



A Summary of  
**The Way of the Carpenter:**  
**A People Development Model**

**Inspiring and Equipping People  
to Lead Like Jesus**

**Dear Friend –**

**Welcome!**

Thank you for joining us for this experience in learning to lead like Jesus through the Way of the Carpenter: A People Development model. This summary article and the Way of the Carpenter workshop combine years of research and study about what it means to lead like Jesus.

When Ken Blanchard and Phil Hodges co-founded Lead Like Jesus in the late 1990's, they began a journey to gain a deeper understanding of what it means to follow Jesus as leader. In the 20+ years since then we have learned many things on this journey – with three key learnings that stand out. First, leadership matters. It is the key ingredient in determining the course of an organization, a society and a family. Second, the origin of a leader's point of view lies in the models he/she has experienced – the life experiences each has had. Third, there was nothing random in Jesus' life or irrelevant about the Bible as a guide to learning to lead others in a way that pleases God. The best leadership practices can be learned by studying Jesus' life and God's Word!

After reading this summary article, you'll not only see why Jesus was the perfect leader, but you'll be able to begin to put these principles of developing people into action. The Way of the Carpenter workshop will give you a process for partnering with your people so that you match your leadership strategy to their developmental step on each goal or task. To do that you will focus on four valuable tools for developing team members that fit into the acronym LEAD:

- 1) L – Learn about team members, including their job-related tasks and/or goals
- 2) E - Evaluate the developmental step of team members on a specific task/goal
- 3) A - Adapt your leadership strategy to meet the needs of your team members
- 4) D – Develop yourself by evaluating your performance and continually improving the process to serve others - therefore getting better results and developing better relationships.

In the process, you are honoring God as you learn to lead like Jesus! We are praying for you and your journey. Let us know how we can help.

Blessings,  
The Lead Like Jesus team

## The Way of the Carpenter

Nothing about the life of Jesus was random or purposeless. His birth, death, and resurrection fulfilled messianic prophecy and thereby testified to a divine and perfectly executed plan. It was not by chance that Jesus spent thirty years in obscurity, learning all God wanted Him to know while working as a carpenter. Evangelist Henry Drummond said, "What was Jesus doing in the carpenter's shop? Practicing." What was the significance of this season of practice and preparation? How did this help prepare Jesus for His role as Messiah and, along with other roles, as a leader? Here are the similarities between the work of a good carpenter and the work of a good leader:

- 1. Good carpenters and good leaders must be able to envision something that does not yet exist** and then commit to create it. Good leaders must have a compelling vision that they are passionate about and that provides direction for those that follow.
- 2. Good carpenters and good leaders must be good judges of raw material.** Good leaders must be able to assess the current condition and future potential of their people.
- 3. Good carpenters and good leaders must consider the cost before the work begins.** Good leaders are realistic about the price of success, and are willing to pay it.
- 4. Good carpenters and good leaders have a carefully defined plan for producing specific results.** Good leaders serve the mission and values of the organization by focusing the means, materials, efforts and people on the achievement of the goal.
- 5. Good carpenters and good leaders apply accurate measurements and standards of success to their work.** Good leaders accept responsibility for setting standards that reflect a balance between producing practical results and building healthy relationships.
- 6. Good carpenters and good leaders must be able to master the use of a variety of tools and know when and how to apply them to get the best results.** Good leaders recognize that people are not all at the same step in the process of development.
- 7. Good carpenters and good leaders must be willing to be both lifelong learners and lifelong teachers.** Good leaders maintain a teachable spirit and stay alert to changing times and conditions and will maintain their effectiveness in guiding others.
- 8. Good carpenters and good leaders know when their work is completed.** Good leaders know when they have completed their season of work and commission their followers to carry on the work.

## Jesus as Leader

The process by which Jesus learned and mastered the carpenter trade provided Him with a practical model for growing and developing people. This model was demonstrated in the way He trained His disciples on their journey from being called to being commissioned.

When Jesus first called the disciples to leave their ordinary occupations and become “fishers of men,” each brought life experiences and skills to this new task. However, they had no practical knowledge of how to fulfill this new role. After spending three years under the leadership of Jesus, the disciples were transformed from untrained novices to fully equipped and spiritually grounded leaders. They were now prepared to fulfill the Great Commission to go to all nations with the good news.

How did Jesus lead this transition from call to commission? Although miracles were involved, the process was not miraculous. It entailed a perfect execution of a familiar process by a leader personally committed to accomplishing a goal through the growth and development of those who follow. We believe the experience Jesus had as a learner, under development as a carpenter, provided Him with a practical model for growing and developing people that He was able to use to guide the learning experience of His disciples from call to commission.

## Leading Like Jesus vs. Leading Like the World

It is interesting to note that some of Jesus’ harshest words in Scripture were for those in leadership positions who abused their power. In Matthew 20:25-28, Jesus told his disciples: “You know that the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. <sup>26</sup>**Not so with you.** Instead, **whoever wants to become great among you must be your servant,** <sup>27</sup>and whoever wants to be first must be your slave— <sup>28</sup>just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.” (Bold text added for emphasis)

Jesus’ call to leaders was for them to become servants rather than lords, or bosses. Yet sadly, even in the 21<sup>st</sup> century, many leaders continue to use a “top down” leadership approach – “lording it over” their followers. They see themselves as the “boss”, expecting their people to simply follow their lead with little input or discussion. They tend to scoff at the idea that a good leader can be a serving leader and still accomplish significant goals and tasks. But Jesus-like leaders recognize there is a strategy that is more God-honoring and also more effective.

## A New Model for Leaders

The effective leader's role has shifted dramatically in recent years. Today, leaders must be partners with their people; they can no longer lead with position power alone. Leaders must move from the "command-and-control" role of judging and evaluating to a role of ensuring accountability through instructing, developing, supporting and commissioning.

Jesus' model of developing people - what we now call "The Way of the Carpenter", is as effective of an approach to managing and motivating people today as it was back when He walked the earth. This is because it fosters a partnership between the leader and the people that leader supports and depends upon. **The purpose of The Way of the Carpenter model is to open up communication and to increase the quality and frequency of conversations about people development and performance.** In the process, people are discipled and built up, relationships are enhanced, and the goals of the organization are advanced in line with its purpose and values.

### Summary Article for This Leadership Model

This summary article and the accompanying workshop give an overview of the Way of the Carpenter process for developing people by providing effective leadership. It is based upon a relationship between an individual's developmental step (various combinations of Skill and Dedication on a specific goal or task) and the leadership strategy (various combinations of Directive and Supportive Behaviors) that the leader provides. Jesus modeled this approach perfectly as he developed His disciples. He helped them move from being ordinary "fishermen" to becoming "fishers of men."

Let's learn from the Master!

## The Way of the Carpenter: A People Development Model

What did Jesus do to facilitate the disciples' transformation – to move them from call to commission? As noted earlier, the experience He had learning the skills of a carpenter provided a practical model for how to develop people. As He learned the carpenter craft, He walked through these four normal stages of learning a new task: novice, apprentice, journeyman, and master/teacher. Under the instruction of his earthly father, Joseph, he progressed through these four steps of learning to eventually become a Master carpenter. Since we believe Jesus was and is the only "Master", we have chosen to call the 4<sup>th</sup> step Teacher.

Jesus then used this learning in His leadership and helped the disciples move from dependence to interdependence. The four leadership strategies He used to develop the disciples included instructing, developing, supporting and commissioning. Shown below is this combination of developmental steps and leadership strategies. The left side illustrates the four developmental steps of a team member – **Novice, Apprentice, Journeyman, and Teacher**. The right side illustrates the four strategies the leader provides - **Instructing, Developing, Supporting and Commissioning**.

<u>Team Member's Developmental Step</u>	<u>Leader's Strategy</u>
<b>Teacher</b> – Someone able to teach others	<b>Commissioning</b>
<b>Journeyman</b> – someone able to work on their own	<b>Supporting</b>
<b>Apprentice</b> – someone in training	<b>Developing</b>
<b>Novice</b> – someone starting out	<b>Instructing</b>

**The objective of the Way of the Carpenter is two-fold:**

- 1) to examine leadership issues involving the heart, making sure to commit to exalting God only by first submitting to His leadership, and**
- 2) to identify at which step team members are on a specific goal or task and match the leadership strategy that is appropriate to the team member's developmental step on that specific goal or task.**

The leader provides the direction and support that a learner needs in order to move up the developmental staircase—through a progressive process—from developing (Novice) to developed (Teacher). As the developmental steps change, the leader’s strategy should also adapt or change to match the need.

**This means that there is no best leadership strategy** because the developmental steps vary from person to person, goal to goal, task to task. The Way of the Carpenter is a discipleship model – a partnering approach between the leader and his/her team member.

Let’s examine four valuable tools in the leader’s toolkit that will assist us in developing team members to their full, God-given potential:

- 1) **L** – Learn about team members, including their job-related tasks and/or goals
- 2) **E** - Evaluate the developmental step of team members on a specific task/goal
- 3) **A** - Adapt your leadership strategy to the needs of your team members
- 4) **D** – Develop yourself by evaluating your performance and continually improving the process to serve others - therefore getting better results and developing better relationships.

The outcome of applying all four of these tools is to develop people, to get results, and to do all to the glory of God!

## **Learning About Team Members: The First Tool of a Jesus-Like Leader**

Effective leaders learn as much as they can about their team members and the unique contribution each can make to the organization. They then help the team member set goals for his/her area of responsibility, and/or isolate the tasks to be performed in the goal completion. Goals should be **SMART\***, as follows:

### **S - pecific:**

The goal should be specific. Be definitive about the area that needs improvement and what good performance looks like. Make sure the goal is observable and able to be tracked. Eliminate vague words like “some, many, a few, improve, increase or reduce”.

### **M - easurable:**

The goal should be measurable. This requirement reinforces the old saying that “if you can’t measure it, you can’t manage it.” Build into the goal specific language around numbers, units, dollars, weights or other measures.

### **A - ttainable:**

The goal should be a stretch for the performer without being too much of a stressor. One good piece of advice is to help people “set goals just out of reach, not out of sight!” What really motivates people is to have moderately difficult but achievable goals.

### **R - elevant:**

The goal should be relevant - addressing one of the 20 percent of activities that make a difference in overall performance. While most jobs have many tasks to be done, the greatest gains tend to come from a small number of those tasks – the famous 20% rule.

### **T - ime-bound:**

The goal should have some kind of time element connected to it. Create a specific date and/or time for goal completion, and list mileposts along the way.

Jesus’ goal was to do the will of His Father. And He gave His disciples some clear goals in Matthew 10:8-15. Heal the sick, raise the dead, cleanse those who have leprosy, drive out demons. He then gave more specific instructions about what to do/not do, where to go/not go, what to take/not take. Jesus was clear about what needed to be accomplished.

\*Reference: George T. Doran, Director of Corporate Planning for the Washington Water Power Company, was first known person to utilize the term SMART goals in a paper written in 1981.

## Evaluating: The Second Tool of a Jesus-Like Leader

The tool of evaluation helps the leader assess the individual's skill and dedication in any task or goal, and determine that individual's need for higher or lower levels of direction and support. The key is to properly identify the developmental step.

Casey, for instance, may be excellent when it comes to finding new donors and raising funds for her non-profit ministry—clearly a Master/Teacher in fundraising. However, when it comes to setting up a database to track donors and their giving patterns, Casey has little computer expertise. Depending on her motivation, she could be a Novice or an Apprentice. By evaluating the developmental step of Casey on those tasks, her leader can determine which leadership strategy to use in which situations.

### The Four Developmental Steps

The four developmental steps are characterized by combinations of varying amounts of Skill and Dedication, as shown by the diagram below.

<u>Team Member's Developmental Step</u>	<u>Team Member Has:</u>
<b>Teacher</b> – Someone able to teach others	<b>(High Skill, High Dedication)</b>
<b>Journeyman</b> – someone able to work on their own	<b>(Moderate-High Skill, Variable Dedication)</b>
<b>Apprentice</b> – someone in training	<b>(Low to Some Skill, Low Dedication)</b>
<b>Novice</b> – someone starting out	<b>(Low Skill, High Dedication)</b>

The development of a team member to his or her highest level of growth and performance can be seen as a progressive journey. At each step of development up the staircase, he/she has distinctive needs that can be enhanced by a skilled leader. Developmental steps **do not apply to the person**, but rather **they apply to the team member's skill and dedication to a specific goal or task**. An individual is not at any one developmental step overall. The level varies from goal to goal and task to task.

### **Here are definitions of skill level and dedication:**

**Skill level** is the knowledge and skills an individual brings to a goal or task. It is best determined by demonstrated performance. It can, however, be developed over time, with appropriate direction and support. Skill is gained through formal education, on-the-job training, coaching, and experience. Experience includes certain skills that are transferable from a previous job; for example, the ability to plan, organize, problem solve, and communicate well. These skills are generic by nature and are often transferable from one goal or task to another.

**Dedication** is a combination of a team member's motivation and confidence on a goal or task. Motivation is the level of interest and enthusiasm a person has for doing a particular job. Interest and enthusiasm are exhibited behaviorally through animation, energy levels, and verbal cues. Confidence is characterized by a person's self-assuredness - the extent to which a person trusts his or her own ability to do the goal or task. If either motivation or confidence is lacking, dedication as a whole is low.

The disciples began their journey with a high level of dedication, but their skill was almost non-existent. Matthew records the enthusiastic response of the disciples when Jesus called them. "At once they [Peter and Andrew] left their nets and followed Him," and "immediately they [James and John] left the boat and their father and followed him." Matthew 4:20-22. Their dedication level was very high. However, they learned pretty quickly that some of the tasks of discipleship (casting out demons) were not that easy, as recorded by their question in Matthew 17:17-20: "Why couldn't we drive it out?" Their skill in this new task was very low.

Individuals can be on different steps of development for different tasks in the same job. This is why proper analysis is so critical in the process. Peter, for example, was an excellent fisherman – probably at a journeyman or teacher level at that task, but at driving out demons, he was a novice. It would be difficult to rate his development as a disciple overall – his skill and dedication varied depending on the task.

Likewise, Alex may be a skilled preacher, operating at the Journeyman or Teacher step in delivering sermons. His management skills in running the church, however, may be categorized as falling into several different steps of development. In leading church Board meetings, he is also a Journeyman. But managing the church's finances has been an area he'd just as soon delegate – in doing that work, he is anxious and not confident. At this task he would be an Apprentice.

**To be effective, a leader must evaluate the developmental step of the team member on a task/goal and then adapt his/her leadership strategy to match that step.**

## Adapting: The Third Tool of a Jesus-Like Leader

As a team member moves from one developmental step to the next, from Novice to Apprentice to Journeyman to Teacher, the leader's strategy should change accordingly. This is an indication that the leader is able to adapt his/her behavior to meet the developmental step needed. To determine the appropriate leadership strategy to use with each of the four developmental steps, simply note below what the "leader provides" on the staircase to the right next to the "learning stage" stair step on the left. The appropriate leadership strategy – the match that the leader provides - is located directly across from the team member's learning stage.

<u>Team Member's Learning Stage</u>	<u>Leader Provides</u>
Teacher	Commissioning Strategy
Journeyman	Supporting Strategy
Apprentice	Developing Strategy
Novice	Instructing Strategy

Leadership strategy is the pattern of behavior leaders use to influence others, as perceived by those being influenced. **This pattern of behavior falls into two basic categories, Directive Behavior and Supportive Behavior.** Leaders use some combination of these two behaviors, as defined here:

**Directive Behavior** includes telling and showing people what to do, how to do it and when to do it. The leader pays attention to the performance of the team member, providing frequent feedback and giving further direction. Directive behavior helps to build the skill level of others.

**Supportive Behavior** includes asking questions, listening, encouraging, facilitating problem solving, and involving others in decision making. It helps the team member develop positive attitudes and feelings toward the goal or task and his/her ability to do it successfully. Supportive behavior helps build dedication in others.

Jesus modeled directive behavior in Matthew 10 when he sent the twelve disciples out with specific instructions on where to go and not go, what to do and not do, what to say and not say, what to take and not take. (Matt. 10:5-10). He modeled supportive behaviors throughout His life in the many miracles He performed for others.

**Combinations of Directive and Supportive Behavior\***

There are four combinations of Directive and Supportive Behaviors in the Way of the Carpenter model. These combinations of directive and supportive behaviors inform the leadership strategy that the leader will use with his/her team members:

<u>The Four Leadership Strategies</u>	<u>Characterized By:</u>
<b>Commissioning Strategy</b>	<b>Low Direction Low Support</b>
<b>Supporting Strategy</b>	<b>Low Direction, High Support</b>
<b>Developing Strategy</b>	<b>High Direction. High Support</b>
<b>Instructing Strategy</b>	<b>High Direction, Low Support</b>

The four strategies vary in the amount of direction and support the leader gives, and in the team member’s involvement in decision making. In all four, the leader (1) clarifies expectations/goals, (2) observes/monitors performance, and (3) gives feedback.

Jesus didn’t tell Peter, Andrew, James, and John that He would give them a self-study course, send them to a seminar, or provide them with an education at a prestigious university. He said, “I will make you . . .” This is an important distinction in the life of a Jesus-like leader. Serving leaders are shepherds, not herdsmen. Shepherds lead with love and nurture. Herdsmen lead with force and fear. Jesus redefined leadership in a way that rocked the world then and now. An effective Jesus-like leader acts as a disciple-maker, investing in the lives of his/her followers. Jesus was the preeminent disciple maker - He adapted His leadership strategy appropriately as His disciples developed in their quest to become fishers of men.

\*Note that Directive Behavior/Direction, and Supportive Behavior/Support, are used interchangeably throughout.

Leadership strategy needs to be matched to the individual's developmental step to ensure that skill and dedication will increase. When people are over-supervised or under-supervised, that is, given too much or too little direction or support, there is a negative impact on their development.

**Over-supervision** - A leader using an Instructing or Developing strategy with a Journeyman or Teacher.

**Under-supervision** – A leader using a Supporting or a Commissioning strategy with a Novice or an Apprentice.

### **Jesus' Perfect Modeling of Leadership Strategy**

Jesus was careful to provide the disciples with just what they needed at the time they needed it. Peter initially walked on water, but then lost sight of the goal and quickly failed (Apprentice moving to Journeyman step). Jesus immediately supported him by reaching out and saving him. He then gave him some direction on the importance of increasing His faith. Later when Peter denied his Lord, he failed in this important test even though he had begun to develop into a devoted disciple (Journeyman step). Jesus coached and reassured Peter when he restored him in front of his peers. And before ascending into Heaven, Jesus commissioned the disciples and left them with this promise: "And surely I am with you always, to the very end of the age." (Matthew 28:18-20) Although the disciples were becoming Teachers in their own right, He wanted to reassure them that he would always be there for them through the power of the Holy Spirit. Likewise, Jesus-like leaders strive to serve their people by adapting their leadership strategy to match the needs of their followers.

### **A Leader's Preferred Strategy**

The ideal situation is for leaders to adapt their strategy based on the developmental step of the learner. This is an indication that the leader is skilled at flexing his/her approach to help the learner get the best results. Research shows, however, that most leaders have a preferred leadership strategy, and few leaders have the ability to adapt to use all the different strategies. Current data indicates that:

- Over 50% percent of leaders tend to use only one leadership strategy,
- About 35% of leaders tend to use two leadership strategies,
- Only about 10 percent of leaders tend to use three leadership strategies,
- and only 1 percent of leaders use all four leadership strategies.

**To be most effective, leaders should strive to use all four leadership strategies.**

## **Developing Self: The Fourth Tool of a Jesus-Like Leader**

Effective leaders are always on the lookout for ways to enhance their leadership strategy. Being both fully human and fully divine, Jesus was the perfect role model of leadership. Mere humans, however, can constantly improve in their ability to lead more effectively. Leaders who choose to lead like Jesus are always attentive to tips and ideas to improve their leadership strategy.

Jesus-like leaders are willing to first learn about how they tend to lead. By completing a leadership strategy self-assessment\*, the leader gets a read on his/her primary strategy and least preferred strategies. The assessment creates awareness about leadership strengths and limitations, and along with the Way of the Carpenter workshop, helps point leaders to more effective practices. Leaders are often surprised at the results of the assessment, recognizing that their preferred strategy will often not be the most effective in developing a team member.

After holding a developmental coaching conversation with a team member, good leaders evaluate their strategy, and look for ways to improve it. They recognize the truth of God's Word, as outlined in Colossians 3:23-24: "Whatever you do, work at it with all your heart, as working for the Lord, not for men, since you know that you will receive an inheritance from the Lord as a reward. It is the Lord Christ you are serving." An important aspect of "working with all your heart" is looking for ways to constantly develop oneself – to enhance one's ability in growing and discipling people.

Godly leaders also seek the wisdom and counsel of others in leadership positions – they seek out trusted truth tellers to help them continue to develop in this journey of effectively leading others. They understand the power of another as outlined in Ecclesiastes 4:9-10: "Two are better than one, because they have a good return for their labor: If either of them falls down, one can help the other up. But pity anyone who falls and has no one to help them up." The counsel of a trusted truth teller is invaluable in the continuous development of a leader.

This development process moves leaders along the path of continuing to become a serving, rather than a self-serving, leader. In the process, they recognize that they are partnering with their people to create the best relationships and the best results for the highest purpose of life – to glorify God!

**\*The Leadership Strategy Assessment (LSA) is a tool used to measure a leader's adaptability in matching leadership strategy to a team member's developmental step. The LSA is often used as a part of the Way of the Carpenter workshop.**

## Serving by Partnering: How to Be a Jesus-Like Leader

There was nothing random in the life of Jesus. The Way of the Carpenter model grew out of His life experiences, as a carpenter learning the trade with his earthly father, and His legacy, His divine purpose to teach His disciples how to become fishers of men and later to give His life for all people. And Scripture teaches that we should be more conformed to the image of Jesus - to become more like Him.

So wherever we live or work, whether we are influencing at home, at church or in an organization, our paramount task as leaders is to create a culture that reflects Jesus' core value: love. This kind of love shepherds and strengthens people and organizations and moves them from where they are to where God would have them go—and that process is usually not easy! Leading like Jesus requires leaders to be servants who value each person as an integral part of the organization, and as a beloved son or daughter of God. These leaders adopt love as their core value, and seek to serve others in their growth and development.

When a challenge comes, leaders examine their own leadership motives and behaviors before exploring any issues with the other person or any possible organizational weaknesses. **Jesus-like leaders always consider their own heart condition first.** They ask themselves these two questions: Am I submitted to the Lord, operating out of humility and God-grounded confidence? Or am I living in the flesh, operating mostly out of false pride and/or toxic fear? Leaders need to examine their motives daily, and then surrender their life and leadership to God's purposes.

Leaders realize their role is to provide team members with whatever it takes—clear goals, direction, support, training, feedback, and recognition—to help the people they work with become more self-motivated – while also pointing them in the direction of leaning on the Master, Jesus, and being guided by the helper He left – the Holy Spirit.

Conversely, team members begin to realize that their own behavior determines the leadership strategy used with them. Thus, the Way of the Carpenter model becomes a vehicle for individuals to use when asking for the help they need in order to develop. Through the model, the frequency and quality of conversations about development and performance increase, the organization develops and retains its most talented people, and, ultimately, God is honored as His Kingdom is advanced.

For more information, refer to the Lead Like Jesus website, where you can learn more about training workshops (Leadership Encounter, The Way of the Carpenter, The Heart of a Leader, and Biblical DISC®), as well as bible studies, devotionals, blogs, webcasts, and more. [www.LeadLikeJesus.com](http://www.LeadLikeJesus.com)