

LE3: Leadership Development Plan
Hye Sook Jackie Kang

DML 813: Selecting & Developing Leaders
Dr. Martin Sanders

Part A: Mentoring Groups

Mentoring is an essential component of leadership and personal development. Of course, God is the most excellent teacher and mentor for everyone, but a good human mentor can make a difference in one's life. The growth rate can be expedited when there is perfect harmony with God, mentor, and mentoree. When identifying the potential mentorees, I paid attention to whom God drew my attention. I looked for unique characteristics that attracted not only my attention but my heart as well. Then, I met with individuals for coffee or a meal to learn more about them and prayed for God's leading if God assigned me to mentor them in any way.

The Emerging Young Male Leaders (EYML) were born that way. Two of the four young men captured my attention immediately when I started working at my church, and I began watching them over six months. The other two young men were an afterthought to make the group more dynamic with different personalities. Their objectives are to 1) discover their identity in God and 2) find their leadership pathways.

The Leadership Mentoring Group (LMP) came from an existing soul care group I have mentored for the last 2 ½ years. But, the previous relationship and setup no longer served their further development due to a lack of focus and vision, so a shift became necessary. The objectives for this group are to 1) develop and increase their leadership influence and 2) begin mentoring emerging leaders. There were two other ladies in the original group, but they declined to continue with the new direction of leadership mentoring.

The High Capacity Individuals (HCI) took the longest to enter the mentorship. Long after I noticed their unique characteristics and the activities of God in/on them, it required much prayer and waiting for God to orchestrate the initial conversation with them. My prayer pattern has been, "If you (God) want me to be a part of their growth journey, they have to ask me for mentorship." Each mentorship started that way. The objectives for each individual are in Part B.

The Ministry Leaders Discipleship Group (MLDG) emerged from a desperate ministry gap in my church's prayer and care teams. The objectives for this group are to 1) begin to draw dream napkins for themselves with multiplication thinking (Hero Maker) and 2) embrace a new team member and coach an apprentice for ministry (Amplified Leadership). This group is the hardest to develop because their mindset needs to change first.

Part B: Development Plan

The two-year development plan for each group consists of four six-month commitments. At the end of each six-month, the mentorees and I will evaluate our relationships and adjust the plan accordingly. Therefore, these are preliminary plans.

Emerging Young Male Leaders (Group Mentoring)

1. Group Make-up:

1) Steven is a 25-year-old man who is an active member of my church's young adults' group and volunteers for tech support on Sundays. I found his personality intriguing and his passion for people unconventional. He has a drive and lots of energy, so if he can be mentored and learn to channel his strength well, he can be a leader who can positively impact people, both Christians, and non-Christians.

2) Kevin is a 30-year-old professional (in nursing) and active in the young adults' group. I noticed his grounded poise and leadership potential, but underdeveloped. He is a high-potential and high-capacity leader, but he doesn't realize that about himself. He can be the Head of the Department one day.

3) Justin is 29 years old and works full-time in marketing. He has a quiet demeanor and a tender heart and faithfully fulfills his promises and commitments. At first, he did not make a strong impression on me, but I am excited to learn more about him. I see Justin as a faithful servant, possibly becoming an elder one day.

4) Nick is an "interesting" 22-year-old working at a non-profit organization and is the youngest of this group. Although he was not on my original list, I decided to include him because he explicitly started telling me about his life. However, I am most concerned about him due to his thick masquerade.

2. Outcomes:

The objectives for the first six months are to help develop their self-awareness and experience freedom, following the Five Phases of Mentoring (Pue) modules. After that, I plan to take them through all Five Phases of Mentoring in two years.

3. Time Frame & Context:

I meet with them in person in church every two weeks during the first six months, then once a month thereafter. The frequency of meetings is flexible and will be decided collectively.

4. Content:

Identity discovery cannot be separated from their gender. It is a part of becoming better and more self-aware. They are now reading *It's Time for a Change* (Sanders). When they reach the visioning phase of mentoring in the second six-month cycle, they will transition to discovering the biblical male leadership model by reading Nehemiah and identifying their leadership pathways. The content beyond the first year will organically emerge as the mentorship continues.

5. Other Things to Consider:

They already know me as pastoral staff. I gained their trust during the first nine months since I was honest with them upfront and communicated with honesty from the start. Although I cannot control the degree of their transparency, I would undoubtedly model it myself. When they are not, I need to speak the truth and reassert the expectations, including confidentiality and disclosure.

Leadership Mentoring Group (Group Mentoring)

1. Group Make-up:

1) Mary is in her fifties and has done prayer and inner healing ministry. When I met her in 2019, I immediately noticed her sensitivity to the Holy Spirit and modesty. Since then, I have trained her on the Soul Care principles and coached her to do deliverance. She currently attends the ministry school through the Randy Clark organization. I see a ministry leader and a discipleship trainer in Mary. 2) Lili and I met at a Soul Care conference in 2020. I did many rounds of her deliverance and coached her to be part of my deliverance team. It is time for her to learn to mentor and lead others more systematically. I see in Lili, a

coach who takes individuals through the Soul Care principles. She has room to grow as a ministry leader, but it isn't easy to measure her growth and development after two years of apprenticeship and commissioning (Hero Maker).

2. Outcomes:

Year One: To develop and increase leadership influence, they need authentic opportunities to lead others. In leading, they can develop their leadership capacity, ministry coaching skills, and mentoring knowledge and skills. They will learn extensively from their leadership failures, and I may need to do direct teaching to provide practical training. Year Two: To begin mentoring emerging leaders, they must seek opportunities and confront their fears, anxieties, and insecurities.

3. Time Frame & context:

The monthly Zoom meeting consists of leadership capacity development. Since I consider them long-term ministry partners, I intend to continue the mentorship indefinitely as long as they agree to such commitment. Each session is set up as a mock leadership stage. They design, lead a 1.5-hour session and engage the group in reflective discussions. At the end of the session, feedback is given.

4. Content:

The first six months are devoted to designing and delivering their teaching content. The constructive feedback will serve them to accurately review their performance and take corrective actions in the crucibles of leadership. *Leadership Voice* (Cole) will help this group find their leadership voices. Starting from the seventh month, they will read *Mentoring Paradigms* (Chan). They are expected to mentor an individual(s) during the month following Chan's book and report back at the monthly meeting. We will discuss what went well and what didn't and how to make adjustments for the next mentoring session. This practice will give them a structure and content to mentor others until they can improvise and create their approaches. In addition, they will read books related to mentoring, including *the Power of Mentoring* (Sanders), *Mentoring Leaders* (Pue), or *Mentoring* (Biehl). These books will give them a necessary framework for mentoring since the only approach they know is Soul Care. In year two, they will engage in more impactful leadership development by implementing the principles from *Amplified*

Leadership (Reiland) and *Hero Maker* (Ferguson & Bird), which they need to read at the appropriate time.

4. Other Things to Consider:

My relationship with them is intimate; we are friends, ministry partners, prayer supporters, and emotional buddies to one another. Yet, they respect my leadership and exercise high transparency and honesty. They require further work in their soul, including receiving more healing and freedom. Therefore, 1:1 guided prayer and deliverance (if needed) in the presence of the other will benefit them. People learn best and retain more by doing, so they will serve and minister to one another with me.

High Capacity Individuals (Individual Mentoring)

A. Renee

1) Profile:

Renee is a 45-year-old lawyer who is part of my church's preaching team and student ministries. She is an ambitious, high-energy person who desires more in life. I began to pour into her weekly when she took a spiritual formation course I taught at the church. After these eight weeks, the formal mentorship started at her request. I see a preacher, a professor, an author, and a conference speaker in her.

2) Outcomes:

The objectives are to help her a) develop a healthy identity of herself, b) process and integrate the issues of her soul, c) develop an intimate relationship with God through "experiential knowing" of God's presence, d) set healthy expectations for self and others and establish working boundaries without controlling, and e) lead her through soul care and deliverance. These are ambitious goals to achieve in two years, but I believe she will get there quicker than anyone due to her commitment and drive. She is the first one I have ever met who is making incredible progress in very little time. She is making leaps and bounds.

3) Time Frame and Context:

After meeting for eight consecutive weeks in person, I now meet with her monthly via Zoom. In between sessions, I send her encouragement depending on whatever the Lord lays on my heart concerning her. After six months, we will evaluate and decide the frequency (May 2023).

4) Content:

Renee currently works with a spiritual director and a preaching/speaking coach and has many opportunities to lead. Although she does many things, she produces little fruit and feels empty and dissatisfied. She thrives in a formal instructional setting and enjoys a dialogue about her progress. Therefore, the best approach for her is to give her quick instruction, an assignment, and mentoring/coaching in the soul care areas, including discovering why she is obsessively pulling all-nighters after 25 years in the profession, for example. She can benefit from uncovering barriers and receiving help in becoming whole and free in Christ.

5) Things to Consider:

She often rushes into things without weighing all options beforehand. Her impulsive tendency to fix/do things quickly cause relational pain. It concerns me that she shows little consideration for her husband and children as she makes decisions. I spoke to her about it three times, but this pattern persists. I need to exercise wisdom and discernment when I talk to her so that she does not jump into action. I also need to research other approaches to help her.

B. Gloria

1) Profile:

Gloria is a 36 years old executive leader at a mission's organization. She is another high-capacity leader who organized and operated multi-state Christian events as a college student. I see a leader, a spiritual director, and a preacher in her. Currently, she is raising two young children and fulfilling the role of a pastor's wife. Her main issues are anxiety and fear, which continue to create havoc. She has not come to fully recognize them and continues to overcompensate with religiosity, such a long prayer vigil, and spiritual warfare, but does not experience breakthroughs.

2) Outcomes:

For her to a) obtain correct perceptions and perspectives on human problems and spiritual matters (right now, she over-spiritualizes things), b) deal with anxiety and fear, and c) receive healing of memories and freedom through deliverance.

3) Time Frame & Context:

I have been with her for two years in group and individual mentoring; however, I have yet to see much improvement. Her spiritual battle has increased since her promotion within the mission's organization and her move to Georgia.

4) Content:

In the next six months to a year, I plan to meet with her bi-weekly to check on her emotional state, listen to her story, and pray with her until more clear pathways arise. She needs mentoring and coaching that help her become aware of the incongruence in her soul, mind, and spirit and better integrate the biblical truth into her soul, the central processing center of her life.

5) Things to Consider:

Her emotional barrier and denial are hindrances to her growth. I need to advise her to seek therapy. She carries way too much pain buried in her soul that hasn't been dealt with. It's time for a change and serious soul care! She will go only so far with unresolved emotional pain and get crushed under the weight of leadership. I need to move her into a soul care group mentoring.

C. George

1) Profile:

George is the founder and CEO of a multi-million dollar company in NYC. His heart's motivation is to do the Kingdom work through financial provision to what God calls him to support. There is a clear sense of purpose for work, but he currently struggles in his marriage and has emotional baggage that he is unaware of but noticeable.

2) Outcomes:

To a) become aware of his blind spots, b) talk less and listen more, c) develop an intimate connection with the Lord Jesus, and d) “realize purpose” after going through the Five Phases of Mentoring (Pue).

3) Time Frame & Context:

I meet with him in person monthly and evaluate mentorship every six months.

4) Content:

To discover the unseen emotional baggage, the identification of his childhood deprivation and his dominant emotional needs would be the first step for him. *Why You Do What You Do* (Biehl) will be a good resource for him to work through. The spiritual well-being scale will be an excellent way to lead him into self-awareness. For leadership development, *The 21 Indispensable Qualities of a Leader* (Maxwell) will be the text to use, mainly focusing on character, discernment, listening, passion, problem-solving, relationships, security, teachability, and self-discipline. I will give him reading and practical assignments, debrief with him, and coach him in person while taking him through the Five Phases of Mentoring (Pue).

5) Things to consider:

Mentorship with him requires a clear boundary since it is a 1:1 mentoring in person. I will need to move this mentorship to zoom.

D. Kelsie

1) Profile:

Kelsie is a 24-year-old army chaplain deployed overseas. I see the head chaplain in the army in Kelsie, who will train and equip other chaplains. She struggles with her gender in the army setting. Being young, she also questions her leadership and feels insecure about taking the chaplaincy.

2) Outcomes: To help her find her identity in Christ and her unique spiritual strengths to lead others into a place of God’s comfort and strength.

3) Time Frame & Context: I communicate via email and text to strengthen and encourage her. Setting the time frame and context is challenging due to her military assignment.

4) Content: Within the limited access and context, the best content to give her is to send books (*Spiritual Authority* and *Soul Care* by Reimer) that will help her with leadership and personal identity while modeling encouragement via text.

5) Things to Consider: My current approach with her is to maintain contact and provide occasional encouragement with the hope that one day I will offer her a direct, impactful mentorship.

6) Assessment - Tracking Progress: n/a

E. Ashanti

1) Profile:

Ashanti is a 27-year-old single lady, a teacher, and the director of student services at a charter high school in Brooklyn. She is in graduate school for a master's degree in special education and volunteers at a local church on Long Island. I immediately sensed the powerful presence of the Spirit in her in meeting with her. She is worth an investment and an unpolished gem!

2) Outcomes: Based on the conversations I had, the objectives for her are to 1) define her life goals, 2) increase intimacy with God, 3) discover her identity in Christ, and 4) find the most productive leadership pathways.

3) Time Frame & Context: The in-person official mentorship will start in early December.

4) Content: to be determined after I hear more of her story

5) Things to Consider: n/a

Ministry Leaders Discipleship Group (Group + Individual Coaching)

1. Group Make-up:

1) Lana is a long-time member of my church and has been serving on the prayer team for many years. 2) Donna has served on the prayer team for over 15 years. 3) Arlene is a retired nurse and was recruited by me as a prayer team member. 4) Tanny is a young mother with three school-age children and is recruited to join the prayer team. 5) Luis is a recent retiree and is now ready to serve the Lord full-time.

He was recruited as a prayer team member and as the care team coordinator. He has the most potential to grow and contribute to the kingdom with his gentle demeanor and learning, teachable growth mindset.

2. Outcomes:

The immediate goal for this group is to be trained and equipped to do prayer ministry, including healing prayer and deliverance. But, I would like them to 1) begin to draw dream napkins for themselves with multiplication thinking (Hero Maker) and 2) embrace a new team member and coach an apprentice for ministry (Amplified Leadership). I have individual goals for Arlene and Luis: for Arlene to lead the prayer team, and for Luis to develop infrastructure for efficient care ministry and to lead the care ministry team with a multiplication mind.

3. Time Frame & Context:

Three bi-monthly prayer team training and equipping have taken place. More equipping will come through 2023. In the next six months, I will invest the most time in Luis with his new commissioning as the care coordinator.

4. Content:

The approach for this discipleship group is direct instruction with “lab” time to experience God’s presence. Since they come with varying theological beliefs and church cultures, I found it necessary to teach theological concepts and practices related to prayer ministry, including the topics on the Holy Spirit, the healing prayer model, how to hear and discern the voice of God, how to deliver prophetic messages to people, how to lead people to forgiveness, how to pray for healing, how to lead deliverance, etc.

For individual coaching, I meet with Arlene one to one, helping unpack her soul baggage. After the eight intensive weekly meetings, we now meet monthly, alternating between group instruction and 1:1 mentoring to help her continue the work on spiritual vs. human development factors, including her pain, anxiety, and fear. I will take Luis as my apprentice to watch and learn with me. I plan to take him (and hopefully two others) through the Five Essential Practices for Leaders (Ferguson and Bird).

5. Other Things to Consider:

Bringing in a culture shift is difficult when the prayer team members don't see the reason or need for a change. So, I must extend much mercy to them, pray, and wait. It is not a fun journey to take people who don't want to change to a place that is non-existent to them. I don't think I need to invest most of my time there. My immediate task is to identify people like Arlene and Luis and develop them as apprentices, co-leaders, and leaders of others.

Part C: Assessment - Tracking Progress

Emerging Young Male Leaders (Group Mentoring)

I have met with this group four times thus far. At the first meeting, I laid out the expectations, had a Q & R time about mentorship, made a verbal commitment, and mutually agreed to the mentorship for six months. I intend to mentor this group for two years because that is the minimum time required to experience transformation when mentorees are fully committed to the growth process. However, committing for two years is scary when it is their first mentorship. Therefore, the incremental approach of six months contract seems to work best. We will evaluate our mentorship relationship in six months and set the appropriate course then. I anticipate they will continue this mentorship relationship, and I will remain flexible to adapt the strategies and approaches as they develop.

A deep reflection and discussion took place at the second meeting about their male gender, including what serves well and hinders. It naturally led to how men struggle with anger issues. It became apparent that anger issues must be dealt with in mentorship. They were still cautious and apprehensive and asked many clarifying questions. The third session focused on two questions: 1) what is one thing that hinders your growth as a person? 2) what do you think you need to do or do differently to address that? After much discussion, it somehow came down to their need to "get in the ring." It became a metaphor for what they needed to take action for the game they were supposed to play.

The night before the fourth session, Steven's youngest brother passed away. He came to the session as he committed to do (he couldn't get the flight until the following day). Comfort and prayers were offered to him. When he left early, the rest of the group engaged in a conversation about their dark

side. To my surprise, Nick started first and encouraged others to be transparent. The atmosphere completely shifted. I sense God is in this mentorship, and I must pray and fast for this group and seek His leading!

Leadership Mentoring Group

I have met with this group twice thus far. The first session started with the five essential questions about mentorship following Chan's model. Those questions helped set the tone of intentionality and elevated the discussion level. They began to paint the picture of what leadership mentoring could be. Positive anticipation is necessary amid apprehensiveness and uncertainty. They followed my lead well. Mary generated robust devotional material for the second meeting, which can turn into a great book one day. At the end of her teaching and leading, constructive feedback was provided: to avoid making self-judging, invalidating statements because they made her sound non-credible.

One adjustment needed is to close each meeting tighter with a leadership point related to the topic. But, it remains a challenge because it can come across as invalidating what they do. Defining what leadership is and what makes a leader is an apparent need. Further, self-assessment scales need to be created to track their progress in each six-month phase, including their goals and strategies to see the desired results and measure the growth rate. I would involve them in searching for existing assessment instruments or designing ones that fit our needs.

High Capacity Individuals (Individual Mentoring + Coaching)

Renee is very responsible and produces far more than I require of her. She is self-initiated and driven to go after things with her whole heart. At the next mentoring session, it will be beneficial to have an honest conversation with her to set the boundaries and expectations for the first six months together. In addition, I will have her set her goals with progress checks along the way.

Gloria sends me her weekly progress. She seeks quick victory, often mistakes temporary relief as permanent, and repeatedly goes through the same pain cycle under a lid of distortion, confusion, denial, and misunderstanding. She knows she needs deliverance but has been putting it off. I need to have a frank conversation with her about finding freedom.

George showed a great interest in the things of the soul after I spoke about caring for one's soul at church. He is seriously committed to further development but doesn't know what is missing. The challenge is that he likes to dictate what should be done as a CEO. However, I sense deep insecurity underneath. To his credit, he applies what's introduced to him, such as the discipline of silence. A short coaching session with a few key points might be most impactful. In addition, he and I need to clarify expectations, including his desired outcomes and what I can offer.

*A note: Assessment - Tracking Progress for **Kelsie** and **Ashanti** is not yet applicable

Ministry Leaders Discipleship Group

In the next six months, I plan to teach Lana, Donna, Arlene, and Tanny to design and deliver the prayer training and equipping sessions with me. It will require more 1:1 contact time, during which I will model and coach. I hope this approach will empower and expose them to relevant experiences with a sense of direction and a need for change. With Luis, I need to practice healthy boundaries as I coach him to become a reproducible leader who will pass on to other potential leaders.