

Assemblies of God Theological Seminary
Doctor of Ministry Program
PTH 966: Strategic Leadership
Course Elective – June 10-14, 2002
John H. Spurling

COURSE DESCRIPTION

The challenges and demands facing leadership in the complex world of the 21st Century are enormous. This course seeks to explore these challenges and offer a strategic response that will maximize the leader's impact within their ministry context.

COURSE OBJECTIVES AND OUTCOMES

Cognitive Outcomes

1. The participant will increase his/her awareness of the varied leadership research assessments and their relationship to contemporary ministry challenges. Emphasis will be placed on the role transformational leadership in building the Christian organization.
2. The participant will identify and analyze the various factors that must be considered systemically in the leader's effort to cast vision and intentionally work toward moving the organization forward.

Character/Attitude Outcomes

1. The participant will clarify the essential nature of authentic leadership and its impact on ministry effectiveness.
2. The participant will enlarge their personal understanding of power and influence in leading others toward common goals.

Ministry Skill Outcomes

1. The participant will value the validity and diversity of leadership skills necessary to develop highly effective ministry teams.
2. The participant will explore the various interpersonal skills necessary to nurture effective relationships that will help others move from vision to implementation.

COURSE OUTLINE

- I. Introduction to the Study of Leadership.**
- II. Leadership Theory and the Work of Ministry**
 - A. Leadership Traits
 - B. Leadership Styles
 - C. Transformational/Transactional Leadership
 - D. Situational Leadership

E. Team Leadership Theory

(Be prepared to discuss portions of: “Leadership Theory and Practice” by Peter Northouse and “Leadership: Research, Findings, Practice, and Skills” by Andrew DuBrin.)

III. The Challenges and Complexity of Leadership in the 21st Century

- A. What Others Expect From Their Leaders
- B. Qualities of Effective Leaders
- C. Leading Between Paradigms

(Be prepared to discuss portions of: “Good to Great” by Collins and “The Leadership Engine” by Noel Tichy.)

IV. Leadership Skills Necessary to Build a Winning Team and Reach Our Ministry Goals

- A. Nurturing Effective Relationships in Ministry
- B. Personal Influence or Power Abuse
- C. Inspiring Others to Reach Common Goals

(Be prepared to discuss portions of “Good to Great” by Collins and “Teams at the Top” by John Katzenbach.)

V. Strategic Planning and the Role of the Leader

- A. Clarifying the Mission
- B. Determine the Negotiables and Non-negotiables
- C. Common Ground and Points of Tension
- D. Seeing the Big Picture: Systems Thinking
- E. Leadership and the Future: Preparing Ourselves for the Postmodern World

(Be prepared to discuss portions of: “The Leadership Engine” by Noel Tichy and “Reinventing the Church” by Brian McLaren.)

COURSE REQUIREMENTS

Pre-Session

1. Complete approximately 1,700 pages of reading from the pre-session reading list: (NOTE: It is a violation of academic policy to claim credit for books read prior to courses. If you have previously read any book on the list for credit, please substitute another book from the “Alternate Selection” reading list.)
2. Completion of a “reading report” for all reading is due at the beginning of the first session. (Use form provided.)

3. Complete a 3-5 page types (double-spaced) overview of your current leadership context. Include all significant aspects of your ministry responsibilities and a brief description of the various roles and expectations (as defined by both followers and your personal assessment) that are consistent with your place in leadership.

Session

1. Complete all assigned readings, case studies and resources provided within the class setting.
2. Participate fully in all small group exercises with an attitude of openness and a spirit of mutual support.

Post-Session

Write a 25-30 page paper designed to integrate and apply insights gained from the course and reading material as it relates to your ministry context. This paper should provide a “Strategic Leadership Plan” that will powerfully influence your church or ministry toward effectively fulfilling its God-directed mission.

This paper should demonstrate:

1. A thorough understanding of the various leadership “theories”;
2. Significant research in the area of leadership;
3. Accurate analysis of your personal ministry context;
4. Assessment of your own preferred leadership style, including your strengths/weaknesses;
5. Integration of the research and challenges you face as a leader in the contemporary setting;
6. Demonstration of a strategic plan of action to more effectively influence your current ministry context.

PRE-SESSION READING LIST

Please read each of the required books contained in the following reading list, preferably in the order they are listed. Be prepared when you arrive for the course to reflect and offer personal contribution to the impact this written material has on the issues relating to Strategic Leadership. Be sure to omit any book you may have previously read for credit and substitute the alternate book (when one is provided) in its place. If you do not find an adequate selection in the list below please contact the professor for additional reading material.

LEADERSHIP: RESEARCH

DuBrin, Andrew J. Leadership: Research, Findings, Practice and Skills. 2nd Edition. Boston: Houghton Mifflin, 1998. (417 pages)

Northouse, Peter G. Leadership: Theory and Practice. Thousand Oaks, CA: SAGE Publications, 1997. (259 pages)

LEADERSHIP: GENERAL

Collins, Jim. Good to Great: Why Some Companies Make the Leap and Others Don't. New York: HarperBusiness, 2001. (300 pages)

Tichy, Noel M. The Leadership Engine: How Winning Companies Build Leaders at Every Level. New York: HarperBusiness, 1997.

Alternate Selections: (If one of the above has been read for credit.)

Anderson, Leith. Leadership That Works: Hope and Direction for Church and Parachurch Leaders in Today's Complex World. Minneapolis: Bethany House, 1999.

Bergmann, Horst, Kathleen Hurson and Darlene Russ-Eft. Everyone A Leader: Grassroots Model for the New Workplace. New York: John Wiley & Sons, 1999.

LEADERSHIP: INTERPERSONAL SKILLS & TEAM LEADERSHIP

Katzenbach, Jon R. Teams at the Top: Unleashing the Potential of Both Teams and Individual Leaders. Harvard Business School, 1997. (238 pages)

Alternate Selections: (If one of the above has been read for credit.)

Kouzes, James M. and Barry Z. Posner. Credibility: How Leaders Gain and Lose It, Why People Demand It. San Francisco: Jossey-Bass, 1995. (334 pages)

LEADERSHIP: STRATEGIC PLANNING

McLaren, Brian D. Reinventing Your Church. Zondervan Publishing House, 1998. (208 pages)

Alternate Selections: (If one of the above has been read for credit.)

White, James Emery. Rethinking the Church: A Challenge to Creative Redesign in an Age of Transition. Baker Book House, 1997.

Course Bibliography to be distributed in class.

Doctor of Ministry Elective Course
PTH 966 Strategic Leadership
Dr. John Spurling, June 2002
Reading Report

Name _____

Please verify the portions of the assigned "Pre-session Reading List" which you have read for this course. Approximately 1700 pages is required. *This form is to be turned in on the first day of the course.*

| | <i>Pages Read</i> |
|--|-------------------|
| LEADERSHIP: RESEARCH | |
| DuBrin. <u>Leadership: Research, Findings, Practice and Skills.</u> | _____ |
| Northouse. <u>Leadership: Theory and Practice.</u> | _____ |
| LEADERSHIP: GENERAL | |
| Collins. <u>Good to Great.</u> | _____ |
| Tichy. <u>The Leadership Engine: How Winning Companies Build...</u> | _____ |
| <i>Alternate Selection:</i> Anderson. <u>Leadership That Works</u> | _____ |
| <i>Alternate Selection:</i> Bergmann, Hurson and Russ <u>Everyone A Leader</u> | _____ |
| LEADERSHIP: INTERPERSONAL SKILLS & TEAM LEADERSHIP | |
| Katzenbach, Jon R. <u>Teams at the Top</u> | _____ |
| <i>Alternate Selection:</i> Kouzes and Posner. <u>Credibility</u> | _____ |
| LEADERSHIP: STRATEGIC PLANNING | |
| McLaren, Brian D. <u>Reinventing Your Church.</u> | _____ |
| <i>Alternate Selection:</i> White, James Emery. <u>Rethinking the Church</u> | _____ |
| Other: | _____ |
| Total number of pages read: | _____ |

Signature