

LEADERSHIP DEVELOPMENT AND THE WELL-BEING OF THE ORGANIZATION

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Abstract

This article exposes the relationship between the leadership development and the success of the organization. The article reveals also the importance of the leadership development in the organization. In addition to that, priority to the leadership development, the leaders of the organizations should be carefully in identifying and selecting the people to be developed. Different literature contributed to this article and the data collected supported the outcome from literature. The article revealed that, in order to fulfill the mission, the organization should avoid a leader who don't know how to develop other leaders, who don't want to develop other leaders. And who don't have the vision to develop other leaders. Finally, this article contributed on the importance of the leadership preparation for the success of the organization.

Key words: Leadership development; Organization, Leadership legacy; Leadership challenges

Introduction

When life is not shared is lost, and when life is shared is gain. It is like a branch separated from the tree it loses the source of life. "We are going to win when help others win. We've got to give in order to get.... What we are going to get is so much bigger than what we could ever have done on our own.... Being humble and letting others shine comes back to you many times over" (Kouzes & Posner, 2017, p. 6). Jesus says that when we abide in him, we have life, and when we do not abide in Him, we lose our life (John 15:1-8). We get our life from Jesus because we abide in Him, and through Him we share our life with each other. "God has placed many different gifts in his people to meet those needs. Indeed, we are a Body. In his grand design we exercise those gifts with each other and help other and help each other to grow" (Johnson, 2011, p. 13). The well-being of any organization will depend on the

well-being of its leadership development. The focus of this article will be related to the development leadership and the well-being of the organization. The meaning of leadership development and its importance will be explored in this part. The relationship between the success of the organization and leadership development will be also reviewed.

Definition of Leadership Development

Leadership is something that is developed. "Leadership is an *observable pattern of practices and behaviors*, and a *definable set of skills and abilities*. And any skills can be learned, strengthened, honed, and enhanced, given the motivation and desire, along with practice, feedback, role models, and coaching" (Kouzes & Posner, 2017, p. 302). It is crucial in leadership development to identify emerging leaders and develop their characters and competences. The leadership is not static, it is rather a process for development. "We

define leadership development as *the intentional process of helping establishing an emerging leader at every level of ministry to assess and develop their Christian character and to acquire, reinforce, and refine their knowledge and skills*” (Malphurs & Mancini, 2004, p. 23). Developing leaders is the key responsibility of any leader, and has a major importance for the well-being, and the future of the organization.

Importance of Developing Leaders

This section will highlight the importance of developing leaders, and how a developed leader can influence positively the ministry. This part compare the effectiveness of a developed leaders and quality of the ministry. Aubrey and Will in the book *Building Leaders* have listed some of the main importance of developing leaders. They have presented them in the form of comparison (Malphurs & Mancini, 2004, p. 25). There is relationship between the quality of the ministry, and the quality of the leadership. “The quality of the leadership affects the quality of the ministry: The speed of the leader is the speed of the team” (Malphurs & Mancini, 2004, p. 25). It is the quality of the leadership that qualifies the ministry. A leader of the church cannot expect qualifying the mission of the church, without qualifying the leadership of the church.

There is comparison between the growth of the leaders and the growth of the organization. “Leaders expand ministry by making more leaders: The growth curve is the leadership curve” (Malphurs & Mancini, 2004, p. 25). The more leaders are developed, the more the ministry is extended. “The job of the leader isn’t just to enlist more followers but to recruit and equip more and better leaders. It is the leaders’ responsibility to develop other leaders” (Malphurs & Mancini, 2004, p. 25). Developing leaders is the key for church growing.

No one can claim to value people without developing them. The major responsibility of a leader is to serve the people and to take care of them. There is a relationship between developing people and valuing them. “Leadership development recognizes the value of people. Our ministry’s leaders are the ministry’s most important assets. Not to develop them while involving them in ministry is to use and ultimately to abuse them. This is most often the result of an unbalanced, task-dominated ministry” (Malphurs & Mancini, 2004, p. 26). It is a big mistake for a Christian leader to neglect the continuing leadership development for the people who have the responsibility to fulfill in the Great Commission. Every disciple has a responsibility to make disciples, therefore he has a right to be developed. Every disciple should be trained how to work for Jesus and how to make other disciples according to his call, and the best place to train them in the small group setting.

There is a comparison between the leadership development and legacy. Without leadership development there is not legacy, there is no growth. “The greatness of an organization is directly proportional to the greatness of its leaders. It is rare for organizations to rise above their leaders” (Blackaby & Blackaby, 2011, p. 51). If a leader wants to leave a great organization, he must develop great leaders. Developing leaders is like the bird’s wings that help the bird to fly higher. The way to grow a ministry is to start growing its leaders inside and outside. “The key to grow organizations is to develop their leaders. Leadership involves specific skills, but ultimately it is more about *being* than about *doing*” (Blackaby & Blackaby, 2011, p.51). The growth should be balanced; the growth of the heart, head and hand. In other the growth should be in character in knowledge and actions.

The well-being of the ministry, and the involvement of the members, is directly proportional to the godly and competence of leaders. “The key to ministry is and always has been competent, godly leadership” (Malphurs & Mancini, 2004, p. 11). When you develop great leaders you develop great work place. “Great leadership creates great workplaces.... Leadership has a significant impact on people’s engagement levels and their performance” (Kouzes & Posner, 2017, p. 299). The leadership has a great impact on the involvement of the members. “The best leaders bring out more than three times the amount of talent, energy, and motivation from their people compared with their counterparts at the other end of spectrum” (Kouzes & Posner, 2017, p. 300). The leadership influence the ministry positively or negatively. “If a ministry isn’t doing well then much of the time the problem can be traced in some way to leadership or it lack” (Malphurs & Mancini, 2004, p. 25). Developing leaders has a capital importance. Jesus knew that there is no successful ministry without the call and develop leaders. He called and developed His disciples.

Leadership Development and the Success of the Organization

Though there are other perspectives of the leadership that bring success, this section will focus on identifying, and development of the leaders as the keys, for the success of the organization.

To neglect to find and to develop competent leaders will challenge the importance of the organization, and the whole mission of the organization. The effectiveness of the organization is connected with the development of leaders. To neglect that, is to destroy and betray the importance of the organization. “Very much has been lost to the cause by the defective labors of men who

possess ability, but who have not had proper training... They have not done a tithe of what they could have done if they had received the right discipline at the start” (White, 2006, p. 278). There is not successful organization without proper training for leadership.

To neglect a proper training for the leaders is to neglect the blessing from heaven. The Lord has not promised to do what He has put in our disposition. “Those who obediently respond to the call of duty, improving their abilities to the very utmost, may be sure of receiving divine assistance. Angels will come as messengers of light to the help of those who will do all that they can on their part, and then trust in God to co-operate with their efforts” (White, 2006, p. 288). Developing leaders will bring blessings, and will help the small groups to achieve its purpose. The proper leadership training is key for the success of small group ministry, and the spiritual growth of the members.

George Barna observes that there many reasons why the church as an organization is losing influence, he notices the main one. “The church is actually losing influence. The primary reason is the lack of leadership. Nothing is more important than the leadership” (Blackaby & Blackaby, 2011, p. 15). The organization cannot make an impact, without investing in developing its leaders. “To make extraordinary things happen, you must invest in strengthening the capacity and the resolve of everyone in the organization” (Kouzes & Posner, 2017, p. 233). The influence and the success of the organization depend on the success in developing leaders.

Identifying Leaders

One of the qualities of a successful leader is to consider the identification of the potential leaders as an important matter. The selection of the good seeds multiplies the seeds. “One of the primary responsibilities of a successful leader is to identify potential leaders. These are the people in whom you will want to invest

your time. Identify them is not always an easy job, but it is critical” (Maxwell, 2004, p. 91). It will be wasting time growing a seed which was not well selected. The good recruitment is foundational for successful small group leadership.

The failure and the success in leadership start with recruitment. “We discover years ago that selection is crucial; in fact, 80% percent of leadership success comes from selecting the right people. You aren’t looking for ‘super leaders’ who itching to get a group and start leading, or for people with merely a pulse and some extra time on their hands” (Donahue & Robinson, 2012, p. 99). The good selection is the starting point for the success of leadership and making disciples. You don’t have to expect that the people you are selecting should be the final product but the low material with the capacity to become the final product.

Anyone who wants to develop leaders must invest his time and energy in selecting leaders. “If we are to shape leaders, we have little choice but to involve ourselves in the leadership recruitment business” (Malphurs & Mancini, 2004, p. 69). The selection is not an option in process of developing leaders but the foundation for the success. My family was living in place where we grew different kind of vegetable. To grow crops, you need to have seeds that will produce other seeds. I remember when it was time for sowing the seed, my mommy selected the seed to sow, she was not putting any seed in the soil but she selected the potential one. The quality of the good seed, is to have the capacity for reproduction. If its capacity for reproduction has been damaged or lost, that seed cannot be selected for sowing in order to produce other seeds

Giving time and seriousness in recruitment will pay positively and will last. “If you select well, the benefits are multiplied and seem nearly endless. If you select poorly, the

problems are multiplied and seem endless” (Maxwell, 2004, p. 92). As said earlier the seed which produce other seed must be selected carefully, otherwise it will not grow properly, and it will not produce the quality seeds. “The ongoing identification and the development of leaders allows members to thrive, and the church to grow” (Donahue & Robinson, 2012, p. 99). You cannot separate organization growth with the selection of leaders, they are connected. The remaining question is who is qualified to be selected and be developed to become a leader?

Are the leaders born or developed? Many scholars affirm that, some people have been born with natural gifts that can benefit and qualify them to lead, like physical presence, eloquence, charisma, and genius. It is important for families and churches to look on those natural qualities among young people, then nature them (Blackaby & Blackaby, 2011, p. 53). However, that is not the end, human being has qualities that can be developed and rich a high level in leadership, as many scholars writers believe. “Contemporary leaders writing reveals that most scholars believe leaders are both born and made. Certain factors outside people’s control, such as size, looks, genius, and charisma contribute to their aptitude to lead. However other leadership qualities within people’s control if developed, can significantly enhance their leadership quality” (Blackaby & Blackaby, 2011, p. 53). The history demonstrates that, the people can be developed to be leaders.

Some famous leaders have been developed at the highest level, though in the beginning they didn’t look attractive for the leadership (Blackaby & Blackaby, 2011, p. 54). Peter Drucker, compares the relationship between intelligence and effectiveness, and said “There seems to be little correlation between a man’s effectiveness and his intelligence, his

imagination, or his knowledge” (Blackaby & Blackaby, 2011, p. 55). If the knowledge, intelligence and imagination are not the only conditions for the success in leadership, then what qualifies someone to be a leader? The intelligence and other talents are important for the success, but they are not enough to succeed. “Clearly intelligence or skills alone are inadequate to ensure success” (Blackaby & Blackaby, 2011, p. 60). There are other things to consider for excellence. “Talent is not the key that unlocks excellence” (Kouzes & Posner, 2017, p. 303). The background of some people who excelled in their career as leaders, the high intelligence was not the only condition. “Sometimes world-class performers are really brilliant, but in many cases, they possess just average intelligence” (Kouzes & Posner, 2017, p. 303). To be brilliant is good and can contribute for the success in leadership, but something more is needed to reach the highest level in leadership.

The willingness to learn and to be developed can move anyone to the highest level of his possibility to lead. “You must have a passion for learning in order to become the best leader you can be.” The passion for learning is good and important for leadership development. “Leadership can be learned; however, not everyone wants to learn it, and not all those who learn about leadership master it. Why? Because becoming the very best requires a strong belief that you can learn and grow, an intense aspiration to excel, the determination to challenge yourself constantly, the recognition that you must engage the support of others, and the devotion to practice deliberately” (Kouzes & Posner, 2017, p. 302). To have a purpose, discipline, endurance and the cooperation with others is required in the process of leadership development in order to excel as leader. The age cannot limit anyone who wants to be developed. The circumstances

cannot be either the limit for anyone who wants to learn.

The experience is part of leadership training. But what matters most for the leadership development is not what you have passed through but your reaction to it. “The key to leadership development lies not in the experiences, whether good or bad, but in people’s responses to those events” (Kouzes & Posner, 2017, p. 65). Every experience can be a lesson and a foundation to build on, or a destroyer. It will depend on the response to the challenge. “When some people face hardship, they become bitter or fearful, and they quit trying. Others suffer similar trials but choose instead to redeem their suffering by learning from their misfortune and growing stronger from the experience” (Blackaby & Blackaby, 2011, p. 66). Experience is another teacher for leadership development.

Crises can cause failure but it doesn’t mean that it disqualifies a person for leadership, rather it is a lesson. “Failure and personal crises will not disqualify you for leadership. However, failure to learn and grow from your mistakes and hardships may prevent you from developing into a leader God intended you to become” (Blackaby & Blackaby, 2011, p. 66). No one can expect to win every situation and every case he passes through, or expect that he will not commit mistakes. Rather he can choose to learn from his mistakes and move forward and try everything and trust in God who called him. You cannot either separate the selection and development of the leaders, they complete each other.

Developing Leaders for Organization

The world in general and the church in particular are facing a crisis in leadership. The challenge is not the lack of potential leaders, they are available. “We have many potential leaders, but we are not developing them. This failure in development that has

precipitated the leadership crisis in our world in general, and the church in particular. Our leaders don't know how to train other leaders" (Malphurs & Mancini, 2004, p. 10). A leader must be aware that the leaders are available, but they need to be developed. "The primary leadership issue in an organization may not be the lack of the leaders but a lack development process to discover and deploy them" (Malphurs & Mancini, 2004, p. 11). The organizations should not complain of not having competent leaders, but should look inside the system and check if they have incorporated in the system the process to select, to develop, to mentor and, to empower leaders.

The basic step a spiritual leader needs to take is to invite all people who are ready to serve God to surrender all to Him for direction and leading. "A servant wholly submitted to God's will is an awesome instrument in God's hand. Spiritual leaders do not restrict their work on what feel they are good at doing" (Blackaby & Blackaby, 2011, p. 66- 70). God knows the best place a person can serve better. What a spiritual leader does, is God's mission, not his mission, it is necessary to let God give direction not only relying on theories get from the worldly education or your feelings about the role you can play in leadership. "The world can offer its best theories on leadership and provide the most extensive training possible, but unless God sets the agenda for a leader's life, that person, through thoroughly educated, will not be an effective spiritual leader" (Blackaby & Blackaby, 2011, p. 71). God has mission for every person, it is the role of every person to let God lead him, and follow God's agenda, but following God's agenda does not exclude training necessary for leadership.

How long the process of spiritual leadership development can take? "Two factors determine the length of time required for God to develop character worth of spiritual

leadership- trust in God and obedience to God's will" (Blackaby & Blackaby, 2011, p. 82). God is willing to lead his people if they are willing to trust him, learn from him and follow him. No one can be a leader without being a committed disciple first. "Before a person can be a leader, he or she must be a disciple (believer) and a committed follower. One might be a committed follower but not necessary a leader, Jesus didn't invite the disciples to become leaders right away" (Malphurs & Mancini, 2004, p. 66). Becoming a leader is a process from following Jesus first, then become His disciple and finally be developed as a leader who are able to lead others to Christ and make them disciples. The leadership development that makes the ministry successful, is to make the leadership development a process, a journey. "The danger is that some denominational executives and pastors will continue to believe that single initiative program, such as preaching the Bible or pastoral care, accomplishes the ministry. Our church need mind-set of the military, which has made leadership development a part of their leaders' daily lives and an essential path to success" (Malphurs & Mancini, 2004, p. 12). Making the development of the leaders a priority, and a regular systematic activity are necessary for the successful organization.

The development of the leaders needs to be done at every level of the church ministry, even at the lowest level of the church system, because every level of ministry influences and has an impact to next level. "The church's aim should be to train as many as leaders as possible and to have competent leadership at every level of ministry" (Malphurs & Mancini, 2004, p. 11). To develop leaders at all levels of the ministry is necessary and important for the success of the church in his mission to make disciples. The ministry is like a connected chain. If one chain is weak or not well fixed, that will affect the whole chain system.

Hindrances to Effective Leadership

Aubrey and will have identified some problems from the leadership, that become hindrances for the leadership development. The first problem, is to have leader in place who is not able to train others leaders. The second problem one is the leader who choose to control the ministry, rather than developing leaders. The third problem is the leader who doesn't know that not all disciples have been developed at the level of being leaders. The fourth problem is the leadership who doesn't know how to mobilize and create opportunities for the church members to be involved in the church leadership development. The fifth problem is the focusing on the task and forget to set the time to train people. The last one but not the least is the organization who doesn't have a vision for the leadership development (Malphurs & Mancini, 2004, p. 33-37).

Without the proper leadership selection and development, the church ministries will not be able to stand the pressure of life mode of the 21st century. The leadership development will move people to fulfill the Great Commission and make disciples.

Conclusion

A successful organization is not magic, it is the result of good leadership. A good leadership is not the effect of the accident it is the outcome of leadership development. The leaders are developed. The leadership development is the major key for the success of the organization. The leaders should be careful identified and developed. If the organization what to be successful, should intentionally plan to systematically and continually develop leaders at all levels of the organization.

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