

MATURE JOURNAL

International Institute of Christian
Theologians, Scholars and Professionals



THE ROLE OF EFFECTIVE LEADERSHIP IN MINISTRY GROWTH

Evang. (Dr/Amb) Venunye Kwaku AHAMAKAH

<https://mature.ictsp.org/>

ahamakahv@gmail.com: +233(0)556598714

Abstract

Effective leadership has been a challenge in both Christendom and the secular world. This research work seeks to digest the impact effective leadership has on the growth and success of one's ministry. The researcher will cite Apostle Paul's leadership qualities and styles that made him successful. The study will capture relevant factors that contribute to effective leadership in general, what qualities individuals must possess to become effective leader in ministry and possible factors that could or have contribute(d) to the failure of some leaders in ministry during our time, and the need to apply Apostle Paul's leadership style in 21st century. Life experiences as well as materials on leadership development have indicated that some leaders have sacrificed themselves for the success of what they do, whilst some have assumed that position to be served. This discomforts followers and they sometimes sabotage the leadership or rebel. Some ministries are struggling because of leadership challenges. Some of these challenges are due to misconception that leaders must be served and so tend to behave as demigods. whilst the foundational Apostles were servant leaders. The study seeks to tackle the following: what is effective leadership? How can a leader be effective in ministry and the impacts, how can leaders sharpen their leadership skills? How did Paul as a biblical figure manage his ministry as a leader? The researcher will use observation and interview method to establish his research. He concludes by enumerating the impact of effective leadership on ministry growth and also outline recommendations.

Key words: leadership, effective leadership, ministry growth,

Introduction

When leadership challenges are experienced in the world, it is because the wisdom of man has failed and that we need the intervention of God. The bible indicates that it is God who gives wisdom. 'If any of you lacks wisdom, let him ask of God, who gives to all liberally and without reproach, and it will be given to him' (James 1:5 -KJV). It is therefore not surprising when King Solomon asked for wisdom when he could have sought wealth and fame. (2 Chronicles 1:10 -NLT) 'Give me the wisdom and knowledge to lead them properly, for who could possibly govern this great people of yours?' It is, as it were, perturbing to have leaders in the Christendom and for that matter those in charge of various ministries in the body of Christ to have leadership challenges to the extent of crippling their ministries. This implies that carnal or intellectual knowledge is insufficient to manage spiritual affairs. Apostle Paul and Moses among others are great Biblical figures who were successful in their ministries although Moses suffered speech deficiency (Exodus 4:10- 12). However, most leaders argue that all a leader needs is good leadership training or formal education for a requisite skill whereas others think otherwise. McMaster, J.S, (2013) asserted that 'there are some who believe that academic rigor and Scripture should be considered to be mutually exclusive, but the narratives of the participants show strong disagreement; on the contrary, they show that the Christian mind and the Christian worldview do require and reflect strong intellectual capacity and reason, evidenced in the academic strength of their respective programs.' Pont, B. etal, (2008), mentioned in their research on leadership development that it requires a combination of formal and informal processes throughout all stages and contexts of leadership practice. Stotko, (2020). On the other hand, indicates that 'effective leaders possess a high level of emotional intelligence (EQ). As an ingredient of excellent performance, EQ proved to be twice as important as IQ at all levels.' This argument supports the reasoning that no effective leader can solely depend on academic knowledge for a successful leadership. Stotko, (2020), further indicated that the effectiveness of our leadership hinges on the degree to which we are abiding in Christ'. This is foundational for every ministry. Many ministry leaders do not take time daily to abide. This means that we cannot be effective leaders outside God.

Literature review

Definition of concepts: Leadership and Effective Leadership

Leadership has been defined from various perspectives by various scholars and theologians. Perry, T. (2023) states that the concept of Christian leadership alludes to something deeper than simply a leader who happens to be a Christian. It encompasses the timeless Christian ideals of service, stewardship, shepherding, and humility. (Watt, W.M, 2014, cited Fulenwider, 1997). indicates one of God's spiritual gifts given to His people is the gift of leadership. Fulenwider, then defined this gift as 'the God-empowered ability to set goals in accordance with God's purpose and to motivate others in the body essentially a continuous process of influencing behavior. It may be considered in context of mutual relations between a leader and his followers. Leadership is a dynamic process, which deserves study. It is a relational process involving interactions among leaders, members and sometimes outside constituencies. of

Christ to voluntarily and harmoniously work together to accomplish those goals for the glory of God.' Bernard, K. et al, (2013), defined leadership as:

This implies that a leader or leadership has to do with how we relate with one another or our subordinates and there should be dynamism in our leadership skills. (Kotter, 1998 cited Yukl, G. 2006). defines leadership as 'the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.' (Northouse, P. 2010 cited in Kotter, 1998) shares the same opinion as he defines leadership as "a process whereby an individual influences a group of individuals to achieve a common goal. To these scholars, leadership has to do with one's ability to influence followers for them to agree with their leaders to do what is expected at a particular moment. Their collective agreement must be geared towards a collective achievement. Winston, B.E, & Petterson, K. (2006) explains that:

a leader is one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives.

(Winston, B.E et al 2006, cited DuBrin, 1997; Waitley, 1995; & Prentice, 1961). explains the role of the leader as one who accomplishes a goal through the direction of human assistants by gaining collaboration among followers.

Effective leadership on the other hand, according to Writer, S. (2020), is an ability to make sound decisions quickly and confidently is one example of leadership. Leadership is also reflected in the attitudes and behaviours of a leader's colleagues. It is further stated that, effective leadership is characterized by the provision of timely, constructive feedback and clear expectations for both organizational and individual performance is also an example of strong leadership. (Winston, 2006, cited Collins, 2002), also pointed out that great leaders have a fierce resolve to do what needs to be done in and for the organization. This is consolidated by Sweeney, D. (2022). as she stated in that having a growth mindset and committing to execution are qualities of a great leader. (Sethuraman, K & Suresh, J. 2014 cited Jeannet, W. 2010), explains 'study on leadership have proven that the aspects of personality are also important for effective leadership such as dominance, extraversion, sociability, self confidence, high levels of energy and resilience. Wisdom and self awareness of a leader helps to a great extent in influencing the followers.' To them, one cannot be effective in leadership or capture the attention of his or her subjects when the aforementioned qualities. These qualities make a leader distinct among leaders. Implicitly, anything short of these qualities can spell doom for anyone in leadership. There are diverse theories that anchors effective leadership. (McMaster, J.S, 2013 cited Fullan, M. 2001) explicated that relationships as one of the five factors that leaders must manage in order to lead through change. McMaster, J.S, (2013) indicated that theorists and experts support the value of relationship for effective leadership and its importance to leadership development. They affirm the importance of components such as building trust, communicating effectively, resolving conflict, impacting perceptions, and effecting change. All of this supports the belief that effective leadership happens best within the context of relationship. (McMaster, J.S. 2013, cited Barna Group, 2013,) stated that it is revealed that of

all leadership qualities that they value, the most important attribute is integrity, followed by authenticity. This implies, that, irrespective of your level of leadership education, once those traits are missing, it is impossible to be an effective leader since leadership is not only occupying position but exhibiting that which makes you outstanding. This assertion is unarguable having seen how institutions are struggling to grow due to poor leadership styles.

Furthermore, Watt, (2014) has highlighted some principles that affect effective leadership or which can make leaders effective as follows:

Conflict Management: Watt, 2014, cited Campbell 1980) emphatically say, ‘Avoid personalized attacks.’ Although there is no one particular way to handle conflicts, there many effective ways to do such. As an effective leader, personal attacks during conflicts must be avoided and there should always be pragmatic efforts towards amicable resolution during conflicts. An effective leader should be able to determine the cause of conflicts around them especially in ministry and address them.

Collaboration: (Watt, 2014. cited Wilmot and Hocker, 2011.) explicated that collaboration is ‘willingness to move with rather than against the other – a willingness to explore and struggle precisely when you may not feel like it.’ An effective leader should identify and capture the interest of his or her followers to collaborate in everything. This will need convincing them to reason along with you. It is written that ‘can two walk together, except they be agreed?’ (Amos 3:3).

Love: Love is everything in Christ and Apostle Paul made this clear in 1Cor. 13. He emphasized it in verse 13 ‘And now abide faith, hope, love, these three; but the greatest of these is love’. Our character, and values is defined the degree of love and how we understand the dynamics of love. We need to exhibit love in discharging our responsibilities as ministers and leaders since our subordinates and even our colleagues learn from us. The absence of love in ministry is a disaster. (Stonecipher, 2012 cited in Watt, 2014) states that ‘authentic leadership has five dimensions – purpose, values, heart, relationships, and self-discipline.’

Patricia (2023), has indicated that for one to be an effective leader, such a person must possess the following traits.

Person of Influence: One of the best qualities of a leaders is the ability to influence others to get things done. They help those around them to understand themselves and situations around them so as to be imparted or be an impact in every activity being undertaken. (Webb, C.M, 2021 cited Maxwell, J. 1993,) consolidates the assertion of Watt by indicating that influence is one’s ability to help others to follow the leader.

Believe the best in People: Influential leaders identify the strengths and weaknesses of his followers and entrusts them with responsibilities based on their endowments with guidance. It should be characteristic of every leader to believe in the abilities of those following them and not discourage them under any circumstance.

Teacher and Mentor: Leaders are gifted teachers and this is characteristic of all Jesus Christ as well as Apostle Paul and love to help others develop. They exhibit qualities and principles that reflect good and effective leadership. Such leaders teach as Jesus taught His disciples and all who listened to Him at the time. He mentored and raised the disciples as Apostle Paul also raised many and notable among them were Timothy and Titus. Paul coached his listeners

others on personal development and spiritual growth as he encouraged them to imitate him as he imitated Christ. (I Cor. 11:1-2). Jesus as well encouraged the disciples to master whatever training he was giving them by asking how long will He be with them (Mark 9: 19). Every leader should teach and mentor and expect to see his followers grow.

Have balanced Priorities: Leaders are expected to have a good understanding of their personal priorities. Unfortunately, not all leaders possess this quality and some who have are not consistent in setting their priorities straight. Leaders should learn to balance their leadership skills with this. They should learn to understand life and blend every aspect of life.

Management Practices: Management practices are the foundation for organizational integrity, this calls for total commitment and managing resources to sustain the interest and contribution of those around you. Management practices by leadership contributes positively or negatively to the growth of institutions. This is one of the key reasons some institutions and ministries do well than others.

Perry, T (2021), indicates that effective leadership in ministry involves discernment, growth and maturity. This implies, that one cannot be an effective leader without these traits. (Webb, 2021, cited Merritt, J. 2011), supports the aforementioned authors that leaders invariably need traits and keys that distinguish them from the many. He listed successful leadership. Love, Joy, Peace, Patience, Kindness, Faithfulness, Goodness, Gentleness, Self-control as nine key every effective leader must possess. Merritt argues that possessing these nine-character traits enables a leader to make a lasting impact on others. It could be said that any leader that exhibit these qualities will undoubtedly make an impact in the lives of others. McDonald, M. (2019), indicates that ‘people get effective as leaders in ministry when they observe these three key points. Firstly, leaders need to adjust to asking questions.’ To him, leaders must ask relevant questions and as well be ready to find relevant answers to questions that others ask them in relation to their fields. To him, an effective leader must always be resourceful. He also added that ‘an effective leader should also consider a change’. This means leaders should adopt new ways of doing things and approaching issues. To him, leaders cannot be effective without making needed changes and adopting to the views of others. Dever, M. (2017) explicates that for an individual to be effective in leadership, one has to imbibe the following points:

Encourage Godly Authority: It is prudent to build others around us to have godly authority. It is good to raise people who use authority to edify others and not to abuse authority. Pastors and leaders who abuse authority tend to regret since their actions as certain wrong actions taken affects their leadership records and ministry.

Spend time: It is admirable for leaders to mingle with their followers even if not all the times. This builds a strong bond between both parties. As such, it is unhealthy for pastors who wish to grow their ministries and make it effective to create a gap between themselves and their followers. This will be a great mistake. Some leaders feel that getting close to their subordinates will make them lose respect. Ministry is about love and should be treated as such.

Delegate responsibility: In the views of Dever, effective leaders create the platform for his followers to lead. To be effective in ministry, it is good to delegate the right responsibility to the right person. Leaders should therefore take note of the abilities of their followers in terms of leading a group, teaching or preaching the gospel and any other department of the ministry. This helps followers to build self-confidence and feel involved in affairs. It takes a true leader

who does not entertain any form of insecurity (followers becoming more powerful or taking over their positions) to delegate followers to manage certain things or take up some responsibilities in the church. This act, makes followers believe in the capabilities of their leader and confidence becomes reciprocal. It is only when followers are assigned responsibilities that they bring out abilities that are inherent and dormant in them and this will inure to the growth of one's ministry or organization.

Give and receive feedback: Once the opportunity is given to followers to participate in the ministry, it is good to give feedback to them on their performance and as well receive from them on their experiences, challenges and successes in discharging their duties. In doing this, one should provide constructive criticisms and ensure it is well taken. This will harness the potentials of followers and give a clear roadmap of the progress of the ministry and challenges thereof. (Cortez, 2021, cited Wondim et al. 2020) confirmed that feedback from supervisors improves the task performance of subordinates.

The Effectiveness of leadership on ministry growth

Effective leadership has a profound impact on the growth of ministries. When individuals with exceptional leadership skills are at the helm, they can inspire and guide their teams towards achieving shared goals. Such leaders have the ability to create a vision for the ministry, communicate it effectively, and motivate their team members to work towards its realization. Through clear direction and effective decision-making, they can foster an environment that empowers individuals to excel in their roles and contribute to the overall growth of the ministry.

One of the significant outcomes of effective leadership is the ability to attract and develop talent within the ministry. When potential leaders see a clear and inspiring vision put forth by a leader, they are more likely to join and commit themselves to the ministry's mission. A leader's ability to articulate a compelling vision for the ministry's future helps in attracting individuals who share the same passion and dedication. Moreover, effective leaders create an environment that fosters growth and development, providing opportunities for members to acquire new skills and knowledge. This not only helps in expanding the ministry's capabilities but also contributes to personal and professional growth of its members. Anthony, H. (2023), mentioned that leadership effectiveness measures the ability of the church leadership in developing the mission, vision, culture, structure and strategy.

Effective leadership plays a crucial role in fostering a culture of collaboration and teamwork within the ministry. Strong leaders understand the power of bringing together individuals with diverse skills, backgrounds, and perspectives. They encourage open and respectful communication, ensuring that every member feels valued and heard. By fostering a culture of teamwork, leaders can harness the collective intelligence and creativity of their team members, resulting in innovative ideas and problem-solving approaches. Anthony, H. (2023) affirms that effective leadership contributes to ministry growth in the following areas:

- a. Giftings, anointings and abilities are identified amongst people and released.
- b. Unity in and around the church mission, vision and values.
- c. Individuals are excited about the purpose and activity of the church
- d. Clear priorities are identified and acted upon successfully

When leaders facilitate collaboration, they create an environment where individuals feel motivated, engaged, and are willing to go the extra mile for the success and growth of the ministry.

Effective leadership is an essential catalyst for the growth of ministries. When leaders can inspire and guide their team members towards achieving a shared vision, they can attract and develop talent, foster a culture of collaboration, and ultimately contribute to the overall success and growth of the ministry. Cortez, (2023), iterated this by highlighting Apostle Paul who demonstrated unity coupled with humility in ministry by working with the other Apostles who were with Christ as he stated that:

Paul also demonstrated humility in the practice of leadership. Although his training as an apostle and leader was extraordinary because it emanated from a direct revelation of Jesus Christ (Gal 1:12), he did not puff up with pride. Three years after his conversion, it was recorded that he went to Jerusalem to confer with acknowledged apostles before him — Peter and James — and coordinate his ministry with them (Gal 1:18-19). Fourteen years later, Paul again went to Jerusalem, together with Barnabas, to discuss with Peter, James, John, and the other apostles, questions about the application or non-application of the Old Testament laws on newly-converted Gentiles. He did not decide by himself but was humble enough to defer the decision to the whole council (Gal 2:1-10). Likewise, although Paul was the leader of the church organizations he established, his writings showed that he was sufficiently unassuming to ask for their prayers (2 Thess 3:1; Eph 6:19).

With their ability to articulate a compelling vision, communicate effectively, and motivate individuals, leaders create an environment that empowers and encourages everyone to give their best. Through their guidance, ministries can strive towards their goals, expand their capabilities, and make a positive impact in their communities.

Sharpening Leadership skills

Leaders in ministry can sharpen their skills through various practices and strategies, ensuring they are equipped to fulfill their roles effectively. One key avenue for growth is continuous learning. Leaders should actively engage in ongoing education, whether it be through reading theological texts, attending conferences, or seeking mentorship from seasoned professionals. Additionally, leaders should invest in their own personal development by building emotional intelligence, cultivating self-awareness, and fostering healthy self-care practices. Such growth enhances their ability to connect with individuals in their congregation and respond empathetically to their needs. Gurung, P. (2022) indicates that one must study leadership by pursuing leadership courses and attending training sessions that will enhance one's understanding of leadership.

Another important aspect of skill sharpening in ministry leadership is the cultivation of strong interpersonal and communication skills. Leaders must be effective in their ability to convey ideas, visions, and teachings in a way that resonates with their audience. This entails honing active listening skills, adapting communication styles, and seeking feedback from trusted individuals to improve their overall delivery. Furthermore, leaders should strive to develop cultural competency, as the communities they serve may be diverse and require different

approaches to effectively engage and support them. Gurung, P. (2022), asserts that for leaders to sharpen their skills, they need to find a purpose that resonates them. This means one needs to understand the purpose of what one seeks to achieve because purpose drives leaders in the midst of challenges.

Leaders in ministry can sharpen their skills by fostering a collaborative and empowering environment. This involves delegating responsibilities to capable individuals, trusting their abilities, and empowering them to take ownership of their work. By recognizing and harnessing the unique talents and strengths of their team members, leaders create a space for growth and innovation within the ministry. Cultivating a supportive and nurturing culture encourages individuals to develop their skills and contribute to the shared mission, amplifying the overall impact of the ministry. (Randolph, K. 2021, cited Boyer, 2019) consolidated this by indicating that 'successful leadership development at every organizational level is contingent upon accountability, ethics, and trust, especially from a Biblical leadership development lens'. Leaders in ministry can sharpen their skills through continuous learning, focusing on personal development, enhancing their interpersonal and communication skills, and fostering a collaborative environment. By prioritizing growth, leaders ensure that they are equipped to navigate the challenges and complexities of ministry effectively. Yan, A. (2022), consolidates this by indicating that Taking initiative, Critical thinking, Effective listening, Motivating others, Discipline and Continued learning among others are keys to sharpening one's leadership skills. With a commitment to lifelong learning and intentional skill development, leaders can cultivate transformative and impactful ministries that positively influence not only their congregants but also the broader communities they serve.

How Apostle Paul managed his leadership ministry and its relevance in 21st century

Leadership styles have evolved over the centuries to adapt to the changing dynamics of society. While the 21st century presents its own unique challenges, it is intriguing to explore whether the apostle Paul's leadership style still holds relevance today. Paul, a prominent figure in early Christianity and author of several New Testament epistles, displayed leadership qualities such as inspiring vision, adaptive communication, and servant leadership. Cortez, 2023, cited Cooper 2005) indicated that Paul's leadership model is a transformational one. One crucial facet of Paul's leadership style that remains applicable today is his ability to inspire vision. (Randolph, K. 2021, cited Elkington et al., 2017), explains that leadership development and approaches such as servant and transformational leadership focus on those being led (followers) for their betterment, as Paul evidently showcased (Romans 1:11). Paul had a compelling vision of spreading the message of Jesus Christ to all corners of the world (Romans 1:1-17). His passion for his mission translated into unwavering determination and resonated with his followers (Acts 20:24). In today's fast-paced world, leaders who can articulate a clear and inspiring vision are more likely to motivate and engage their teams. Paul's emphasis on the power of a transforming vision serves as a valuable reminder for leaders in the 21st century to embrace and communicate a compelling vision to drive their organizations towards success.

Paul exhibited an adaptive communication style, which proves to be essential in the modern era. He adjusted his message and communication approach depending on his audience's cultural, social, and religious backgrounds. This is evident when he addressed the audience in concerning the alter made for the unknown God. 'For as I walked around and looked carefully

at your objects of worship, I even found an altar with this inscription: to an unknown god. So you are ignorant of the very thing you worship—and this is what I am going to proclaim to you' (Acts 17:23 - NIV). It took wisdom and good communication skills to capture the attention of his listeners. In today's diverse and interconnected world, effective leaders must possess the skills to communicate across cultures, generations, and various platforms. Paul's ability to adapt his message without compromising his core principles (Eph 4:29) sets a significant precedent for leaders faced with similar challenges in the 21st century. By embracing a diverse range of communication styles, leaders can foster understanding, respect, and collaboration among their team members. Paul's servant leadership approach as found in (1Cor 9:19) remains profoundly relevant in today's organizational landscapes. (Spiropoulos, 2021 cited Bayes, 2010) echoes that 'within the socio-cultural analysis, Paul's leadership will be assessed along with the leader, follower, and relationship domains at the interpersonal and organizational level within the context of the APEPT (Apostle, Prophet, Evangelist, Pastor and Teacher) model of Christian leadership.' He characterized leadership as a way to serve others rather than focusing solely on personal advancement or power. The concept of servant leadership, which emphasizes empathy, humility, (II Cor 12:1) and a commitment to the well-being of others, has gained recognition in contemporary leadership models. Paul's example reminds leaders that genuine leadership is not about exerting authority or dominance, but about empowering others to grow and achieve their full potential. This he exhibited in Romans 1:12. 'that I may be encouraged together with you by the mutual faith both of you and me' This approach fosters trust, loyalty, and collaboration while addressing the challenges of the 21st century, such as building inclusive organizations and ensuring the well-being of teams.

The leadership style exhibited by the apostle Paul when reconciled Onesimus with Philemon (Phil. 1:11-16), displays remarkable relevance in the 21st century. Paul's inspiring vision, adaptive communication, and servant leadership principles continue to hold valuable lessons for leaders seeking to navigate the challenges of today's rapidly changing world. He inspired Timothy in his Epistles to him (1Tim 4:12-15). When leaders incorporate these elements into their leadership practices, leaders can motivate and engage their teams, communicate effectively across diverse audiences, and create environments that foster growth, collaboration, and inclusivity. The Apostle Paul's leadership style serves as a timeless guide for leaders seeking to make a positive impact in the 21st century. Paul's leadership style also emphasizes the importance of integrity and ethical decision-making. These are evident in Acts 24:10-21; I Thess. 1:5. Oketch, S. (2020), consolidates the need for integrity by stating 'integrity is essential if any leader is to represent God and Christ in this world. Whatever less than total devotion to God in both character and conduct amounts to compromise with the world'. Throughout his teachings and actions, Paul consistently demonstrated a commitment to honesty, transparency, and fairness (II Cor 4:2). Lorenzo, R.L, (2011), identified that 'Apostle Paul exhibited a Christ-centered, Love-centered, Mission-centered and Dynamic leadership.' In today's world, where trust in leaders is often lacking, Paul's example serves as a reminder that leaders must prioritize ethical behaviour and hold themselves accountable to high standards. By embodying these principles, leaders can build trust with their teams and stakeholders, fostering a culture of integrity and ethical leadership. It is very evident that those things the respondents mentioned such as lack of supervision, accountability, intolerance, impatience, unhealthy relationships among leaders and followers did not characterize Paul's leadership. He taught others to in peace (Romans 8:12), he delegated responsibilities by appointing Timothy and Titus into leadership and kept in constant communication with his

followers in writing. In a time where ethical lapses are all too common, Paul's leadership style offers a much-needed blueprint for leaders to follow.

Methodology

The researcher used a qualitative study approach to conduct his research. He used both interview and observation to gather his data. The sample population was randomly selected with attention to religious, educational and social background as these can affect one's opinion about leadership and leadership styles. Respondents include pastors, church leaders and workers, and Christians in general including some leadership with leadership background. Among these respondents are both males and females within the ages of 20 to 60 years. The researcher was very tactical in posing his interview questions so as to get the best responses without any prejudiced mindset from the respondents. There was fair distribution of questions. The researcher has also observed some leadership styles amongst ministers of the gospel comparing it to that of Apostle Paul and Moses to see how effective their leadership styles are and how it imparts the growth of their ministry. The researcher conducted his interview in both English and Ewe- one of the major Ghanaian languages to facilitate smooth communication.

Data Analysis

The researcher interviewed 25 respondents. 10 of the respondents indicating (40%) indicated that no institution can develop with a bad leader with a bad leadership style. Among these are six (6) males and four (4) females within the ages of 29-54. They further indicated that, when an institution has a bad leader, there is a tendency for that institution to be branded as bad because the bad leadership style will reflect in the output of the institution. They indicated also that, there should not be any excuse for having a bad leader in ministry since our forebearers such as Apostle Paul, Jesus Christ, John the Baptist, Apostle Peter, among others have set the pace and leaders can learn from their strengths and weaknesses and build on them. 6 (24%) respondents of which four (4) are males within the ages of 31- 40 and two (2) females who are 41 and 38 years respectively indicated that the issue of leadership is a great challenge that must be addressed as early as possible so that it does not tear the body of Christ apart. They indicated that some leaders in our ministry have leadership problems which is practically affecting the growth of the church but unfortunately, they are not ready to listen to anyone so as to address this challenge. 4 (16%) of the respondents, made up of three (3) males who are 35, 47 and 60 years old respectively and one (1) female, 35 years indicated that, a bad leadership is what is exposing the church to public ridicule because followers replicate what they see their leaders doing in public. They also stated that the growth of ministry is not in making name or popularity but good leadership style. They stated that no bad leader can be successful in ministry. 3 (12%) who are ministers of the gospel comprising one (1) male who is 41 years and two (2) females who are 38 and 45 years old respectively gave some personal experiences about some mistakes they have made as leaders which have negatively affected their ministry. Two of them indicated that they gave so much independence to committees within the church and they were not monitoring their affairs because he feels it will be an interference. This has crippled the ministry and they had to start organizing from the church all over again. One of the ministers indicated

that the challenge she had was how to rebuke those who go wrong so she normally did not give attention to mishaps. This, she indicated is the same as what Eli did and it led to the sad end of his children and himself. 1 (4%) of the respondent who is a female at the age of 36 narrated how the church she attends lost its members due to bad relationship between the minister and the congregants. There were no financial accounts rendered, verbal abuses among others. I, have experienced a situation where a pastor with whom I have worked closely got angry with me because of what she was told without asking to authenticate what she heard. She sidelined me and it affected my spiritual life badly at the time. I have also observed a minister of the gospel who will determine how much he has to be paid in the church he oversees although he is being paid a monthly salary as a minister. I have also observed how some leaders and ministers will not or hardly accept anyone's opinion. Some even shut others up during meetings and this has affected the ministry when people started coiling back and stopped speaking to issues during meetings.

Discussions

From the submission of the ten respondents, for every institution to have a good reputation and also perform excellently is dependent on the effectiveness of the leader. They also stated that leaders must recognize their weaknesses and learn from the challenges of our biblical leaders for effective leadership.

Six of the respondents indicated that leadership challenges must be addressed as soon as possible so that ministries can grow. This is an indication that ministries are struggling because of bad or ineffective leadership styles. This is a very challenging issue in managing ministries to effectively take up leadership roles wherever we find ourselves.

From the submission of five other respondents, exposing the church to public ridicule due to ineffective leadership has contributed to either collapse or retardation of the growth of the churches. This must be addressed as early as possible. The respondents expect leadership of the church to adopt and practice what will lift the image of the church so that the public would not look down on the church and its activities. To them, the image of the church is important in the assessment of the effectiveness of a leader. Three of the respondents who are ministers admitted some shortfalls that stained their charisma as leaders. They indicated that it is good to delegate but when there is so much power given to the delegate with little or no supervision, so many things go wrong within the rank and file of the ministry. As such, there should be maximum supervision to ensure proper administration and supervision. Samiksha, S. (n.d), indicates that supervision function ensures strict control over the activities of subordinates.

Recommendations

In view of the theories and the responses from respondents above, the researcher recommends that:

- a. Leaders must know what they want to achieve and at what time so as to be effective in discharging their duties. This is because when there is no clearcut vision and mission it becomes difficult to determine what to do and how to go about it.
- b. Leaders must learn to be dynamic in their leadership styles so as to use the appropriate approach at the appropriate time. Dynamism is characteristic of every effective leader. For one's ministry to grow, he or she cannot afford to adhere to old ways of running affairs. New ways should be explored.
- c. Leaders must know they are not the sole custodian of knowledge and that they need to have conversation and share ideas. It is only when one engages in discussions with followers and colleague leaders that new ideas will be discovered because people have powerful advice but will not talk until their views are sought. So, they must learn to listen to their followers.
- d. Leaders must ensure they supervise their followers when they assign them responsibilities. There is a tendency of followers overstepping their boundaries and to avert such incidents, there should be effective supervision.
- e. For effective leadership and growth of ministry, leaders should empower their followers by raising them. The growth of ministry or any organization is dependent on how followers develop to be able to help.
- f. Leaders must incorporate Apostle Paul's leadership style in their leadership roles in this 21st century. Most leaders feel that the era of the foundational Apostles has passed and so their leadership styles are archaic and are not applicable in contemporary world. This is not true because they were led by God in their leadership journey and so leaders must embrace such.
- g. Leaders are encouraged to continue learning all the time by reading, attending conferences, and seeking expert advice since there is no end for knowledge and wisdom.

Conclusion

It is crystal clear that effective leadership is the catalyst for the growth of any ministry. A bad leader cannot have a flourishing ministry as followers cannot support or contribute in anything. Many ministers of God and leaders in the church have committed mistakes they could have avoided because they feel they could run their affairs how it pleased them. This has caused them losing their members. To be an effective leader, it takes both the leader and followers to be on the same page of affairs in order to achieve a common purpose. It is apt to adopt the Pauline leadership strategies for effectiveness and growth in ministry. There are numerous challenges in ministry due to lack of good leadership qualities, poor supervision, lack of

commitment by some leaders and subordinates and so leaders must adjust to changing needs in discharging their duties. to impact the growth of ministry effectively, one must follow the proposals raised by different scholars. It is obvious that Apostle Paul's leadership style is still relevant in our contemporary dispensation and as such ministers of the gospel as well as Christian leaders are encouraged to imitate his leadership style as he urged the Corinth church to imitate him as he imitated Christ in 1Cor 11: 1-2.

References

- Anthony, Hilder. (2015- 2023), *15 keys to church health: Leadership Effectiveness*.
<https://anthonyhilder.com/leadership/>
- Barna Group. (2013). *Christians on leadership, calling, and career*. Ventura, CA: Author.
- Bayes, J. (2010). Five- fold ministry: A Social and Cultural Analysis of Ephesians 4: 11-16. *Journal of Biblical Perspectives in Leadership*, 3(1), 113-122.
- Bernard, K. & Thomas, (2013). What is leadership? Definition, concept and importance. Economics Discussions.
<https://www.economicsdiscussion.net/management/leadership/what-is-leadership/32116>
- Boyer, S. W. (2019). *Biblical leadership development: Principles for developing organizational leaders at every level*. Palgrave Macmillan.
- Campbell, D. (1980). *If I'm in charge here why is everybody laughing?* (3rd ed.). Greensboro, NC: Center for Creative Leadership.
- Collins, J. (2002). *Good to great: Why some companies make the leap... and others don't*. New York: HarperBusiness.
- Cooper, M. (2005). The Transformational leadership of the apostle Paul: A contextual and biblical leadership for contemporary ministry. *Christian Education Journal*, 2(1), 48- 61
- Cortez, J.V, (2023), Dominant Leadership Themes in the Pauline Epistles. *Journal of Values-Based Leadership*. scholar.valpo.edu/cgi/viewcontent.cgi?article=1451&context=jvbl
- DuBrin, A. J. (1997). *10-minute guide to effective leadership*. New York: Macmillan Spectrum/Alpha Books.
- Dever, M. (2017). *9 Ways to raise up leaders in your church. Mark Dever's marks of Personal discipleship*. <https://www.thegospelcoalition.org/article/9-ways-to-raise-up-leaders-in-your-church/>.
- Elkington, R., Pearse, N. J., Moss, J., Van der Steege, M., & Martin, S. (2017). Global leaders' perceptions of elements required for effective leadership development in the twenty-first century. *Leadership & Organization Development Journal*, 38(8), 1038-1056.
- Fullan, M. (2001). *Leading in a culture of change*. San Francisco, CA: Jossey-Bass
- Fulenwider, R. (1997). *The servant-driven church: Releasing every member for ministry*. Joplin, MO: College Press.
- Gurung, P. (2022). *7 Ways to Build Your Leadership Skills*. Great Learning.

- <https://www.mygreatlearning.com/blog/ways-to-build-your-leadership-skills/>
- Hayward, J. (2023). *Church Growth Modelling: The Mathematics of Church Growth*.
<https://churchmodel.org.uk/home/about/>
- Jeannet, W. (nd). Importance of leadership capacity versus competence: a case study.
Australian Journal Of Management & Organisational Behaviour, 5(1), 117–128.
- Kotter, J. P. (1998). What leaders really do. In *Harvard Business Review on leadership*. (pp; 37-60) Boston: Harvard Business School Press.
- Lorenzo, R. L. (2011). *PAUL'S LEADERSHIP STYLE: A Model for the 21st Century Christians*. Filamer Christian University Roxas City, Capiz.
https://repository.cpu.edu.ph/bitstream/handle/20.500.12852/1863/LorenzoRL_2011_fulltext.pdf?sequence=1&isAllowed=y
- Maxwell, J.C. (1993). *Developing Leaders within You*. Nashville, TN: Thomas Nelson Publishers.
- Merritt, J. (2011). *How to Impact and Influence Others: 9 Keys to Successful Leadership*. Eugene, OR: Harvest House Publishers.
- McMaster, J.S. (2013). The influence of christian education on leadership development. *The Journal Of Applied Christian Leadership*. Vol. (7) no. (1). Andrews University.
https://www.andrews.edu/services/jacl/article_archive/7_1_spring_2013/04-featurearticles/jacl_7-1_mcmaster.pdf
- Mcdonald, M. (2019), 3 necessary leadership skills effective ministry requires. *Biblical Leadership*. <https://www.biblicalleadership.com/blogs/3-necessary-leadership-skills-effective-ministry-requires/>
- Northouse, P. G. (2010). *Leadership: Theory and practice (5th ed.)*. Thousand Oaks, CA: Sage.
- Oketch, S. (2020), Principles of Missional Leadership Demonstrated by Apostle Paul for Successful Church Leadership. *International Journal of Creative Research Thoughts (IJCRT)*. Vol. 8, issue 4. ISSN 2320- 2882. Africa Nazarene University.
<https://ijcrt.org/papers/IJCRT2004442.pdf>
- Patricia (2023) 14 Traits of Effective Leadership. *Smart Church Management*.
<https://smartchurchmanagement.com/church-leadership-traits/>

- Perry, T. (2023). Effective Christian Leadership for Today: Key Aspects, Stages & More. <https://www.logos.com/grow/christian-leadership-for-today/>
- Pont, B. Nusche, D. Moorman Hunter, (2008). Improving School Leadership Volume 1: *Policy and Practice*. <https://www.oecd.org/education/school/Improving-school-leadership.pdf> Oecd Publications, Paris, France.
- Prentice, W. C. H. (1961). Understanding leadership. *Harvard Business Review*, 39(5), 143.
- Randolph, K. (2012). Paul's Impact On Contemporary Leadership Development: An Ideological Analysis. *Journal of Biblical Perspectives in Leadership* 11, no. 1 (Fall 2021), 36-47. School of Business and Leadership, Regent University. https://www.regent.edu/acad/global/publications/jbpl/vol11no1/Vol11Iss1_JBPL_3_Randolph.pdf
- Samiksha, S. (), Importance and Role of Supervision in an Organization. <https://www.yourarticlelibrary.com/organization/importance-and-role-of-supervision-in-an-organization-495-words/8698>
- Sethuraman, K & Suresh, J. (2014). Effective Leadership Styles. *International Business Research*; Vol. 7, No. 9; 2014 ISSN 1913-9004, E-ISSN 1913-9012. Canadian Center of Science and Education. <https://pdfs.semanticscholar.org/d2a2/528ddffc694b43fd5bcf3c68826de4da2eb3.pdf>
- Stotko, C. L, (2020). Emotional intelligence for effective ministry. *International Journal for Pastors*. <https://www.ministrymagazine.org/archive/2020/03/Emotional-intelligence-for-effective-ministry>
- Spiropoulos, D. (2012), *The Leadership of Paul; Socio-Cultural Exegetical Assessment of Titus 2:1-10: Sound Doctrine to Evaluate the Leader-Member-Exchange Theory*. Regent University. <https://www.linkedin.com/pulse/leadership-apostle-paul-demetry-spiropoulos->
- Stonecipher, P. (2012). The development of the leader and the spirit: Integrating the concepts toward meaning-making. *Journal of Leadership Education*, (11)2, 88-101.
- Sweeney, D. (2022). 4 Leadership Qualities Business Owners Should Strive For in 2022. *The story Exchange Foundation*. <https://thestoryexchange.org/>
- Watt, W.M. (2014) Relational Principles for Effective Church Leadership. *Journal of*

Leadership Education. Vol.13, Issue 2.

https://journalofleadershiped.org/jole_articles/relational-principles-for-effective-church-leadership.

Waitley, D. (1995). *Empires of the mind: Lessons to lead and succeed in a knowledge-based world*. New York: Quill

Webb, C.M. (2021), *The Art of Effective Leadership in Ministry*.

<https://www.linkedin.com/pulse/art-effective-leadership-ministry-christopher-m-webb-dmin>

Winston, B. E, & Petterson, K. (2006). An Integrative Definition of Leadership. *International Journal of Leadership Studies*, Vol. 1 Iss. 2, 2006, pp. 6-66. Regent Univertisty. ISSN 1554-3145. <http://www.rodigoselback.com.br/wp-content/uploads/2020/08/An-Integrative-Definition-of-Leadership.pdf>

Wilmot, W., & Hocker, J. (2011). *Interpersonal conflict* (8th ed.). New York: McGraw-Hill.

Wondim, A., Wenbing, W., Wen, W. Zhang, M., & Liu, P. (2021). Does positive feedback support the stronger and weaken the weaker? The effects of supervisors' positive feedback on newcomers' task performance in the first 90 days. *South African Journal of Business Management*, 52(1), 1–10

Writer, S. (2020), *Effective Leadership*. https://www.reference.com/business-finance/examples-effective-leadership-ac9d84162158f4fe?utm_content=params%3Ao%3D740005%26ad%3DdirN%26qo%3DserpIndex&ueid=a0

Yan, A. (2022). *How to Improve Your Leadership Skills*. Investopedia.

<https://www.investopedia.com/articles/pf/12/leadership-skills.asp>

Yukl, G. (2006). *Leadership in organizations (6th ed.)*. Upper Saddle River, NJ: Pearson-Prentice Hall

Venunye Kwaku Ahamakah holds honorary Doctoral/Ambassadorial fellowship and he is a Fellow Certified Christian Scholar (FCCS). He is the president in Council, ICTSP, Ghana Chapter and Global PRO, President, Prince of Peace Counselling Center (online Platform). He is a Senior High School teacher in Ghana. He has taught in a number of schools and provided Counselling services. He was formerly the Project Director at EPC CDC Dzalele, a former District Clerk at EPCG, Taviefe, a church choir zonal vice president and a former school-based

Guidance and Counselling coordinator, etc. you can contact him on **WhatsApp:** +233(0)230274599 or **Phone:** +233 (0)556598714.

To cite this article: Ahamakah, V.K (2023). The role of effective leadership in ministry growth. In: *Mature Journal of International Institute of Theologians, Scholars, and Professionals, vol.1, iss. 2, pp.1-15, 2023*