of all wisdom – God. These sessions leave us charged and built up. Ready to face the world! We are carefully and slowly building this Master mind group. It is critical that the choice of Master Mind group members is selective because you want to bring people who add value.
This kind of mentoring is highly effective for the busy leader who is serious about influencing a generation. Instead of downloading into one person at a time – one uses the power of leverage and facilitates the learning process of a small group which in turn will reach out to others. It can be argued that Jesus mentored the small group of disciples rather than focusing on one on one. It allows the leader to influence more people at the same time while also learning from the group.

My professor at Rushmore University – has created an international mastermind group called Billionaire Business Mastermind Group. This group includes about three people from Africa, one Canadian and two or so Asians. The diversity in the group creates a powerful learning platform as different perspectives come into play. The unique thing about this group is that they communicate through scheduled internet based conference calls from different parts of the world. Don Mitchell, my professor, speaks for a few minutes and then the group discusses and dialogues on ways to create billion dollar businesses. Mitchell has increased his influence for a fee by creating this powerful tool which harnesses the power of the internet to circumvent geographical limitations.

I present below the first five briefings which covered how to:

1. Select large high profit markets that others are ignoring and will ignore in the future.

2. Find opportunities that you and others find exciting to pursue.

3. Avoid current and future potential competitors.

4. Embrace more comprehensive business models that are advantaged over those that have been employed so far.
5. *Discipline your organization against overconfidence and self indulgence.*

Here are a few practical ways of enhancing dialogue and increase the effectiveness of Mastermind Group sessions:

* Talk about business strategies, not just the party line but examples of real cases. Use storytelling and behind-the-scenes information. Discuss the difficulties in setting strategies and implementing them down through the organization.
* Ignite a conversation on valuing differences, giving examples of perspectives from different organizational tracks, genders, and races.
* Relate real cases of frustration, conundrums, ethical dilemmas, and similar problems. Ask group members how they would deal with such situations.
* Ask group members about their experiences in trying to balance work and their personal lives.
* Unmask a surprising organizational truth - for example, that rationality isn’t always the model for decision making. Give specific examples.
* Admit and share personal vulnerabilities.
* Invite other top leaders to address the group about the lessons they’ve learned from tough decisions, difficult projects, mistakes, and near misses.

Information Age Mentoring

Don Mitchell’s Master Mind group brings us to information age mentoring models. For years mentoring was viewed as a face to face developmental relationship whose intent was the growth of one or both partners. Most successful leaders have a premium on their time and hence need newer and more relevant and time-conscious
mentoring models. The information age allows successful and time-constrained leaders to mentor others by exploiting technological breakthroughs.

The table below shows the changes in mentoring methodologies resulting from the Information Age.

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Source: Lawson

Astute people developers use different tools in their mentoring toolkit. There is no one way or methodology. As a wise man I know says, “If the only tool in your tool box is a hammer, you see every problem as a nail”. A wise mentor will use different methods that recognize the learning styles of the emerging leader while being cognizant of time pressures. For example the use of conference calls will save time and can be interspersed with face to face meetings. Use of e-mail communication can also be effective.
An effective communicator of the purpose message, Dr John Stanko, has created a weekly online mentoring programme - *The Monday Memo* - where he communicates his message through an email newsletter. Thousands of people are being positively influenced. John Stanko increased his influence and legacy by touching people he would never meet. Recently he has created a blog site on the internet to increase his impact. In a web based economy wise leaders have learnt to exploit the leverage of technology to increase their influence.

Dr John Maxwell, the leadership expert, developed a mentoring program to nurture leaders through his company- *Injoy Inc*. He sends a monthly cassette where he talks on leadership to the leaders he trains. He also has a monthly e-mail communication. This way he is reaching thousands and increasing his influence past his geographical reach.

Other savvy leadership developers have created curriculum to train leaders. Lou Tice of the Pacific Institute exploits both e-mail newsletters and seminar curriculum run by facilitators. As mentioned earlier I attended one such seminar with a group of leaders in Seattle, WA. It changed my life for ever. He does not have to be there. He has created a DVD curriculum which trained facilitators can use in small group training sessions. His work is touching the world and transforming people’s mindsets. It’s based on solid psychological models that create powerful winning mindsets. These curricula have been successfully used in conflict situations like Northern Ireland, RSA and Central America. Lou Tice is nurturing champions through his programmes.

Another mentoring programme that I have gone through and highly recommend is Ed Cole’s *Majoring in Men Curriculum* which trains men in small group settings based
on the books he wrote. This is a powerful nine month programme that will change 
you as a husband, father and man. Although Ed Cole has gone on to be with the Lord 
his influence has transcended his life time as the curriculum has been adopted all over 
the world.

Summary

Mentors use different methods and platforms in nurturing champions. These can be 
used as stand alone or as a menu of mentoring methods that are open to a leader who 
desires to nurture champions and increase his influence. Mentors should actively 
embrace new forms and methods to exploit leverage in order to maximize their 
influence. As previously stated our methodologies can and should change to remain 
relevant while principles remain constant. In the last chapter ahead we re-examine the 
issue of creating a lasting legacy. Having been convinced about the power of 
mentoring and being armed with various frameworks to assist you to create your own 
legacy, we now pass the baton to you. The responsibility now passes from me the 
author to you the creator of your destiny.

Just one more lap together and I am ready to shoot you out of my quiver as a forceful 
arow for change.
Walt Disney though long gone, has created a legacy through his cartoons and his Disney World family entertainment. He has institutionalized his values into his enterprises. Though he is dead yet he still speaks and touches this generation and others to come. Nurturing champions is about institutionalizing in the psyche of people, businesses and ministries the values you hold dear. Legacy is your voice resounding past the grave guiding and influencing posterity.

Building a legacy is a process that is intentional and time consuming. It requires effort. A legacy is not created by default or by mistake. It takes a conscious decision that translates into a discipline of nurturing others. The values you pass on to your children, your protégés and those you touch can be so inculcated that these will pass them on to another generation. Legacy building, like writing a will, is purposeful. It is based on forethought. Thinking ahead and determining the kind of future you desire for those after you. Then you deliberately take actions to affect that future.

One sure way of doing this is by building people through nurture. Changing the values and belief systems of the people you train is part of nurturing. Building self-efficacy. Painting a picture of the future that they can aspire to. Inspiring them to dream big. To aiming higher. Challenging them to pursue the fulfilment of the God inspired dream. Encouraging them to spend themselves for God’s glory and in the service of mankind. Modelling greatness for them. Living a life worthy of your calling.
Gideon Makoni, my grandfather was renown in his days as a fiery preacher. He started well. He planted many Anglican churches around Rusape. But --- he did not finish well. He became a polygamist and turned away from the faith to a religious cult. His progeny has suffered since because of the legacy he left. I guess I got a portion of his positive legacy before he corrupted it.

Nurturing champions entails a commitment to live a morally upright lifestyle. Commitment to values. Commitment to principles. Commitment to building people. Commitment to relationships. Commitment to the long term. Mentoring as a way of increasing your legacy is about finishing strong. Many start the race but few finish. Legacy builders keep their eyes trained on the finish line. So that they can, with those gone before them declare, “I have fought a good fight of faith, now is laid up for me a crown”. Go for the finish line. Go for the gold. Nurturing champions is not about how well you start but about how well you finish. The way you finish inspires those you leave behind.

Another hero started well. He was the pride of Israel. But on his death bed he declared, “I have played the fool”. Champion nurturers finish strong. They do not play the fool. They invest for the future. They invest for posterity. They do not seek popularity but they definitely seek an increased footprint!

Champion nurturer the right to have your voice speak from the grave is bestowed on those who model godly values and finish strong. Many have started well like my grandfather but spoiled their legacy through a poor finish.

Nurturing champions has a multi-generational perspective. It answers the deepest yearning of the human spirit to contribute meaningfully to society and exercise
influence transgenerationally. I trust that the journey we have shared, created a questing to deposit in the earth a legacy that outlives your earthly sojourn. The Bible says the *memory of the just is blessed*. May you die empty because you have emptied yourself into emerging champions who will carry your legacy into the future! May your quiver be empty because you have shot out your arrows to their destiny!

Mentoring increases your effectiveness through leveraging relationships and resources. Are you leveraging yours or are you hoarding them? Are you increasing someone else’s impact? Are you building someone else’s dream? Christian leaders should both mentor and be mentored for maximum impact on the world.

Similarly mentoring accelerates and intensifies character development and values assimilation. Will your values dying with you? Are your values and principles ingrained within your business or ministry? How will your business look after you are gone? Disney’s values still speak to our generation. How far into the future will your voice echo?

Champion, go for the gold! Increase your footprint! Increase your legacy! I charge you to seek influence beyond the immediate. Reach past your own generation. Put your hand in the hand of the master legacy builder, Jesus Christ of Nazareth. Become part of his legacy! *Your influence and legacy increases to the extent that you yield to his influence and legacy*. His voice still echoes throughout the ages as it did in the dirty sandy streets of Judea. His values and philosophy still shape society. Has your life been shaped by His?

The greatest affirmation is yet to ring out, in that deep baritone voice. *Well done good and faithful servant. Enter into your Father’s rest.* Will it be for you? Are you ready for it? Go for the gold!
May your influence increase and may the sound of your voice speak to future generations. Till we meet again. Go for the gold!

Extra Copies and Author Contacts

For hard copies of this book you can visit our storefront on www.lulu.com to make an online purchase.

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Endnotes


ii Cited by W. B. Moore in Mentoring Newsletter accessed from www.mentoring-disciples.org

iii I use the words protégé, emerging champion, emerging leader and mentoring partner synonymously.

iv For a more detailed view of the work of Pastor Tom Deuschle either read his book Building People, Building Dreams or access the church website at www.celebrationmin.org

v To see the impact of mentorship read Robert Kiyosaki’s books: Rich Dad, Poor Dad; Cashflow Quadrant, and Rich Dad’s Guide to Investments. You also access his website www.richdad.com. I fully recommend his work for wealth creation strategies.


vii Other CEOs from Jack Welch’s GE are Jeffrey Imelt (his successor at GE), Jim McNerny (3M), David Corc (TRW), Gary Wendt (Conseco), William Anders (General Dynamics), Noram P. Blake Jnr (USF & G), Michael J. Emmi (Systems and Computer Technology), Stanley C. Gault (Rubbermain Inc and later Goodyear Tyres), Fred Garry (Rohr Inc), Robert Goldsmith (Rohr Inc), Chuck Lillis (MediaOne Group), Michael Lockhart (General Signal Corp), Daniel McCLAughlin (Equifax), Richard Miller (Wand Laboratories), George Schofield (Zurn Industries), Harry C. Stonecipher (McDonnell Douglas Corp), John M. Trani (Stanley Works), Walter Williams (Rubbermaid), Thomas Vanderslice (Apollo Computer, later M/A Com), Alva O. Way (American Express)

viii NFL – National Football League (US)- Source John Maxwell

ix This case study based on the life of a bible character called Barnabas whose story is found in the Bible in the book of Acts starting in Chapter 4.

x Not his real name. All the personal stories and illustrations used in this book are true with just the names and a few details changed to protect the privacy of the personalities concerned.

xi In this book I use the pronoun “he” in a gender neutral sense such that it includes both male and female. I find the use of both he/she difficult to manage in reading a script.

xii NGOs – Non Governmental Organisations

xiii For this categorization of business mentors I am indebted to David Clutterback’s article, “Three Types of Executive Mentors” accessed from www.oscm.co.uk.

xiv ZABG- Zimbabwe Allied Banking Group – was formed on the basis of the Troubled Banking Act allegedly to salvage so-called “troubled banks”

xv Dr Stanko is the founder of PurposeQuest International

xvi RSA- Republic of South Africa

xvii Story extracted from Elliot Charles’ book- “Locating the Energy for Change: An Introduction to Appreciative Inquiry”. Published by the International Institute for Sustainable Development.
