

**ASSEMBLIES OF GOD THEOLOGICAL SEMINARY
DOCTOR OF MINISTRY**

PTH 901: RENEWING THE SPIRITUAL LEADER

COHORT 6, CORE COURSE 1

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COURSE DESCRIPTION

Models of renewal are considered in view of each participant's own spiritual and leadership development. The experience is enriched through reading and reflection, peer interaction, and faculty mentoring.

Foundational to any study of leadership is learning the richness of the interior life that focuses upon one's own calling, mission, vision, spirituality and discernment. At the very core of our inner life lies buried what we often most strenuously avoid, though it is also the core of us that we long to nurture and sustain.

Our habit for ignoring the interior life, according to Michael E. Cavanagh "is analogous to ambulance driver[s] ignoring and mistreating the engine of [their] ambulance, even though [they do] so because [they are] busy transporting people to the hospital. Sooner or later, the ambulance is likely to run out of gas or fail mechanically and threaten the safety of the very people the driver is trying to help."¹

The care, feeding and renewal of the leader's interior life is not ancillary to ministry—it is the foundation of ministry. Without this all leadership effort is sterile and ultimately leads to boredom and insipidness. Participants will learn how personal renewal is the key to future effectiveness.

COURSE OUTCOMES

Concerning cognitive outcomes, participants will:

1. identify building blocks of their own theology of leadership for today's church and religious organization;
2. understand the differences and overlap between leadership and management;
3. examine selected approaches to the study of leadership and their application to the contemporary Christian leader;
4. explore selected historic and contemporary models of Christian spirituality—including reflection on Pentecostal-charismatic spirituality--and their application to the contemporary Christian leader;
5. explore the nature and sources of power in relation to the life journey of the leader;
6. understand how the unexamined life can lead toward the darksome side of obsessions, detachment, perfectionism, unhealthy stress, burnout, or undue emphasis on the leader's persona; and
7. determine how the leader can impact learning organizations, including the role of skilled incompetence and the organizational defenses that mitigate against learning.

Concerning character/attitude outcomes, participants will:

1. monitor the themes of the affective life through journaling and reflection;

¹ Michael E. Cavanagh, *The Effective Minister* (Harper & Row, 1986), p. 1.

2. discern the movements of Spirit that include consolation and desolation;
3. monitor the emotions that characterize enmeshment and that lead toward the leader's self-differentiation;
4. identify the passions and resistances that influence managing one's own effectiveness and development a plan to improve one's effectiveness; and
5. explore the mixed message between one's espoused theory of leadership and one's theory-in-use as defined by Chris Argyris.

Concerning skill outcomes, participants will develop a personal project including the following components:

- See post-session assignments.

COURSE OUTLINE

1. Course Introduction
2. A Practical Theology of Leadership
3. The Leader's Interior Life
 - Leadership and the unconscious (Parker Palmer)
 - Call to ministry
 - "Search for Glory" -- interior life influenced by family of origin
 - Difference between stress and burnout
 - The darksome side of leadership
4. Spirituality of Leadership
 - Definitions and pre-requisites
 - Discerning the Spirit
 - Examen of consciousness
 - Disciplines as a means of grace
 - Pentecostal-Charismatic spirituality
5. Spiritual Development and Renewal
 - Definitions: spirituality and mysticism
 - Contemporary Models of Spirituality: humanistic, Roman Catholic, Rational Evangelical Protestant, Pietistic Evangelical Protestant
 - Pentecostal-Charismatic Spirituality: character, charisma, community
6. Leader's interior life reflected in team building and relationships
 - Definitions
 - Espoused theory versus theory-in-use
 - Emotional intelligence
 - Self-differentiated leadership
 - Situational leadership theory
 - How teams develop
7. Leader's interior life reflected in corporate vision, mission and public roles
 - The strategic relationship between the corporate mission and the environment: vision, mission, organization design, boundaries of input and output, and feedback systems.
 - Power and leadership
 - Argyris: Skilled incompetence and organizational defenses
 - The learning organization

COURSE REQUIREMENTS

Pre-Session (20%)

Completion of 1500 pages of reading from the required pre-session assigned reading list.

1. A minimum of 500 pages from the "spiritual development and renewal" reading list
2. A minimum of 1000 pages from the "leadership development" reading list

During Session (30%)

An active participant in class including class discussion, small group exercises, and completion of self evaluation instruments distributed in class.

Post-Session (50%)

The post session assignment is two-fold:

Personal Model of Spirituality

In a 10-15 page paper based on the following guidelines, develop a personal model of spirituality that is capable of nurturing your life and ministry. The paper should:

1. Be personal and reflective in that it represents your personal needs and understanding and the unique demands of your own ministry.
2. Interact with course readings of classical and contemporary literature on spirituality and the spiritual disciplines but is not simply a research project in that literature.
3. Interact critically with the seminar presentations/discussions on models of spirituality.
4. Be grounded in Scripture with appropriate biblical references to authenticate your understanding of spirituality.
5. Be theologically informed in conceptualization, i.e. appropriate use of biblical and theological concepts such as regeneration, sanctification, Spirit-baptism, spiritual gifts, ordinances of the church, traditional spiritual disciplines, and so forth.
6. Be distinctively Pentecostal-charismatic in its consciousness of the work of the Holy Spirit in Christian life and ministry.
7. Be theoretical, but capable of practical application as a means of 1) assessing progress toward your spiritual goals (not to be written out here), 2) developing and enriching the personal spiritual disciplines, and 3) enhancing your ministry.
8. Not be a spiritual diary in that it gives your actual experiences of the past and present nor a chart of your anticipated future experiences.
9. As to form and style, be carefully reasoned and written. It must not be a spontaneous, off the top of the head document. A well-organized position paper might be a good example.

Leadership Development

Prepare a 15-20 page reflection paper focusing on the following:

1. A draft theology of leadership (What is becoming clearer to you about your own theology of leadership at this time in your life and ministry?).
2. A statement of personal mission in light of your identity, calling, giftedness, and passion. (For developing a personal mission statement, see Laurie Beth Jones, *The Path*).
3. A self-assessment of your leadership styles as articulated in situational leadership theory. (Include your range of styles and their impact upon the maturity level of groups with whom you work.)
4. An examination of your interior life and its impact upon the quality of your relationships and upon the effectiveness of your public leadership.
5. An assessment of pressure points in your ministry settings and how specific changes in your leadership will positively address your situation.
6. As to form and style, integrate course readings, exercises, instruments and ministry experiences with your own reflection.

PRE-SESSION READING LIST

Briefly review those you may have already read and report only those that are new to you, moving to the selected bibliography if necessary.

Required Reading in Spiritual Development and Renewal

Each student is required to read a minimum of 500 pages from this section. If you have already read enough books that you are unable to get the required pages, move to the recommended reading list:

Richard J. Foster, *Streams of Living Water: Celebrating the Great Traditions of Christian Faith*. San Francisco: Harper and Row, 1998.

Rueben Job and Norman Shawchuck, *A Guide to Prayer for Ministers and Other Servants*. Nashville: Upper Room Books, 1983. (Simply read the particular weeks that correspond to the current calendar).

Dallas Willard, *The Spirit of the Disciplines: Understanding How God Changes Lives*. San Francisco: Harper & Row, 1988.

Land, Steven J. *Pentecostal Spirituality: A Passion for the Kingdom*. Sheffield: Sheffield Academic press, 1993.

Required Reading in Leadership Development

Each student is required to read a minimum of 1000 pages from this section, preferably in the order listed. If you have already read enough books that you are unable to get the required pages, move to the recommended reading list:

Henri J.M. Nouwen, *In the Name of Jesus*. New York: Crossroad, 1989.

Norman Shawchuck and Roger Heuser. *Leading the Congregation: Caring for Yourself While Serving the People*. Nashville: Abingdon Press, 1993.

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

Choose one of the following: Parker J. Palmer, *The Active Life: A Spirituality of Work, Creativity, and Caring*. San Francisco: Jossey-Bass, 1990; *The Courage to Teach: Exploring the Inner Landscape of a Teacher's Life*. San Francisco: Jossey-Bass, 1998; or *Let Your Life Speak: Listening for the Voice of Vocation*. San Francisco, CA: Jossey-Bass Inc., 2000;

Leonard Sweet. *Aqua Church: Essential Leadership Arts for Piloting Your Church in Today's Fluid Culture*. Loveland, CO: Group Publishers, 1999.

Robert K. Greenleaf, *The Power of Servant Leadership*. San Francisco: Berrett-Koehler Publishers, Inc., 1998. OR Robert K. Greenleaf, *Servant Leadership: A Journey into the Nature of Legitimate Power & Greatness*. New York: Paulist Press, 1977. (NOTE: There are a variety of titles you can get that are produced by the Greenleaf Center for Servant-Leadership.

Janet O. Hagburg, *Real Power*. Revised edition. Sheffield Publishing Co., 1994.

Recommended Readings in Spirituality:

Dallas Willard, *The Divine Conspiracy: Rediscovering Our Hidden Life in God*. San Francisco: Harper, 1998.

Saint Augustine, *The Confessions of Saint Augustine*. Springdale, PA: Whitaker House, 1996.

Dietrich Bonhoeffer, *The Cost of Discipleship*. Riverside, NJ: Macmillan, 1967.

Richard J. Foster, *Celebration of Discipline: The Path to Spiritual Growth*. Revised edition. New York, NY: Harper and Row, 1988.

Michael Green and R. Paul Stevens. *New Testament Spirituality*. Guildford, Surrey: Eagle, 1994.

Deere, Jack. *Surprised by the Spirit*. Grand Rapids: Zondervan, 1993.

Greig, Gary S. and Kevin N. Springer. *The Kingdom and the Power: Are Healing and the Spiritual Gifts Meant for the Church Today?* Ventura, CA: Regal Books, 1993.

Paul Meier and Robert Wise, *Windows of the Soul: A Look at Dreams and their Meanings*. Nashville: Thomas Nelson Publishers, 1995.

Leanne Payne, *Listening Prayer: Learning to Hear God's Voice and Keep a Prayer Journal*. Grand Rapids: Baker Books, 1994.

- Dietrich Bonhoeffer, *Life Together: A Discussion of Christian Fellowship*. New York: Harper & Row Publishers, Inc., 1954.
- Richard J. Foster and James Bryan Smith, Eds., *Devotional Classics: Selected Readings for Individuals & Groups*. HarperSanFrancisco, 1993.
- Jeffrey H. Boyd, *Reclaiming the Soul*. Cleveland, OH: The Pilgrim, 1996.

If you can get a copy of the following:

- William A. Barry and William J. Connolly, *The Practice of Spiritual Direction*. San Francisco: Harper & Row, 1982.
- Katherine Marie Dyckman and L. Patrick Carroll, *Inviting the Mystic Supporting the Prophet: An Introduction to Spiritual Direction*. New York: Paulist Press, 1981.

Recommended Readings in Leadership:

- Nancy T. Ammerman, Jackson W. Carroll, Carl S. Dudley, and William McKinney, Eds., *Studying Congregations: A New Handbook*. Nashville: Abingdon Press, 1998.
- Chris Argyris, *Overcoming Organizational Defenses: Facilitating Organizational Learning*. New Jersey: Prentice Hall, 1990.
- Chris Argyris, *Flawed Advice and the Management Trap*. Oxford University Press, 2000.
- Robert Banks and Kimberly Powell. *Faith in Leadership: How Leaders Live Out Their Faith in Their Work and Why It Matters*. San Francisco, CA: Jossey-Bass Inc., 2000.
- Warren Bennis, *On Becoming a Leader*. Reading, Massachusetts: Addison-Wesley, 1989.
- Warren Bennis and Burt Nanus, *Leaders*. N.Y.: Harper & Row, 1985.
- Deborah P. Bloch and Lee J. Richmond, Eds., *Connections Between Spirit & Work in Career Development*, Palo Alto, CA: Davies-Black, 1997.
- Peter Block, *Stewardship: Choosing Service Over Self-Interest*. San Francisco: Berrett Koehler Publishers, 1993.
- Richard Bondi, *Leading God's People: Ethics for the Practice of Ministry*. Nashville: Abingdon Press, 1989.
- Lillie R. Brock and Mary Ann Salerno, *The Secret to Getting Through Life's Difficult Changes*. Washington, D.C., Bridge Builder Media, 1994.
- James MacGregor Burns, *Leadership*. Harper & Row Publishers, 1978.
- Martin M. Chemers, *An Integrative Theory of Leadership*. Mahwah, NJ: Lawrence Erlbaum Associates, 1997.
- Joanne B. Ciulla, Ed., *Ethics: The Heart of Leadership*. Westport, Connecticut: Praeger, 1998.
- George Cladis, *Leading the Team-Based Church*. San Francisco: Jossey-Bass, 1999.
- Robert Clinton, *The Making of a Leader*. NavPress, 1988.
- Jay A. Conger, *The Charismatic Leader: Behind the Mystique of Exceptional Leadership*. San Francisco: Jossey-Bass Publishers, 1989.
- Carolyn Corbin, *Great Leaders See the Future First: Taking Your Organization to the Top in Five Revolutionary Steps*. Chicago, IL: Dearborn, 2000.
- Edwin H. Friedman, *A Failure of Nerve: Leadership in the Age of the Quick Fix*. Bethesda, Maryland: The Edwin Friedman Estate/Trust, 1999.
- John W. Gardner, *On Leadership*. New York: The Free Press, 1990.
- Ronald A. Heifetz, *Leadership Without Easy Answers*, Cambridge, MA: The Belknap Press of Harvard University Press, 1994.
- Paul Hersey, Kenneth H. Blanchard, and Dewey E. Johnson, *Management of Organizational Behavior: Utilizing Human Resources*. Prentice-Hall, 1996.
- Roger Heuser, ed., *Leadership and Team Building: Transforming Congregational Ministry Through Teams*. Matthews, N.C.: Christian Ministry Resources, 1999.
- Roger Heuser and Samuel Southard, *Caregiving Leadership: Empowering Others to Care*. Matthews, NC: Christian Ministry Resources, 1999.
- Susan Howatch, *Glittering Images*. New York: Fawcett Crest, 1987.
- William Q. Judge, *The Leader's Shadow: Exploring and Developing Executive Character*. Thousand Oaks, CA: Sage, 1999.
- Laurie Beth Jones, *The Path: Creating Your Mission Statement for Work & for Life*. New York: Hyperion, 1996.
- James Kouzes and Barry Posner. *The Leadership Challenge*. Revised edition. Jossey-Bass, 1995.

- 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 B. Mead, *Five Challenges for the Once and Future Church*. Bethesda, MD: The Alban Institute, 1996.
- Mary Benet McKinney, *Sharing Wisdom: A Process for Group Decision Making*. Allen, TX: Tabor Publishing, 1987.
- Donald E. Miller, *Reinventing American Protestantism: Christianity in the New Millennium*. Berkley: University of California Press.
- Danny E. Morris and Charles M. Olsen. *Discerning God's Will Together: A Spiritual Practice for the Church*. Bethesda, Maryland: Alban Publications, 1997.
- Roy M. Oswald, *Clergy Self-Care: Finding a Balance for Effective Ministry*. The Alban Institute, Inc., 1991.
- Dennis N.T. Perkins, *Leading at the Edge: Leadership Lessons from the Extraordinary Saga of Shackleton's Antarctic Expedition*. NY: AMACOM, 2000.
- Robert E. Quinn, *Deep Change: Discovering the Leader Within*. San Francisco, CA: Jossey-Bass Inc., 1996.
- Christian A. Schwarz, *Natural Church Development: A Guide to Eight Essential Qualities of Healthy Churches*. Carol Stream, IL: ChurchSmart Resources, 1996.
- Peter M. Senge. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Doubleday/Currency, 1990.
- Norman Shawchuck and Roger Heuser, *Managing the Congregation: Building Effective Systems to Serve Others*. Nashville: Abingdon Press. 1996.
- Bill Thrall, Bruce McNicol and Ken McElrath. *The Ascent of a Leader: How Ordinary Relationships Develop Extraordinary Character & Influence*. San Francisco: Jossey Bass Publishers, 1999.
- Rick Warren, *The Purpose Driven Church*. Grand Rapids: Zondervan, 1995.
- Margaret J. Wheatley, *Leadership and the New Science*. San Francisco: Berrett-Koehler, 1992.
- William H. Willimon, *Calling and Character: Virtues of the Ordained Life*. Nashville: Abingdon Press, 2000.
- Robert Wuthnow, *After Heaven: Spirituality in America since the 1950s*. Berkley: University of California Press, 1998.
- Danah Zohar, *Rewiring the Corporate Brain: Using the New Science to Rethink How We Structure and Lead Organizations*. San Francisco: Berrett-Koehler, 1997.

Note: I personally recommend any book you find by Max DePree, Robert K. Greenleaf, Henri J.M. Nouwen, Dallas Willard, Eugene H. Petersen, Loren B. Mead, and Leonard Sweet.

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- Green, Michael and R. Paul Stevens. *New Testament Spirituality*. Guildford, Surrey: Eagle, 1994.
- Houston, James. *The Transforming Friendship*. Batavia, IL: Lion Publishing Corporation, 1989.
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- Renewal as a Way of Life. Downers Grove, IL: Inter Varsity Press, 1985.
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- Tozer, A. W. *The Pursuit of God*. Harrisburg, PA: Christian Publications, 1948.
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- Foster, Richard and J. B. Smith, eds. *Devotional Classics: Selected Readings for Individuals and Groups*. San Francisco: Harper San Francisco, 1993.

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- Cox, Michael. *Handbook of Christian Spirituality*. San Francisco: Harper & Row, 1985.
- Hanson, Bradley C. *Modern Christian Spirituality: Methodological and Historical Essays*. Atlanta: Scholars Press, 1990.
- Jones, Cheslyn, Geoffrey Wainwright, and Edward Yarnold. *The Study of Spirituality*. New York/Oxford: Oxford University Press, 1986.
- McGinn, Bernard and John Meyendorff, eds. *Christian Spirituality: Origins to the Twelfth Century*. [World Spirituality, vol. 16] New York: Crossroad, 1985. In this series, see also Raitt, Jill, ed. *Christian Spirituality: High Middle Ages and Reformation*. [WS, 17] New York: Crossroad, 1987.
- Dupre, Louis and Don E. Saliers, eds. *Christian Spirituality: Post-Reformation and Modern*. [WS, 18] New York: Crossroad, 1989.
- Land, Steven J. *Pentecostal Spirituality: A Passion for the Kingdom*. Sheffield: Sheffield Academic Press, 1993.
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- DuBain, Andrew J. *Leadership Research Findings, Practices and Skills*. Second Edition. Boston: Houghton Mifflin Company, 1998.
- Yukl, Gary A. *Leadership in Organizations*. Englewood Cliffs, NJ: Prentice-Hall, 19XX.

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- Kotter, John P. *Leading Change*. Boston: Harvard Business School Press, 1996
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Vision

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- Nanus, Burt. *Visionary Leadership*. San Francisco: Jossey-Bass, 1992.
- Quigley, Joseph V. *Vision: How Leaders Develop it, Share it, and Sustain it*. New York: McGraw Hill, 1993.

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- John K. Brilhart, *Effective Group Discussion*. Wm. C. Brown, 1974.
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Journal of Personality and Social Psychology
Journal of Scientific Study of Religion
Journal of Strategic Management
Leadership
Leadership and Organization Development Journal
Organizational Behavior and Human Performance
Organizational Dynamics
Personnel Psychology
Religious Studies
Training and Development Journal

Doctor of Ministry
Cohort 6, Core Course 1 Reading Report

Name (Please print) _____

Please verify the portions of the assigned “Pre-session Reading List” which 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 first day of the course.***

Spiritual Development Reading List (500 pages) ***Pages Read***

Richard J. Foster, *Streams of Living Water* _____

Rueben Job and Norm Shawchuck, *A Guide to Prayer for Ministers and...* _____

Dallas Willard, *The Spirit of the Disciplines* _____

Land, Steven J. *Pentecostal Spirituality* _____

Substitute: _____

Required Reading in Leadership Development (1000 pages)

Henri J.M. Nouwen, *In the Name of Jesus* _____

Norman Shawchuck and Roger Heuser, *Leading the Congregation* _____

Reggie McNeal, *A Work of Heart* _____

Leonard Sweet, *Aqua Church: Essential Leadership Arts for Piloting...* _____

Robert K. Greenleaf, *The Power of Servant Leadership* _____

Janet O. Hagburg, *Real Power* _____

Substitute: _____

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Total number of pages read: _____

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