

# **The Dynamics of People Management for Leadership Effectiveness in a Twenty-First Century Multi-Pastoral Context**

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## INTRODUCTION

The complexity of human behavior makes working together sometimes difficult. This difficulty is many times worsened by the diversity in individual characteristics. As human beings, people have diversities in backgrounds, temperaments, education, religious persuasions, and understanding of relationships. These diversities play a large part in the unity or disunity of any human society. The understanding of human behavior and its management becomes critical for leadership to be effective.

Again, the emergence of mega churches throughout the Christian world provides a necessity for churches to raise more leaders to work with the leader as one person becomes inadequate to carry out all that is required to pastor such churches. Major issues have however been observed in execution of multi-pastoral leadership in the emerging churches. Issues among pastoral team members lead to disgruntled individuals pioneering their own churches, misunderstanding, disagreements, and disunity among multi-pastoral teams leading to the dissolution and separation of Churches.

Providing solutions to the aforementioned challenges is the burden of this paper. The writer believes that for multi-pastoral teams to achieve their objectives, it is necessary for leadership in such contexts to be strengthened. The imperative of people management for leadership effectiveness in the twenty first century multi-pastoral church context is therefore emphasized.

The paper begins with a discourse on people management, and goes on to explain multi-pastoral ministry and identifies the people management dynamics for effective multi-pastoral leadership.

## PEOPLE MANAGEMENT: A DISCOURSE

To provide a definition for what people management is, it is important to understand what the term management represents. Management has been defined by numerous individuals across divergent disciplines. Michael Armstrong views management as making things happen in an organization or a system.<sup>1</sup> This means that management is designing goals and predetermined objectives, determining, and making available the resources necessary for achieving the set objectives.

Mark Thomas argues that the need for management arises where a group of people come together to perform a task too complex or cumbersome for one individual to accomplish. When such situations arise, it becomes imperative to define tasks and allocate roles in order to develop an effective solution. This process of breaking tasks down into specified key elements which will require the practice of planning, organizing, staffing, directing, coordinating, reporting and budgeting is referred to as management.<sup>2</sup>

With that in mind, therefore, the concept of people management refers to a part of human resource management that encapsulates the various processes involved in the procurement, optimization, and retention of talent in the organization. It involves training, directing, and motivating team members to maximize the productivity of the workplace

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<sup>1</sup> Michael Armstrong, *Armstrong's Handbook of Management and Leadership: Developing Effective People Skills for Better Leadership and Management, 3rd edition* (London: Kogan Page Limited, 2012), 29.

<sup>2</sup> Mark Thomas, *Mastering People Management Second Edition* (:London, Thorogood, 2007), 9

and enhance overall professional growth.<sup>3</sup> Agreeing to the above understanding, Odunayo Oke explains that people management is a section of human resource management which deals with strategic, financial and policy development issues. Oke further maintains that people management is a leader's ability to increase the commitment levels of the people that work with them.<sup>4</sup> A leader involved in the management of human resources should be apt in the skills of communication and motivation. Such a leader should be able to boost the level of engagement of those with who carryout the task in an organization. Robert Heller advances this discourse when he mentions that if leaders are to be more effective in today's fast-moving environment, there is a need to be both well-organized administrators and highly adept in understanding people's basic needs and behavioral patterns in the workplace.<sup>5</sup>

People management therefore involves gaining commitment, nurturing talents, and ensuring that people are motivated and productive, and it also requires open communication and trust between leaders and followers. Managing People requires mastering the fundamentals of successful management techniques that enable leaders get the best out of the people they work with<sup>6</sup>. The seamless operation of an effective people management system may be achieved through setting in place and operationalizing tested managerial techniques and behavioral management systems. This is quintessential because knowing why individuals behave the way they do is key to gaining their commitment. In people management therefore leaders target to understand people's needs to motivate them, thereby invariably meeting the demands of the organization.

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<sup>3</sup> "All You Need to Know About People Management"

<https://talenx.io/2020/06/15/what-is-people-management/>

<sup>4</sup> Odunayo Oke, "People Management in Multi-Staff Ministry" in *Advanced Multi-Staff Ministry* Emiola Nihinlola, Folashade Oloyede, (eds) (Ibadan: Baptist Press, 2019), 129.

<sup>5</sup> Robert Heller, *Essential Managers: Managing People* (New York: DK Publishing, 1999), 5

Sean McPheat proposed that people management involves the tasks of recruiting, managing, directing and providing continuous support for staff members of an organization. In achieving its objectives people management may include developing policies on matters such as staff compensation, performance management, safety at workplace, wellness, employee motivation, communication, administration, and training.<sup>6</sup> The process of people management begins from identifying the hiring the best employee for the job and then creating an environment where such an identified employee can be motivated to put in his/her maximum best in achieving set objectives.

It is the responsibility of leaders in any context to identify the factors potent enough to motivate each individual they work with. Peter Drucker's is that because human society is rapidly transforming into a society of organizations, all institutions regardless of their types and functionality, will have to hold themselves accountable for the quality of life within their organization. Leaders will have to ensure that the fulfillment of basic social values, beliefs, and purposes is a major objective of their continuing normal activities. Leaders in various institutions will have to learn to make the quality of life of staff members compatible with their main tasks. This means that the attainment of the quality of life of staffers will have to be considered a prime opportunity in order to motivate them to contribute their optimum for the achievement of the organization's goal. Drucker insists that is the major function of people management.<sup>7</sup>

Basically, people management is identifying and hiring the employee(s) considered to possess the most appropriate qualities to carryout specific task in an organization. It also

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<sup>6</sup> Sean McPheat, "What is People Management?" [www.fibre2fashion.com/industry-article/business-arcles-reports](http://www.fibre2fashion.com/industry-article/business-arcles-reports) accessed April 3rd 2022

<sup>7</sup> Peter F. Drucker, *People and Performance: The Best of Peter Drucker on Management (Reprint)* (New York: Routledge, 2011), 54

involves applying specific communication and motivation principles to ensuring such employee(s) perform at their optimal level. In multi-pastoral church context, this would mean that the senior pastor who is in this case the manager of the organization, identify and lead the Church to hire other ministers best suited to handle other ministerial functions in the Church. The senior pastor is also responsible for ensuring that these other ministers function at their optimal level.

The above task may appear difficult because it is possible to consider whether subject motivation is. However, the task of people management involves skills such understanding human behavior and needs, clear communication, building confidence, gaining trust and commitment, and regular personal adjustments. These inherent skills involved in people management assists the leader to cross limitations in the area of staff motivation.

#### MULTI-PASTORAL MINISTRY EXPLAINED

The idea of a multi-pastoral ministry stems from the understanding of teamwork. From this standpoint Emiola Nihinlola explains that since a team is viewed as the activity of a group of persons acting in close association as a unit. It safe to conceive multi-pastoral ministry as teamwork involving two more pastors working together simultaneously to minister to one congregation.<sup>8</sup> the idea here is that two or more professionally trained ministers of the gospel work in different capacities within the same ministry context at the same time. Samson Adedokun views a team in the biblical sense as several individuals committed to achieving the sets of objectives, possessing complementary skills and accountable to one another. Adedokun therefore perceives multi-pastoral ministry

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<sup>8</sup> Emiola Nihinlola, "Introduction to Multi-Staff Pastoral Ministry" in *Multi-Staff Pastoral Ministry* (Lagos: Special Prints, 2010),8

as the convergence of multiple Christian ministers for the purpose of nurturing a particular church.<sup>9</sup>

Adedokun's idea portrays the synergy of different skill sets that are complementary among ministers that work together to support one another in achieving the overarching goal of nurturing the Church in which they execute their ministry. Adedokun emphasizes the importance of accountability for the success of the multi-pastoral endeavor. Adedokun in his aforementioned view of multi-pastoral team specifically the need for every member of the team to be accountable to one another.

Similarly, Joseph T. Kelly multi-pastoral team as a group of professionally trained ministers individuals that choose to provide mutual support in carrying out their pastoral care function within a particular ministry context.<sup>10</sup> This means that the individual minister in the team services as support for other members of the team. The understanding is that no member of the pastoral team should be lone ranger as every member of the team exist to support other members of the team. This therefore suggests that all members of the multi-pastoral team are accountable to themselves. Mercy Utake collaborates Kelly's view, stating that multiple pastoral ministries in the local church context is the situation where the pastoral working team of a church comprises a lead pastor and one or more other ministers cooperating to achieve the overall objective of the local church.<sup>11</sup>

Again, Utake's emphasis on cooperation continues to buttress the idea of support and accountability. While it is important to

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<sup>9</sup> Samson Aderinto Adedokun, "Relationships In Multi-Staff Ministry" in *Advanced Multi-Staff Ministry* Emiola Nihinlola, Folashade Oloyede, (eds) (Ibadan: Baptist Press, 2019), 94.

<sup>10</sup> Joseph T. Kelley, "Five Group Dynamics in Team Pastoring" *The Journal of Pastoral Care* Vol 48( Summer 1994), 45.

<sup>11</sup> Mercy Utake, "Communication in Multi-Staff Ministry" in *Advanced Multi-Staff Ministry* Emiola Nihinlola, Folashade Oloyede, (eds) (Ibadan: Baptist Press, 2019), 109.

reiterate that the associate ministers are for all intent and purpose employees to assist the lead pastor in carrying out the goals conceived. It is also important to note that the lead pastor is, as a member of the team, accountable to other members. When leaders of multi-pastoral teams see themselves as unaccountable, it could create situations where other individuals within the team also refuse to be accountable and that can lead to friction within the pastoral team.

Samuel Akintola posits that the multi-pastoral ministry is necessary for utilization of diverse gifts, talents, and skills available in the Church, for the development of a local assembly.<sup>12</sup> The academic training, personal spiritual development, exposures, talents, dynamic spiritual giftings, and divergence in the administration and application of them contribute to the rationale for multi-pastoral ministry particularly in large church contexts. Nihinlola justifies the need for contemporary multi-pastoral church ministry by providing the experience of Moses in Exodus 18:1-4, that of Elijah and Elisha in 1 Kings 19, Jesus appointing twelve disciples in Mark 3, Paul choosing to work with Titus, Timothy, and others in 1 Timothy 1:2, Titus 1:4, Philipians 2:4 and 1 Corinthian 16:10 as biblical examples.<sup>13</sup>

Nihinlola advances three practical reasons from the story of Moses and Jethro, his father-in-law as reasons for multi-pastoral ministry. The first is that God does not expect one person to carry out the work of the ministry alone. Nihinlola avers that whether in the large church or small one, the minister is expected to develop others so they can together execute the God giving mandate of equipping the saints as seen in Exodus 18:14 and Ephesians 4:12.<sup>14</sup> The second reason as advanced by Nihinlola is that the work of the Church is too

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<sup>12</sup> Samuel Gbenge Akintola, "Problem-Solving in Multi-Pastoral Staff Ministry" in *Advanced Multi-Staff Ministry* Emiola Nihinlola, Folashade Oloyede, (eds) (Ibadan: Baptist Press, 2019), 159.

<sup>13</sup> Nihinlola, *Multi-Staff Pastoral Ministry*, 9-10

<sup>14</sup> *Ibid*

enormous for one individual. The multiplicity of the gifts and talents required to actualize the task of worship, teaching, training, services, outreaches, and others may be too numerous to be possessed by one individual. It becomes imperative, therefore, to develop a multi-pastoral system that will cater for all of these tasks.<sup>15</sup> The third and final reason advanced by Nihilola is leadership succession. Though not apparent from the biblical narrative, there is the possibility that Joshua was a part of the leaders the were appointed to assist Moses in Exodus 18:20-21, 25-26. This same Joshua eventually took over the mantle of leadership from Moses.<sup>16</sup>

## DYNAMICS OF PEOPLE MANAGEMENT FOR EFFECTIVE MULTI-PASTORAL LEADERSHIP

The multi-pastoral context is complex in nature. The nature of its complexity requires that those who have the responsibility of leadership possess certain characteristics and make available certain provision to effectively lead in this context. Achieving effective leadership in multi-pastoral context, leaders should:

1. Provide directional leadership: Leaders are to lay out the big picture and future organizational direction. Mark Thomas asserts that the provision of focus and a compelling vision for others is a critical differentiator of effective leaders.<sup>17</sup> Leaders cannot seat around and wait for others to provide leadership direction and complain of team members trying to take their place. It is required of leaders in multi-pastoral contexts to engage team members by setting direction for members of the team. Directional leadership remains an essential element in the leadership of any effective team. In this kind of leadership, it is expected that leaders set out where the

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<sup>15</sup> Ibid

<sup>16</sup> Ibid

<sup>17</sup> Mark Thomas, 16



team is heading together, the role of each team member in assisting the team in reaching the appointed destination, and leading the team to agree the results that need to be achieved.

2. Provide Empowerment for others: empowerment is not about allowing team members limitless latitudes to execute whatever they desire, but rather a process for providing team members with clear levels of accountability and responsibility. Explaining the empowerment model of Mark Brown, Mark Thomas states that there are four areas in which the empowerment path can be clarified. The first is the 'No Go'. These are areas or tasks that staffers have no responsibility; they are the strict domain of the leader. The second is the 'Know Go'. These are areas where team members can act provided they have received prior authorization. The third is the 'Go Know'. This involves issues where team members can make decisions but would have to keep the leader advised of decision that has been made. Significantly though, the notification of what was done does not need to be reported before or immediately after the event. The leader can be notified through a later meeting, email or formal report. The last level in the model is the 'Go' level. This is the level where team members can make decisions without reference to their leader. In this case team members are authorized to act without reference to team leader.
3. Provide a positive working environment: it is essential that leaders in a multi-pastoral context create an atmosphere for positive responsibility performance. This environment enables members of the pastoral team to freely communicate ambitions and ideas with other members of the team including the team lead without fear. Team members are also comfortable to raise concerns and challenges both about personal issues and

work issues with the leader without fear of betrayal or victimization.

4. Provide moment by moment performance review: effective leaders in multi-pastoral contexts get involved in a regular performance review scheme and ensure corrective actions are taken for future performance improvement. This is not more than checking up on team members, it involves a detailed discussion with the team as a whole and individuals within the team to measure whether the best possible results are being achieved. This kind of review identifies lessons garnered from the successes and failures experienced and discovers fresh opportunities to improve future performance. Regular, one-on-one evaluation with staff members provides an efficient two-way forum in which to set and review realistic achievement targets, provide feedback on performance, and listen to and consider any problems team members may be facing.<sup>18</sup>

More than these five elements to be provided by the leaders of multi-pastoral teams to ensure leadership effectiveness. It imperative for multi-pastoral leaders to also possess the following abilities:

1. Possess communicative skills: A high level of interpersonal skills is imperative for leadership effectiveness in multi-pastoral contexts. Pastoral team leaders should ensure the development of the ability to communicate, motivate and mobilize others towards common and shared goals. Peter Drucker emphasized that states that human beings, unlike other resources cannot be "worked." Drucker maintains that a relationship between two people is never a relationship between a person and a "thing" to be used as a passive "resource." This is because, according to Drucker, a

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<sup>18</sup> Robert Heller, 54

human being is not "worked"; a human being is "developed." Therefore, it is the direction this development takes decides whether the human being both as a person and as a resource becomes more productive or ultimately, ceases to be productive.<sup>19</sup> The argument here is that the leader should communicate with subordinates with the understanding that the communication between them can either assist subordinates to develop interests in the shared goals of the organization or lose interest in the carrying out such objectives. The leader in a multi-pastoral context should therefore be adept in communication to various types of individuals, understanding the diversities in perception, comprehension, and motivation.

2. Possess consultative skills: This is the ability to involve team members in the decision-making processes and secure commitment to stated aims and objectives. Consultative skills in leadership means that team leaders targets team development and utilize the skills of team members to create organizational plans and make decisions. Leaders consult with their team members to obtain suggestions and opinions to help them make informed and strategic decisions.<sup>20</sup> Ensuring team effectiveness in multi-pastoral teams, it is important for leaders to improve on their ability to consult with other members of the team. Multi-staff pastoral team leaders should include as much as possible the opinions of team members in the development of organizational objectives.
3. Possess Enabling skills (collaborative Skills): A leader or manager who enables others ensures that people have the required resources and capabilities to deliver agreed

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<sup>19</sup> Peter Drucker, 58

<sup>20</sup> <https://www.indeed.com/career-advice/career-development/consultative-leadership>.

objectives. To ‘enable’ as leader or manager we will be communicating fully with our people and attempting to free them from unnecessary organizational obstacles or interference to allow them to deliver results. enabling leadership’ is very different from the normal order-driven operational leadership style. Enabling leadership requires a mindset shift such that their role facilitate and enable adaptation, emergence, and change, instead just directing people what to do. Enabling leadership skill is very different from the normal order-driven operational leadership style. This kind of leadership requires that leaders of teams provide environments, equipment, encouragement, policies, and manpower assistance that enable team members to achieve assigned responsibilities.<sup>21</sup>

For leadership effectiveness in multi-pastoral contexts, the above skills should be developed. Multi-pastoral team leaders should ensure that the skills of communication, consultation, and collaboration are utilized to achieve maximum leadership effectiveness.

## 5. Conclusion

This paper argues that the concept of people management has become a necessity for leadership effectiveness in twenty first century multi-pastoral context. The concept of people management basically refers to a part of human resource management that encapsulates the various processes involved in the procurement, optimization, and retention of talent in the organization. Multi-pastoral contexts are fundamentally situations where two or more ministers of the gospel agree to carryout specific assignments within a single ministry context at the same time. This paper postulates five people management

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<sup>21</sup> Daine Ketley “Why an ‘Enabling Leadership’ Style is Needed for Innovation, Spread and Adoption”  
<https://nhshorizons.passle.net/post/102gat0/why-an-enabling-leadership-style-is-needed-for-innovation-spread-and-adoption>

provisions necessary for leadership effectiveness including direction leadership, empowerment, continuous reviews, and others. Also, three imperative skills were identified which are communication, consultation, and collaboration. It is the view of this writer, that if the aforementioned provisions and skills are in place, leadership in multi-pastoral context in the twenty first century will be more effective.