

ASSEMBLIES OF GOD THEOLOGICAL SEMINARY
Doctor of Ministry Core Course 1
February 3-7, 2003
Cohort 10

PTH 901 RENEWING THE SPIRITUAL LEADER

Earl G. Creps, Ph.D., D.Min.
<http://www.agts.edu/faculty/creps.html>

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ecreps@agts.edu
1-800-467-AGTS

COURSE SYLLABUS

COURSE DESCRIPTION

The primary goal of the course is to provide participants with a venue for the integration of Pentecostal spirituality and the leadership arts. Possible integration pathways are the context for considering models of leadership and spirituality. A peer learning environment focuses on self-leadership as the foundation of leading others. The course requires the implementation of a three month self-development plan.

COURSE OBJECTIVES

Growth in understanding...

1. The significant dimensions of Pentecostal spirituality in personal and organizational life
2. The major models of effective leadership on both the academic and popular levels
3. The role of self-leadership in the formation of Christian leaders and organizations

Growth in character...

1. By expanding self-awareness about our spiritual journey and leadership style
2. By clarifying our core vision and values
3. By committing to continuing spiritual maturity and personal development

Growth in ability...

1. To articulate a Personal Vision and Values Statement
2. To articulate a Personal Spirituality Statement
3. To evaluate the personality, leadership style, spirituality, and integrity of ourselves and others
4. To construct spiritual leadership development plans for ourselves and others

COURSE OUTLINE

I. The Credible Leader: Developing Other-Leadership

- A) *Defining question:* what do Christian leaders offer that equally gifted atheists cannot?
- B) Leadership Theories and History
- C) Leadership Models and Metaphors
- D) Leadership Research and Guesses

- E) Leadership Components and Frames
- F) Leadership Skills and Styles

II. The Led Leader: Developing Self-Leadership

- A) *Defining question*: what is my story and where am I in it?
- B) Self-awareness: the courage to look in the mirror
- C) Personal style: the decision to become intentional
- D) Personal integrity: the prioritization of moral authority
- E) Personal spiritual formation: the strength of weakness

III. The Spirit-Filled Leader: Developing a Pentecostal Leadership Spirituality

- A) *Defining question*: what does it mean to lead Pentecostal-ly?
- B) Power, Process and the Third Way

COURSE REQUIREMENTS

Pre-Session (20 total points)

Read: Complete the 1650 pages of reading from the *Pre-session Reading List* below. Substitute books can be found in the *Alternative Readings List*. Works read previously do not count toward the total pages required. Participants will submit a reading report (attached) on the last day of class indicating how much of the reading has been completed. Full credit requires all reading be complete. (10 points)

Write: Prepare a 5-page paper synthesizing the 3-5 ideas from the readings that made the greatest impact on you, and how those ideas apply to your ministry context. You will do an oral presentation of your paper in summary form during one of the class sessions. (10 points)

(NOTE: It is a violation of academic policy to claim credit for books read in prior courses. If you have previously read any book on the Pre-Session Reading Lists, *you must substitute another book*.)

Session (20 total points)

1. Completion of all class exercises and activities (10 points)
2. Active contribution to the peer learning environment, including discussion, integration of pre-reading, and relationship-building. (10 points)

Post-Session Project (60 total points)

The post session assignment is an exercise in integrating Pentecostal spirituality and the leadership arts. The project should be approximately 30 pages in length, and should take the form of a “position paper.” Refer to key sources and scriptures as necessary, but this is not primarily a library research piece. I am looking for what *you* think and *why*, not for your ability to quote what someone else thinks.

Project Focus

The post-session project should have three primary sections:

1. *Spirituality synthesis*: what does it mean to lead “Pentecostal-ly”? That is, to what extent, if any, does Pentecostalism contribute anything unique to leaders and organizations? How does Pentecostal spirituality inform the leadership arts, if at all?
2. *Self-leadership evaluation*: how would you evaluate your life as a leader in terms of:
 - A) Character (including spirituality) & personal values
 - B) Clarity and impact of your personal vision
 - C) Present influence and effectiveness with relevant groups
 - D) Present leadership style(s)
 - E) Present level of development of major leadership skills
3. *Self-development plan*: prepare a three-month self-development plan that includes:
 - A) A Personal Vision Statement
 - B) A Personal Values Statement
 - C) Identification of your top three areas of needed improvement as a leader
 - D) The three month leadership development growth plan should include:
 1. Desired outcomes
 2. Plan for accomplishing those outcomes
 3. Resources to be used
 4. How you will measure and evaluate

Project Evaluation

1. *Cogency*: are the major assertions clear, specific, and adequately supported by evidence and/or reasoning? (15 points)
2. *Clarity*: is the structure well-organized, making the development of the argument easy to follow? (15 points)
3. *Creativity*: do the major ideas represent original thinking? (15 points)
4. *Depth*: are the ideas in the paper important and substantial, being the product of high-quality reflective thinking? (15 points)
5. *Quality*: is the use of language clear, compelling, and professional? (10 points)
6. *Style*: does the paper conform to the *Turabian* manual? (10 points)

All written work is to be formatted according to the *Turabian* style manual 6th edition, http://www.amazon.com/exec/obidos/ASIN/0226816273/qid=1025032200/sr=1-/ref=sr_1_1/103-8003118-1534215 Writing from previous academic work may not be recycled. The D.Min. office can recommend several outstanding *Turabian* editors, as well as a Writing Coach. (dfegler@agts.edu)

Post-session project due date: May 7, 2003. A **hardcopy** of the post-session paper must be delivered to the D.Min. office postmarked not later than May 7, 2003. Please do not use email. All papers should include a cover sheet with title, course information, name, address, and email.

LATE WORK

Any participant may have a two-week extension simply by requesting it. After that, the maximum paper grade will decline by one letter grade for each week beyond the extended due date.

COURSE GRADING

Expectations are high. An “A” is awarded for excellent work, a “B” for a good effort; a “C” is marginal, etc. Grading is a composite of points earned in each phase of the course:

Pre-Session Reading: 20 points	92 + points = A
Session Involvement: 20 points	82 + points = B
Post-Session Project: 60 points	72 + points = C, etc.
TOTAL: <u>100 points</u>	

PRE-SESSION READING LISTS

Other-Leadership

Barna, George. *Turning Vision into Action*. Ventura, CA: Regal, 1996. (174 pages)

Bennis, Warren. *On Becoming a Leader*. Reading, MA: Addison-Wesley, 1989. (226 pages)

Covey, Stephen R. *The Seven Habits of Highly Effective People*. New York, NY: Simon & Schuster, 1989. (358 pages)

Depree, Max. *Leadership Is an Art*. DTP, 1990. (148 pages)

Self-Leadership

McIntosh, Gary and Samuel D. Rima, Sr. *Overcoming the Dark Side of Leadership*. Grand Rapids: Baker, 1997. (231 pages)

McNeal, Reggie. *A Work of Heart: Understanding How God Shapes Spiritual Leaders*. San Francisco: Jossey-Bass, 2000. (205 pages)

Nouwen, Henri. *In the Name of Jesus: Reflections on Christian Leadership*. New York: Crossroad, 1989. (81 pages)

Quinn, Robert E. *Deep Change: Discovering the Leader Within*. San Francisco: Jossey-Bass, 1996. (232 pages)

ALTERNATIVE READINGS

- Anderson, Leith. *Leadership That Works: Hope and Direction for Church and Parachurch Leaders in Today's Complex World*. Minneapolis: Bethany House, 2002. (220)
- Clinton, J. Robert. *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*. Colorado Springs: NavPress, 1988. (272 pages)
- Easum, William M. *Leadership on the Other Side*. Nashville: Abingdon, 2000. (144 pages)
- Farber-Robertson, Anita with Meredith Brook Handspicker and David Whitman. *Learning While Leading: Increasing Your Effectiveness in Ministry*. Alban Institute, 2000. (158 pages)
- Greenleaf, Robert K., et al, eds. *On Becoming a Servant Leader*. San Francisco: Jossey-Bass, 1996. (396 pages)
- Malphurs, Aubrey. *Maximizing Your Effectiveness: How to Discover and Develop Your Divine Design*. Grand Rapids: Eerdmans, 1995. (241 pages)
- Rima, Samuel D. *Leading from the Inside Out: The Art of Self-Leadership*. Grand Rapids, MI: Baker, 2000. (255 pages)
- Stanley, Andy. *Visioneering: God's Blueprint for Developing and Maintaining Personal Vision*. Sisters, OR: Multnomah, 1999. (272 pages)
- Tichy, Noel M. *The Leadership Engine: How Winning Companies Build Leaders at Every Level*. New York: HarperBusiness, 1997. (367 pages)

LEADING SELF AND OTHERS: A SELECT BIBLIOGRAPHY

Earl Creps

OTHER-LEADERSHIP

Anderson, Leith. *Leadership That Works: Hope and Direction for Church and Parachurch Leaders in Today's Complex World*. Minneapolis: Bethany House, 2002. (220 pages)

Badaracco, Joseph L., Jr. *Leading Quietly*. Harvard Business School Press, 2002. (224 pages)

Barna, George. *A Fish Out of Water*. Integrity Publisher, 2002, (240 pages)

_____, ed. *Leaders on Leadership*. Ventura, CA: Regal Books, 1997. (316 pages)

Benfari, Robert C. *Understanding and Changing Your Management Style*. San Francisco: Jossey-Bass, 1999 . (304 pages)

Bennis, Warren. *Learning to Lead: A Workbook on Becoming a Leader*. Perseus, 1997. (208 pages)

_____. and Robert Townsend. *Reinventing Leadership*. New York: William Morrow and Company, 1995.

_____. and Joan Goldsmith. *Learning to Lead*. Reading, Massachusetts: Addison-Wesley, 1994.

_____. *On Becoming a Leader*. Reading, MA: Addison Wesley, 1994. (226 pages)

Blanchard, Kenneth H., Michael J. O'Connor, and Jim Ballard. *Managing by Values*. San Francisco: Berrett-Koehler, 1997. (154 pages)

Bolman, Lee G. and Terrence E. Deal. *Reframing Organizations: Artistry, Choice, and Leadership*. San Francisco: Jossey- Bass, 1997. (450 pages)

- Bossidy, Larry, Ram Charan and Charles Burck. *Execution: The Discipline of Getting Things Done*. Crown, 2002. (256 pages)
- Brinckerhoff, Peter C. *Mission-Based Management: Leading Your Not-for-Profit in the 21st Century*. New York: John Wiley, 2000. (200 pages)
- _____. *Faith-Based Management: Leading Organizations that Are Based on More than Just Mission*. New York: John Wiley, 1999. (272 pages)
- Buckingham, Marcus and Curt Coffman. *First, Break All the Rules: What the World's Greatest Managers Do Differently*. New York: Simon and Schuster, 1999. (255 pages)
- Burns, James MacGregor. *Leadership*. New York: Harper & Row, 1978.
- Clinton, J. Robert. *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*. Colorado Springs: NavPress, 1988. (272 pages)
- Collins, Jim. *Level 5 Leadership: The Triumph of Humility and Fierce Resolve*. Harvard Business School Press, 2002. (16 pages)
- _____. *Good to Great: Why Some Companies Make the Leap...And Others Don't*. New York: HarperCollins, 2001. (320 pages)
- Covey, Stephen R., A. Roger Merrill, and Rebecca R. Merrill. *First Things First*. New York: Fireside, 1996. (373 pages)
- _____. *Principle-Centered Leadership*. New York: Summit Books, 1992. (334 pages)
- Crosby, Philip. *The Absolutes of Leadership*. San Francisco: Jossey-Bass, 1997. (144 pages)
- DePree, Max. *Leading without Power: Finding Hope in Serving Community*. San Francisco: Jossey-Bass, 1997. (128 pages)
- _____. *Leadership Is an Art*. DTP, 1990. (148 pages)
- Easum, William M. *Leadership on the Other Side*. Nashville: Abingdon, 2000. (144 pages)
- Farber-Robertson, Anita with Meredith Brook Handspicker and David Whitman. *Learning while Leading: Increasing Your Effectiveness in Ministry*. Alban Institute, 2000. (158 pages)
- Farson, Richard. *Management of the Absurd: Paradoxes in Leadership*. New York: Simon and Schuster, 1996. (170 pages)

- Goleman, Daniel, Annie McKee, and Richard E. Boyatzis. *Primal Leadership: Realizing the Power of Emotional Intelligence*. Harvard Business School Press, 2002. (352 pages)
- _____. *Working with Emotional Intelligence*. Bantam Doubleday Dell, 2000. (383 pages)
- Hall, Brian P. and Helen Thompson. *Leadership through Values: A Study in Personal and Organizational Development*. New York: Paulist Press, 1980. (111 pages)
- Hagberg, Janet. *Real Power*. Salem, WI: Sheffield, 1994. (266 pages)
- Heifetz, Ronald. *Leadership without Easy Answers*. Boston: Harvard University Press, 1994. (276 pages)
- Hesselbein, Frances, *Hesselbein on Leadership*. San Francisco: Jossey-Bass, 2002. (128 pages)
- _____, Marshall Goldsmith and Richard Beckhard, eds. *The Leader of the Future: New Visions, Strategies and Practices for the Next Era*. San Francisco: Jossey-Bass, 1996. (309 pages)
- Hybels, Bill. *Courageous Leadership*. Grand Rapids: Zondervan, 2002. (256 pages)
- Koestenbaum, Peter. *Leadership: The Inner Side of Greatness*. San Francisco: Jossey-Bass, 1991.
- Kouzes, James M. and Barry Z. Posner. *The Leadership Challenge*. 3d edition. San Francisco: Jossey-Bass, 2002. (496 pages)
- _____. *Credibility: How Leaders Gain and Lose It, Why People Demand It*. San Francisco: Jossey-Bass, 1995. (368)
- Manz, Charles C. and Henry P. Sims, Jr. *The New SuperLeadership: Leading Others to Lead Themselves*. Barrett-Koehler, 2001. (286 pages)
- Maxwell, John. *Developing the Leaders Around You*. Thomas Nelson, 1995. (215 pages)
- McNeal, Reggie, ed. *Revolution in Leadership: Training Apostles for Tomorrow's Church*. Nashville: Abingdon, 1998. (160 pages)
- Nanus, Burt. *Visionary Leadership*. San Francisco: Jossey-Bass, 1992. (224 pages)
- O'Brien, Rita Cruise. *Trust: Releasing the Energy to Succeed*. John Wiley, 2001. (234 pages)
- O'Toole, *Leading Change: The Argument for Value-Based Leadership*. Ballantine Books, 1996.

- Pearce, Terry. *Leading Out Loud: The Authentic Speaker, The Credible Leader*. San Francisco: Jossey-Bass, 1995. (174 pages)
- Petersen, Eugene: *The Contemplative Pastor: Returning to the Art of Spiritual Direction*. Grand Rapids: Eerdmans, 1993. (176 pages)
- Rinehart, Stacy T. *Upside Down: The Paradox of Servant Leadership*. Colorado Springs, CO: NavPress, 1998. (176 pages)
- Shaw, Robert Bruce. *Trust in the Balance: Building Successful Organizations on Results, Integrity, and Concern*. San Francisco: Jossey-Bass, 1997. (256 pages)
- Shawchuck, Norm and Roger Heuser. *Managing the Congregation: Building Effective Systems to Serve People*. Nashville: Abingdon Press, 1996. (388 pages)
- _____. *Leading the Congregation: Caring for Yourself While Serving Others*. Nashville: Abingdon, 1993. (303 pages)
- Spears, Larry C. et al, eds. *Focus on Leadership: Servant-Leadership for the 21st Century*. John Wiley, 2001. (416 pages)
- Thrall, Bruce, Bruce McNicol, Ken McElrath. *The Ascent of a Leader: How Ordinary Relationships Develop Extraordinary Character and Influence*. San Francisco: Jossey-Bass, 1999. (224 pages)
- Tichy, Noel M. *The Leadership Engine: How Winning Companies Build Leaders at Every Level*. New York: HarperBusiness, 1997. (367 pages)
- Wheatley, Margaret J. *Leadership and the New Science*. rev. ed. Berrett-Koehler, 1997. (199 pages)
- White, John. *Excellence in Leadership: Reaching Goals with Prayer, Courage, and Determination*. Downers Grove: InterVarsity, 1986. (132 pages)

SELF-LEADERSHIP

- Arbinger Institute. *Leadership and Self-Deception: Getting Out of the Box*. San Francisco: Berrett-Koehler, 2002. (192 pages)
- Barna, George. *Turning Vision into Action*. Ventura, CA: Regal, 1996. (174 pages)
- Buckingham, Marcus and Donald O. Clifton. *Now, Discover Your Strengths*. Free Press, 2001. (260 pages)

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- Crabb, Lawrence. *Understanding Who You Are: What Your Relationships Tell You About Yourself*. NavPress, 1997. (80 pages)
- Fowler, James W. *Becoming and Adult, Becoming Christian: Adult Development and Christian Faith*. San Francisco: Jossey-Bass, 1999. (176 pages)
- Hedges, Charles. *Getting the Right Things Right*. Sisters, OR: Multnomah, 1996. (238 pages)
- Lee, Robert J. and Sara N. King. *Discovering the Leader in You: A Guide to Realizing Your Personal Leadership Potential*. San Francisco: Jossey-Bass, 2000. (192 pages)
- Lencioni, Patrick. *The Five Temptations of a CEO: A Leadership Fable*. San Francisco: Jossey-Bass, 1998. (134 pages)
- Linsky, Martin and Ronald A. Heifetz. *Leadership on the Line: Staying Alive Through the Dangers of Leading*. Harvard Business School Press, 2002. (224 pages)
- Malphurs, Aubrey. *Values-Driven Leadership: Discovering and Developing Your Core Values for Ministry*. Grand Rapids: Baker Books, 1996.
- _____. *Maximizing Your Effectiveness: How to Discover and Develop Your Divine Design*. Grand Rapids: Eerdmans, 1995. (241 pages)
- Manz, Charles C. and Christopher P. Neck. *Mastering Self-Leadership; Empowering Yourself for Personal Excellence*. 2nd ed. New York: Prentice Hall, 1998. (144 pages)
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- Montgomery, Dan. *Finding Your Way: A Christian Guide to Transforming Your Personality and Relationships*. Minneapolis: Augsburg, 1999. (180 pages)
- Nelson, Alan. *My Own Worst Enemy: Overcoming 19 Ways we Defeat Ourselves*. Grand Rapids: Baker, 2001. (240 pages)
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- Stanley, Andy. *Visioneering: God's Blueprint for Developing and Maintaining Personal Vision*. Sisters, OR: Multnomah, 1999. (272 pages)
- Vaill, Peter B. *Learning as a Way of Being: Strategies for Survival in a World of Permanent White Water*. San Francisco: Jossey-Bass, 1996. (218 pages)
- Vineyard, Sue. *How to Take Care of You So You Can Take Care of Others*. Heritage Arts, 1989. (149 pages)
- Warren, Rick. *The Purpose-Driven Life: 7 Steps for Discovering and Fulfilling Your Life Mission*. Grand Rapids: Zondervan, 2002. (240 pages)

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- Anderson, Ray S. *Self Care: A Theology of Personal Empowerment and Spiritual Healing*, 2000. (276 pages)
- Blackaby, Henry. *Spiritual Leadership: Moving People to God's Agenda*. Nashville: Broadman and Holman, 2001. (305 pages)
- Callen, Barry L. *Authentic Spirituality: Moving Beyond Mere Religion*. Grand Rapids: Baker, 2001. (271 pages)
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- Lewis, G. Douglas. *Meeting the Moment: Leadership and Well-Being in Ministry*. Nashville: Abingdon, 1997. (127 pages)
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- Miller, Calvin. *The Empowered Leader: 10 Keys to Servant Leadership*. Nashville: Broadman & Holman, 1997. (240 pages)

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Oates, Wayne E. *Nurturing Silence in a Noisy Heart*. Garden City, NY: Doubleday, 1979. (134 pages)

Packer, J. I. *Knowing God*. Downers Grove: InterVarsity, 1993. (286 pages)

Sanders, J. Oswald. *Dynamic Spiritual Leadership: Leading like Paul*. Discovery Enterprises, 1999. (224 pages)

_____. *Spiritual Leadership: Principles of Excellence for Every Believer*. Rev. ed. Chicago: Moody, 1994, (189 pages)

Stott, John. *Basic Christian Leadership: Biblical Models of Church, Gospel and Ministry*. Downers Grove: InterVarsity, 2002. (120 pages)

Willard, Dallas. *Renovation of the Heart: Putting on the Character of Christ*. NavPress, 2002. (272 pages)

_____. *Hearing God: Developing a Conversational Relationship with God*. Downers Grove: InterVarsity, 1999. (228 pages)

_____. *The Divine Conspiracy: Rediscovering Our Hidden Life in God*. San Francisco: Harper San Francisco, 1998. (448 pages)

_____. *The Spirit of the Disciplines: Understanding How God Changes Lives*. San Francisco: Harper San Francisco, 1991. (288 pages)

**AGTS Doctor of Ministry
Reading Report
Core Course 1
Cohort 10**

Name (Please print): _____

Please verify the portions of the assigned “Pre-session Reading Lists” you have read for this course. A minimum of 1650s pages is required. (Where substitutions have been made, note accordingly.) *This form is to be turned in on the first day of the course.*

Self-Leadership books:

Pages Read

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Other-Leadership books:

Pages Read

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Total Pages Read

=====

Signature

Points Awarded: _____