

ASSEMBLY OF GOD THEOLOGICAL SEMINARY
PTH 962 Managing Conflict and Change
October 13 – 17, 2003
Visiting Professor: Norman Shawchuck

COURSE DESCRIPTION: PURPOSE AND OBJECTIVES

This course will comprise an examination of the nature and function of conflict in religious organizations. Theological reflection and spirituality will be integrated with social science theory and practice designed to equip ordained and lay leaders to design and employ intervention strategies for managing conflict in religious organizations.

A predominate cause of conflict in the church is the abuse of power and an inability to design and employ effective change strategies. All change is conflictual and conflict resolution depends upon a readiness for change.

Two types of conflict will be presented, along with tools and concepts for intervening in each one. The conflict types will be conflict in organizational settings, and family systems theory.

LEARNING OBJECTIVES: The Student Will:

1. Explore a continuing theology of conflict in the local congregation and/or religious organization
2. Examine how one's own family of origin and interior life contribute to situations
3. Develop a sociological understanding of conflict including specific diagnostic tools -- some of which include the conflict cycle, behavioral dimensions, negotiation conditions, and family systems theory
4. Assess one's own conflict management style(s) and their effect upon oneself, relationships, and the organization
5. Explore the spiritual disciplines and faith practices/symbols that support intervention into conflict situations
6. Explore the relationship between change theory and conflict
7. Design conflict interventions in local church or religious agency situations utilizing appropriate models addressed in class lectures and readings.

COURSE TEXTS

Required Reading: Conflict

Norman Shawchuck. *Conflict Management Learning System for Religious Organizations*. Leith, ND: Spiritual Growth Resources Press, (800) 359-7363.

Norman Shawchuck. *How to Manage Conflict in the Church: Dysfunctional Congregations, Vol. III*. Leith, ND.: Spiritual Growth Resources Press, 1996 . (800) 359-7363 (**Note:** Vol. III is not included in the Conflict Learning System; it must be purchased separately).

Norman Shawchuck and Roger Heuser. *Managing the Congregation*. Nashville: Abingdon Press, 1996, **Note:** this book is 'Print on Demand only' status from Abingdon; please order from Spiritual Growth Resources; chapters 13, "Conflict Management;" 14, "Family Systems Theory" and 15, "Intervening in Dysfunctional Systems"

Required Reading: Change

Edgar H. Schein. *Process Consultation, Vol. II: Lessons for Managers and Consultants*. Reading, MA: Addison Wesley Publishing Co., 1987.

Norman Shawchuck and Roger Heuser. *Leading the Congregation*. Nashville: Abingdon Press, 1993

Norman Shawchuck and Roger Heuser. *Managing the Congregation*. Nashville: Abingdon Press, 1996; this book is 'Print on Demand only' status from Abingdon; please order through Spiritual Growth Resources (800)359-7363.

Required reading: (These materials will be discussed in the class)

Kenneth C. Haugk. *Antagonists in the Church: How to Identify and Deal with Destructive Conflict*. Mpls: Augsburg Publishing House, 1988.

John Patterson. *Is Human Forgiveness Possible?* Nashville: Abingdon Press, 1985

Lewis B. Smedes. *Forgive and Forget: Healing the Hurts We Don't Deserve*. New York: Pocket Books, 1984

Alvin J. Lindgren and Norman Shawchuck. *Let My People Go*. Leith, ND: Spiritual Growth Resources Press, 1988 (800) 359-7363

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Recommended Reading (You do not have to purchase these books)

Lewis Coser. *The Functions of Social Conflict*. NY: The Free Press, 1956, 1984

Duane Elmer. *Cross-Cultural Conflict: Building Relationships for Effective Ministry*. Downers Grove: InterVarsity Press, 1993

Edwin H. Friedman. *Generation to Generation: Family Process in Church and Synagogue*. New York: The Guilford Press, 1985

Roger Fisher & William Ury. *Getting to Yes*. New York: The Penguin Group, 1981, 1991

Hugh F. Halverstadt. *Managing Church Conflict*. Louisville: Westminster/John Knox, 1991

Donald R. Hands and Wayne Fehr. *Spiritual Wholeness For Clergy*. Washington, D.C.: The Alban Institute, 1993

Kenneth Haugk. *Speaking the Truth in Love*. St. Louis: Stephen Ministries, 1992

Ralph A. Johnson. *Negotiation Basics: Concepts, Skills, and Exercises*. Newbury Park: Sage Publications, 1993

Speed B. Leas. *Creative Leadership Series: Leadership & Conflict*. Nashville: Abingdon Press, 1982.

Richard E. Walton. *Managing Conflict: Interpersonal Dialogue and Third-Party Roles*. Reading, MA: Addison-Wesley, 1987

COURSE REQUIREMENTS

Pre-Class Assignment

Conflict Management

As you read through the required readings in conflict keep written notes (notebook or use the book margins and underline.) Jot down those thoughts that ring true for you (new learning or something that you are reminded of); those thoughts that you disagree with; and questions which you have about the readings. Be sure to include the title of the book and page number next to the ideas you are jotting down. Carefully study and complete all instrumentation exercises in this published notebook.

Conflict Management Syllabus

Change Management

As you read through the required readings in change keep written notes (notebook or use the book margins and underline.) Jot down those thoughts that ring true for you (new learning or something that you are reminded of); those thoughts that you disagree with; and questions which you have about the readings. Be sure to include the title of the book and page number next to the ideas you are jotting down.

CLASS PARTICIPATION AND POST-CLASS WORK

Pre-Class Participation

Class participation is essential to individual and group learning. It is imperative, therefore, that you come to class fully prepared to engage in the group's discussion and exercises. Given the intensive nature of the class sessions, it is mandatory that you thoroughly study the required readings prior to the first class session.

Post-Class Assignment

The course project is due in the D.Min office January 17, 2004. If you cannot complete it by that time, please fill out an extension form and send it to the D.Min office. Please be aware that extensions are not automatic.

GRADING PROCEDURE FOR ENTIRE COURSE

Pre-session and class participation	50%
Research or Library research project	50%

COURSE BIBLIOGRAPHY

Organizational and Family Systems

- Argyris, Chris. *Intervention Theory and Method*. Reading, MA: Addison-Wesley, 1970.
- Blake, Robert R. and Srygley Mouton, Jane. *Consultation: A Handbook For Individual and Organizational Development*. Reading, MA: Addison-Wesley, 1976, 1989
- Blake Robert R. Shepard, H.A., and Mouton, Jane S. *Managing Intergroup Conflict in Industry*. Boulder, CO: Westview Press, 1984
- Borisoff, Deborah and Victor, David A. *Conflict Management: A Communication Skills Approach*. Englewood Cliffs, NJ: Prentice-Hall, 1989
- Coser, Lewis. *Functions of Social Conflict*. New York: The Free Press, 1967
- Thomas Cummings and Christopher Worley. *Organization Development and Change, 6th Edition*. St. Paul, MN: West Publishing Co., 1998.
- Fisher, Roger and Ury, William. *Getting To Yes*. New York: The Penguin Group, 1981, 1991
- Fisher, Roger and Brown, Scott. *Getting Together: Building Relationships As We Negotiate*. New York: The Penguin Group, 1988
- Friedman, Edwin H. *Generation to Generation: Family Process in Church and Synagogue*. New York: The Guilford Press, 1985
- Gordon, Thomas. *Leadership Effectiveness Training*. Toronto: Bantam Books, 1977, 1980
- Hagberg, Janet O. *Real Power: Stages of Personal Power in Organizations*. Mpls. : Winston Press, 1985
- Juergensmeyer, Mark. *Fighting Fair: A Non-Violent Strategy for Resolving Everyday Conflicts*. San Francisco: Harper & Row, 1986
- Keating, Charles J. *Dealing with Difficult People*. New York: Paulist Press, 1984
- Kets de Vries, Manfred and Miller, Danny. *Unstable At The Top: Inside the Troubled Organization*. New York: New American Library, 1987
- Lerner, Harriet Goldhor. *The Dance of Anger*. New York: Harper & Row, 1985
- Likert, Renis and Likert, Jane Gibson. *New Ways of Managing Conflict*. New York: McGraw-Hill, 1976
- Moore, Christopher W. *The Mediation Process*. San Francisco: Jossey-Bass, 1986
- Rahim, M. Afzalur, *Managing Conflict in Organizations*. New York: Praeger, 1986
- Satir, Virginia M. *Conjoint Family Therapy*. Science and Behavior Books, 1967
- Schaef, Anne Wilson and Fassel, Diane. *The Addictive Organization*. San Francisco: Harper & Row, 1988
- Schein, Edgar H. *Process Consultation (Vol. 1): Its Role in Organization Development*. Reading, MA: Addison-Wesley, 1988
- _____. *Process Consultation (Vol. II): Lessons for Managers and Consultants*. Reading, MA: Addison-Wesley, 1987
- Simmel, George. *Conflict and the Web of Group Affiliations*. New York: The Free Press, 1964
- Stulberg, Joseph B. *Taking Charge/Managing Conflict*. Lexington, MA: Lexington Books, 1987
- Tanner, Deborah. *That's Not What I Meant*. New York: Ballantine Books, 1986

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_____. *You Just Don't Understand*. New York: Ballantine Books, 1990
Walton, Richard E. *Managing Conflict: Interpersonal Dialogue and Third-Party Roles*.
Reading, MA: Addison-Wesley, 1987.

Conflict in Religious Organizations

Augsburger, David. *Caring Enough to Forgive*. Ventura, CA: Regal Books, 1981
Augsburger, David. *Caring Enough to Confront*. Ventura, CA: Regal Books, 1983
Bruggemann, Walter. *The Prophetic Imagination*. Philadelphia: Fortress Press, 1978
Buzzard, Lynn R. and Eck, Laurence. *Tell It to the Church: A Biblical Approach to
Resolving Conflict Out of Court*. Wheaton: Tyndale, 1985
Crosby, Michael H. *The Dysfunctional Church*. Notre Dame, IN: Ave Maria Press, 1991
Friedman, Edwin H. *Generation to Generation: Family Process in Church and
Synagogue*. New York: The Guilford Press, 1985
Halverstadt, Hugh F. *Managing Church Conflict*. Louisville: Westminster/John Knox,
1991
Haughk, Kenneth C. *Antagonists in the Church: How to Identify and Deal with
Destructive Conflict*. Mpls.: Augsburg Publishing House, 1988
Hoffman, Virginia Curran. *The Codependent Church*. New York: Crossroads, 1991
Lester, Andrew D. *Coping With Your Anger: A Christian Guide*. Philadelphia: The
Westminster Press, 1983
Huttenlocker, Keith. *Conflict and Caring*. Grand Rapids, MI: Ministry Resources
Library, 1988
Leas, Speed B. *Leadership and Conflict*. Nashville: Abingdon, 1982
Leas, Speed B. *Should the Pastor Be Fired*. Washington, D.C.: The Alban Institute
_____. *Lay Persons' Guide to Conflict Management*. Washington, D.C.: The
Alban Institute
_____. and Kittlaus, Paul. *Church Fights*. Philadelphia: Westminster, 1973
Lewis, G. Douglas. *Resolving Church Conflicts*. San Francisco: Harper & Row, 1981
Malony, H. Newton. *When Getting Along Seems Impossible*. Old Tappan, NJ: Fleming H.
Revell Co., 1989
McSwain, Larry L. and Treadwell, William C., Jr. *Conflict Ministry in the Church*.
Nashville: Broadman Press, 1981
Miller, John M. *The Contentious Community: Constructive Conflict in the Church*.
Philadelphia: Westminster Press, 1978
Patton, Patton. *Is Human Forgiveness Possible?* Nashville: Abingdon Press, 1985
Randall, Robert L. *Pastor and Parish: The Psychological Core of Ecclesiastical
Conflicts*. New York: Human Sciences Press, 1988
Sanders, Randolph K. and Newton, Malony, H. *Speak Up! Christian Assertiveness*.
Philadelphia: Westminster, 1985
Schaller, Lyle. *Community Organization, Conflict and Reconciliation*. Nashville:
Abingdon Press, 1966
Shawchuck, Norman. *How To Manage Conflict in the Church -- Volumes I, II and III*.
Leith, ND: Spiritual Growth Resources Press. (800) 359-7363
Shawchuck, Norman and Heuser, Roger. *Leading the Congregation*. Nashville:
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_____. *Managing the Congregation*. Nashville: Abingdon Press, 1996
Smedes, Lewis B. *Forgive and Forget: Healing the Hurts We Don't Deserve*. New York: Pocket Books, 1984.

Change Theory

John D. Adams, Ed., *Transforming Leadership: From Vision To Results*. Alexandria, VA: Miles River Press, 1986.
_____, *Transforming Work*. Alexandria, VA: Miles River Press, 1984.
Leith Anderson. *A Church for the 21st Century*. Minneapolis: Bethany House, 1992.
Peter Block, *Stewardship: Choosing Service Over Self-Interest*. San Francisco: Berrett-Koehler, 1993.
_____, *The Empowered Manager: Positive Political Skills at Work*. San Francisco: Jossey-Bass, 1989.
Jay R. Galbraith, Edward E. Lawler III & Associates, *Organizing For The Future: The New Logic for Managing Complex Organizations*. San Francisco: Jossey-Bass, 1993.
Richard Luecke, *Scuttle Your Ships Before Advancing: And Other Lessons from History on Leadership and Change for Today's Managers*. New York: Oxford University Press, 1994.
Loren Mead, *The Once and Future Church*. Wash. DC: The Alban Institute, 1991.
_____, *More Than Numbers*. The Alban Institute, 1993.
_____, *Transforming Congregations for the Future*. The Alban Institute, 1994.
Tom Melohn, *The New Partnership*. Essex Junction, VT: Oliver Wight Publications, 1994.
Richard Tanner Pascale, *Managing On The Edge*. New York: A Touchstone Book, 1990.
Scott Peck, *A World Waiting To Be Born: Civility Rediscovered*. New York: Bantam Books, 1993.
Tom Peters, *The Tom Peters Seminar: Crazy Times Call for Crazy Organizations*. New York: Vintage Books, 1994.
Tom Peters. *Liberation Management*. (New York: Ballentine Books) 1992
Gifford & Elizabeth Pinchot, *The End of Bureaucracy & The Rise of the Intelligent Organization*. San Francisco: Berrett-Koehler, 1993.
Faith Popcorn. *The Popcorn Report*. New York: Doubleday, 1991.
Martin F. Saarinen, *The Lifecycle of a Congregation*. Washington, D.C.: The Alban Institute, 1986.
Lyle Schaller, *Strategies for Change*. Nashville: Abingdon Press, 1993.
_____, *Activating the Passive Church: Diagnosis & Treatment*. Nashville: Abingdon Press, 1990.
Martin F. Saarinen. *The Lifecycle of a Congregation*. (Washington, D.C.: The Alban Institute) 1986
Gustave Rath and Norman Shawchuck. *Benchmarks of Quality in the Church*. (Leith, ND.: Spiritual Growth Resources) 1994.
Lyle Schaller. *Strategies for Change*. (Nashville: Abingdon Press) 1993
Edgar H. Schein. *Process Consultation: Lessons for Managers and Consultants Vol II*. Reading, MA: Addison-Wesley, 1987.

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Peter M. Senge, *The Fifth Discipline: The Art And Practice Of The Learning Organization*. New York: Doubleday Currency, 1990.

Peter M. Senge, Charlotte Roberts, Richard B. Ross, Bryan J. Smith, and Art Dleiner, *The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization*. New York: A Currency Book published by Doubleday, 1994.