# Pastors' Abilities and Behavioural Preferences in Teamwork Outcomes

## Helen Olomu Ishola-Esan, Ph.D[1]

**Abstract**

This study investigated the self-examination of some Pastors of the Nigerian Baptist Convention who were asked to examine themselves on what they think their own leadership abilities and behavioural preferences are and how such has impacted their teamwork performance in their leadership. The descriptive research design was adopted for this study. This method helped to find out the leadership abilities and behavioural preferences of Pastors that were examined. Out of 500 Pastors in Ogbomoso Baptist Conference Pastors' Fellowship (a sub set of the Nigerian Baptist Convention Pastors' Fellowship), 120 were selected as the sample using simple random sampling technique. The instrument used to collate data was a self-designed questionnaire which benefitted from literature. The reliability was determined in a test- retest method. A coefficient value of 0.87 was obtained. The data was analyzed using the simple percentage with graphical representation of results. Findings reveal impacts of Pastors' leadership abilities and behavioural preferences on teamwork outcomes in eighteen dimensions. Moreover, findings revealed that there is a significant relationship between Pastors' leadership behavioural preferences and team work outcomes since correlation is significant at the level 0.01 level (2-tailed). Therefore, Pastors in churches and other organisations should endevour to exhibit their abilities and behavioural preferences in bringing about impactful teamwork outcomes.

**Keywords:** Leaders, leadership abilities, behavioural preferences, teamwork outcomes, Ogbomoso Baptist Conference.

## I. Background to the Study

Behavioural theories of leadership focus on the study of specific behaviours of a leader. For behavioural theorists, a leader's behaviour is the best predictor of his leadership influences and as a result, is the best determinant of his or her leadership success. On an interagency team, various members may exhibit leadership behaviour, or assume leadership functions at different times, based on a matching of the situation, the needs and their aptitudes or preferences. Such will impact on team outcomes. As a contribution to this end, it necessitates that a study of the self-examination of some Pastors of the Nigerian Baptist Convention (NBC, the umbrella body for all Baptist Churches in Nigeria) be carried out.

## 2. Statement of the Problem

There have been some subtle observations (as a theological educator for over a decade), based on experiences and field supervision reports of Pastors in training that some Pastors seem not to exhibit the capabilities for leadership that could promote good team outcomes. Pastors who have been pastoring churches are therefore the subject of study to find out how well their leadership abilities enhance their team outcomes as they examine or analyze themselves on what they think their own leadership abilities andbehavioural preferences are and how such has impacted their teamwork performance in their leadership in the local churches they serve as pastors.

## 3. Literature Review

### 3.1. Leadership Defined

Leadership has been defined by several scholars in diverse ways. Two of such definitions that are very apt for this paper is that of Yuhl (1994) and J.W. McLean and William Weitzel (1992).

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[1]Associate Professor (Educational Leadership & Administration), President, Baptist Theological Seminary, Eku, Nigeria[1], Helenisholaesan@Gmail.Com, Pastors' Leadership Abilities andBehavioural Preferences in Teamwork Outcomes.

Yuhl's description x-rays a number of indices such as leadership having to do with a leader's individual traits, behaviour, influence over people, interaction patterns, role relationships, occupation of an administrative position, and perception by others regarding legitimacy of influence (p.2). The first two of the indices stated, which are traits (abilities, aptitudes, qualities, skills, personalities, characters) and Behaviour (Conduct, performance, actions, deeds, actions, activities, manner) are quite significant because they are like the bedrock for the other indices to thrive on.

In expatiating on his description of leadership, Yuhl broadly described it as influence processes affecting the interpretation of events for followers, the choice of objectives for the group or organization, the organization of work activities to accomplish the objectives, the motivation of followers to achieve the objectives, the maintenance of cooperative relationships and teamwork, and the enlistment of support and cooperation from people outside the group or organization (p.5). Thus, a leader's influence, activities and interactions towards good teamwork outcomes are both within and outside the organization in which he is a leading. Leadership is basically an act of influence, which corroborates Maxwell's (1998, p.11) assertion who stated that "Leadership is influence. Nothing more, Nothing Less".

McLean and Weitzel (1992) in their book, *Leadership: Magic, Myth or Method* defines leadership as: a person involved in a process of influencing and developing a group of people in order to accomplish a purpose by means of supernatural power. This definition is quite simple and depicts example of Christ at work. Leadership always begins with a person. Also, the definition can be highlighted in three points/aspects. First, Macchia (2007) citing Howard Hendricks's statement at a leadership conference, that "A leader is a person with a magnet in his heart and a compass in his head." Many of leaders including Pastors have the skills to lead, but when they are called upon to marshal those abilities in a leadership setting such as in the church and other Christian organizations, it is imperative that they respond affirmatively to God's call. The more leaders (pastors) understand themselves, the better off the group (church workers/team) and the mission being served (the Great Commission task- Matt. 28:19-20; Mark 16:15; Luke 26:47 and Acts 1:8).

Second is that a leader is involved in a process of growth and development. Leadership is different from management. Leaders manage things, and they lead people. Leading people is a process accomplished over a stretch of time, through the seasons of life, in the good times and the hard times. In many respects, the process takes a lifetime. There are very few 'finished products' in the work of leadership. It proceeds along a journey of development with many turns, ruts, detours, and climbs along the way.

Third, there is no leadership without a group of people to influence and develop, and the size of the group is immaterial. Effective leadership occurs when those served feel loved, admired, appreciated, and accepted by the leader. When these relational dynamics are absent from the group, the leader and the leadership processes suffer. Unless the leader takes time to invest in the people, there will be no true leadership. Leadership is a gift that's earned over time, granted out of trustworthy acchaim by the people being served.

### 3.2. Documented Physiognomies of Leadership Abilities and Behaviours

Lathrop (2014) and Hasan (2017) outlined a couple of key traits or qualities which make a leader stand out. A good leader should possess these (qualities since they play a vital role in success and failure of a leader): honesty and integrity; confidence; ability to inspire others; commitment and passion; good communication skills; decision-making capabilities; accountability; delegation and empowerment; creativity and innovation; empathy; multitasking; gentleness; optimism and relational savvy, which have to do with the ability to cultivate and develop relationships since pastoral ministry and teamwork are incredibly relational in nature.

Studies have been carried out in literature that exhibits numerous leadership behaviours of team leaders as well. Sohn (2015) studied leadership team members in some churches and found out six behaviours of effective ministry team leaders. These are: being biblical that is, making use of the Word of God as a guide; being transformational and motivational; casting of vision; not being laissez faire/ hands-off and autocratic in their style of leadership; and prioritizing of relationships. Zimmerman (2015) documented ten undeniable behaviours of a great leader such as doing the right thing; being more concerned with "we" than "me"; demonstration of an unshakeable positive attitude; accepting responsibility; goal setting; passion for winning; passion for winning with others; building relationships; celebrating and exhibiting calmness in rough waters. Additionally, leadership behaviours that have been proven to enhance performance and retain talent in these lines: building trust; acting with integrity; inspiring others; encouraging innovative thinking; coaching people and rewarding achievement (https://charterforcompassion.org/leadership-and-business/the-top-six-leadership-behaviors).

### 3.3. Concept and Benefits of Teamwork in Leadership

Teamwork simply connotes combined efforts, or the activities of a group, to accomplish a common purpose or goal.

Montebello and Buzzotta (1993) and Salas, Cooke, and Rosen (2008) have noted that "teamwork is the collaborative effort of a team to achieve a common goal or to complete a task in the most effective and efficient way" This notion is seen within the larger framework of a team, which is a group of mutually dependent persons who work together towards achievement of a common goal (Glenn, 2008). Church leadership is collaborative in nature and a Pastor who utilizes collaborative efforts (working in teams) will have a number of benefits in collaborative leadership. Working in teams has been revealed to be very beneficial and some of the benefits or advantages include:

### 3.2.1. Problem Solving

A group of people can bring together various perspectives and combine views and opinions to quickly and successfully solve a problem (Osbrun, Moran, and Musselwhite, 1990; Katzenbach and Smith, 2015 and Chin, 2015). Generally, teamwork could lead to better decisions, outcomes or services. According to Hoegl and Gemuenden (2001) the effectiveness of teamwork depends on these six components of collaboration among team members: communication, coordination, balance of member contributions, mutual support, effort, and cohesion.

### 3.2.2. Healthy Competition

A healthy competition in groups can be used to motivate individuals and help the team excel (Osbrun, Moran, and Musselwhite, 1990; Katzenbach and Smith, 2015).

### 3.2.3. Motivation and Drive

Working collaboratively can lead to increased motivation levels within a team due to increasing accountability for individual performance. When groups are being compared, members tend to become more ambitious to perform better. Providing groups with a comparison standard increases their performance level thus encouraging members to work collaboratively (Paulus,n.d).

### 3.2.4. Developing and Cultivating Relationships

A team that continues to work together will eventually develop an increased level of bonding (Chin, 2015) by building strong relationships between members, team members' satisfaction with their team increases, therefore improving both teamwork and performance ( LePine*et al.,* 2008).

### 3.2.5. Individual Qualities

Every team member can offer their unique knowledge and ability to help improve other team members. Through teamwork the sharing of these qualities will allow team members to be more productive in the future (Ilgen and Hollenbeck, 2004). In addition to the above itemized advantages of teamwork, Mathias (2017) enumerated twelve (of which ten of them are itemized below) benefits of team leadership from his experience as he works with his church teams. These are:

### 3.2.5.1. More Strengths, Fewer Weaknesses

As team members pool their strengths, they make up for their deficiencies.

### 3.2.5.2. Better Teaching

when there is a team of qualified teacher-leaders, they can teach in various settings. In this way, there are multiple significant influences on the people. No one teacher has all the gifts, and all the balance, that a healthy, vibrant community needs.

### 3.2.5.3. Lightening the Workload

Pastoral leadership can be very demanding and when team members lead together with the leader, there is room for a shared leadership hence, the sharing of the workload to avoid exhaustion and burn out in ministry.

### 3.2.5.4. Care and Accountability

Teamwork in leadership also provides essential care and accountability.

### 3.2.5.5. More Support from the Church

A single leader is not able to influence and win support and deal with individual circumstances nearly as strongly as a team working together.

### 3.2.5.6. Fewer Stings from unjust Criticism

When a Pastor lead as a team, and make and own decisions as a team, he is less exposed to unjust criticism for those decisions. He still feels the sting, but not nearly as sharply as when we take it together. This connects, then, to our ability to encourage one another in difficulty.

### 3.2.5.7. More Encouragement in Difficulty

Trials will come, but when a Pastor lead together with others, he is in much better condition to walk in those trials without losing hope. Together, they strengthen each other to continue truly, deeply, continually rejoicing, even as they experience great sorrow. Having peers in leadership proves to be a priceless encouragement in trouble.

### 3.2.5.8. More Stability in Transition

Transition comes to every leadership team if the organization is healthy and survives for much duration of time. In particular, when the senior leader transits, whether to retirement or some other vocation, the team contributes greatly to stability during change.

### 3.2.5.9. More Sanctifying

Not only is there the collective wisdom, but leading together makes team members better as individuals. Shared leadership is more sanctifying than leading alone.

### 3.2.5.10. Greater Joy Together

Leading together also brings greater joy than going at it alone. "While at times it may feel easier to make all the calls yourself, the joy of leading together, with all its attendant difficulties, far surpasses the simplicity of being the king of the hill".

## 4. Purpose of the Study

This study sought to examine the leadership abilities and behavioural preferences of Pastors as leaders and how such has impacted on their teamwork in their leadership endevours. Specifically, the objectives of this study were to:

4.1. Examine leadership abilities inherent in Pastors.
4.2. Identify patterns of leadership behaviours exhibited by the Pastors.
4.3. Find out the extent to which Pastors' behavioural preferences impact teamwork outcomes.
4.4. Relate patterns of Pastors' leadership behavioural preferences with teamwork outcomes.
4.5. Find out the impacts of Pastors' leadership abilities and behavioural preferences on teamwork outcomes.

## 5. Research Questions

5.1 What leadership abilities are inherent in the Pastors?
5.2. What patterns of leadership behaviours are exhibited by the Pastors?
5.3. To what extent do Pastors' behavioural preferences impact teamwork outcomes?
5.4. Is there any significant relationship between Pastors' leadership behavioural preferences and teamwork outcomes?
5.5 What are the impacts of Pastors' leadership abilities and behavioural preferences on teamwork outcomes?

## 6. Methodology

The descriptive research design was adopted for this study. This method helped to find out the leadership abilities and behavioural preferences of Pastors that were examined. Out of a total of 500 Pastors in Ogbomoso Baptist Conference Pastors' Fellowship (a sub set of the Nigerian Baptist Convention Pastors' Fellowship), 120 were selected as the sample using simple random sampling technique. The instrument used to collate data was a self-designed questionnaire which benefitted from literature. Five-point Likert scale (levels of agreement) was used as options for respondents to do their rating. The questionnaire had four sections. Section A was on demographic data while sections B – D covered these areas: leadership abilities inherent in Pastors; patterns of leadership behaviours exhibited by the Pastors and impact of Pastors' leadership abilities and behavioural preferences on teamwork outcomes. The instrument was validated by giving it to experts to check the contents. The reliability was determined in a test- retest method. A reliability coefficient value of 0.87 was obtained.

This confirms the internal consistency of the instrument to achieve the set objectives of the study. The researcher through the help of some research assistants distributed the questionnaire. Out of the 120 questionnaire forms distributed 117 was returned. The data was analyzed using the simple percentage with graphical representation of results.

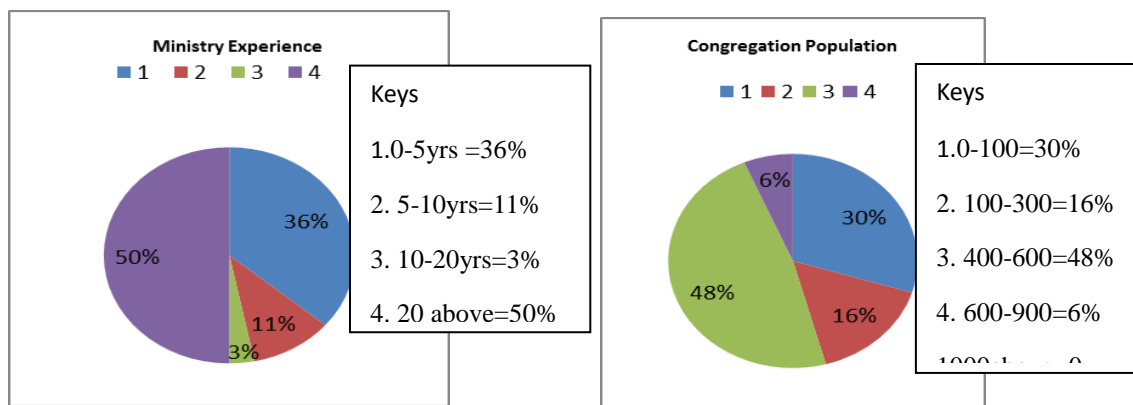## 7. Findings and Discussions



**Figure 1:** Demographics of Respondents.

The result from the demographic information shows that half of the sample, i.e fifty percent (50%) of Pastors interviewed have twenty years and above ministering experience and a good number, forty - five percent (45%) of the respondents pastor churches that have a population of 400-600 members. This implies that most of the respondents have had opportunities to work with different groups over time and can be evaluated to study church pastors' leadership abilities and behavioural preferences in teamwork outcomes.

**Research Question 1: "**What leadership abilities are inherent in the Pastors?"
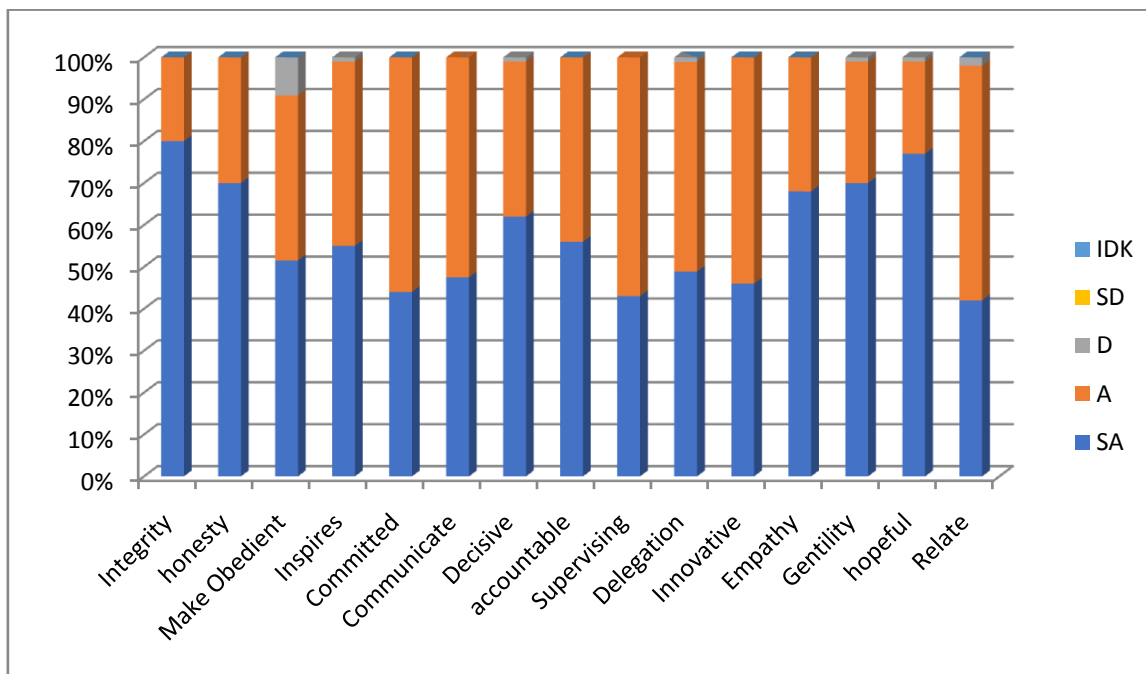


**Figure 2:** Leadership abilities inherent in Pastors

From the data received plotted in the graph above showing the five responses to given statements, Pastors have strongly agreed and agreed that they have the leadership abilities inherent in them with the blue and red bars signifying the respondent's responses, except for 9% who disagreed with the statements that they could make their members become obedient "maybe because followership is earned over time by a leadership".

Leadership abilities inherent in Pastors as identified by Pastors or respondents in their responses are; ability to demonstrate integrity, accountability, values, honesty, inspire team members, commitment, passion, clear and effective communication of vision, taking right decision at the right time, hold the team members accountable for their actions, make team members follow their commands, creative thinking, empathizing with followers, delegation of tasks, gentleness in approach, unshakeable positive attitude and hopefulness and cultivation and develop relationships. The result reveals that these leadership abilities are demonstrated on different levels but most Pastors demonstrate them.

**Question 2: "**What patterns of leadership behaviours are exhibited by the Pastors?"

**Table 1:**Patterns of leadership behaviours exhibited by Pastors

| S/N | STATEMENTS As a leader… | SA | | A | | D | | SD | | IDK | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | F | % | F | % | F | % | F | % | F | % |
| 1 | I make use of the Word of God and allow it to guide every facet of my leadership efforts. | 86 | 74 | 29 | 25 | 2 | 2 | 0 | 0 | 0 | 0 |
| 2 | I engage with others in such a way that raises them to higher levels of motivation and inspire them to do more than they previously thought they could do. | 72 | 62 | 43 | 37 | 2 | 2 | 0 | 0 | 0 | 0 |
| 3 | I focus on discerning the church's vision, cast the vision and accomplish its mission | 90 | 77 | 26 | 22 | 1 | 1 | 0 | 0 | 0 | 0 |
| 4 | I still remain involved and hands-on in the church/team's work even if I have delegated operational leadership to another staff | 56 | 48 | 59 | 50 | 2 | 2 | 0 | 0 | 0 | 0 |
| 5 | I value the wisdom of church workers/team members, welcome dialogue and engage them in making key decisions | 61 | 52 | 55 | 47 | 1 | 1 | 0 | 0 | 0 | 0 |
| 6 | I expend the energy needed to develop and build relationships and trust with the members of my church teams. | 48 | 41 | 67 | 57 | 2 | 2 | 0 | 0 | 0 | 0 |
| 7 | I exhibit calmness in challenging situations | 69 | 59 | 47 | 40 | 1 | 1 | 0 | 0 | 0 | 0 |
| 8 | I celebrate and provide appropriate and timely rewards for achievements | 42 | 36 | 73 | 62 | 2 | 2 | 0 | 0 | 0 | 0 |
| 9 | I teach and train team members on how to do their assigned task/work | 53 | 45 | 62 | 52 | 2 | 2 | 0 | 0 | 0 | 0 |
| 10 | I encourage innovative thinking and creativity | 60 | 51 | 55 | 47 | 2 | 2 | 0 | 0 | 0 | 0 |

Table 2 above shows that, as leaders, 74% strongly agreed that they make use of the Word of God and allow it to guide every facet of my leadership efforts. 62% strongly agreed that they engage with others in such a way that raises them to higher levels of motivation and inspire them to do more than they previously thought they could do. 77% strongly agreed that they focus on discerning the church's vision, cast the vision and accomplish its mission. 50% agreed that they still remain involved and hands-on in the church/team's work even if I have delegated operational leadership to another staff. 52% they value the wisdom of church workers/team members, welcome dialogue and engage them in making key decisions. 57% agreed that they expend the energy needed to develop and build relationships and trust with the members of my church teams. 59% strongly agreed that they exhibit calmness in challenging situations. 62% agreed that they celebrate and provide appropriate and timely rewards for achievements. 52% agreed that they teach and train team members on how to do their assigned task/work. 51% strongly agreed that they encourage innovative thinking and creativity.

**Research Question 3: "**To what extent do Pastors' behavioural preferences impact teamwork outcomes?"

**Table 2:** Impact of Pastors' behavioural preferences on teamwork outcomes.

| S/N | STATEMENTS | SA | | A | | D | | SD | | IDK | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | F | % | F | % | F | % | F | % | F | % |
| 1 | I involve group members in problem solving and combine views and opinions to quickly and successfully solve issues | 54 | 46 | 62 | 53 | 1 | 1 | 0 | 0 | 0 | 0 |
| 2 | Working collaboratively with leadership teams has led to increased motivation levels within teams due to increasing accountability for individual performance. | 61 | 52 | 54 | 46 | 2 | 2 | 0 | 0 | 0 | 0 |
| 3 | Motivating and inspiring team members have led to healthy competition of individuals in leadership teams and helps teams to excel. | 49 | 42 | 66 | 56 | 2 | 2 | 0 | 0 | 0 | 0 |
| 4 | As my church leadership team works together continuously and there is an increased level of bonding | 55 | 47 | 60 | 51 | 0 | 0 | 0 | 0 | 2 | |
| 5 | By building strong relationships between members, team members' satisfaction with their team increases, therefore improving both teamwork and performance | 72 | 62 | 42 | 36 | 1 | 1 | 0 | 0 | 0 | 0 |
| 6 | Every team member of my leadership teams can offer their unique knowledge and ability to help improve other team members | 93 | 79 | 23 | 20 | 1 | 1 | 0 | 0 | 0 | 0 |
| 7 | Through teamwork the sharing of the above (knowledge and ability) qualities will allow team members to be more productive in the future | 39 | 33 | 77 | 66 | 1 | 1 | 0 | 0 | 0 | 0 |
| 8 | The sharing of the workload lightens my work as the Church Pastor | 80 | 68 | 35 | 30 | 2 | 2 | 0 | 0 | 0 | 0 |
| 9 | Shared leadership helps me to avoid exhaustion and burn out in ministry | 81 | 69 | 36 | 31 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 | Teamwork in my church leadership has provided essential care and accountability for and among team members. | 81 | 69 | 34 | 34 | 0 | 0 | 0 | 0 | 2 | 2 |

Table 3 above shows that 53% agreed that they involve group members in problem solving and combine views and opinions to quickly and successfully solve issues. 52% strongly agreed that their working collaboratively with leadership teams has led to increased motivation levels within teams due to increasing accountability for individual performance. 56% strongly agreed that they their motivating and inspiring team members have led to healthy competition of individuals in leadership teams and helps teams to excel. 51% agreed that as their church leadership team works together continuously, there is an increased level of bonding. 62% strongly agreed that by building strong relationships between members, team members' satisfaction with their team increases, therefore improving both teamwork and performance. 79% strongly agreed that every team member of their leadership teams can offer their unique knowledge and ability to help improve other team members. 66% agreed that through teamwork the sharing of the above (knowledge and ability) qualities will allow team members to be more productive in the future. 68% strongly agreed that the sharing of the workload lightens their work as the Church Pastor.

69% strongly agreed that shared leadership helps me to avoid exhaustion and burn out in ministry. 69% strongly agreed that teamwork in my church leadership has provided essential care and accountability for and among team members. It is evident according to the result of the study that to a large extent, Pastors' behavioural preferences impact teamwork outcomes by successfully solving issues and increasing motivation levels within teams. The least in agreement with the positive outcomes is 51% which is that it affects increased level of bonding.

**Research Question 4:** "Is there any significant relationship between Pastors' leadership behavioural preferences and teamwork outcomes?"

**Table 4:** Relationship between Pastors' leadership behavioural preferences and teamwork outcomes.

**Correlations**

|  |  | Pastors' leadership behavioural preferences | Teamwork outcomes |
|---|---|---|---|
| Pastors' leadership behavioural preferences | Pearson Correlation | 1 | -1.000** |
|  | Sig. (2-tailed) |  | .000 |
|  | N | 4 | 4 |
| Teamwork outcomes | Pearson Correlation | -1.000** | 1 |
|  | Sig. (2-tailed) | .000 |  |
|  | N | 4 | 4 |

**. Correlation is significant at the 0.01 level (2-tailed).

The result of this study in finding out if there is a significant relationship between Pastors' leadership behavioural preferences and teamwork outcomes depicts a positive correlation. There is a significant relationship between Pastors' leadership behavioural preferences and team work outcomes since correlation is significant at the level 0.01 level (2-tailed). To complement this result, it is important to mention that in Table 2, Pastors have identified that their leadership prowess had influenced how people in the team respond which makes this significant relationship vivid.

**Research Question 5: "**What are the impacts of Pastors' leadership abilities and behavioural preferences on teamwork outcomes?"

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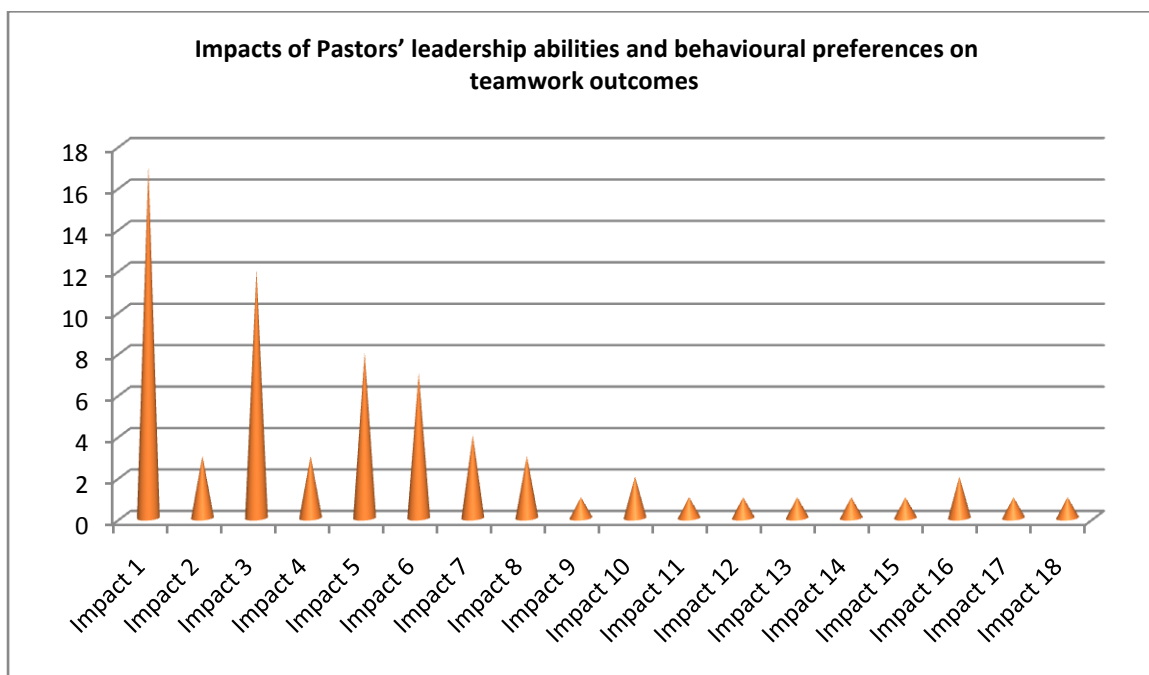
**LEADERSHIP BEHAVIOUR IMPACT ON TEAM WORK**

1.  Improved commitment to tasks (of visitation team), personal training, personality building and self-discovery. Working for church and not the pastor (17)
2.  Realization of more lasting achievement (3)
3.  Improvement of interpersonal relationship (having a sense of belonging, dialogue, periodic review, easy leadership). (12)
4.  Switch in responsibility at the absence of one (open and informed operation and building bridge of inferiority complex) (3)
5.  Aid ministry and church growth (8)
6.  Improve spiritual maturity of members (7)
7.  Production of future leaders (4)
8.  Exhibition of individual gifts (which lightens the workload) (3)
9.  Living correct lifestyle by the leader (1)
10. Casting church vision and accomplishing missions (2)
11. Involving departmental leaders(1)
12. Integrity boost and collaborative effort (3)
13. Prudent spending  (1)
14. Exemplary lifestyle in speech, conduct, faith and relationally (1)
15. Live by example, correct team members, rebuke when necessary and appreciate satisfactory tasks (1)
16. Welcome suggestion (2)
17. Improvement of the team leader himself (1)
18. Visiting team members (1)

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The impact of Pastors' leadership abilities and behavioural preferences on teamwork outcomes are as follows; there is improved commitment to tasks (of visitation team), personal training, personality building and self-discovery, in other words, the people live with the consciousness of working for the church of God and not the Pastor. There is a realization of more lasting achievements, improvement of interpersonal relationship (having a sense of belonging, dialogue, periodic review, easy leadership), switch in responsibility at the absence of one (open and informed operation and building bridge of inferiority complex), aiding ministry and church growth, improvement of spiritual maturity of members, and production of future leaders.

Moreover, there is exhibition of individual gifts (which lightens the workload), living correct lifestyle by the leader as he wants to be a positive example, casting church vision and accomplishing missions, involvement of departmental leaders, integrity boost and collaborative effort, prudent spending as a result of transparency, exemplary lifestyle in speech, conduct, faith and relationally, living by example, correcting of team members, rebuking when necessary and appreciating satisfactory tasks, welcoming suggestions, improvement of the team leader himself and the visitation of team members which shows the leader cares becomes a reality.

Interestingly, the results of the impacts revealed confirms Maxwell's (1998, p.11) assertion that "Leadership is influence. Nothing more, Nothing Less". It is glaring that leadership of those studied in this research has made some remarkable influences. Influence is accomplished because inherent abilities and behaviours are utilized in a positive manner.

Furthermore, the result of this research reveals that leaders' (Pastors') leadership behavioural preference plays a significant role in terms of success in team outcomes. This has affirmed the assertion of McLean and Weitzel (1992) in their book, *Leadership: Magic, Myth or Method* who defined leadership as: a person involved in a process of influencing and developing a group of people in order to accomplish a purpose by means of supernatural power. People in the group that are developed are equipped in the team led by the pastor to do the work of ministry and are influenced gradually and are impacted greatly by the Pastor's leadership behaviour as the research has revealed eighteen impacts Pastors have had on their team members.

The result has also revealed that a leader's behaviour is the best predictor of his leadership influence(s) and as a result, is the best determinant of his or her leadership success in the team.

## 8.0. Conclusion

This paper has attempted to present the findings of self- examination of some selected Pastors leadership abilities and behavioural preferences in teamwork outcomes. The result of this research reveals that Pastors' leadership abilities and behavioural preferences have a considerable role to play in terms of success in team outcomes. Everyone in the team wants the leader to be the leader so that they can follow such an individual, but if there is an absence of one of the behavioural preferences that should be inherent in a leader; failure looms at the doorstep of the team work. Only positive behavioural preferences will contribute to the success of team work in churches or organisations in the area of study and beyond. Therefore, leaders in organisations including Pastors of churches should endeavour to exhibit their abilities and behaviouralpreferences in bringing about teamwork outcomes.

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**Appendix**

### Section A: General Information
**Instruction: Fill the blank spaces and tick in the appropriate column.**

Name and Location of Church_____

Number of Years in Ministry      0-5 ☐      5-10 ☐      10-20 ☐      20 and above ☐

Population of congregation    0-100 ☐    100-300 ☐    400-600 ☐    600-900 ☐

1000 and above ☐

### Section B: Leadership Abilities Inherent in Church Pastors

**Instruction: Tick the appropriate column**

Key: SA – Strongly Agree; A      – Agree; D      – Disagree; SD– Strongly Disagree; IDK– I do not know

| S/N | STATEMENTS | SA | A | D | SD | IDK |
|-----|------------|----|---|---|----|----|
| 1 | I act with Integrity and I talk about my most important values and beliefs to team members | | | | | |
| 2 | I deal with team members in honesty | | | | | |
| 3 | I able to make my team members follow my commands | | | | | |
| 4 | I inspire team members to do their best of the work they do for God | | | | | |
| 5 | I am committed and passionate about my work as a team leader/church Pastor | | | | | |
| 6 | I clearly and effectively communicate my vision to my team and tell them strategies to achieve set goals | | | | | |
| 7 | I have the ability to take the right decision at the right time and stand by it. | | | | | |
| 8 | I make sure that every one of my leadership team is accountable for what they are doing. | | | | | |
| 9 | Holding them accountable for their actions creates a sense of responsibility among and they go about the work more seriously | | | | | |
| 10 | I delegate tasks to team members so as to focus on key responsibilities while leaving the rest to others. | | | | | |
| 11 | I do creative thinking and involved in constant innovation | | | | | |
| 12 | I empathize with my followers making a closer connection with them | | | | | |
| 13 | I am gentle in my approach and in dealing with teams always | | | | | |
| 14 | I demonstrate an unshakeable positive attitude/ hopefulness always | | | | | |
| 15 | I cultivate and develop relationships as I relate with my team members | | | | | |

**Section C: Patterns of Leadership Behaviours Exhibited by Church Pastors**

| S/N | STATEMENTS<br>As a leader… | SA | A | D | SD | IDK |
|---|---|---|---|---|---|---|
| 1 | I make use of the Word of God and allow it to guide every facet of my leadership efforts. | | | | | |
| 2 | I engage with others in such a way that raises them to higher levels of motivation and inspire them to do more than they previously thought they could do. | | | | | |
| 3 | I focus on discerning the church's vision, cast the vision and accomplish its mission | | | | | |
| 4 | I still remain involved and hands-on in the church/team's work even if I have delegated operational leadership to another staff | | | | | |
| 5 | I value the wisdom of church workers/team members, welcome dialogue and engage them in making key decisions | | | | | |
| 6 | I expend the energy needed to develop and build relationships and trust with the members of my church teams. | | | | | |
| 7 | I exhibit calmness in challenging situations | | | | | |
| 8 | I celebrate and provide appropriate and timely rewards for achievements | | | | | |
| 9 | I teach and train team members on how to do their assigned task/work | | | | | |
| 10 | I encourage innovative thinking and creativity | | | | | |

**Section D: Impact of Pastors' Leadership Abilities and Behavioural Preferences On Teamwork Outcomes.**

| S/N | STATEMENTS | SA | A | D | SD | IDK |
|---|---|---|---|---|---|---|
| 1 | I involve group members in problem solving and combine views and opinions to quickly and successfully solve issues | | | | | |
| 2 | Working collaboratively with leadership teams has led to increased motivation levels within teams due to increasing accountability for individual performance. | | | | | |
| 3 | Motivating and inspiring team members have led to healthy competition of individuals in leadership teams and helps teams to excel. | | | | | |
| 4 | As my church leadership team works together continuously and there is an increased level of bonding | | | | | |
| 5 | By building strong relationships between members, team members' satisfaction with their team increases, therefore improving both teamwork and performance | | | | | |
| 6 | Every team member of my leadership teams can offer their unique knowledge and ability to help improve other team members | | | | | |
| 7 | Through teamwork the sharing of the above (knowledge and ability) qualities will allow team members to be more productive in the future | | | | | |
| 8 | The sharing of the workload lightens my work as the Church Pastor | | | | | |
| 9 | Shared leadership helps me to avoid exhaustion and burn out in ministry | | | | | |
| 10 | Teamwork in my church leadership has provided essential care and accountability for and among team members. | | | | | |

**Section E: Ways Pastors' Leadership Abilities andBehaviours Impacts Their Teamwork In Church Leadership**
**Kindly list below ways in which your leadership abilities and behaviours has impacted your teamwork in your church or Organisation.**
_____
_____
_____
_____
_____
_____
_____