

**Assemblies Of God Theological Seminary
Continuing Education Course
VALLEY FORGE BRANCH CAMPUS
Phoenixville, PA**

Course Syllabus

**PTHB 625—EFFECTIVE LEADERSHIP
(3 Credits)**

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Course Description:

This course focuses on the dynamics of leading healthy, growing churches and ministries. Participants will assess and develop skills in major components of leadership including: 1) leadership character and spirituality; 2) vision and vision-casting; 3) relationships and influence; 4) effective leadership styles; 5) key leadership skills; and 6) learning to maximize who God has created us to be. Current leadership theories and their implications will be evaluated in the light of Scripture.

Course Objectives:

After successfully completing this course, the student should be able to:

1. Fully define and describe leadership from an academic, pragmatic, and biblical perspective.
2. Understand the qualities essential for successful leadership.
3. Understand common stages in the development of a leader and of leadership skills.
4. Understand how one's own spiritual gifts, abilities, passions, personality, and experiences can be used by God in leadership.
5. Understand the role of the leader as visionary, communicator, and change agent.
6. Understand and identify a variety of leadership approaches and discern the appropriateness of these styles in given situations.
7. Develop certain key leadership skills and practices, increasing one's own leadership effectiveness.
8. Influence and interact with others in leader-needy situations in such a way that serves people and fulfills established objectives and goals.
9. Apply biblical insights and relevant theories of leadership to the Church or Christian organization.
10. Assist individuals and groups in resolving and/or managing conflicts in a constructive way, which fosters a sense of community.
11. Identify and avoid certain leadership pitfalls.
12. Interact with the growing body of research relating to leadership.
13. Experience increased leadership confidence, competence, and credibility.

Required Texts:

Barna, George, ed. Leaders on Leadership. The Leading Edge Series. Ventura, CA: Regal Books, 1997.

Finzel, Hans. The Top Ten Mistakes Leaders Make. Wheaton, IL: Victor Books, 1994.

Hersey, Paul. The Situational Leader. Escondido, CA: Center for Leadership Studies, 1997.

Maxwell, John. The 21 Irrefutable Laws of Leadership. Nashville, TN: Thomas Nelson, 1998

Also required:

Carbonels, Mels. Combination Profile: “Spiritual Gift Inventory” and “Social Styles Indicators (DISC).” Blue Ridge, GA: Christian Impact Ministries, Inc.

Course Requirements:

1. Attend class sessions in accordance with seminary policy.
2. Actively participate in class discussions.
3. Read all required texts in their entirety.
4. Complete personal assessment tools.
5. Complete all course project work and assemble this work into a leadership resource binder.

Course Procedures:

1. Classroom lectures and open discussions
2. Small group interaction and reporting
3. Use of leadership assessment tools
4. Reading of assigned texts
5. The completion of various leadership projects culminating in a leadership resource manual

Attendance Policy:

Students are expected to be present and punctual for each class session. Attendance and lateness will be considered in the assigning of a final grade. Unavoidable situations should be discussed with the professor.

Evaluation Procedures:

- Session participation, attendance, and readiness: 10 points
- Pre- and post-session work assembled in the final project binder: total of 90 points
- See Course Requirements for due dates and section point values.

Assignment Policy:

Late work on written assignments (without proper advanced notification and approval) will result in a reduction of 10% of assignment value per day. Work will be dated by the professor from the day of actual reception.

Course Outline

Part 1—Leadership: Definition and Description

- An Expanded Profile of Leadership Traits and Practices
- Distinguishing Leadership from Management

Part 2—You, the Leader

- Stages of Leadership Development: Call and Process
- Personal Reflection, Assessment, and Planning

Part 3—Foundational Qualities for Successful Leadership

- Integrity, Character, and Spirituality
- The Servant Leadership Model
- Keeping a Teachable Heart and Mind

Part 4—Vision: Receiving and Casting

- Seeing the Big Picture (Vision)
- Navigating the Plan (Goal Setting)
- The Leader as Change Agent
- Risk Taking
- Guiding Relationships Toward Community

Part 5—Relating to and Leading Others

- Understanding Followership
- Influencing
- People and Team Building
- Communicating
- Recruiting
- Shaping and Discerning Organizational Climate

Part 6—Approaches (Styles) in Leadership

- Situational Leadership Model
- Direct and Indirect Leadership (from Telling to Delegating)

Part 7—Conflict Resolution and Management

- Types and Sources of Conflict
- Potential Danger and Potential Benefits
- Discerning the Best Approach
- Leading Toward Resolve

Part 8—Progressing and Finishing Well

- Staying Healthy
- Managing Pressure
- Identifying and Avoiding Leadership Pitfalls

Course Requirements

Pre-Session:

- Prepare seven (7) questions relating to leadership issues. (Due on Jan. 13th)
 - Answers to these questions, provided by the student, will be included in the culminating project.
- Complete and self-score the leadership assessment inventory by Carbonels. (Due on Jan. 14th)
- Prepare one (1) case study of a critical leadership encounter. (Due on Feb. 10th)
 - At least three (3) double spaced, typed pages in length
 - Describe the context for the situation, a challenge(s) presented to you as a leader, lessons learned, questions remaining, etc.
- Read and critique each of the four required texts.
 - Books must be read in completion.
 - Critiques must be two (2) double spaced, typed pages in length.
 - Barna and Maxwell critiques due on January 13th.
 - Hersey critique due on February 10th.
 - Finzel critique due on March 10th.

Session:

- Actively participate in class discussions.
- Observe due dates above for reading and critiques.
- Purchase an executive-quality binder for the culminating project, with appropriate section dividers.

Post-Session:

- Develop a culminating project entitled a *Personal Leadership Development Manual* to include the following sections and content:
 - 1. Leadership Philosophy: (15 points)**
 - a. Submit an original paper, five (5) double-spaced, typed pages in length, entitled “A Personal Leadership Philosophy.”
 - b. Sub-sections to include: Introduction; The Leader in Relationship to One’s Self; The Leader in Relationship to One’s Followers; The Leader in Relationship to One’s Vision and Goals; The Leader in Relationship to One’s Walk with God.
 - c. Must reflect personal thought and insights gained from reading, class lectures, and discussions.
 - 2. Leadership Profile: (5 points)**
 - a. Include one (1) page listing common leadership tasks.
 - b. Include one (1) page listing optimum leadership traits and qualities.
 - c. Include two (2) pages listing seven biblical characters, and relate by notation the above tasks, traits, and qualities to these seven characters.
 - 3. Leadership Questions: (5 points)**
 - a. From Pre-session work
 - b. Provide a paragraph-long answer to each question (due with final project).
 - c. Two to three (2-3) pages in length

4. **Leadership Potential (A Personal Assessment): (5 points)**
 - Complete and include the assessment tools by Dr. Mels Carbonels.
 5. **Leadership Case Study: (10 points)**
 - From Pre-session work; see guidelines above.
 6. **Mentorship Impact Plan: (15 points)**
 - a. Prepare seven (7) 10-15 minute mentorship lessons in seven key areas pertaining to leadership, e.g. communication, influence, team building, delegating, planning, vision casting, etc.
 - b. An outline form, built upon key teaching points and questions, is sufficient.
 - c. One page per lesson is recommended.
 7. **Leadership Interviews: (10 points)**
 - a. The form *Leadership Interviews: Potential Questions* should be used for these interviews.
 - b. Two (2) interviews with outstanding leaders must be conducted.
 - c. The majority of questions should be addressed.
 - d. Typed responses should be provided, either on the actual form or on pages keyed to these questions.
 8. **Leadership Resources: (25 points)**
 - a. Critiques from Pre-session work must be included here.
 - Each of the course texts must be critiqued for full credit.
 - See guidelines for critiques above.
 - b. Include a Bibliography of key books (at least 12 including required texts) and articles (at least 7) on any issue(s) relating to leadership.
 - Use proper bibliographic guidelines for each entry.
 - While sources do not need to be read, the student should be generally familiar with its content.
- All work must be typed.
 - All sections should begin with the following left-flush information (double-spaced): Name, Professors Name, Course Name and Code, Date of Completion
 - This culminating project must be postmarked by April 15th 2003.

Selected Bibliography

- Beihl, Bobb. Stop Setting Goals If You Would Rather Solve Problems. Nashville, TN: Moorings, 1984.
- Bergmann, Horst, Kathleen Hurson and Darlene Russ-Eft. Everyone a Leader: A Grassroots Model for the New Workplace. New York: John Wiley and Sons, 1999.
- Bicket, Zenas J. The Effective Pastor. Springfield, MO: Gospel Publishing House, 1973.
- Blackaby, Henry T. and Henry Brandt. The Power of the Call. Nashville: Broadman & Holman, 1997.
- Clinton, Robert. The Making of a Leader. Colorado Springs, CO: NavPress, 1988.
- Covey, Stephen. The Seven Habits of Highly Effective People. New York: Simon & Schuster, 1990.
- Demazio, Frank. The Making of a Leader. Portland, OR: Bethel Temple Publishing, 1988.
- DePree, Max. Leadership is an Art. New York: Bantam Doubleday Dell Publishing Group, Inc., 1989.
- Katzenbach, Jon R. and Douglas K. Smith. The Wisdom of Teams. New York: HarperBusiness, 1994 (Original hardcover published by Harvard Business School Press in 1993.)
- Maxwell, John C. The 17 Indisputable Laws of Teamwork. Nashville: Thomas Nelson, 2001
- Pierce, T. Burton. Ministerial Ethics—A Guide for Spirit-Filled Leaders. Springfield, MO: Logion Press, 1996.
- Schaller, Lyle E. The Pastor and the People: Building a New Partnership for Effective Ministry. Nashville, TN: Abingdon Press, 1973.
- Shawchuck, Norman and Roger Heuser. Leading the Congregation—Caring for Yourself While Serving the People. Nashville: Abingdon Press, 1993.
- Smith, F. LaGard. Fallen Shepherds Scattered Sheep—A Time for Spiritual Renewal. Eugene, OR: Harvest House, 1988.
- Warren, Rick. The Purpose Driven Church. Grand Rapids, MI: Zondervan, 1995.