

ABSTRACT

DEVELOPING A STRATEGY TO REVIVE TEAMWORK SPIRIT
AMONG LEADERS IN THE SEVENTH-DAY ADVENTIST
CHURCH IN SOUTH KENYA CONFERENCE

by

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ABSTRACT OF POSTGRADUATE STUDENT RESEARCH

Master of Arts in Leadership

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For a leader, teamwork spirit means blending together in unity, working together in harmony, laboring together with God in order to achieve the common set goal, that is the salvation of humanity. It is working together as brethren, consulting together, counseling with the ministers and responsible men, and above all, seek wisdom from above together.

After a serious study of teamwork spirit, the researcher developed a strategy to revive teamwork spirit among leaders in the Seventh-day Adventist Church in South Kenya Conference. A series of lessons on teamwork spirit were developed and training was done for both ministers and the church elders in various centers. The training exercise lasted for two years.

After having gone through the lessons, the ministers and the elders resolved to work together as brethren and be in harmony with biblical principles on teamwork spirit. There is now improvement in church membership, tithes and offerings growth.

The promotion on teamwork spirit done by the researcher has kindled in the hearts of the laity especially the church elders for the last two years. They prayed that the same spirit be generated not only in their hearts but also in the hearts of the entire leadership of the church in South Kenya Conference.

Adventist University of Africa

DEVELOPING A STRATEGY TO REVIVE TEAMWORK SPIRIT
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A project
presented in partial fulfillment
of the requirements for the degree
Masters of Arts in Leadership

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July 2013

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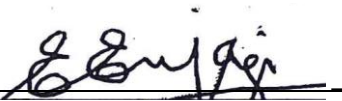
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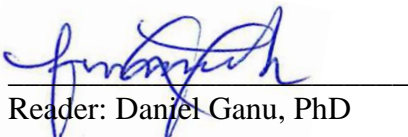
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DEDICATION

This work is dedicated to my beloved wife Billiah Moraa Nyamache.

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LIST OF ABBREVIATIONS

NIV	New International Version
NKJV	New King James Version
YL	Years in Leadership
SDA	Seventh-day Adventist

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CHAPTER 1

INTRODUCTION

South Kenya Conference of the Seventh-day Adventist church comprises of two counties namely; Kisii and Narok, out of forty-seven counties in Kenya. It also comprises of two major tribes namely; the Kisii and the Maasai communities. The conference has about one hundred and fifty thousand two hundred and twenty one church members out of the population of one million one hundred and fifty two, thousand two hundred and eighty two and the work force of eighty two Pastors.¹

The church's presence has been in the region for about one hundred years. However, the conference seems to portray weakness in several areas raising a major concern. One of the main weaknesses is the poor teamwork spirit among leaders. The researcher is coming up with a research which will concentrate on the poor teamwork spirit among all the leaders at all levels in South Kenya Conference and possible solutions that will enhance the rapid growth of the conference in all its areas.

Statement of the Problem

According to the Statistical report of church membership given above one may think the conference is doing much. There is much to be desired as far as the conference is concerned and the way it is growing. The conference itself although is

¹ The Ministerial Secretary, *Pastors Records* (South Kenya Conference, 2011).

given the title “Conference” has not attained self-support status. It is far much below. Other areas like evangelism and nurturing are not rapidly moving.

The lack of teamwork spirit among the leaders clearly indicates that it is one of the factors that have led to the slow growth of the conference in every area that pertains to it. There are other several negative contributing factors that have led to the slow growth of the conference as will be shown in the research.

Purpose of the Research

The purpose of this research is to establish the root cause, which has facilitated to the lack of team spirit among the leaders. The researcher developed strategies that would enhance teamwork spirit. The research also came up with the possible solutions that will bring to an end the negative practices among the leaders. This can set a positive example to the church members and enhance the rapid growth of the work that pertains to the church.

Justification of the Study

As one of the leaders in the Seventh-day Adventist Church in South Kenya Conference, the researcher stands at a better chance to do research on the stated problem with an intention of coming up with strategies that will serve as ingredients among leaders for the advancement of God’s cause in the region. As the teamwork spirit will be realized among the leaders, they will benefit from the spiritual atmosphere that will surround them. The church members will learn from their leaders the good spirit seen in them and will follow their example by walking and working together. Both the leadership and the church membership will work together in the same spirit and God’s cause will grow rapidly and they will grow spiritually and be prepared for God’s kingdom.

Limitation of the Study

The researcher will strictly direct his attention to the conference's leadership, comprising the executive committee of the Conference, its active ministers and retired ministers and the ordained elders of its churches.

Delimitation of the Study

The researcher will do the research work within the Conference. The research will be confined to the teamwork spirit among the leaders in the conference.

Definition of terms

Church District-	A number of local churches in a region under a minister/ pastor, usually between ten and twenty of them.
Conference -	An organization of churches in a region or state that demonstrates denominational responsibilities of maintaining of the Seventh-day Adventist faith and values, nurturing believers, furthering the church's mission, and developing leadership capacity, and fulfilling financial obligations to the denomination while remaining fiscally viable (<i>working policy</i> , 65.05).
Spirit of Prophecy-	Prophecy is one of the gifts of the Holy Spirit, and it is an identifying mark of the Seventh-day Adventist church and was manifested in the

ministry of Ellen G. White (*SDA Fundamental Beliefs* no. 18 p247).

Ellen G. White-

One of the founders of the Seventh-day Adventist Church through whom the gift of prophecy was manifested in her ministry (*Ibid* p255).

Methodology

In this program development research the researcher will carry out the research process as follows: first by studying various resource materials using the primary and secondary sources. Secondly, the researcher will determine and design appropriate questionnaire relevant to each group that will be interviewed during the research. The researcher will seek authority from the executive committee of the Conference to conduct surveys and interviews among the leaders within its jurisdiction.

Thereafter, the researcher will collect and analyze the data and information. Then the data will be organized into a useable form that will be clearly read and understood for implementation.

CHAPTER 2

LITERATURE REVIEW

Introduction

In this chapter the researcher will conduct review on God and leadership, God and teamwork, and the relationship that exists between God, leadership and teamwork spirit. In the review, the researcher will use the bible text, Spirit of prophecy books and other authors' books on the subject matter.

God as the Great Leader

God is supreme and His leadership is supreme. He is a great leader. There is no leadership that can be compared with His leadership. He is Omnipotent, Omniscient, and Omnipresent God, and His leadership surpasses any other leadership in existence.

The Owner of Leadership

God as the Creator of all things is the owner and source of leadership. True and successful leadership come from Him. God is our real leader. That is why after the death of Joshua, the Israelites asked the Lord, "Who will be the first to go up and fight for us against the Canaanites?" The Lord answered, "Judah is to go; I have given the land into their hands" (Judg. 1:1, 2, NIV).

The group of Youth in the United States of America in preparing the Life Application Notes and Bible Helps comment on the text just quoted above as follows:

Soon after Joshua died, Israel began to lose its firm grip on the land. Although Joshua was a great commander the people missed his spiritual leadership even more than his military skills, for he had kept the people focused on God and His purposes. Joshua had been the obvious successor to Moses; but there was no obvious successor to Joshua. During this crisis of leadership, Israel had to learn that no

matter how powerful and wise the current leader was, their real leader was God.¹

It is clear that people have a tendency of focusing their hope and confidence on some influential leaders failing to realize that it is God in reality that is Commander in Chief. God as the owner of leadership is the Chief in command.

The Giver of Leadership

God as the owner of leadership is also the source of leadership. True and successful leadership is influenced and empowered by God. The biblical leaders depend on God's leadership. That is why Moses, the leader, and the children of Israel sang this song after having gone through the Red Sea successfully, "In your unfailing love you will lead the people you have redeemed," (Exod. 15:13, NIV). David also as one of the biblical leaders asked God to lead him "in a straight path" (Ps. 27:11, NIV). He further asked God to lead him "in the way everlasting" (Ibid. 139:24, NIV). Whoever wants to become a true and successful leader has to depend on God who will both influence and empower him. Depending on God's leadership is important. Today's leadership can only be both influential and strong if it will draw its influence and strength from the true Source.

The Team Player in Leadership

Right from the beginning to the end God in His word reveals Himself as a team player. From the old times He has been involving mankind in leadership. God shared His leadership responsibility with His created beings. Being made in "God's image" (see Gen 1:26-27, NKJV) means that man was created to lead. John C.

¹ *Life Application Bible* (. Wheaton, IL : Tyndale House, <http://www.tyndale.com>, 20 September 2010), 456.

Maxwell comments on the text just mentioned that “man was created to lead. Both of them, that is, man and woman were created and given ability and authority to lead.”¹

Since then God has been calling men and women alike into leadership responsibilities. Just to mention but a few; Noah (Gen. 1:13, 14), Moses (Exod. 3), King David (1 Sam. 16:12-13), Isaiah (Isa. 6) and many others; thus clearly showing that God’s leadership is a shared leadership. He is never selfish. He shares his leadership responsibility with His people and leads with them.

Listen to what God is telling Moses when He called him to a leadership position, “I will certainly be with you,” (Exod. 3:12, NKJV). The same promise also goes to Joshua, “as I was with Moses so I will be with you” (Josh 1:5, NIV). This is a clear indication that God has been and is still teaming up with mankind to carry on His leadership responsibilities on earth. Working together as a team is important.

Leadership is great because it originates from God. That is why the researcher concludes that God is the owner of leadership. Any influential and successful leadership stem in Him. It is because of His unfailing love that He is willing to share His leadership with mankind. He ever teams up with them. When addressing the nationalities Ellen White said, “As workers together for God, Brethren and sisters lean heavily upon the arm of the Mighty One. Labor for unity, for love, and you will become a power in the world.”²

¹ John Maxwell, *The Maxwell Leadership Bible*, (Maxwell Motivation, 2007), 4.

² Ellen G. White, *Testimonies for the Church Vol. 9* (Mountain View, CA: Pacific Press.1948), 183.

Definition of Leadership

Various definitions of leadership have been given by various authors. This shows how leadership is important. It is the desire of the researcher to give biblical definition, Ellen G. White's definition, and other authors' definition of leadership. It is important to understand what leadership is. Leadership is the heart of any organization, institution or group. Guy S. Saffold in his book "Strategic Planning" states:

Leadership is a wonderful privilege and great responsibility. The life, growth and well-being of an organization are largely dependent on the leadership that serves that organization. Poor leadership affects the organization and all that might hope to benefit from what it provides to its constituency. Given the important role that leadership plays, it is no wonder that much is being written about this topic.¹

Biblical Definition

It seems there is no direct definition of leadership in the Bible. But from what the leaders in the Bible have been doing, one can tell what leadership is as far as the Bible is concerned. According to Moses, one of the great leaders in the biblical times says that leadership is to help people "know the statutes of God and His laws." (Exod. 18:14-16 NKJV). Commenting on Num.14:6-9, NKJV Maxwell states that leadership is "obeying God, believing in his promises, displaying courage rooted in the faith, being filled with firm assurance and seeing oneself in relationship with God."²

Church leadership is moving people from where they are and leading them to where God wants them to be, (see Exod. 3:7-9, NIV). It is devoting oneself "to the

¹ Guy S. Saffold, *Strategic Planning: Leadership Through Vision* (Nairobi, Kenya: Evangelical Publishing Hse, 2005),ix.

² *The Maxwell Leadership Bible*, Second Edition copyright (by Maxwell Motivation, Inc., 2007), 71.

study and observance of the law of the Lord, and to teaching its decrees and laws to God's people," (Ezra. 7:10, NIV). The group of the Youth in The United States of America commenting on the above noted text state:

Ezra achieved great things and made a significant impact because he had the right starting place for his actions and his life: God's word. He studied it seriously, and applied it faithfully. He taught others what he had learned. He is therefore, a great model for everyone who wants to lead for God.¹

These definitions are not exhaustive. There are many more definitions of leadership in the Bible. The definitions given show that leadership is important.

Ellen G. White's Definition

In this section, the researcher will turn his attention towards what Ellen G. White says about what leadership is. Cindy Tustch, in his book entitled "*Ellen White on Leadership*" quotes her by saying that she said, "A Christian leader is anyone who uses his or her influence to promote Christ."² She further states that, "Part of the responsibility as followers of Jesus is to use our influence to lead others to follow Jesus."³

In addressing school leaders, Ellen G. White wrote:

The leaders in our schools should be men and women of quick intuitions, who have the spirit of God to aid them in reading character, who have managing ability, who can understand different faces of character, and display tact and wisdom in dealing with varied minds.⁴

¹ *Life Application Bible* (Wheaton, IL : Tyndale House , <http://www.tyndale.com>), 949.

² Cindy Tutsch, *Ellen G. on Leadership: Guidance for Those Who Influence Others* (Mountain View, CA: Pacific Press, 2008),7.

³ *Ibid*, 9.

⁴ Ellen G. White, *Counsels on Sabbath School Work* (Washington DC: Review and Herald, 1938), 15.

What the researcher can say about what Ellen White says on leadership is that it is an influence to lead others to be where God wants them to be. According to her, leadership is the ability to see quickly and act instantaneously at the right time and with power. Leadership calls for wisdom and tact. It also requires understanding to enable a leader deal with different phases of character. Leadership deals with varied minds. This section has not exhausted what Ellen G. White portrays what leadership is about.

Other Authors' Definition

In this section the researcher is interested in showing what other authors say about what leadership is. Allan E. Nelson, "*Spirituality and Leadership*" states:

Leadership is the social process in which people confer influence to individuals so that they can organize and assist people in achieving what could not be otherwise accomplished. Leadership deals with relationships- people working with each other towards a common objective. Leadership is all about people, those who are able to see and articulate vision, pursue change through aligning people with resources, and organize people and systems to accomplish these objectives."¹

General Dick agrees with Allan when he says that "leadership is all about people."² He further says that "one of the responsibilities one has in leadership is to always be involved with and be available to those he leads, and always be there for them."³ From the definitions given by the authors above, it is clear that leadership involves others and directs them towards achieving a common objective. Leadership

¹ Allan E. Nelson, *Spirituality and Leadership* (Colorado: NavPress 2002).

² Brig. General Dick Abel, *The DNA of Leadership: Leadership is All About People* (Mustang, OK: Tate Publishing ,2008), 15.

³ Brig. General Dick Abel, *The DNA of Leadership: Leadership is All About People* (Mustang, OKa: Tate Publishing, 2008), 42.

is all about participation. Leadership envisions vision, interprets it and involves others to achieve it.

Leadership is about inspiration. Look at what Warren and Burt say; “Great leaders often inspire their followers to higher levels of achievement by showing them how their work contributes to worthwhile ends.”¹ Where there is true leadership high level of achievement will be realized. Leadership makes clear to those involved by showing how their work of contribution is meaningful in the end. General Dick says that, “The most successful leaders are those who know their own roles and responsibilities and how they fit into every aspect of the organization, command, business, etc.”² In leadership one has to understand his role and responsibilities. He is to relate his roles and responsibilities into every aspect of the place he is working.

In leadership, leaders make impossible things to happen. Harris W. Lee says that, “Leaders are those who make things happen that would not otherwise happen. They are people of action.”³ True leadership is seen when difficult things are done successfully. It is seen in action. The pursued objectives are to be accomplished successfully. Leadership is active and those involved in it are to be active in order for them to achieve their intended goals.

Leaders in their leadership position are to be aware of those with whom they are working. They are to understand the situation which their fellow workers are in,

¹ Warren Bennis and Burt Nanus, *Leaders: Strategies for Taking Charge* (New York: Harper & Row, 1985), 93.

² Brig. General Dick Abel, *The DNA of Leadership: Leadership is All About People* (Mustang, OK: Tate Publishing, 2008), 30.

³ Harris W. Lee, *Effective Church Leadership: A Practical Sourcebook* (Mountain View, CA: Pacific Press, 2003), 28.

what their needs are in order to attend to their needs by trying to assist them where they possibly can. The late Elder Robert Pierson, former General Conference President of the Seventh-day Adventist Church said that, “Leaders are people who help their fellow workers when they are in need if they possibly can.”¹

In leadership leaders are required to stand firm for that which they are convinced to be true. They are not to compromise with any circumstances at the expense of doing that which they know as the correct thing. General Dick says, “Leadership is standing for what is right even if our position is unpopular. It is the outward expression of our inner character.”²

Listen to what Harris W. Lee says on leadership:

Leadership has been practiced from earliest days, and not least of all among the people of God. Such people like Moses, Joshua, David, Deborah, Peter and Paul were among other things leaders. They did not use the same style of leadership, lead under identical circumstance nor achieve the same results, but it is evident that they exercised leadership responsibilities.³

He further says that, “I consider the subject of leadership from the biblical perspective, viewing it as a gift and calling from God and as a ministry to and by God’s people.”⁴ “Leadership has been the subject of a great deal of study and writing

¹ Robert Pierson, *So you want to be a Leader* (Hagerstown, MD: Review & Herald, 1996), 51.

² Brig. General Dick Abel, *The DNA of Leadership: Leadership is All About People* (Mustang, OK: Tate Publishing , 2008), 30.

³ Harris W. Lee, *Effective Church Leadership: A Practical Sourcebook* (Mountain View, CA: Pacific Press, 2003), 21.

⁴ Harris W. Lee, *Effective Church Leadership: A Practical Sourcebook* (Mountain View, CA: Pacific Press, 2003), 22.

during the first fifty years,”¹ James Macgregor Burns says. He further says, “Leadership is the most observed and least understood phenomenon on earth.”²

From the definitions given above, it is clear that leadership “is the ability to inspire confidence and support among the people who are needed to achieve organizational goals. It is interpersonal influence directed through communication towards goal achievement,”³ says Dubrin. He further says, “It is an act that causes others to act or respond in a shared direction.”⁴

The researcher does not claim that he has given exhaustive definition of leadership in his research. But he is convinced that whatever he has come up with is sufficient to make one understand what leadership is. The definitions given from the Bible, Ellen G. White, and from other authors give an impression that leadership is important and it is an area that requires deep study and practice. From here, the researcher moves to the core of the researcher’s research work namely; “Teamwork.”

Definition of Teamwork Spirit

Teamwork spirit among leaders is something that cannot be fully understood and realized until leadership is fully understood by those holding leadership positions. That is why the researcher has taken time to show what leadership is all about. So long as leadership and its significance is not understood by those called into leadership positions, the spirit of working together as a team will not be realized. Consequently, great achievements of certain set goals will not be achievable. This has

¹ James Macgregor Burns, *Leadership* (New York: Harper and Row, 1978), 2.

² Ibid, 2

³ Dubrin, 2.

⁴ Ibid, 3.

been the problem in the great and giant South Kenya Conference of the Seventh-day Adventist Church. After explaining what leadership is, the researcher now shows what teamwork is.

Biblical Definition

There is no direct definition of teamwork in the bible. However, from the following texts, the researcher is in a position to tell what teamwork is. Listen to what Paul is saying to his “loyal yokefellow” about the broken relationship between the two women:

I plead with Euodia and I plead with Syntyche to agree with each other in the Lord. Yes, and I ask you, loyal yokefellow, help these women who have contended at my side in the cause of the gospel along with Clement and the rest of my fellow workers whose names are in the book of life. (Phil. 4:2, 3, NIV).

The text just quoted shows that teamwork means being of “the same mind” (NKJV), “to agree with each other” (NIV) in the Lord. John C. Maxwell when commenting on the text, says, “Paul doesn’t ask these women to act uniformly, but rather to be of the same mind.”¹ Ellen white, when commenting on this says that “Christian unity does not mean that the identity of one person is to be submerged in that of another.”² She further says that, “the unity that existed between Christ and His disciples does not destroy the personality of either. They are one in purpose, in mind, in character but not in person.”³

¹ *The Maxwell Leadership Bible*, Second Edition copyright (by Maxwell Motivation, 2007), 71.

² Ellen G. White, *Testimonies for the Church Vol. 8* (Mountain View, CA: Pacific Press, 1948), 269.

³ Ellen G. White, *Testimonies for the Church Vol. 8* (Mountain View, CA: Pacific Press, 1948), 269.

God himself is a team player. He does not work alone. He joins together with His people for the accomplishment of His cause.

Ellen G. White's Definition

When addressing the leadership Ellen white said, "It is the purpose of God that His children still blend in unity, Union brings strength. United with one another, working together in harmony for the salvation of men, we shall indeed be laborers together with God."¹ According to her teamwork means blending together in unity, working together in harmony, laboring together with God in order to achieve the common set goal that is the salvation of humanity. When addressing the medical workers she stated;

It is not the great number of institutions, large buildings, and outward display that God requires, but the harmonious action of a peculiar people, a people chosen by God and precious, united with one another, their life hid with Christ in God. Every man is to stand in his lot and place, exerting the right influence in thought, word and deed. When all God's workers do this, and not till then, His work will be a complete, symmetrical whole.²

According to her teamwork means "working together as brethren, consulting together, and also counseling with the ministers and responsible men, and above all seek wisdom from above together."³ When addressing the ministers she said that they

¹ Ellen G. White, *Testimonies for the Church Vol. 8* (Mountain View, CA: Pacific Press, 1948), 240.

² Ellen G. White, *Testimonies for the Church Vol. 8* (Mountain View, CA: Pacific Pres,1948),183.

³ Ellen G White, *Counsels to Parents, Teachers and Students* (Mountain View, CA: Pacific Press, 1943).

“should take time to meet together for prayer and counsel every day.”¹ Commenting on the book of Ephesians 2:4-6 when addressing the Medical workers, she said, “Our great need is unity, perfect oneness in God’s work.”² According to her teamwork means “cooperating together with God.”³

As one goes across the statements just given above by Ellen G. White, it is clear that teamwork spirit in leadership is important. It is also clear that any blending should be from God. In any leadership success can only be achieved when teamwork spirit prevails. Without that, no objective or goal that is set that can be achieved. What Adventist authors say about teamwork is what the researcher is going to show in the next section.

Adventist Authors Definition

In the last section the researcher dealt with what Ellen G. White says about teamwork. In this section the researcher is dealing with what Adventist authors understand about teamwork. Harris W. Lee in his book entitled “Church Leadership” states as follows:

The subject of team leadership is discussed in different ways. Participating leadership, consensus leadership and consultative leadership are examples of terms used. People also speak of the empowerment of their colleagues and coworkers. Leaders are encouraged to see themselves as facilitators and not directors.⁴

¹ Ellen G. White, *Testimonies for the Church Vol. 6* (Mountain View, CA: Pacific Press, 1948), 50.

² Ellen G. White, *Testimonies for the Church Vol. 6* (Mountain View, CA: Pacific Press, 1948), 300.

³ *Ibid*, 297

⁴ Harris W. Lee, *Effective Church Leadership: A Practical Sourcebook* (Mountain View, CA: Pacific Press, 2003), 111.

According to Lee, every leader in an organization, institution or any other group is called to take part for the enhancement and achievement of its objectives. Every leader should have a part to play. Consensus plays an important role in leadership. In leadership there will be no any achievement realized if the leaders do not consult. Consultation is the heart of team leadership. Leaders are not called upon to give directives. Instead they are called upon to participate for the success of the work.

Teamwork spirit means shared authority. In evaluating the model of the church, James C. Fenhagen says that, “its strength places heavy emphasis on shared authority and mutual ministry encouraging persons to move from a posture of dependence to that of interdependence.”¹ Teamwork spirit enables individuals to depend on each other. The spirit of interdependence leads to team spirit.

Teamwork is “working together towards fulfillment of a desired outcome without the loss of one’s individuality,”² Tom Philips says. According to him, working together, teaming up together, working toward achieving a common goal does not destroy anyone’s personality. Instead, it builds up the individuals or leaders concerned.

Teamwork is the involvement of individuals. John Wardener speaks of leadership that, “most of the leadership that can be effective involves a number of individuals acting in a team relationship. Teams have leaders of course, and most

¹ James C. Fenhagen, *Mutual Ministry* (New York: Seabury Press, 1997), 103.

² Tom Philips, *Leaders on Leadership: Wisdom, Advice and Encouragement on the Art of Leading God’s People*, Ed. John Barna (Ventura, CA: 1977).

ventures fare better if one person is in charge but not also as a solo performer, not as a giant surrounded by pygmies.”¹

Teamwork is not one man’s business. It involves various individuals with various talents put together to strengthen each other for the accomplishment of the set goal. Teamwork is not being too close to each other. In the next section, the researcher is going to show what other authors say about teamwork.

Other Authors Definition

In this section various authors have given definition of teamwork. This means that teamwork spirit is important and has been given much attention. Frank Damazio states the following:

When leadership ministries are harnessed together by the Holy Spirit to work in cooperation, their effectiveness is multiplied. Recognizing and submitting to each other, they work towards a common goal, and truly become a leadership team.²

According to him, teamwork is enhanced by the Holy Spirit. The Holy Spirit enables leaders to work in cooperation. They accept and commit to each other for the accomplishment of a common task that is set before them. Teamwork is the “ability to work together toward a common vision... It is the fuel that allows common people to attain uncommon vision,”³ Andrew Carnagie says. According to him, teamwork serves as a fuel. It has the ability to direct those in leadership position for the

¹ W. John Wardener, *The Nature of Leadership* (Washington D C: Independent Sector 1985), 15.

² Frank Damazio, *Effective Keys to Successful Leadership: Wisdom and Insight for God’s Set Man and the Ministry Leadership Team* (N.P., City Bible Publishing, 1993).

³ Andrew Carnagie, *Team Building* (<http://74-6.238.254/srpcache?ej> (n.d.))

accomplishment of organizational objectives. This can only be realized by the influence of the work of the Holy Spirit.

In the encyclopedia, the writers say that “teamwork is performed by a team. The quality of teamwork may be measured by analyzing the effectiveness of collaboration in communication, coordination, balance of contributions, mutual support, effort and cohesion.”¹ As far as the researcher is concerned, this gives an elaborate, detailed and comprehensive definition of teamwork. It is encouraging those who are called into leadership position to think about this and positively respond to it.

Brig. General Dick Abel defines teamwork as “a Group of people large or small, pulling in the same direction to accomplish one or more tasks in a way that can be beneficial to them and to the organization that they represent.”² Teamwork works for the good of both the group and the organization, or the institution they represent. John C. Maxwell says that, “teamwork requires that everyone’s efforts flow in the same direction. Feeling of significance happens when a team’s energy takes on a life of its own.”³ According to him, “one man can add an important ingredient to the team, but one man cannot make a team... If a team is to reach its potential, each player must be willing to submit his personal goals to the goals of others.”⁴ In teamwork, self-forgetfulness and submission to each other is the only solution for its effectiveness.

¹ Martin Hoegl and Hans George Gemuendon, Wikipedia: *The free Encyclopedia*. <http://en.wikipedia.org/twamwork> (July- August 2001).

² Brig. General Dick Abel, *The DNA of Leadership: Leadership is All About People* (Mustang, OK: Tate Publishing, 2008), 84.

³ John C. Maxwell, *Teamwork Makes the Dream Work* (N.P., India: Magna Publishing ,2004), 108.

⁴ Ibid, 28, 29.

Finally Maxwell says that, “coming together is a beginning, keeping together is a progress, and working together is success.”¹ There is nothing that is encouraging as when one realizes how important teamwork spirit is. It is the desire of the researcher that all those that are in leadership positions to have teamwork spirit.

God’s Purpose for Teamwork in Leadership

In the previous section the researcher showed that God is a team player. He is ever in partnership with His people. It is His nature to share His work with His people. Listen to what the word of God says about teamwork with His faithful ones:

With bitterness archers attacked him; they shot at him with hostility. But his bow remained steady, his strong arms stayed under, because the hand of the Mighty One of Jacob, because of the Shepherd, the Rock of Israel, (see Gen 49:23-24, NIV)

In commenting on the text stated above, the group of Youth in the United States of America in preparing the *Life Application Notes and Bible Helps* say, “The verses celebrate the times God rescued Joseph when his enemies attacked him. So often we single by ourselves, forgetting that God is able to help us fight our battles, whether they are against men with weapons or against spiritual forces. Joseph means great faith... Such spiritual battles require teamwork between courageous, faithful people and a mighty God.”² According to these youths, victory over the battle fought is realized with the faithful ones who team up with God. God’s purpose for teamwork spirit in leadership is important because He knows that where teamwork prevails there

¹ John C. Maxwell, *Teamwork Makes the Dream Work* (N.P., India: Magna Publishing ,2004), 10.

² *Life Application Bible* (.Wheaton, IL : Tyndale House, <http://www.tyndale.com.n.d> 20 September 2010), 118.

is victory over or against any battle. There is success when doing His work. Great achievement is always realized.

When Christ prayed for unity of the disciples, His purpose was that through that unity “the world may believe that you sent me” (John 17:21, NIV) that the world may “know that you sent me” (John 17:3, Ibid). When Christ’s workers cherish teamwork spirit the world will know that there is God and He sent Christ.

Ellen G. White when addressing the leadership said, “It is the purpose of God that His children should blend in Unity.”¹ Why? “Union brings strength, disunion weakness. United with one another, working together in harmony for the salvation of men we shall be indeed laborers together with God.”² Team the workers to labor together with God. It is God’s purpose that teamwork spirit prevails among His people more so leaders or workers.

Teamwork spirit “brings spiritual health, elevation of thought, nobility of character, heavenly mindedness,”³ Ellen G. White said. She further said, “God’s people are not to be in confusion, lacking order and harmony, consistency and beauty. The Lord is greatly dishonored when disunion exists among His people... Those who love God and keep His commandments are not to draw apart, they are to press together.”⁴

¹ Ellen G. White, *Testimonies for the Church Vol8* (Mountain View, CA: Pacific Press , 1948), 240.

² *Ibid*, 240.

³ Ellen G. White, *Testimonies for the Church Vol. 9* (Mountain View, CA: Pacific Press,1948), 188.

⁴ Ellen G. White, *Testimonies for the Church Vol. 8* (Mountain View, CA: Pacific Press, 1948), 115.

The teamwork spirit reveals who God is and more so when practiced by those who have faith in Him. It is His purpose for the leaders to have teamwork spirit. In so doing they will be strong, successful, achieve goals and reflect the character of God. In the next section the researcher will deal with the significance of teamwork spirit in the leadership.

Significance of Teamwork Spirit in Leadership

The group of Youth in the United States of America comment on Neh. 4:16, NIV as follows:

The workers were spread out along the wall, so Nehemiah devised a plan of defense that would unite and protect his people- half the men worked while the other half stood guard. Christians need to help one another in the same way because we can become so afraid of dangers that can't get anything done. By looking out for, we will be free to put further efforts, confident that others are ready to offer help when needed. Don't cut yourself off from others; instead join together for mutual benefit. You need them as much as they need you.¹

From the comment just given, it is clear that where there is teamwork spirit, there is assurance of defense and protection. Team members devote themselves helping one another. There is a mutual benefit when the team members join together. It is necessary for workers to join hands together, work and move together for the accomplishment of the task before them.

Among Committee Members

Committee members of a certain institution or organization have an important responsibility to carry out. The group has a special task or common purpose of which it has to accomplish. This can only be done in the most effective way if the team has

¹ *Life Application Bible* (Wheaton, Illinois: Tyndale House, <http://www.tyndale.com> n.d. 20 September 2010), 962.

teamwork spirit. Harris W. Lee says, “Well-functioning teams experience open communication between members and within the team.”¹ When the committee members have teamwork spirit the important thing that should be remembered is that they will have open communication among themselves. The members will be open to each other. To accomplish the task placed in the hands of the team will be successfully achieved if the spirit of unity exists.

According to Ellen G. White, when the committee members will have the teamwork spirit, they will experience “spiritual health, have elevation of thought, nobility of character, and heavenly mindedness enabling them to overcome selfishness and evil surmising, and to be more than courageous through Him that loved them and gave Himself for them.”² Teamwork spirit is something that every committee member is called upon to cherish and practice. It is clear that when every member will cherish the same there will be spiritual health and elevation of thought and nobility of character. When this is fully realized among the committee members, the task given to them will be successfully accomplished. When addressing workers she said that, “our great need is unity, perfect oneness in God’s work.”³

When the committee members “keep their bond of union unbroken, when they press together in love and unity, the important thing the members will realize is the encouragement of one another to advance, each gaining courage and strength from the

¹ Harris W. Lee, *Effective Church Leadership: A Practical Sourcebook* (Mountain View, CA: Pacific Press, 2003), 115.

² Ellen G. White, *Testimonies for the Church Vol. 9* (Mountain View, CA: Pacific Press, 1948), 188.

³ Ellen G. White, *Testimonies for the Church Vol. 6* (Mountain View, CA: Pacific Press, 1948), 300.

assistance of the others,”¹ says Ellen White. General Dick says, “Teamwork is important in the military, corporations, universities, marching bands, sports and in every home. Teamwork is a force multiplier and helps us do even greater things because of the strength in numbers pulling together.”² According to him, two are better than one.

It is clear that when the committee is united, that unity alone makes them pull together and move together. There is great success. Set goals are met and there is a building up and keeping up of the committee members.

Among the Laity

The laity especially the church elders play an important role in the conference. Much of the work in the conference is done by this team. In order for the team to work successfully for the accomplishment of the set goals, teamwork spirit has to prevail among the team members. General Dick states:

I am absolutely convinced that teamwork is essential. Teamwork can be defined as a group of people, large and small, pulling in the same direction to accomplish one or more tasks in a way that is beneficial to them and the organization they are representing.³

According to him, teamwork makes the organization function well. If the laity gives themselves completely to one another for the greater good, it will serve as a key to a strong team in the workplace. Eusebius Pamphili, bishop of the Caesarea (AD

¹ Ellen G. White, *Testimonies for the Church Vol. 7* (Mountain View, CA: Pacific Press, 1948).

² Brig. General Dick Abel, *The DNA of Leadership: Leadership is All About People* (Mustang, Oklahoma: Tate Publishing, 2008), 86.

³ Brig. General Dick Abel, *The DNA of Leadership: Leadership is All About People* (Mustang, Oklahoma: Tate Publishing, 2008), 84.

315) stated the following about penetration of Christianity into the corners of the Roman Empire;

Thus, then, under celestial influence and co-operation, the doctrine of the Savior, like the rays of the sun, quickly irradiated the whole world.... Throughout every city and village, like a replenished barn of flour, churches are rapidly found abounding, and filled with members from every people.¹

According to him, influence and co-operation between the Christian members resulted in growth and penetration of Christianity in the Roman Empire. The only way work can grow rapidly in any organization is when members of that organization have teamwork spirit.

Teamwork spirit creates the “posture of interdependence”² among the laity. As the laity team up together, “God’s work will be a complete symmetrical whole,”³ Ellen White says. It is clear from the quotations just written above that teamwork spirit is important. When the laity cherishes and practices it, greater achievement of the organization will be realized and its work will be complete. This one will be realized as true when the researcher will deal with chapter four. In the next chapter, that is, chapter three, the researcher will deal with the historical background of the Seventh-day Adventist Church in South Kenya Conference.

¹ Eusebius, *An Ecclesiastical History*, trans.Rev. C.F. Cruse (Samuel Bagster & Sons 1867), bk II, ch. 11., 72.

² James C. Fanhagen, *Mutual Ministry* (New York: Seabury Press 1997), 103.

³ Ellen G. White, *Testimonies for the Church Vol. 8* (Mountain View, CA: Pacific Press, 1948), 183.

CHAPTER 3

CONFERENCE LEADERSHIP HISTORY

Geographical Location

South Kenya Conference of the Seventh-day Adventist Church initially known as South Kenya Mission Field is located in the western part of Kenya in Nyanza Province and southern part of Rift Valley Province. Initially it covered two former government districts namely Kisii and Narok. In 1995 it was divided into South Kenya and Nyamira Conferences. After the sub-division the current South Kenya Conference covers the current Gusii and Narok Counties. South Kenya Conference was established as a Mission Station in 1912. In 1947 it was reorganized as Mission Field, and in 1980 it was further reorganized as a Conference. In 1995, it was subdivided into Nyamira and South Kenya Conferences. The Conference now borders Kenya Lake Conference in the West, Ranen Conference in the South, Nyamira Conference in the North West, Central Kenya Conference in the North and Tanzania in the South East.

Historical Background

In 1906 the Adventist missionaries settled in Gendia (Kendu Bay). Carscallen, one of these first missionaries made every effort to visit Gusii land from Gendia using a bicycle. Pastors Moronya and Sinkira, South Kenya Conference Adventist historians state that, “whenever Carscallen visited the Gusii land, he was given a small house in which to sleep and he made it his base for visitation. Despite the challenges, hardships

and barriers, the Gospel was spread so fast by the use of the colonially African hired chiefs.”¹

The South Kenya Mission which was established in 1912 was affected between 1914 and 1918 by the First World War. After 1918, the work picked up again.

The missionaries used education as the key in the hand of religion to enter and disarm cultures and traditions of ignorance and hostility among the natives of Africa who were ever fighting each other. They taught the people the three Rs, namely Reading, Writing and Arithmetic. This paved way for the spread of the Gospel.

According to them, “The Luo brethren enrolled into camps for the study of the three areas and from there they led J.D Baker to open Wire Hill Station. Then from there they entered into interior places.”² As the work was opened among the Abagusii People, evangelist Yakobo Orwa (a Luo) remained in charge in Gusii land and was criticized by a few elders who knew Dholuo language. The very first ten (10) converts to be baptized were; The late Paul Nyamweya, Yusuf Simba, Mariko Nyasimi, Musa Nyandusi, Daniel Kiondi, Joel Araka, Yohana Omboga, Samuel Omoke, Ibrahim Ombega and Matayo Ratemo. All the first nine came from Nyaribari clan and the last one came from Bobasi clan.

Though education was given priority among the Abagusii community, it paved way for the Gospel to spread rapidly. The gospel spread into Maasai land. Nemuel Makoyo was the first pastor to be stationed there in 1937. Joshua Nyakeriga was sent there as a teacher evangelist and worked very well with the Maasai community in the

¹ H. Moronya, D Sinkira, *History of the Adventist Church in Gusii and Maasai* (Kisii, Kenya: Oak Computer Center, 2006.), p, 3.

² *Ibid*, p.3

same year. Pr. Stevenson Maturi was also posted to the same place as a teacher evangelist in 1940 but did not work there for so long. The late Daniel Batura became the first Maasai convert in 1936 and the first Maasai pastor. Prior to his conversion, he visited the late Senior Chief Musa Nyandusi in 1933 and was impressed by the way the Christians were dressed in white clothes.

From the membership of ten who became the first baptized converts, the Conference church membership now stands at one hundred and fifty thousand two hundred and twenty one (150,221) church members. In August, 2012 the Conference celebrated one hundred (100) years of the presence of the Adventist church in both Gusii and Maasai territories. Despite the fact that the conference has been having ups and downs, God has blessed it for the upward trend both financially and church membership though not to the expectation.

“Under the Principal Warlad, the following were sent from Nyanchwa base to train as pastors in two year training; Pr. Abel Nyakundi, Pr. Zephaniah Machoka, Pr. Ibrahim Oirere and Pr. Jeremiah Omwenga. From the four pastors who became the pioneers in the Adventist church in South Kenya Conference, there are eighty two pastors excluding those in Nyamira Conference.”¹

In the following sections the researcher is going to show the Conference’s leadership trend, growth, challenges and the results thereof.

The table below shows the list of individuals that have been the leaders of the conference since its inception.

¹ The Ministerial Secretary, *Pastors Records: (South Kenya Conference, 2011)*.

Table 1. Conference leadership trend¹

SOUTH KENYA MISSION FIELD AND CONFERENCE SINCE 1912-2012				
	NAMES OF LEADERS	TIME IN OFFICE	HOMELAND	YIL
I	AS A MISSION STATION	1912---1946		
1.	Pr. I.R. Evanson	1912---1914	England	3
II.	WORLD WAR II	1914---1918		
2.	Pr. L.E.A Lane	1918---1920	England	3
3.	Ev. Jacob Olwa	1918---1925	Karachuonyo	7
4.	Pr. E. Beavon	1920---1930	Canada	11
5.	Pr. Gilbert A. Lewis	1930---1943	England	14
6.	Pr. Conrad J. Hyde	1944---1946	Germany	3
III	AS MISSION FIELD	1947---1980		
7.	Pr. K.G. Webster	1947---1955	England	9
8.	Pr. Hancomb	1955---1956	England	2
9.	Pr. G. Fred Thomas	1957---1960	England	4
10.	Pr. Abram Oirere Nyambasora	1961---1962	Kitutu	2
11.	Pr. Elizaphan Maobe Nyamweya	1963---1964	Nyaribari	2
12.	Pr. Christopher Odera	1965---1968	Migori	4
13.	Pr. Hezron Kenani Kengara	1969---1971	Nyaribari	3
14.	Pr. Peter Chief Mairura	1972---1980	Nyaribari	9
IV.	AS A CONFERENCE	1981 TO DATE		
15.	Pr. Stephenson M. Maturi	1981---1982	Bassi	11/2
16.	Pr. Nathan Ong'era Ogeto	1982---1989	Kitutu	71/2
17.	Pr. Peter Chief Mairura	1989---1997	Nyaribari	9
18.	Pr. Joel Okindo Ndege	1998---2000	Majoge	3
19.	Pr. James Nyandiko Omwenga	2001---2005	Bassi	5
20.	Pr. Samuel Mose Makori	2005---2006	Majoge	1
21.	Pr. Obed Nyamache Nyambane	2006---2010	Nyaribari	4
22.	Pr. Jonathan Maangi	2011 to DATE	Nyaribari	---

From the table shown above, the missionaries from England took a longer period of time to lead the conference than those from other places. The average number of years of leadership has been about 41/2 years. Next are some of the areas that were practiced that affected the conference growth.

¹ Pastors Harrison Moronya, Daniel Sinkira and Sospeter Mariera- Personal Interview 2011.

The Spirit of Clanism

After the white missionaries and the Luos left our region, what was left behind was the spirit of clanism which was not felt much before this. The major clans were North Mugirango, Kitutu, Nyaribari, Wanchare, Bassi, Bomajoge, South Mugirango. Pr. Stephenson Maturi states that, “When sessions came people did not want to look for potential leaders. Each clan wanted to have a person of their own to lead. So whatever clan that won the contest, other clans started to fight against its leadership. Even if the person led well so long as he didn’t belong to one’s clan, his work could not be appreciated. Other clans could go as far as withholding their tithes and offerings. In that way, the church could not grow well.”¹

The Spirit of Tribalism

Pastors Harrison Moronya and Daniel Sinkira stated that:

When the white missionaries came into our territory, the reception from our people was good. Even when our people accompanied them, they enjoyed working together for the spread of the gospel. It was around late 1960’s when the spirit of tribalism started. The Abagusii people felt that it was not good to be led by a person from another tribe and the Luo community felt the same. This killed the morale of working together as brothers in the same vineyard. To some degree the work of spreading the gospel was affected.²

The Spirit of Class/Status

The spirit of class/status has been a disease among the leaders especially the clergy. Around 1970’s there arose a spirit that drew division between the old ministers and young ministers to the extent that they could not listen to each other. The division

¹ Pr. Stevenson Maturi- Personal interview, November 2011.

² Pastors Harrison Moronya and Daniel Sinkira Personal Interview, November 2011.

between the learned and those who were not also arose. Unfortunately, these kinds of divisions were brought to the attention of the church members. This brought a setback to the growth of God's work within the region. When the researcher asked the causes for the divisions, Pr Gibson Motari the then young minister but now retired said that, "The old ministers complained that the young ministers were looking down upon them because of education differences"¹ Pastor Harrison Moronya by then old minister said that, "The old ministers did complain, but it was a mere suspicion."² Instead of the ministers complementing one another, they were competing with one another.

The State of Spiritual Immaturity

All the things mentioned above clearly shows that there was spiritual immaturity among both the ministers and the laity. The late Elder Robert Pierson quotes:

Spiritual leadership comes by the power of the Holy Spirit. It comes through prayer, tears and confession of sin. It requires a great deal of heart-searching and sacrifice. But only as we become spiritual workers can our leadership deliver the spiritual impact so important to success.³ Noah was a man of deep spiritual perceptions. He "walked with God" (Gen

6:9 NIV). This is what our people lacked. The absence of spiritual life leads to many things that hinder the spread of the Gospel. When the leadership is in this condition, they can hardly work together for the great purpose. Rick Warren says, "People

¹ Pr. Gibson Motari, Personal Interview November 2011.

² Pr Harrison Moronya, Personal Interview November 2011

³ Robert Pierson, *So You Want to Be a Leader* (Hagerstown,MD: Review and Herald, 1996,),18 19.

working together for great purpose don't have time to argue over trivial issues.”¹ As a result, the following things were experienced among the ministers, the church elders, and even the church members.

Results of Lack of Teamwork Spirit

In the previous section, the researcher dealt with the things that both the ministers and the church elders practiced and made the spread of the gospel message move slowly. In this section the researcher shows what came out as a result of such behavior. According to pastors Harrison Moronya, Daniel Sinkira, and Gibson Motari, the following were the results thereof due to the challenges discussed above:

Gossiping

The practice of talking ill of each other became rampant among the ministers and the church elders. The ministry became so weak to the extent that they disclosed the shortcomings to their church members. This kind of practice led the growth of the church in all areas to have slow upward trend.

Independence

Because of the infighting and gossiping among the said groups above, every individual made a decision to work independently. There was no desire for working together as a team and as a family of God. The spirit of togetherness and teamwork to some degree was gone. Thus the work of spreading the gospel to other areas did not move as expected.

¹ Rick Warren, *The Purpose Driven Church: Growth without Compromising Your Message and Mission* (Grandrapids, MI: Sondarvan, 1984), 86.

Hindrance to God's Cause

The things done by both the ministers and church elders served as a hindrance to God's cause. To some degree, it killed the morale of giving among the members. The spirit of desiring to work earnestly for the Lord became so minimal to the extent that the intended goals were not easily achieved. The efforts of the leadership and ministers were not cost effective because of the stated behaviors which were practiced by them. However, there is some improvement, but not according to the expectation.

Minimal Consultations

It is the order of heaven that those who work for the Lord are to team up together, work together and consult together for the achievement of the common goal. Unless this is done, the Lord's cause will yield minimal results. Because of the reasons mentioned in the previous sections, both the leadership/ministers and the laity have minimal consultations and the work is not moving as expected. This has made the researcher to come up with strategies that can enhance teamwork spirit among the ministers and the church members in South Kenya Conference for furtherance of God's cause.

CHAPTER 4

PROGRAM DEVELOPMENT, IMPLEMENTATION AND EVALUATION

This chapter deals with the preparation of the program development, its implementation and evaluation.

The Programme Design

The researcher developed this program to be implemented within the South Kenya Conference region with an intention of reviving teamwork spirit among the leadership at all levels. This will facilitate the rapid growth of the region in all its phases. The program was implemented in successive phases from 17th September, 2010 to 31st December, 2011 as depicted below:

Topic: Call for Leaders

Duration: One month

General Objectives: To challenge the leaders on the need for strong leadership.

To introduce the ministers and the elders to the Christ-like leadership thus demonstrating the functional competencies that permit effective leadership to take place.

Specific Objectives

1. To discover the biblical truth about leadership and challenges that affects the same.

2. To challenge the ministers that strong leadership requires integrity, spirituality and vision.
3. To explore the biblical principles that account for strong leadership.
4. To challenge the leadership that total dependence on the influence of the Holy Spirit is of paramount importance.
5. To introduce the ministers to understand fully the Adventist Church's position on the role of the minister.
6. To explore on the selected biblical images of Spiritual Leadership.
7. To challenge both the ministers and the elders that they are stewards of the Chief Steward, Christ Jesus, and they are called upon to work together in unity in His vineyard.
8. To appeal to the leaders to accept that strong leadership is important and that it is God's desire that they be tuned towards it.

Topic: A Christian Leader's Need

Duration: Two weeks

General Objectives: To call upon the ministers and church elders and challenge them to understand that Christian leadership requires a desire to have the knowledge of the Lord.

To explore both the biblical and the Spirit of Prophecy principles on Christian leadership

Specific Objectives

1. To challenge the ministers and church elders to understand fully their daily needs as Christian leaders.

2. To challenge the ministers and church elders on their need of the Holy Spirit for empowerment as they lead God's people.
3. To make them understand that they can hear God's voice only through the Holy Spirit.
4. To challenge the ministers and church elders to know that the prerequisite for the reception of the Holy Spirit is humility, and that they are qualified by Him (the Holy Spirit) and that He calls them regardless of gender, education or experience.
5. To challenge the ministers and church elders that there is need for character development, Bible study and prayer.

Topic: The Leader and Evangelism

Duration: One and a half months

General Objectives: To challenge the ministers and church elders to understand that the greatest purpose for God's church on earth is Soul-Winning.

To challenge the entire leadership of the church to understand the biblical Principles of Soul-Winning.

Specific Objectives

1. To lead the ministers and church elders to understand some of the obstacles that affect Soul-winning activities.
2. To highlight ways and means of getting rid of the stated obstacles.
3. To bring into notice of the ministers and church elders the consequences of minimum Soul-winning activities.

4. To challenge them to understand that unless and until they are united, seeking to know the will of the Lord and move forward as a united front they can achieve nothing as far as the work of Soul-Winning is concerned.
5. To lead them to know that God's purpose for them and for the entire church is to bring as many souls as possible into the fold and prepare them for His soon return.
6. To let them understand that they are there for a purpose and God's work will not be accomplished on earth unless and until they are united and move forward under the influence of the Holy Spirit for its accomplishment.

Topic: Unity among Leaders

Duration: Two months

General Objectives: To explore what the Bible says about unity and to challenge the leaders to practice biblical unity among them for the enhancement of the Lord's cause.

To explore these obstacles that affect the unity that exists among the leaders, and to challenge them to avoid these obstacles.

Specific Objectives:

1. To explore the elements that account for the unity among leaders and to challenge them to accept and practice them.
2. To challenge the leaders that unity among themselves is godly and will serve as an example for the rest of those whom they lead.

3. To call upon the leaders to desire and struggle for unity in order to gain strength as they serve God's people since unity is strength
4. To call upon the leaders to have unity among themselves for the members will emulate them.
5. To challenge the leaders to foster unity among themselves and those whom they serve.

Topic: The Leader and Spirituality

Duration: One Month

General Objectives: To challenge the leadership that the absence of spirituality among them is the main cause of lack of teamwork among themselves.

To show that spirituality is important especially to those who have been called to serve God and call upon them to grow spiritually for the enhancement of God's cause.

Specific Objectives:

1. To explore what the Bible says about spirituality and call upon the leadership to respond positively and tune their lives towards it.
2. To encourage the leaders that teamwork spirit can only be realized among themselves as they walk in the life of spirituality.
3. To encourage leaders that devotional life accounts for one's spirituality through Bible study and prayer.
4. To explore the spiritual activities that enhances the growth of spirituality and call upon leaders to practice them.

5. To call upon the leaders to have spiritual fellowship that will strengthen their spirituality and produce strong teamwork spirit.
6. To call upon leaders to do the work of Christian witnessing for it is one of the ingredients for spiritual growth.

Implementation of the Programme

It was imperative for the researcher to seek authority from the Executive Committee of the South Kenya Conference of the Seventh-day Adventist Church. The letter of authority was granted. Hence the researcher sought authority from the local ministers in the districts within the South Kenya Conference region to allow him implement the program for the leaders both in their Station centers and District centers. The ministers were requested to create forums for implementation of the program and they were requested to participate in its implementation. The training of the leaders was carried out with the help of the proposed project.

Topic: Call for Leaders

Target Group: Clergy and Elders

Duration: October 2010

Objectives: To challenge both the ministers and the church elders to be aware of the demand for strong leadership.

To introduce both the ministers and the church elders to the leadership of Christ-like character that demonstrates the functional competencies that permit effective leadership to take place.

Topics: Call for Leaders

Biblical truth about strong leadership

The challenges that affect leadership
Integrity, spirituality and vision
Dependence on the influence of the Holy Spirit
Adventist church position on the role of the clergy

Biblical images of Spiritual Leadership

A leader as a Shepherd
A leader as a Watchman
A leader as a Servant
A leader as a Priest
Leaders as Stewards
Christ the Chief Steward
Working together in his vineyard'

Resolution: That both the clergy and the elders were to go back to their churches to train and demonstrate what they had learned before the church members. This was to assist the church members to be aware of the demand for strong spiritual leadership that could enhance the rapid growth of God's church.

Topic: A Christian Leader's Need

Target Group: Local Church Leaders

Duration: November 1-15, 2010

Objectives: To challenge church leaders to understand that Christian leadership requires a desire to have the knowledge of the Lord.

To explore both the biblical and Spirit of Prophecy principles on the Christian leader's need and call upon the church leaders to emphasize on the same to their local church members.

Topics: A Christian Leader's Need

The leader's daily needs
The leader's need for the Holy Spirit
Reasons for the need of the Holy Spirit
Prerequisite for the reception of the Holy Spirit

The Leader's Need for Character Development

Need for Bible study and Prayer
Need for selfless life
Need for helping others

Resolution: That both the ministers and church elders were to bear the responsibility of demonstrating and training members to be aware of what the Christian Leaders need was and challenged the members to direct their lives towards that as they endeavored to serve God.

Topic: The Leader and Evangelism

Target Group: Local Church Leaders

Duration: Starting April 1st to May 15th, 2011

Objectives: To challenge the ministers create awareness among the local church leaders that soul-winning is the greatest purpose of God for His church.
To call upon the ministers to put their efforts to explore the biblical principles on soul-winning and present the same to the local church leaders.

Topics: The Leaders and Evangelism

God's ultimate purpose for His church
The leader and evangelism inseparable
Understanding God's will
Obstacles that affect Evangelism

Consequences of Minimum Soul-winning

Minimum church membership growth
Minimum tithes and offerings
Failure to accomplish God's will

Requirements for effective Evangelism

The leader's commitment to the work of evangelism
Seeking the Holy Spirit for guidance
Call for unity among leaders

Resolution: That the ministers were to take the work of evangelism seriously as the highest responsibility given to them by God Himself and that they were to create awareness of this great responsibility to church leaders.

Topic: Unity among Leaders

Target Group: Both clergy and local church leaders

Duration: October 2011

Objectives: To trace the origin of Unity, its significance for the church leadership

Topics: Unity among leaders

- Biblical unity
- Obstacles that affect unity
- Things that account for unity

The significance of unity

- Unity and strength
- An example to the believers
- Rapid growth for the Lord's cause

Resolution: The ministers were encouraged to go back to their local churches to promote unity among the church leaders. This was to enable the leaders to work together in unity for the rapid growth of God's work in all its phases.

Topic: The leader and Spirituality

Target Group: Local church leaders

Duration: November and December 2011

Objectives: To challenge the local church leaders that spirituality is important and that unity can be brought into effect by leaders who are spiritual.

Topics: The leader and spirituality

The spiritual life of a leader

Practice of spiritual activities

Unity and Spirituality

Spirituality enhances unity

Spirituality and church growth

Spirituality ingredient of Teamwork

Resolution: That the ministers were encouraged to promote spirituality among the local church leaders. This was to encourage the leaders to have a devotional life for both their spiritual growth and for the spiritual growth of the church membership.

Presentation of Results

This section has been put in place with the purpose of giving a report and analyzed data from the respondents. The respondents of these analyzed data were mainly the clergy and local church leaders. The responses given in this report are presented in both tables and descriptive forms based on the questionnaire of the research on this paper set before them.

Respondents' view of leadership at all levels in South Kenya Conference

Table 2. Spiritual life of leadership

Item	Response	Frequency	Percentage
The spiritual life of the leadership at all levels in South Kenya Conference	1. Excellent	22	3.5%
	2. Very good	85	13.5%
	3. Good	243	38.7%
	4. Fair	152	24.2%
	5. Poor	42	6.7%
	Undecided	84	13.4%
	Total	628	100%

Table 1 show the response of the 628 respondents when they were asked on how they viewed the spiritual life of leadership in South Kenya Conference. It was found that most of the respondents, 243 (38.7%) said that the spiritual life of the leadership in South Kenya Conference was good.

Table 3. Commitment life

Item	Response	Frequency	Percentage
The Commitment life of leadership at all levels in South Kenya Conference	1. Excellent	92	14.7%
	2. Very good	96	15.4%
	3. Good	233	37.1%
	4. Fair	161	26.6%
	5. Poor	36	5.7%
	Undecided	10	1.6%
	Total	628	100%

Table 3 above presents findings when the respondents were asked about the commitment life of the leadership in South Kenya Conference. In this case it was found out that most respondents, 233 (37.1%), felt that the commitment life of the leadership at all levels in South Kenya Conference was good.

Table 4. Devotional life

Item	Response	Frequency	Percentage
The Devotional life of the leadership at all levels in South Kenya Conference	1. Excellent	34	5.4%
	2. Very good	94	15.0%
	3. Good	221	35.2%
	4. Fair	194	30.9%
	5. Poor	42	6.7%
	Undecided	43	6.8%
	Total	628	100%

Table 4 shows how the respondents viewed the devotional life of the leadership at all levels in South Kenya Conference. Most of the respondents, 221 (35.2%) viewed the devotional life of the leadership at all levels in South Kenya Conference to be good.

Table 5. Responsible leadership

Item	Response	Frequency	Percentage
The responsible leadership at all levels in South Kenya Conference	1. Excellent	40	6.4%
	2. Very good	89	14.2%
	3. Good	237	37.7%
	4. Fair	154	24.5%
	5. Poor	54	8.6%
	Undecided	54	8.6%
	Total	628	100%

As shown above, the table 5 clearly depicts how the respondents viewed the responsible leadership at all levels in South Kenya Conference. Most of the

respondents, 237 (37.7%) viewed that the responsible leadership at all levels in South Kenya Conference to be good.

Table 6 Visionary leadership

Item	Response	Frequency	Percentage
The leadership at all levels in South Kenya Conference was visionary	1. Excellent	33	5.3%
	2. Very good	77	12.3%
	3. Good	189	30.0%
	4. Fair	137	21.8%
	5. Poor	65	10.4%
	Undecided	127	20.2%
	Total	628	100%

When the respondents were asked on how they viewed the visionary leadership at all levels in South Kenya Conference, they responded as shown in the table 6 above. Most of the respondents, 189 (30.0%) viewed the visionary leadership at all levels in South Kenya Conference to be good.

Table 7. Teamwork spirit

Item	Response	Frequency	Percentage
The leadership at all levels in South Kenya Conference had teamwork spirit	1. Excellent	32	5.1%
	2. Very good	82	13.1%
	3. Good	196	31.2%
	4. Fair	172	27.4%
	5. Poor	70	11.1%
	Undecided	76	12.1%
	Total	628	100%

Table 7 clearly shows how the respondents viewed the teamwork spirit of the leadership at all levels in South Kenya Conference. It was found out that most of the respondents, 196 (31.2%), viewed the teamwork spirit of the leadership at all levels in South Kenya Conference to be good.

Table 8. United leadership

Item	Response	Frequency	Percentage
The spiritual life of the leadership at all levels in South Kenya Conference	1. Excellent	32	5.1%
	2. Very good	78	12.4%
	3. Good	234	37.3%
	4. Fair	154	24.5%
	5. Poor	59	9.4%
	Undecided	71	11.3%
	Total	628	100%

The unity of the leadership at all levels in South Kenya Conference was viewed by the respondents as shown in the table 8 above. From the table, it was found out that most of the respondents, 234 (37.3%), viewed the unity of the leadership at all levels in South Kenya Conference to be good.

Table 9. United in purpose leadership

Item	Response	Frequency	Percentage
The leadership at all levels in South Kenya Conference was united in purpose	1. Excellent	30	4.8%
	2. Very good	89	14.2%
	3. Good	217	34.6%
	4. Fair	165	26.3%
	5. Poor	43	6.8%
	Undecided	84	13.3%
	Total	628	100%

The respondents view on the unity in purpose of the leadership at all levels in South Kenya Conference was as shown in the table 9 above. From the above results, most of the respondents, 217 (34.6%), viewed the unity in purpose of the leadership at all levels in South Kenya Conference to be good.

From tables 2 to 9 most of the respondents said that the leadership in South Kenya Conference was good, followed by those who said that it was Fair 136 (25.78%). Those who said that the leadership was very good were 86 (13.98%) while those who said that it was Poor were 47 (8.2%). Those who said that the leadership was excellent were 33 (6.3%). Finally, 62 (10.9%) respondents did not participate.

In tables 10 below, each respondent chose one of the ten outlined causes why leadership was not doing well.

Table 10. Factors that affect the leadership

Item	Frequency	Percentage
1. Lack of devotional life among the leaders	105	16.7%
2. Lack of consultations within the leadership	117	18.6%
3. Lack of commitment to the work	78	12.4%
4. Love for the world more than work	51	8.1%
5. Struggle for positions	45	7.2%
6. Gossiping among the leadership	30	4.8%
7. Lack of vision among the leaders	21	3.3%
8. Poor communication among the leadership	18	2.9%
9. Tribalism, nepotism, and status quo among the leadership	33	5.3%
10. Lack of transparency and accountability	32	5.1%
11. Undecided	98	15.6%
Total	628	100%

Table 10 above shows the causes that affect the leadership in South Kenya Conference as it was given by the respondents. From the results above, it was found the most of the respondents, 117 (18.6%), felt that there were no consultations among the leadership in South Kenya Conference. Lack of consultations recorded the highest number of respondents.

In table 11 below, each respondent chose one of the ten proposed ways that should be implemented to improve the leadership for the betterment of Gods' cause in South Kenya Conference.

Table 11. The way forward

Item	Frequency	Percentage
1. Encourage devotional life among the leaders	123	20.4%
2. The spirit of independence should be discouraged	121	19.3%
3. To conduct regular leadership seminars	97	15.4%
4. To encourage regular leadership fellowships	66	10.5%
5. When it comes to elections, the Spirit of God should be in control.	51	8.1%
6. Teamwork spirit should be encouraged	40	6.4%
7. Consultation should be seen as important among leadership	31	4.9%
8. The leadership should be encouraged to be transparent and accountable	29	4.6%
9. The spirit of clanism, tribalism and social classes should be discouraged	27	4.3%
10. The leadership should understand their high calling	23	3.7%
11. Undecided	15	2.4%
Total	628	100%

From the results in table 11 above, most of the respondents, 123 (20.4 %) felt that encouraging the devotional life among the leaders could be the most preferred way forward and was closely followed by discouraging the spirit of independence at 121 (19.3%).

The respondents felt that it was imperative for the leadership in South Kenya Conference to take up the recommendations for implementation. This would bring teamwork spirit among them. They could gain strength for the cause of God. Further, the progress of God's work could grow faster in all its phases that pertain to it.

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

South Kenya Conference, of the Seventh-day Adventist church by 2010 had one hundred and twenty six thousand members. The conference has been in existence for almost one hundred years. Church membership growth, giving of tithes and offerings and other developments has been on the lower side. The problem has been lack of strong teamwork spirit among the leadership. This made the researcher to establish the root cause which produced the lack of teamwork spirit and then came up with possible solutions that would enhance teamwork spirit.

The researcher gives in detail what leadership is, and what the Bible, Ellen G. White and other writers say about leadership. Further, the researcher gives what teamwork spirit is, what the Bible, Ellen G. White and other writers say about it.

In the historical background, the researcher has given how the conference started, its leadership and the causes that have been affecting its rapid growth. Things like infighting, gossiping, independence, clanism and tribalism have been the contributing factors to the setback of its development.

The researcher came up with the program development, its implementation of the targeted leadership and its evaluation. The evaluation done showed that South Kenya Conference leadership was just on the average (Good).

Conclusion

The following conclusions can be drawn from the study. Leadership in South Kenya Conference can revive teamwork spirit among the leaders at all levels. This will facilitate the rapid growth of the region. The spiritual life of the leadership at all levels in South Kenya Conference is good, and so is their commitment to teamwork. Majority of leaders have a good devotional life and that they are visionary in terms of developing the teamwork spirit. The spiritual life of the leadership at all levels in South Kenya Conference is equally good and leaders are united.

Factors that can be conclusively be said to contribute to poor team spirit among leaders included lack of communication and transparency besides struggles for positions. The study therefore gives away forward that leaders in the conference should above all understand their high calling.

Recommendations

The origin of leadership comes from God. Any successful leadership must depend upon Him. The researcher recommends that the South Kenya Conference leadership at all levels should depend upon God for focused and successful leadership for the enhancement of His work.

God is a team player. From the biblical point of view, He does not work alone. It is His nature to work together with a purpose. The researcher recommends that the leadership at all levels in South Kenya Conference should desire to be indwelt by the same spirit so that they can work together harmoniously for the success and progress of God's Cause within the region.

South Kenya Conference leadership should give more emphasis on shared authority and a mutual ministry encouraging its members “to move from a posture of dependence to that of interdependence”¹ as James C. Fanhagen says.

South Kenya Conference of the Seventh-day Adventist Church as one of the sister conferences of the World Church has a potential for growth in all areas that pertain to it. Let the entire leadership understand the biblical principles of leadership and teamwork spirit. They both should promote and live it out. The church members do not have any problem. They will just accept what their leaders say and do. Then they will do the same, thus enhancing the development/growth of the conference.

As one goes through the brief historical background in chapter three, it is clear that the spirit of clanism, tribalism and class/status affected greatly the smooth growth of the conference. The researcher recommends that the leadership of the conference (South Kenya Conference) should learn from the past mistakes and endeavor to run away from them and do the necessary for the smooth running of God’s work in the region. The spirit that led the pioneers to be united and had one purpose should be the same spirit leading the current leadership of the South Kenya Conference organization.

The researcher recommends that the program development given in chapter four should be implemented by the entire leadership of the conference. From the evaluation done by the researcher, it was clear that the leadership in South Kenya Conference was good. The researcher recommends that the leadership should climb higher in all its phases that pertain to it. Revival seminars on leadership and teamwork

¹ James C. Fanhagen, *Mutual Ministry* (New York: Seabury Press 1997), 103.

spirit should be done regularly. This will enhance both good leadership and strong teamwork spirit among the leadership in South Kenya Conference for the rapid growth of God's work within the region.

The researcher recommends the program development to be implemented not only by the leadership in South Kenya Conference but also by other Conferences and fields within East African Union of the Seventh-day Adventist church.

APPENDIX A

PROJECT MATERIALS

Presenter: Pastor Obed Nyamache Nyambane

Target Group: The clergy and the elders

Duration: Two Days

Event: One month sub-inter station Training

Venue: The thirteen Sub-station centers of South Kenya Conference

Time: November 2010

Objective: To challenge both the clergy and the elders to be aware of the demand for strong leadership. To introduce both the elders and the clergy to the leadership of Christ-like character that demonstrates the functional competencies that permit effective leadership to take place.

CALL FOR LEADERS

Biblical Truth about Leadership

When God called Joshua, He told him to be “strong” and “courageous”(Joshua 1:6).

George Barna in his research paper said that “the central conclusion is that the American church is dying due to lack of strong leadership...” The church actually is losing influence. The primary reason is lack of strong leadership; nothing more important than leadership.

The Challenge that affect Leadership

- The spirit of Egoism

- The spirit of independence
- Lack of strong relationship with God
- Lack of understanding
- Clanism, nepotism, tribalism, gossiping etc.

Integrity, Spirituality and Vision

- Integrity –A man called by God must have integrity.
 - It confirms our authenticity, honesty, sincerity and reliability
 - It builds trust in a leader
 - It is wholeness and completeness
- Spirituality- A man called by God must be spiritual
 - Must have Christ like character
 - Must depend on the Holy Spirit’s guidance
 - Must be a Bible student and a man of prayer
- **Vision** - A man called by God must be visionary
 - Vision generates fire in the heart
 - Vision makes things happen

Adventist Church’s Position on the Role of the Clergy

“God has a church, and she has divinely appointed ministry... Men appointed of God have been chosen to watch with jealous care, with vigilant perseverance, that the church may not be overthrown by the evil devices of Satan, but shall stand in the world to promote the glory of God among men.”

Ellen G. White TM. pp. 52, 53.

Biblical Images of Spiritual Leadership

- i. Priests – who came from specific clan

- Proper dressing, deportment and lifestyle were the requirements. Read Hosea 4:9; Isaiah 52:11; Exodus 39:30
- ii. Shepherd –takes care of the sheep that are vulnerable to ravenous wolves.
 - Acts 20:28; 1 Peter 5:2,3
 - Should shepherd like Christ John 10:10
 - Feed both the lambs and the sheep John 21:15-17
- iii. Watchman – carries nuances of vigilance and warning of impending danger.
 - Ezekiel 33:7.
- iv. Servant – A major theme in the life and teaching of Jesus. Matt. 20:26;
 - Mark 10:43; Luke 22:26
- v. Steward – has nuances of authority without superiority
 - Called to be faithful 1Cor 4:3
 - To act on behalf of the owner
 - Calls for supreme love to God. Mark 12:30; Luke 10:27

Conclusion

“The setting apart of men for the sacred work of the ministry should be regarded as one of the most vital concerns of the church. The spiritual growth of God’s people, their development in the virtues of Christ as well as their relationship to one another as members of His body, are all closely bound up with and in many respects dependent upon the spirituality, efficiency, and consecration of those who minister in Christ’s stead.” See GC Working Policy. L35 05, 369

Presenter: Pastor Obed Nyamache Nyambane

Target Group: Local Church Leaders

- Duration:** One Day
- Event:** Two weeks inter-station Training
- Venue:** Station centers
- Time:** November 1-15, 2010
- Objective:** To challenge both the leaders (elders) to understand that Christian leadership requires a desire to have knowledge of the Lord. Hence to explore both the biblical and Spirit of Prophecy principles on the Christian leader's Need.

A CHRISTIAN LEADER'S NEED

The Leader's Daily Needs

- The Bible says that the daily need of a Christian leader is "knowing Christ Jesus my Lord" (Phil 3:8). Paul further states that, "I want to know Christ and the power of His resurrection and the fellowship of sharing in His sufferings, becoming like Him in His death... to attain to the resurrection from the dead" (Ibid Vs 10, 11 NIV).

Ellen G. White, in her view says, "the leader's greatest need is to know God and be led by the Holy Spirit."

The Leader's Need for the Holy Spirit

Why is it important for the leader to have the Holy Spirit?

- The leader receives empowerment from the Holy Spirit
- The leader hears the voice of God through the Spirit
- The leader's call is qualified by the Holy Spirit

Let's hear what the Spirit of Prophecy says, "Only those who wait humbly upon God who watch upon His guidance and grace is the Spirit given." See DA p.672.

- The prerequisite for the reception of the Holy Spirit is Humility.

The Leader's Need for Character Development

- The leader's integrity and character development are predicted on time with God in both Bible study and prayer. See 2Tim 2:6; 3:15-17. The Spirit of Prophecy says, "Guard jealously your hours of prayer and self examination. Set apart some portion of each day for a study of the scriptures and communion with God." See RH, 10 November, 1910.
- The leader's care for the poor develops character
- The leader's obedience in God, not in position, makes character. See PK. Pp 30, 31.

"There are many who urge with great enthusiasm that all men should have equal share in the temporal blessings of God. But this was not the purpose of the Creator. A diversity of condition is one of the means by which God designs to prove and develop character."
- The leader's character development is more essential than church business. 5T. p. 423.
- The leader's power, position and age do not guarantee holiness of character. RH. 26 July 1892.

Conclusion:

Christian leadership is so important. According to E. G. White's core values on leadership, to her, a true leader must be a recipient of the Holy Spirit and respond to the grace of God in his or her life. She believed that the human heart would never know happiness or real meaning until "it is submitted to be modeled by the Spirit of God," PH, 25 August 1896. She further stated, "The

way to become great and noble is to be like Jesus, pure holy and undefiled.”

E.G Estate, 1985, 48. If those in leadership positions reach at this state, leadership and teamwork spirit will be meaningful.

Presenter: Pastor Obed Nyamache Nyambane

Target Group: Local Church Leaders

Duration: One Day

Event: One and a half months Sub-station Local Church Leaders Training

Venue: Sub-station centers

Time: April 01- May 15, 2011.

Objective: To challenge both the clergy to create awareness among the local church leaders that soul-winning is the greatest purpose of God for His church, hence to call upon the clergy to put their endeavor to explore the biblical principles on soul-winning and present the same to the local church leaders.

THE LEADER AND EVANGELISM

God’s Ultimate Purpose for His Church

- Read the following biblical texts:
 - Matthew 28:19-20 “Therefore go and make disciples of all nations, baptizing them in the name of the Father, the Son and the Holy Spirit and teaching them to obey everything I have commanded you. And surely I am with you always, to the end of the age (NIV).

- Mark 16:15-16 “Go into the world and preach the good news to all creation. Whoever believes and is baptized will be saved, but whoever does not believe will be condemned.” (Ibid).
- Luke 24:47-48 “...and repentance and forgiveness of sins will be preached in His name to all nations, beginning at Jerusalem. You are witnesses of these things.” (Ibid).
- Acts 1:8 “But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth” (Ibid).

From the biblical point of view at Christ’s ascension the only important work He left behind for His church was the preaching of good news about the kingdom. That is why E.G White says, “The church is God’s appointed agency for the salvation of men. It was ordained for service and its mission is to carry the gospel to the world.” See AA p.9. She further said, “Evangelistic work, opening scriptures to others, warning men and women of what is coming upon the world, is to occupy more and still more of the time of God’s servants.” RH, Aug.2, 1906.

- It is clear that those in leadership positions should not separate themselves from evangelism or soul-winning activities.
- Doing the work of evangelism is, understanding God’s will.

Obstacles that Affect Soul-winning/Evangelism

- Lack of living connection with God
- Lack of understanding the Lord’s purpose for His church
- Lack of total commitment to the work of evangelism

- Lack of proper training of members on the work of evangelism
- Lack of facilities e.g. manuals and books that talk about evangelism

The work of evangelism will not be successful if there will be no living connection with God especially by leaders. Total commitment to the work of evangelism, proper training of members, understanding the will of the Lord and provision for manuals and books on evangelism will be the only solution for effective evangelism.

Consequences of Minimum Soul-winning

- When there will be minimum evangelism done the church will realize minimum growth/increase in church membership.
- The giving of tithes and offerings will be minimal and the finishing of God's cause will not be realized.
- God's cause will not be accomplished as expected.

Requirements for Effective Evangelism

Those whom the Lord has entrusted with the sacred work of evangelism should be committed to it. The life of commitment to the work of God is one of the best requirements that a leader should have.

The leader, in order for him to become effective in the work of evangelism, should seek the Holy Spirit for guidance. When led by the Holy Spirit, he or she will know the right thing to do, the right time to do it and how to do it.

Our God is a God of unity. Those who have been called to leadership positions by Him should be men and women who are united in and are willing to work together with one purpose. Thus the work of God will be done successfully and effectively.

Conclusion

God's purpose for His church has been and will ever be the work of evangelism. Though there are several obstacles that affect the work of evangelism, it is the work of the leaders under the guidance of the Holy Spirit to make sure that they have gotten rid of the obstacles. Total commitment to the work of evangelism, the desire for the Holy Spirit's guidance and unity among leaders are some of the basic requirements for effective evangelism.

Presenter: Pastor Obed Nyamache Nyambane

Target Group: The Clergy and Local Church Leaders

Duration: One Day

Event: One month inter Sub-station Clergy and Local Church Leaders Training

Venue: Sub-station centers

Time: October 01- 31, 2011.

Objective: To trace the origin of unity, its significance for the church leadership.

UNITY AMONG LEADERS

Biblical Unity

It is clear from the word of God that unity originates from Him. See the following examples.

- Genesis 1:26 God said "Let us make man in our own image and likeness."
- In the New Testament, in His prayer, Jesus said, "just as you are in me and I in you" John 17:20 NIV). He further said, "That they may be one as we are one" (Vs 22). Christ knew that unity will make the world "know and believe" that He was sent by His father (Vs 20, 23). So when the

leadership will remain united then those in the world will come to know and believe that they are called by God.

- In Paul's prayer or concluding remarks in the letter to the church of Corinth he said, "...be of one mind, live in peace" (2Cor 13:11 NIV). He further said, "May the grace of the Lord Jesus Christ, and the love of God and the fellowship of the Holy Spirit be with you all" (Vs 14). It is clear that from the Scriptures, unity starts from God Himself. That is why those who have been called by Him to lead His church should be united.

Obstacles that Affect Unity

- The Spirit of self-assertion.
- The Spirit of independence.
- The Spirit of clanism, nepotism, tribalism and class.
- The Spirit of gossiping.
- Lack of dependence on God.
- Lack of fellowship.

These and many others affect unity that should exist among leaders.

Things that Account for Unity

- The spirit of belongingness.
- Living connection with God.
- Studying the Scriptures and praying together.
- The spirit of fellowship and witnessing together.

The Significance of Unity

- Unity brings strength among leaders.

- Makes members even those in the world to know that the leaders are called by God.
- When there is unity of heart, there will be harmony of action upon the people.
- The work of God will be a complete symmetrical whole.
- Leaders will indeed be laborers together with God.

Conclusion

Unity is of God. It originates with God. Those who are called to serve Him as leaders in His cause are called upon to be united; to be one in purpose and work together as a unit. When the leadership will be fully united, the world will know and believe that God has called them. The work of God in the world will grow rapidly.

Presenter: Pastor Obed Nyamache Nyambane

Target Group: Local Church Leaders

Duration: Two Days

Event: Two months Sub-station Local Church Leaders Training

Venue: Sub-station centers

Time: November 01- December 23, 2011.

Objective: To challenge the local church leaders that spirituality is important and that unity can be brought into effect by leaders who are spiritual.

THE LEADER AND SPIRITUALITY

The Spiritual Life of a Leader

“The spiritual growth of God’s people, their development in the virtues of Christ as well as their relationship to one another as members of His body is all closely bound up with and many respects depend upon the spirituality, efficiency and concentration of those who minister in Christ’s stead.” GC Working Policy, CL 35, 05, 369.

A leader is a person called by God and

- must be spiritual.
- must have a living connection with his/her God
- must have a Christ-like character
- must depend on the Holy Spirit
- must study the Word of God and have communion with Him
- Must uphold the spiritual activities

As a leader why Bible study?

- for guidance
- for sanctification John 17:17
- to be a light and a lamp in his/her life Psalm 119:105
- to gain wisdom and knowledge 2Tim 3:15
- for correction 2Tim 3:16
- for enrichment of good works ibid vs 17

Ellen G. White says, “Whenever God’s people are growing in grace, they will be constantly obtaining a clearer understanding of His Word.” Ed. pp. 297, 298

As a leader why prayer?

- God expects leaders to pray. TM. p.279; RH 10 Nov. 1910

- A leader's power and strength for service come through prayer. TM. p. 485
- God intervenes on behalf of His people in response to their prayers. RH 23 November 1905.
- The leader prays for wisdom, not for advancement. PK p. 31
- The leader prays for quick mind, a large heart and a tender spirit. Ibid p. 31
- The leader prays in committee meetings 8T. p. 238
- The leader fasts and prays until an answer comes
- For the leader, praying together is a high priority in workers' meetings.

Unity and Spirituality

- Spirituality enhances unity.
- Spirituality enhances church growth.
- Spirituality is the ingredient of teamwork spirit.

“The Lord desires His workers to counsel together, not to move independently. Those who are set as ministers and guides to the people, should pray much when they meet together. This will give wonderful courage, binding heart to heart and soul to soul, leading every man to unity and peace and strength in His endeavors.” TM p.485

When addressing the church and publishing house, E.G White said, “Instead of cooperating with Satan, let everyone learn what it means to cooperate with God. In those depressing times, He has a work to be done that demands the firm courage and faith which will enable us to sustain one another. All need to stand shoulder to shoulder and heart to heart as laborers together with God.” 7T p

Conclusion

God has called upon leaders who are spiritual and who, by the grace of God will grow in spirituality. This will enhance unity among them; hence the church of God will grow spiritually and become successful and be prepared for His soon return.

APPENDIX B

QUESTIONNAIRE

I am kindly requesting you to answer the following questions with all honesty and sincerity. The purpose of this questionnaire is to assist the student who is carrying out his project in MA Leadership within South Kenya Conference to come up with the right information and the right solutions and implementation. In answering questions, you will circle any one of the numbers that you feel is appropriate.

1. Excellent 2. Very good 3. Good 4. Fair 5. Poor

PART 1

1.	The spiritual life of the leadership at all levels in South Kenya Conference is	1	2	3	4	5
2.	Commitment life of the leadership at all levels in South Kenya Conference is	1	2	3	4	5
3.	The devotional life of the Leadership at all levels in South Kenya Conference is	1	2	3	4	5
4.	The leadership in South Kenya Conference is	1	2	3	4	5

	responsible					
5.	South Kenya Conference leadership at all levels is Visionary	1	2	3	4	5
6.	The leadership at all levels in South Kenya Conference have Teamwork spirit	1	2	3	4	5
7.	South Kenya Conference leadership at all levels is a united leadership	1	2	3	4	5
8.	South Kenya Conference Leadership at all levels is a united in purpose leadership	1	2	3	4	5

PART 2

9. According to your evaluation, if the leadership is not doing well, choose only one of the ten causes below that you think affects the leadership performance.

1. Lack of devotional life among the leaders
2. Lack of consultations within the leadership
3. Lack of commitment to the work
4. Love for the world more than the work
5. Struggle for leadership positions
6. Gossiping among the leadership
7. Lack of vision among the leaders
8. Poor communication among the leaders

9. Tribalism, nepotism, and status quo among the leadership
 10. Lack of transparency and accountability
 11. None of the above
- 10.** In your opinion, which one of the ten ways forward should be implemented in order for the leadership at all levels in South Kenya Conference to improve for the betterment of God's cause? That is, what is the way forward? (*Choose only one*)

1. Encourage devotional life among the leaders
2. The spirit of independence should be discouraged
3. To conduct regular leadership seminars
4. To encourage regular leadership fellowships
5. When it comes to elections, the Spirit of God should be in control
6. Teamwork spirit should be encouraged
7. Consultations should be seen as important among leadership
8. The leadership should be encouraged to be transparent and accountable
9. The spirit of clanism, tribalism and classes should be discouraged
10. The leadership should understand their high calling
11. None of the above

APPENDIX C

LETTERS



SEVENTH-DAY
ADVENTIST
CHURCH

South Kenya Conference
P.O. Box 22, Kisii - Kenya
Tel: 254-058-30703
Fax: 254-058-30524
Website: [www @ skc.adventist.org](http://www.skc.adventist.org).

October 5, 2010

The Executive Committee
South Kenya Conference
P.O. Box 22
KISII

Dear members,

**RE: PERMISSION TO DO MY RESEARCH ON MY PROJECT-MA
LEADERSHIP**

I am writing this letter to request you to allow me to conduct the above research on church leadership at all levels within South Kenya Conference territory.

This is a requirement of the university that I should seek the approval of the local committee where I will do my research.

I hope you will cordially consider my request.

Sincerely yours,

Pr. Obed Nyamache Nyambane
STUDENT ADVENTIST UNIVERSITY OF AFRICA

CC: Conference officers
Education director SKC
Academic Dean - AUA



SEVENTH-DAY
ADVENTIST
CHURCH

South Kenya Conference
P.O. Box 22, Kisii - Kenya
Tel: 254-058-30703
Fax: 254-058-30524
Website: www @ skc.adventist.org.

October 14, 2010

Pr. Obed Nyamache
Executive Director
SKC
P.O BOX 22
KISII

Dear Pastor Obed

RE: PERMISSION TO RESEARCH IN SKC

Cordial greetings.

This is to inform you that your request dated 05.10.10 for permission has been approved via SKC excom min. 1125.

We wish you a healthy research period.

Sincerely,


Pr. Jonathan Maangi
EXECUTIVE SECRETARY SKC

Cc: SKC Officers

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VITA

PERSONAL INFORMATION

Name	Obed Nyamache Nyambane
Date of Birth	May 18, 1957
Place of Birth	Mwamoriango village Riuri Sub-Location Masaba Division Kisii County Nyanza Province
Nationality	Kenyan
ID No	0948193
Marital Status	Married and blessed with two daughters and a son and three grandchildren
Contacts	Seventh-day Adventist Church South Kenya Conference P.O. Box 22-40200, KISII
Mobile	0724941039/0733674456/0753268399
E-mail Address	obednyambane@yahoo.com

ACADEMIC QUALIFICATIONS

	Tyndale House Publishers, Inc.
2010-2013	Pursuing MA Leadership Degree Adventist University of Africa (AUA)
1992-1995	BLA Degree in Theology Spicer Memorial College Pune-411007 INDIA
1987-1989	Diploma Ministerial Training Kamagambo Adventist College PO Box 591, KISII
April 1982-July 1982	Certificate Training in Ceramics (Roofing tiles) Clay Works Limited- Ruaraka- Nairobi
1977-1978	Kenya Certificate of Secondary Education (KCSE) Keroka Day Secondary School & Commercial College PO Box 210, Keroka
1974-1975	Kenya Junior Secondary School (KJSE) St. Peter's Chironge Secondary School
1965-1973	Certificate of Primary Education (CPE) Mosisa Primary School PO Box 71, KEROKA

WORKING EXPERIENCE

Jan 2011- To date District Pastor
Tendere District

Dec 2006-2010 Executive Director
South Kenya Conference

Jan 2006- Nov 2006 Stewardship/Church Development Director
South Kenya Conference

July 2001-Dec 2005 District Pastor
Birongo District

Jan 2001- June 2001 Stewardship Promoter
South Gusii Region

Jan 1998- Dec 2000 Stewardship/Church Development Director
South Kenya Conference

Jan 1996- June 1998 District Pastor
Kisii Central District

April 1989- Oct 1992 District Pastor
Sengeru Manga District

1983- March 1987 Manager
Gesero General Stores
Keroka

1982- 1983 Making roofing tiles- Kenyena
SOKENCO

1980- 1988 Ordained Church Elder
Nyabioto SDA Church
Keroka

1976- 1980 Ordained Deacon
Nyabioto SDA Church
Keroka

OTHER RESPONSIBILITIES

Dec 2006- Dec 2010 Hospital Management Board Member
Kisii Level 5 Hospital

Dec 2006-Dec 2010 Management Board Chairman
Nyanchwa Adventist College

Dec 2006- Dec 2010 Management Board Member
East African Union Institutions

Dec 2006- Dec 2010 Executive Committee Member
East African Union

June 2004- To date BOG Chairman
Riondong'a Mixed Secondary School

Jan 2004- Dec 2005 Constituency Aids Control Committee (CACC)
Nyaribari Chache Constituency

Jan 2004- Dec 2008 Secondary School Bursary Committee Member
Nyaribari Chache Constituency

Jan 2003- Dec 2009 BOG Chairman
Nyansira Secondary School

Sept 2011- To date Advisory Board Member- St. Anne's College