

**Assemblies of God Theological Seminary
NORTH CENTRAL UNIVERSITY BRANCH CAMPUS
Minneapolis, MN
May 19-23, 2003**

**PTH 625 Effective Leadership: Managing Change
(3 credits)**

Carolyn Tennant, Ph.D.

Summer 2003

COURSE SYLLABUS

COURSE DESCRIPTION

Harnessing and directing the impact of massive societal transitions require critical insight and thinking skills. While facilitating this course, Dr. Carolyn Tennant will host a number of pastors from a variety of thriving Twin City churches. Together class participants will explore means of effectively managing change.

COURSE OBJECTIVES

Upon completion of this course, the student should be able to:

1. Utilize newly developed skills in managing congregational change
2. Analyze the changes that are occurring in the pastor's community context and church
3. Describe models of change
4. Consider case studies and be able to note change and what made it successful or challenging
5. Develop skills of analysis, problem solving, and conflict resolution
6. Plan for successful change and improvement
7. Consider the spiritual aspects of change
8. Analyze the changes that are occurring in society in general and determine ways of not only responding but also leading change.

TEXTBOOKS

Required:

Herrington, Jim, Mike Bonem, James H. Furr. *Leading Congregational Change: A Practical Guide for the Transformational Journey*. San Francisco: Jossey-Bass Publisher, 2000.

Nelson, Allen and Gene Appel. *How To Change Your Church (Without Killing It)*. Nashville: W Publishing Group (Thomas Nelson, Inc.), 2000.

Rainer, Thom S. *Surprising Insights from the Unchurched and Proven Ways to Reach Them*. Grand Rapids: Zondervan, 2001.

Your choice of one:

Brown, Michael L., *Revolution in the Church: Challenging the Religious System with a Call for Radical Change*. Grand Rapids, MI: Chosen Books, 2002.

Herrington, Jim, R. Robert Creech, Trisha Taylor. *The Leader's Journey: Accepting the Call to Personal and Congregational Transformation*. San Francisco: Jossey-Bass, 2003.

BASIC OUTLINE

Monday, May 19 - 8:00 a.m.-noon

- A. Introduction to the course
- B. The world in flux: What is happening?
- C. Developing skills to assess on-going change

Monday, May 19 - 1:00-4:00 p.m.

- A. Discussion of *Surprising Insights from the Unchurched*
- B. Consideration of models of change
- C. How do we not only keep up but get ahead?: Staying on the forefront of change

Tuesday, May 20 - 8:00 a.m.-noon

- A. Developing leadership skills for being a change catalyst and manager
- B. Discuss *Leading Congregational Change*

Tuesday, May 20 - Noon- 4:00 p.m.

Field trip to Emmanuel Christian Center, Fridley, MN Lunch with Senior Pastor, Mark Denyes, followed by visit to the church and meeting of staff. Pastor Denyes has brought this church from a small, traditional assembly to one with a thriving television, youth, and adult ministry including a new Spanish work. Building programs, multiple staff, and extensive programming are all part of this thriving church.

Wednesday, May 21 - 8:00 a.m. -noon

Discussion of the Emmanuel Christian Center Case Study. What worked? What didn't? What changes have occurred successfully? What have occurred unsuccessfully and what might be some of the reasons? What will the future hold? What are the challenges? How might change be led in the future?
Continue discussion of *Leading Congregational Change*.

Wednesday, May 21 - Noon-4:00 p.m.

Field trip to Cedar Valley Church, Bloomington, MN. Lunch with the Senior Pastor, Jerry Strandquist. The church has grown from a small church started by an NCU employee into a large church with many recent changes. A unique model of multi-campus has been implemented. Meet the personnel and see how it works. Problems and challenges will be shared as well as the successes.

Thursday, May 22 - 8:00 a.m. - noon

Analysis of the Cedar Valley Church Case Study.
Discussion of *How to Change Your Church (Without Killing It)*
Building a powerful mandate for change. Dealing with resistance. Discomfort and emotional reaction. Gender differences. Transition Plans. Conflict resolution.

Thursday, May 22 - 1:00-4:00 p.m.

Field trip----probably to North Heights Lutheran Church to meet with former pastor, Morris Vagenes. The church has recently left its synod. It has also successfully negotiated the waters of maintaining a Pentecostal openness. Great growth and various building challenges will be discussed.

Friday, May 23 - 8:00-noon

Analysis of the North Heights Lutheran case study.
Discuss *Revolution in the Church* and *The Leader's Journey*. Consider the spiritual/prophetic elements of change
Guest speaker: Christian community service leader from Source Minnesota. Study and discuss the process of change as it relates to a community.

Friday, May 23 - 1:00-4:00 p.m.

Discussion of personal/church application of learnings

METHODOLOGY

The methodologies to be utilized in this class include the following:

Reading, lecture, discussion, site observation/field trips, guest speakers, and case studies.

COURSE REQUIREMENTS

A. Pre-Session

1. Read all required texts. It is highly recommended that you read one of the two (or both) of the optional texts as well.
2. Research your context/community. Compile information about all aspects of your community. Consider growth patterns, age groups, economic status, careers, use of free time, spiritual entities and influences, racial and ethnic configurations, special problems in the area, particular philosophical/psychological outlooks. Bring all data. Write a four-six page paper which analyzes this information, summarizes it succinctly, and draws conclusions from it.
3. Research your church itself. Compile information about all aspects of your church. Consider all of the same assessment factors as for your community. Write a similar analysis/summary paper for the church data, however, also include a section where you consider the differences between your church and the community. Infer the reasons for these differences.
4. Write a 5-7 page paper which lists the changes related to the church as follows:
 - 1) major changes historically
 - 2) recent changes that have occurred and the reasons for them
 - 3) an analysis of their success
 - 4) changes that you are considering in the future

**Due date for all pre-session written assignments and the completion of all reading:
Monday, May 19, 2003**

B. Session

1. Punctual attendance is required at all sessions.
2. Participation in class discussion of the topics on the course outline, incorporating insights and questions from the Pre-session reading is expected.
3. Involvement in all field trips and case studies. (There will be homework regarding the case studies on some evenings.)

C. Post-session

Course Project:

Develop a project related to leading out change that is applicable to your ministry in the near future. These projects may take individual formats but they must be applicable, realistic, and able to be implemented.

Everything included in this project should be at least 15 pages or more.

More specifics regarding this course project will be provided and discussed during class. Students will leave class with an individual project clearly in mind and the concept approved by the instructor.

Due date: August 23, 2003

NOTE: Work received after the post-session due date specified in the syllabus may result in a change of grade fee (\$15.00) being charged, even when an extension has been granted by the instructor.

GRADING PROCEDURE

Reading and class participation	20%
Pre-session assignments	
Community analysis	10%
Church analysis	10%
Church changes	10%
Case study assignments during class	10%
Course project	40%

SELECTED BIBLIOGRAPHY

Bandy, Thomas G. *Coaching Change: Breaking Down Resistance, Building Up Hope*. Nashville: Abingdon Press, 2000.

Barna, George. *The Habits of Highly Effective Churches: Being Strategic In Your God-Given Ministry*. Ventura, CA: Regal Books, 2000.

_____. *The Power of Vision*. Ventura, CA: Gospel Light, 1992.

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Burns, James McGregor. *Leadership*. New York: Harper Colophon Books, 1978.

Conger, Jay A. *The Charismatic Leader*. San Francisco: Jossey-Bass, 1989.

_____. *Learning to Lead: The Art of Transforming Managers into Leaders*. San Francisco: Jossey-Bass, 1992.

_____. *Spirit at Work*. San Francisco: Jossey-Bass, 1994.

Cope, R.G. *High Involvement Strategic Planning*. Oxford: Blackwell, 1989.

Drucker, Peter F. *Managing for the Future: The 1990's and Beyond*. New York: The Penguin Group, 1992.

Dudley, Carl S. and Nancy T. Ammerman. *Congregations in Transition: A Guide for Analyzing, Assessing and Adopting in Changing Communities*. New York: John Wiley and Sons, 2002

Eisenstadt, S.N. , ed. *Max Weber on Charisma and Institution Building*. U. Of Chicago, 1968.

Finzel, H. *The Top Ten Mistakes Leaders Make*. Victor Books, 1994.

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Gardner, John W. *On Leadership*. New York: The Free Press, 1990.

Greenleaf, Robert *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. New York, Paulist Press, 1977.

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Malphurs, Aubrey. *Advanced Strategic Planning: A New Model for Church and Ministry Leaders*. Baker Book House, 1999.

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World Wide Web. The following address will give you access to OCLC's *First Search*:

<http://www.ref.oclc.org:2000/> A user ID and password is required; check with your local or seminary library for access to this service.

SPECIFIC DATA

Course syllabus prepared February, 2003 by Carolyn Tennant, Ph.D.