



DEVELOPMENTAL STRATEGIES ROOTED IN BIBLE

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ABSTRACT

The objective of the paper is to study the Development Strategies adopted by Jesus Christ. He was very careful in choosing his disciples. His twelve disciples were responsible for expanding his kingdom. Jesus was the ultimate spiritreneur, because he gave up a comfortable living as a carpenter to pursue a new line of work that would really affect human lives. All entrepreneurs and CEOs can learn his strategies and expand their organizations. Most of the New Business values fit well into Christ's kingdom of love, servant leadership, trust-based relationships between manager and employee, rather than fear-based ones dependent on corporate hierarchy, ethical behavior; corporate higher purpose and responsibility and personal fulfillment and development.

KEY WORDS: Recruitment, selection, mixed team concept, stewardship.

INTRODUCTION

Are leaders born or made? Some people appear to be "natural born leaders." But are they literally born that way? Or have they been taught, coached, rewarded and reinforced in ways that enable them to be leaders? According to Warren Blank, no one is born leader. But everyone has the natural born capacity to lead. People label them "natural born leaders" because they consistently and frequently model qualities that inspire others to commit to their direction. He identifies the skill set that causes others to see people as natural born leaders, helps readers assess their current level of these skills and coaches readers to master their weak areas. Laurie Beth

Jones says that one of the biggest workplace trends of the last few years has been the hunger for meaning and spirituality among people who once pursued their careers solely for money and prestige. Consultant and bestselling author Laurie Beth Jones calls these people "spiritreneurs" because they fully bring their souls into their workplaces, usually with considerable initiative and risk. She also suggests that Jesus was the ultimate spiritreneur, because he gave up a comfortable living as a carpenter to pursue a new line of work that would really affect human lives.

As early as 1954 Drucker wrote in *The Practice of Management* that firms can "hire only the whole man." The "Quality Circles" structure that Drucker and others pioneered have helped workers fulfill their potential by imbuing them with responsibility and creative outlets. Such corporate innovations dovetail nicely with New Paradigm tenets designed to boost human potential—as they do with biblical values that promote human dignity. Most of the New Business values fit well into Christ's kingdom of love, servant leadership, trust-based relationships between manager and employee, rather than fear-based ones dependent on corporate hierarchy, ethical behavior; corporate higher purpose and responsibility and personal fulfillment and development. All emerged atop the tide of the past century's evolving management theory—often influenced by biblical values. "With absolute courtesy, Jesus comes to us in the workplace not to tell us what to do with our lives, but to ask what we are discovering in our search for meaning in our work," Stevens says. Chua Wee Hian, in his excellent book "Learning to Lead" was right on target when

he made this important observation on the subject of leader making: "No study on the theme of spiritual leadership is ever complete without a careful examination of how Jesus trained the Twelve." In the three short years Jesus had with His disciples, He concentrated His energy and time in training twelve disciples for a greater ministry after His ascension. Great leaders from the Bible have powerful lessons to teach today's business leaders. Millions have been inspired by the Bible's spiritual lessons. Now, Lorin Woolfe provides a unique way to view the Bible for *leadership* lessons that can be applied to our modern business world. One of the most important reasons behind the success of Christian leadership is the recruitment and selection strategies adopted by Jesus Christ. They are discussed below.

RECRUITMENT

Jesus was not timid about recruitment. He recruited his first disciples while walking along the Sea of Galilee and saw Peter and Andrew fishing. Jesus called to them, "Come, follow me and I will make you fishers of men" (see Mark 1:17). Jesus' call to leadership contained two important elements. *First, He enlisted them to something big.* Fishing is a noble profession. It provided for the families of these men and it also provided food for others in their town. Jesus called the disciples to join an eternal venture. His was a call to make a difference in this world. Jesus was on a crusade for the souls of men and He solicited their involvement. The call to leadership in the church should not be primarily to fill a position or even to grow a ministry; it should be an invitation to join Jesus' team for the purpose of seeing the redemption and transformation of a community and world. *Second, Jesus appealed to the disciples' desire for growth and development.* Jesus said, "I will make you fishers of men." The call was not simply a challenge to follow, but a commitment to train. Jesus knew these disciples were inexperienced when it came to spiritual things. They were professionals at fishing, but new at leadership. His call was a commitment to invest his life in the disciples so that they might reach their fullest potential. Anderson and Linda discuss the interaction of leadership style, mindset and the change process which revolutionize leaders' approach to transformational change.

SELECTION

Christ handpicked his disciples. This by itself was not the normal practice of the teachers of his time. It was usually the student who would choose which teacher he would align himself to, submitting to the leadership and teachings of that particular teacher. Here, Jesus, the teacher selects his students. In the Gospels, Jesus took the initiative, summoned certain persons to follow him. This call to follow was made to Peter and Andrew at the Sea of Galilee (Matthew 4:18, 19) and to Levi at the tax office (Luke 5:27). Christ knew whom He wanted and commanded them to follow. There were no volunteers. Those who did voluntarily come forward, he discouraged.

And he went up on the mountain and called to him those he himself wanted. And they came to him (Mark 3:13, NKJV). Jesus did the selection. He selected the men he was going to train. The choosing was his right and responsibility. "You did not choose me, but I chose you" (John 15:16). His choice of disciples was based on careful observation and knowledge of the disciples as they followed him early in his ministry. The final selection was done midway through his ministry. This gave him ample time to observe and know the disciples first hand. It was not done hastily; for Christ realized the far-reaching consequences resulting in the right or wrong choice of men. It is interesting to look for a while at the kind of men that were finally chosen. A brief survey of the disciples will reveal that they were just common men. They were ordinary people with all human tendencies and failings. They did not hold prominent places in the religious set-up of the day. Neither did they come from a line of famous priest nor did they have any professional training. They did not come from wealthy families either. By any standard of sophisticated culture then and now they would surely be considered as a rather ragged aggregation of souls. One might wonder how Jesus could ever use them. They were impulsive, temperamental, easily offended and had all the prejudices of their environment. In short, these men selected by Jesus to be his assistants represented an average cross section of the lot of society in their day. Not the kind of group one would expect to win the world for Christ. They were not all of one mind or mould. Simon Peter was swift and impulsive.

Thomas was cautious and given to doubts. James and John were hot-tempered fishermen. Philip was curious, always asking questions. Simon the Zealot was a hot headed nationalist. Bartholomew and Judas son of James were rather quite ordinary men. Of course, everybody knows about Judas Iscariot. The unifying factor among all of them was that they had the capacity to learn. They had potential, which was ready to be explored, for they were willing to be taught and to learn. They were in other words teachable. Though often mistaken in their judgment and slow to comprehend spiritual things, they were honest men, willing to confess their need. What is perhaps most significant about them was their sincere yearning for Jesus and the realities of his life.

The following lessons can be learnt from Jesus regarding selection of future leaders. Leaders are called not volunteered. He called the leaders. They are not volunteered. 'Calling' doesn't mean 'Being Qualified'. The twelve were not! They had much more training and character building to go through before they became fine leaders. It is character that should be given priority while choosing leaders. Before selection, quality time spent with the potential leader is necessary. Jesus has chosen the mixed team concept while choosing them.

MIXED TEAM CONCEPT

Jesus team is an interesting mixture of various temperaments. Various temperaments and personalities in a selected group of leaders will add new life and challenges. This in return produces a more healthy and balanced team. Leroy Eims said it well when he wrote: "We should not select only those who are like us in temperament and personality. Nor should we choose only those who act in a certain way that we find agreeable to our personal lives and acceptance standards. It would be a good idea to have some 'roughnecks' on the team as well as some scholars and quiet types."

CONTINUOUS ASSOCIATION

The basic intention behind choosing them was to keep them with him. Then he appointed twelve that they might be with him (Mark 3:14, NKJV). It becomes clear that this was a deliberate practice of Christ, requiring all his

leaders-in-training to be together with him, doing everything and going everywhere, together. Robert Coleman states this fact beautifully when he says, "They walked together along the lonely roads; they visited together in the crowded cities; they sailed and fished together in the Sea of Galilee, they prayed together in the deserts and in the mountains, and they worshipped together in the synagogues and in the temple."

Christ's strategy was to have these disciples accompany him wherever he went - they learnt to follow him. These trips included journeys to Tire and Sidon (Mark 7:3, 24; Matthew 15:21), to the region of Decapolis (Mark 7:31; Matthew 15:29), Dalmanutha (Mark 8:10; Matthew 15:29) and to the towns in Caesarea Philippi (Mark 8:27; Matthew 16:12). There were many reasons why these trips were made but Jesus believed it was necessary to have the disciples with him as he moved from place to place and so he included them in all his journeys. Jesus encouraged them to stay with him because he knew it would be a wonderful setting for learning and discovery. At home with Jesus, they could talk things over and there in private, see intimately into his nature and work. He also spent several months with his disciples in Perea (Matthew 19:1-20:34; Mark 10:1-52; Luke 13:22-19:28; John 10:40-11:54) and Ephraim (John 11:54).

He was always with his disciples, available and transparent. This at times would mean his prayer time would be interrupted (Mark 6:46f; Luke 11:1), sleep would have to be pushed aside and the risk of exposing his own true identity to them. This association continued for a period of three years - thirty-six months of constant transparency and presence. He became a very personal Teacher to his disciples. A major lesson all leader-makers can learn from Christ example of association is that they must be prepared to invest their time and resources in the people whom they seek to train. Association demands them to be available constantly, like a mother nursing a newborn baby, providing consistent attention to those whom they seek to lead. These times together must be quality times for it is true that to train men, a person must be willing to spend time with these men in hours of conversation and association in the normal affair of life. One way this can be done is to

include these leaders in-making in our ministry trips, bringing them along as companions and fellow servants of God. Let them become traveling companions when they go on mission trips or to meetings. The effect of this kind of quality association on the men being trained is powerful, dramatic and life transforming. Jesus interacted with the crowds, but he spent the bulk of his time with twelve particular students.. It is not about making sure everyone gets their fair share of attention. It is about how well the followers of Jesus are growing in likeness to the Master.

STEWARDSHIP

Perhaps a better image is that of a trustee. When Jesus restored Peter and asked him, "Peter, do you love me?" Jesus told Peter to take care of his lambs. Aspiring to leadership is not something to be entered into without counting the cost. One parable in particular comes to mind when one considers this image of the Trustee. In the parable of the talents, three servants were entrusted with various amounts of money. The good and faithful servants invested what they had been given and doubled their investment. The wicked servant risked nothing, did nothing and buried his trust in the ground. The master returned and praised the two who had invested their money. Their faithfulness was in acting as their master would have acted had he been there. Toward the third servant, though, the master was very upset. He did not act responsibly with the money he was given. Faithfulness is the hallmark of the leader as a trustee. Jesus was entrusted with a mission and a group of students. He was faithful in obedience to his mission and in his development of his students.

TRAINING INPUTS

What Jesus taught is also of utmost importance. Of the many things that leaders in the making could be taught, these are some of the subjects Jesus chose: right attitudes, life priorities, kingdom lifestyle, righteousness, new ways of dealing with life issues, trust in God, true spirituality and making wise choices. He also taught them concerning Himself - His mission, death and resurrection. Interestingly, even world renowned psychologists and counselors are using the same framework for

their Personality Development Programmes at present. This implies the curriculum set by Jesus Christ is for all times and for all generations. They are universally applicable principles for all days and for all places.

METHOD OF INSTRUCTION

Jesus had an interesting way of instructing His students. Jesus teachings were practical and on the job, though at times he did have formal sessions with His disciples but they were few and between. Jesus had an interesting way of instructing his students. He would use dialogues and debates especially when talking to the Jews. This provided good opportunity for him to teach the disciples concerning right interpretation and application of Old Testament teachings. Jesus' most well known method of teaching is his parables. These delightful didactic stories are full of powerful lessons even today. Being a good teacher, he always provided an explanation when his students were slow in understanding the message behind the parable. These are some of the creative ways Jesus imparted his teaching to his leaders while he was with them. In instructing new leaders whether in a classroom setting or on an informal basis, the actions of Jesus provide a balanced view of leadership training. He realized the need for both formal and informal training sessions.

GOOD GUIDE

Jesus Led by guiding When Jesus taught, he made the disciples think, encouraged them to meditate over issues until they came to the understanding. Through debates, he exposed the common fallacies of the day. This often embarrassed those who dared to test him. His teaching was not a narration of subjects to a passive group of disciples who were at the receiving end but together they faced the problems of life and ministry helping each other to work through the issues at hand. At times it was embarrassing and at times it was exhilarating but always Jesus was with them, helping them to think with a clear and critical mind. Consider Philip. Christ gave him a problem concerning the feeding of the five thousand. The Bible says that Jesus has done this to test him (John 6:6), to train him to have faith to deal with the ever present, practical problems of meeting needs. He may not have

understood completely what Jesus wanted him to learn. When training his disciples, he was patient and took pains to repeat important lessons until they understood what he would have them to learn, lessons that were of utmost importance to them in the future.

GOOD DELEGATOR

Jesus was a good delegator. Jesus also gave his leaders in-training practical assignments. Some were 'unglamorous' while others were in public and in power. When He fed the five thousand, Jesus called his disciples to help seat the crowd and after the crowd had eaten, to clean up the place. Then he commanded them to make them all sit down in groups on the green grass. And they took up twelve baskets full of fragments and of the fish. (Mark 6:40, 43, NKJV). On another occasion Jesus sent them out on a restricted mission trip (Matthew 10). He gave them instructions and guidelines so that they would be able to perform the assignment he had delegated to them. He made it clear who their target was (v.5, 6), how they were to travel (v. 9, 10), the danger and opposition they were to receive as well as possible rejection (v. 13-18), help that was available (v. 19, 20) and who to look out for on their trip (v. 11-13). All in all they did well and were blessed. Practical service is important for leaders in training for they learn best while on the job. Begin with controlled situations, gradually exposing them to the various stages of responsibility and ministry available to them. Controlled, step-by-step delegation to restricted mission and ministry opportunities, when wisely done, can be a very useful tool in molding good and practical leaders who are able to do the job and does it well. When an opportunity for service is given, trainee leaders should be provided with clear and simple instructions. The failure of the trainee to perform is sometimes due to the absent or vague instructions that were provided by the leader. There has to be sufficient orientation to the task, clear instructions simply presented and the provision of a companion.

TEAM BUILDING

Jesus personally enlisted his team. He said, "Come, follow me." Personal enlistment is always the most powerful way to gather a

team. Nominating committees is helpful for finding prospective workers. However, the leader who will be working directly with the worker needs to do the enlistment. Jesus was always practical and honest. While sending the enlisted disciples on mission, he provided them with them the required instructions and guidelines (Mathew 10: 5-15). At the same he warned of the troubles involved in the practical ministry. He advised them to be as wise as snakes as innocent as doves. By that time they mentally became so strong that didn't drive back, despite knowing all the troubles associated. At last they did well and were blessed. Effective leaders not only have a message to teach, they have a life to be observed. Jesus believes in team leadership. Whenever Jesus sent out his disciples on a practical mission, he never sent them out alone. A fellow disciple who would provide companionship and support was always provided. He sent them out two by two (Mark 6:7) - so should the present leaders do with our trainee leaders.

PERFORMANCE EVALUATION

It is one of the basic responsibilities of the leader. Whenever a task is given the trainee leaders must be assessed. Otherwise they won't be serious about the mission. Besides they can learn from their mistakes. Moreover after accomplishing something they would be ready to take up more challenging jobs. Jesus did not just send his disciples out to serve but when they returned, he evaluated their performance. After sending out the Twelve on a preaching tour that was accompanied by signs and wonders, the disciples returned to Jesus with their report. Then the apostles gathered to Jesus and told him all things, both what they had done and what they had taught (Mark 6:30, NKJV). After completing a particular mission the apostles gathered around Jesus - they were eager to report back to their teacher of the things they had been involved in. In reporting back, two elements are of importance - what was done and what was said. In all reports to the trainer, a trainee leader must tell of what he did and what he said - this makes good reporting. The disciples provided feedback that would help Jesus in assessing them as well as providing instruction in areas where they were still weak. Upon receiving them and hearing their report, Christ

made an assessment of the whole event. He reminded the disciples not to reveal over their accomplishments, providing them with insight on how to handle success in the future. He not only taught them how to rejoice rightly but also how to respond rightly to the events that had taken place. Evaluation is a crucial element in leader training and should not be neglected. There must always be a report made (better in writing) after every practical exercise has been completed. Trainee leaders should be encouraged to come back to their leaders and share what they did and said. This kind of reporting back and evaluation will pave the way for greater and more effective works.

METHOD OF CORRECTION

Jesus also disciplined His students when they failed to develop proper attitudes as leaders. He was not hesitant to rebuke a wayward disciple or to correct the flaws that occasionally manifested in his leaders. When Jesus began to show his disciples what he must do and what would eventually happen to him, Simon Peter took Jesus aside and began to rebuke him! Jesus turned around and rebuked Peter, identifying the reason behind his action and words. But he turned and said to Peter, "Get behind Me, Satan! You are an offense to me, for you are not mindful of the things of God, but the things of men." (Matthew 16:23, NKJV). On another occasion the disciples were crossing the sea with Jesus in the boat when a great storm arose. The disciples were so terrified that they awoke Jesus who was asleep, questioning him of his care for their lives. After calming the storm, he chided them for their lack of faith. But he said to them, "Why are you so fearful? How is it that you have no faith?" (Mark 4:38, NKJV). Passing through Samaria, Samaritans from a certain village did not receive Jesus. Seeing this strong rejection by the villagers, James and John called for a complete destruction of that village, offering to pray for fire to consume the village. To this rash reaction and prejudicial judgment, Jesus rebuked them, stating that, that was not the way his leaders were to react to rejection. But he turned to them and rebuked them and said, "You do not know what manner of spirit you are of. For the Son of Man did not come to destroy men's lives but to save them." (Luke 9:55, 56). Even in his final hours and in grave danger, Jesus

continued to discipline his disciples. When Peter cut off the ear of Malchus at the Garden of Gethsemane, Jesus rebuked Peter for his action; Peter had given in to his baser instinct rather than adhering to the principles of love he had been teaching them all this while. Then Jesus said to Peter, "Put your sword into the sheath. Shall I not drink the cup which My Father has given Me?" (John 18:11). Leader-makers must not neglect to discipline and correct prospective leaders. Trainers must learn to rebuke unto repentance those whom they are training so that their trainees may be rid of attitudes and deeds that can so easily sabotage their calling to leadership in the future. The principle in Luke 17:3 is very apt when disciplining errant apprentice There is a place and need for corrective rebuke and the leader should not shy away from exercising this responsibility.

CONCLUSION

From the above discussion, it is clearly understood that Jesus Christ adopted all the leadership development strategies two thousand years ago, which are considered the latest strategies of twenty first century. He did not give priority to qualification and talent but to character and honesty. He chose those who are ready to sacrifice their lives too. He trusted them and empowered them with whole authority. They were given responsibility and required authority as well. The leaders of the day should thoroughly study his leadership development and succession strategies. This will facilitate them to expand the frontiers of the organization without boundaries.

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