

EFS SERVANT LEADERSHIP NEWSLETTER

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TOPIC THIS ISSUE: MENTORING FOR SUCCESSION



"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."
John Quincy Adams

REFUSE TO BE SEEDLESS FRUIT

BY: DR. MYLES MUNROE



Many years ago I went to the supermarket to run an errand for my wife. While there, I walked over to the produce section. As I surveyed the many fruits, vegetables, and juices, I noticed a sign that said, *"seedless grapes" and seedless oranges.* At first I thought it was a gimmick because I had never heard of such things. I thought, "Is it possible for there to be fruit without seeds?"

I asked the attendant in the store. "Is the information on these signs correct?" He smiled and said, "This is the new trend." I reached out and picked up a beautiful orange. It looked normal. It smelled normal. I thought to myself, "Is this our future?" and the answer exploded in my mind. This fruit has no future.

Suddenly, I realized the future of everything exists in the seeds of that thing, and where there is no seed, there is no future. I walked away from that supermarket forever changed; fully understanding the principle of seedless fruit applies to all of life. **Every organization, political party, church, corporation, and even family**

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LEADERSHIP
NEWSLETTER

must cultivate, identify, secure, and develop potential seeds within its context that will guarantee the perpetuation of that entity. This is mentoring. The process of mentoring and the principle of succession protect all organizations from becoming seedless fruit. Seedless fruits only satisfy the present, focusing on the immediate gratification at the expense of posterity.

Mentoring is the seed that we plant for future generations. Many leaders, however, are like the seedless grapes. They do not produce a seed that can readily reproduce more of the same. A fruit is dependent on the tree. If you leave it on the tree, it will eventually fall to the ground. The fruit becomes independent, but that is not the final stage. You might think the goal of an orange tree is to produce fruit, but that is not true. The goal is produce seeds. When the fruit fall from the tree, the greatest gift that it can give to the world is the seed that it contains. The purpose of the tree is not to produce the fruit, but the seed. You can go to the grocery store and buy seedless grapes and seedless oranges. That is fruit with no future. It cannot reproduce itself.

Mentoring assures that we do not become like seedless fruit. As a leader, your greatest contribution to life is not your leadership, but the seed—the leaders that you produced and carried to maturity. You can reproduce your own kind. You can transfer all that you have become into the next generation.

MENTOR'S MINDSET

BY: DR. MYLES MUNROE



If you are going to be successful in producing a successor, you must make mentoring your priority. Mentoring is hard work. You serve as a model, and advisor, a counselor, a guide, a tutor, and example of another. Your goal is to produce one greater than yourself. That may come as a shock. When you are mentoring someone, you are not trying to produce a

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NEWSLETTER**
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person who is like you. You are mentoring someone better than you. Mentoring is about replacement with a better product. Always leave in place someone who is better than you were. A true leader is always training a replacement, and the goal is to make that person better than the mentor is.

The greatest leadership challenge is establishing the **priority of self-replacement**. Leaders do not clone others in their own image. They help others discover themselves, deploy their own abilities, reach the height of their own capacities and refine their unique personalities. Mentoring is not about making a person YOU—making some talk like you, act like you, or dress like you. That is not leadership. That is personality worship.

The greatest leader of all time taught me so much by His attitude. He would say something like this: *“If I don’t leave you will not be able to do greater works. But I leave you, know how well I trained you, then you will do greater works than I have done.”* In other words, a successor should achieve more.

Succession is the greatest measure of true leadership. Most leaders define success in leadership as what they achieve, but if everything dies with them, they are failures. If everything you achieve stops when you stop, you are a failure. We have many examples in the world where we can visit relics of old organizations, the building projects that died with the leader. Thus, the challenge of true leadership success is to ask, “What will die with you?” The goal of servant leadership should be to answer confidently the question, “What will live after I die?”

Effective succession is the only way to secure desires from the grave. What did that dead person desire? Only succession can secure that. Succession is the only way for a leader to live beyond the cemetery. The bottom line is that it does not matter how great your leadership was in your lifetime. Will it survive beyond your lifetime is the greater question. The answer lies in how well you have prepared the heirs to your domain.



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LEADERSHIP
NEWSLETTER**



The Principles of a Mentor's Mindset:

- ✦ **Understand that leadership is “caught more than taught”.**
- ✦ **See potential in each person.** Understand that potential is always present, but not necessarily manifested.
- ✦ **Tolerate mistakes:** Remember Character development is more important than skill development. We are all in process.
- ✦ **Demonstrate patience.** Patience is knowing the value of time and experience. It requires patience to grow a successor.
- ✦ **Make time to spend with your mentee.**
- ✦ **Provide opportunities to learn.** The mentor creates situations for the mentee to learn, grow, struggle, and get out of their “comfort” zones.
- ✦ **Be honest with correction and generous with praise.** If someone needs correction, give it. If they did well, tell them.
- ✦ **Provide recognition.** Praise is usually done in private where recognition is done in public. Recognition also means giving your mentees access to your relationships, introducing them to people you know and letting others know their value.
- ✦ **Keep a long-term perspective.** When you begin to mentor a person, you mentor with a vision.
- ✦ **Focus on developing people, not managing them.** *Empower and equip, don't control.*
- ✦ **Understand that transformation comes only through association.** Mentoring can take place only through close association. Allow people to enjoy the “glow of your light.”

EFS SERVANT LEADERSHIP NEWSLETTER

PEOPLE MATTER

BY: TONY BARON, PH.D.



Great servant leaders develop their followers into servant leaders themselves. We first look for those within the organization who are already demonstrating servant leadership behaviors. They know that servant leaders

inspire others to follow and model their principles and practices. Servant leaders are never threatened by others with great potential. In fact, they are drawn to them and willing to give their power away to enhance their growth. Dr. Pete Drucker, the foremost academic guru on leadership in the twentieth century, once said, **“There is no succession without a successor.”** The servant leader produces successors!

Someone asked me, what kind of people do I look for when I recruit? I said, smiling, **“F.A.T. people.”** The person wasn’t insulted. In fact, he knew I struggled with my waistline far more often than he did. So he said, “Seriously, how do you choose?”

I told him the idea wasn’t original with me. In fact, I learned it in my teens from my pastor, who said, “When I look for people, I look for those *faithful, available, and teachable.*”

So when I recruit, I look for people who are:

- **Faithful** to the principles of a more experienced servant leader
- **Available** to model the practices of a more experienced servant leader
- **Teachable** and ready to learn the proclamations of a more experienced servant leader



EFS SERVANT
LEADERSHIP
NEWSLETTER

IT'S A RELAY RACE

BY: DR. MYLES MUNROE



“The greatest accomplishment of leadership is not attaining it, it is releasing it.”

It is important to understand that leadership is a relay race, not a sprint or a marathon. Leadership is about passing on knowledge, experiences, wisdom, and achievements to

the next generation. Remember, in a relay the whole team wins!

In many endeavors, we have people who are eighty years old who are still trying to be in charge. Talented young “lions” are waiting to do something great for the organization, but some old “lion” is blocking them, declaring, *“the race is not to the swift but to those who endure and I am going to die here.”* **That is the attitude of the marathon runner. Leadership is more like a relay than a marathon.**

What is a relay? A marathon only has one winner. When you run a marathon, a thousand people could start the race. Only one wins. That runner gets all the glory. A relay is different. One runner starts for each team. Each person runs only a leg of the race. The team shares the glory.

Endurance is valued in a marathon. A victory in that event rewards individual performance and persistence. The prize goes to the one who crosses the finish line first after the grueling, long race that pits individuals against each other. In a relay, each runner runs his leg of the race and hands off the baton swiftly and securely before the next runner can start. Now when the last team member crosses the finish line is a victory declared. The team has won.

We see a dramatic variation of this every four years when runners of many nationalities carry the Olympic torch around the world to the next venue for the games. Each runner covers



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LEADERSHIP
NEWSLETTER**

the assigned distance, passing it from one to another, until that last bearer enters the host country's arena during the opening ceremonies and lights the fire that serves as a symbol of the games.

This is a good model for leadership succession, (mentoring, and coaching). *You have to know when you have finished your leg in this company, in this church, in this organization, or in this government.* You are not supposed to die holding the baton. You do not have to stay on the marathon course at eighty.

Leadership is about successful transition. Who in your organization has an arm extended, hand open waiting for that baton? Can you think of someone? In life, business, government, church, family, organizations, we can only run the distance of our one limited life and pass on the baton. Transfer the torch. Servant leaders do not see the development and success of followers as a threat, but rejoice when others do not need us for everything we used to do for them. The transfer of our skills, knowledge, wisdom, and gifts is proceeding on schedule. **Therefore, the first true act of leadership is to identify your replacement and train them.**

