

ASSEMBLIES OF GOD THEOLOGICAL SEMINARY
Doctor of Ministry Core Course 1
October 4-8, 2004
Cohort 13

PTH 901 RENEWING THE SPIRITUAL LEADER

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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. Various 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. Significant time is also spent orienting the participants to the unique dynamics and requirements of Doctor of Ministry education. The course requires the implementation of a three month self-development plan.

COURSE OBJECTIVES

Growth in understanding...

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

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
4. By developing supportive relationships with other members of the cohort

Growth in ability...

1. To articulate a Personal Statement of Vision, Values, and Spirituality
2. To evaluate the personality, leadership style, spirituality, and integrity of self and others
3. To adapt leadership style situationally
4. To construct and implement spiritual leadership development plans for self 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 it like to be led by me?
- 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 a Third Way

COURSE REQUIREMENTS

1. Pre-Session (20 total points)

- a. *Read*: Complete 750 pages of reading from the *Other-Leadership* reading list, 750 pages from the *Self-Leadership* list, and all of the *Leadership Spirituality* works. Substitute books can be found in the *Bibliography*. 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)
- b. *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 prior to the course. Substitute a book from the *Bibliography* for those read previously.)

2. Session (10 total points)

- a. *Completion*: of all class exercises and activities. (5 points)

- b. *Active contribution*: to the peer learning environment, including discussion, integration of pre-reading, and relationship-building. (5 points)

3. Post-Session Projects (70 total points)

- a. *Writing Project* (60 points)

The post-session writing project is an exercise in integrating Pentecostal spirituality and the leadership arts. The project should be approximately 30 pages in length, 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.

The Post-Session Writing 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 the following: (Feel free to use evaluations done in class, as well as those done prior.)
 - a) Character (including spirituality)
 - b) A Personal Vision Statement
 - c) A Personal Values Statement
 - d) Present leadership style(s)
 - e) Present level of development of major leadership skills
 - f) Present influence and effectiveness with relevant groups
- 3) *Self-development plan*: prepare a three-month self-development plan that includes:
 - a) Identification of top three strengths to be enhanced
 - b) Identification of areas of needed improvement as a leader
 - c) The three month leadership development growth plan should include:
 1. Desired outcomes to build on strengths and improve weaknesses (the emphasis is to be on strengths)
 2. Plan for accomplishing those outcomes
 3. Resources to be used
 4. How you will measure and evaluate
 - d) Report on the nature and effectiveness of accountability relationships. (See Post-Session Accountability Project below. This is a requirement to pass the course.)

Post-Session Writing Project Evaluation:

1. *Cogency*: are the major assertions clear, specific, and adequately supported by evidence and/or reasoning? (10 points)

2. *Clarity*: is the structure well-organized, making the development of the argument easy to follow? (10 points)
 3. *Creativity*: do the major ideas represent original thinking? (10 points)
 4. *Depth*: are the ideas in the paper important and substantial, being the product of high-quality reflective thinking? (10 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)
- TOTAL 60 points

Writing Standards:

1. *Coaching and Editing*: All Core 1 papers are *required* to be submitted to the Writing Coach before being turned in to the professor. Papers are due at the Writing Coach 30 days following the last day of class (November 8, 2004). The purpose of this requirement is to assess the quality of the participant's writing and to provide a coaching/editing experience that will catalyze good writing in the remainder of the program. The Coach will charge the participant \$15 per hour, with the average paper costing \$30-45. Late papers will receive an additional charge. Editing costs are *not* included in the program comprehensive fee. Contact information for the Writing Coach will be distributed in class.

Core 1 is the *only course* for which coaching/editing is mandatory *unless* the quality of the writing fails to meet minimum standards. In this case, coaching/editing may be required until the writing improves sufficiently. Optional editing services (charged per hour) are available for all other classes. Contact information for editors is available from the D.Min. office.

2. *Style Manual*: 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
3. *Expectations*: All papers are to represent original, high-quality, graduate-level work. Writing from previous courses may not be recycled. Expectations are high.
4. *Communication*: A **hardcopy** of the edited Post-Session Project must be delivered to the D.Min. office. *Do not use email.*

5. *Title Page*: All papers should include a cover sheet with title, course information, name, address, and email address in *Turabian* format.
6. *Due date*: the Post-Session Project must be delivered to the D.Min. office postmarked no later than January 8, 2005.

b. Post-Session Accountability Project (10 points)

All course participants are required to maintain or begin a rigorous and regular accountability relationship (outside of their home) **in order to pass the course**. This relationship may be either with a trusted individual or with a group. The existence and effectiveness of the relationship will be reported in the Post-Session Writing Project.

LATE WORK

Each week beyond the due date by which the Post-Session Project is received will reduce its score by one letter grade.

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:	10 points		92 + points = A
Reading Reflection Paper:	10 points		
Session Involvement:	10 points		82 + points = B
Post-Session Writing Project:	60 points		
Post-Session Accountability Project:	10 points		72 + points = C, etc.

TOTAL: 100 points

PRE-SESSION READINGS

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)

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

Burns, James MacGregor. *Leadership*. New York: Harper & Row, 1978. (530 pages)

Charan, Ram, Stephen Drotter and James Noel. *The Leadership Pipeline: How to Build the Leadership Powered Company*. San Francisco: Jossey-Bass, 2000. (224 pages)

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

Greenleaf, Robert K., et al, eds. *On Becoming a Servant Leader*. San Francisco: Jossey-Bass, 1996. (396 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)

Self-Leadership

Anderson, Ray S. *Self Care: A Theology of Personal Empowerment and Spiritual Healing*, 2000. (276 pages)

Buckingham, Marcus and Donald O. Clifton. *Now, Discover Your Strengths*. Free Press, 2001. (260 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)

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

Lencioni, Patrick. *The Five Temptations of a CEO: A Leadership Fable*. San Francisco: Jossey-Bass, 1998. (134 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)

Rima, Samuel D. *Leading from the Inside Out: The Art of Self-Leadership*. Grand Rapids, MI: Baker, 2000. (255 pages)

Leadership Spirituality

Cotton, Roger. "Numbers 11 and Doing a Pentecostal Biblical Theology of Church Leadership." [available online]

http://www.agts.edu/faculty/faculty_publications/articles/cotton_numbers_11.html

LEADING OTHERS AND MYSELF: A SELECT BIBLIOGRAPHY

Earl Creps

OTHER-LEADERSHIP

Adair, John. *Inspiring Leadership: Learning from Great Leaders*. Thorogood, 2004. (366 pages)

Allessandra, Tony. *People Smart: Powerful Techniques for Turning Every Encounter into a Mutual Win*. Key Communication, 1989. (224 pages)

Antonakis, John, et al, eds. *The Nature of Leadership*. Sage, 2004. (448 pages)

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

Avery, Gayle C. *Understanding Leadership: Paradigms and Cases*. Sage, 2004. (328 pages)

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

Baldoni, John. *Great Communication Secrets of Great Leaders*. McGraw-Hill, 2003. (208 pages)

_____. *180 Ways to Walk the Leadership Talk*. Performance Publishing, 2000. (56 pages)

Banks, Robert and Bernice M. Ledbetter. *Reviewing Leadership: A Christian Evaluation of Current Approaches*. Grand Rapids: Baker, 2003. (240 pages)

Barker, Richard. *On the Nature of Leadership*. University Press of America, 2002.

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

_____. *Born to Lead: Do You Have What it Takes?* Waterbrook Press, 2002.

_____, 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. *Why Leaders Can't Lead: The Unconscious Conspiracy Continues*. San Francisco: Jossey- Bass, 1997. (192 pages)

_____. *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. *Servant Leader*. J. Countryman Books, 2003. (128 pages)

_____. 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)

Borge, Dan. *The Book of Risk*. New York: John Wiley, 2001. (245 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)

Briner, Bob. *The Management Methods of Jesus: Ancient Wisdom for Modern Business*. Nashville; Thomas Nelson, 1996.

Brooks, Marta, et al. *Your Leadership Legacy: The Difference You Make in People's Lives*. Berrett-Koehler, 2004. (150 pages)

Brown, William, et al. *Interpersonal Skills for Leadership*. 2nd ed. Prentice-Hall, 2004. (384 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. *Transforming Leadership*. Grove Press, 2004. (336 pages)

_____. *Leadership*. New York: Harper & Row, 1978.

- Byham, William C., Audrey B. Smith and Matthew J. Paese. *Grow Your Own Leaders: How to Identify, Develop and Retain Leadership Talent*. Financial Times/Prentice Hall, 2002. (416 pages)
- Carson, D.A. *The Cross and Christian Ministry: Leadership Lessons from 1 Corinthians*. Grand Rapids: Baker Books, 2004. (137 pages)
- Caruso, David R. *The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership*. Jossey-Bass, 2004. (320 pages)
- Charan, Ram, Stephen Drotter and James Noel. *The Leadership Pipeline: How to Build the Leadership Powered Company*. San Francisco: Jossey-Bass, 2000. (224 pages)
- Chrispeels, Janet. *Learning to Lead Together: The Promise and Challenge of Sharing Leadership*. Sage Publications, 2004. (408 pages)
- Clinton, J. Robert. *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*. Colorado Springs: NavPress, 1988. (272 pages)
- Cohen, William A. *Art of the Strategist: 10 Essential Principles for Leading Your Company to Victory*. AMACOM, 2004. (256 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)
- Conger, Jay and Beth Benjamin. *Building Leaders: How Successful Companies Develop the Next Generation*. San Francisco: Jossey-Bass, 1999. (304 pages)
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- _____, et al. *Charismatic Leadership: The Elusive Factor in Organizational Effectiveness*. San Francisco: Jossey-Bass, 1988. (352 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)
- Crossley, Gareth. *Growing Leaders in Your Church*. Evangelical Press, 2004. (160 pages)

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- Csorba, Les T. *Trust: The One Thing that Makes or Breaks a Leader*. Thomas Nelson, 2004. (256 pages)
- Daft, Richard L. *Leadership Experience: How to Create Highly Motivated, Highly Committed Employees*. 3rd ed. South-Western College/West, 2004.
- Dale, Robert D. *Leadership for a Changing Church: Charting the Shape of the River*. Nashville: Abingdon, 1998. (128 pages)
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- Gardner, Howard. *Changing Minds: The Art and Science of Changing Our Own Mind and Other People's*. Cambridge: Harvard Business Press, 2004. (288 pages)
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- Hagberg, Janet. *Real Power*. Salem, WI: Sheffield, 1994. (266 pages)

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- Hastings, Wayne A. *Trust Me: Developing a Leadership Style People Will Follow*. WaterBrook Press, 2004. (244 pages)
- Holbeche, Linda. *Change Leadership*. Butterworth-Heinemann, 2004. (256 pages)
- Hawkins, Thomas R. *The Learning Congregation: A New Vision of Leadership*. 1st ed. Louisville, KY: Westminster John Knox Press, 1997.
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Maxwell, John. *Developing the Leaders Around You*. Thomas Nelson, 1995. (215 pages)

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An interesting Amazon list on "Personality Type" providing information on eleven books of varying quality on this theme

<http://www.rebrown.com/360gen.htm>

R.E. Brown is a leadership consultant who provides online documents for the 360 review process.

<http://www.rebrown.com/amazon.htm>

A thoroughly annotated leadership bibliography, with links to Amazon so purchasing is easy.

<http://www.educ.queensu.ca/~reesr/bibliography.html>

A “Books on Leadership” listing provided by Dr. Ruth Rees’ Educational Leadership website.

<http://www.ed.gov/MailingLists/EDInfo/Archive/msg00290.html>

33 research digests on the theme of “visionary leadership.” Search all the digests in the ERIC system at: <http://www.ericfacility.net/ericdigests/index/>

http://www.fgse.nova.edu/cyfs/guides/leadership_one/Lbib.htm

“Leadership Bibliography from Nova Southeastern University.

http://www.academy.umd.edu/publications/leadership/leadership_bib.htm

A small, but high quality leadership bibliography from the James MacGregor Burns Leadership Institute.

<http://www.myskillsprofile.com/>

An online resource for discerning whether you are a Level 5 Leader.

<http://www.uflib.ufl.edu/businesslibrary/books/leadbks.htm>

A card-catalogue based bibliography developed by the University of Florida’s Smathers Business Library. Fairly extensive with quality sources.

<http://www.strategicleadership.com/bibliography/personal.htm>

A “Personal Leadership Bibliography” by Strategic Leadership Associates, a leadership consulting firm. Largely oriented toward issues of vision and change management.

<http://www.twu.ca/Leadership/biblio.asp>

A “Leadership Bibliography of Recent Christian and Non-Christian Books” by Don Page of Trinity Western University, Canada. One of the more extensive online bibliographies available ranks each book by its usefulness.

<http://www.ndu.edu/library/pubs/transleadcvr.html>

The National Defense Universities extensive and high-quality bibliography on “Transformational Leadership, updated as of October 2002, is valuable because it includes many more journal articles than books.

<http://communication.wcupa.edu/faculty/dean/lcbiblio.htm>

A good quality medium-sized bibliography featuring major leadership works up through the mid-90's. Originally prepared for a class on "Communication and Leadership" by Kevin Dean at Westchester University.

**AGTS Doctor of Ministry Program
Reading Report
Core Course 1
Cohort 13**

Name (Please print): _____

Please verify the portions of the assigned “Pre-session Reading Lists” you have read for this course. A minimum of 1500 pages is required. (Where substitutions have been made, note accordingly.) *This form is to be turned in on the last day of the course.*

Self-Leadership books:

Pages Read

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Other-Leadership books:

Pages Read

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Leadership Spirituality:

_____	_____
_____	_____

Total Pages Read

=====

Signature _____

Points Awarded: _____