

ASSEMBLIES OF GOD THEOLOGICAL SEMINARY

**Springfield, Missouri
January 31-February 4, 2005**

PTHM 625 EFFECTIVE LEADERSHIP 3 Credits

J. Melvyn (Mel) Ming, D.Min.

Spring, 2005

COURSE SYLLABUS

COURSE DESCRIPTION

This course focuses on the dynamics of leading healthy, growing churches and ministries. Participants will assess and develop skills in major components of leadership including:

1. leadership character and spirituality,
2. vision and vision-casting,
3. relationships and influence,
4. effective leadership styles,
5. key leadership skills, and
6. learning to maximize who God has created us to be.

Current leadership theories and their implications will be evaluated in the light of Scripture.

COURSE OBJECTIVES

1. To identify principles of leadership from the Bible.
2. To introduce the student to the growing body of research relating to leadership.
3. To assist the student in analyzing certain key aspects of their own leadership character and identifying areas needing development.
4. To assist the student in developing certain key leadership skills and practices which will increase their leadership effectiveness.
5. To assist the student in analyzing their leadership style and developing competency at style selection and use.
6. To assist the student in understanding how their spiritual gifts, passions, abilities, personality and experiences can be used by God in leadership.
7. To apply biblical insights and relevant theories of leadership to the Church or Christian organization.
8. To develop a plan for training others in leadership skills.

TEXTBOOKS

Bossidy, L., Charan, R., & Burck, C. (2002). *Execution: The Discipline Of Getting Things Done* (1st ed.). New York: Crown Business.

Canfield, J., Hansen, M. V., & Hewitt, L. (2000). *The Power Of Focus*. Deerfield Beach, Fla.: Health Communications.

Charan, R., Drotter, S. J., & Noel, J. L. (2001). *The Leadership Pipeline: How To Build The Leadership-Powered Company*. San Francisco: Jossey-Bass.

Hybels, B. (2002). *Courageous Leadership*. Grand Rapids, MI: Zondervan.

Stanley, A. (2003). *The Next Generation Leader: 5 Essentials For Those Who Will Shape The Future*. Sisters, Ore.: Multnomah.

NOTE: If you have previously read any textbook, you are required to re-read it so that all class participants will have a common background in these texts for discussion.

Student Resources Notebook. To be purchased the first day of class.

COURSE OUTLINE

- A. Leadership Introduction & Definition
- B. Character & Spiritual Formation (Values)
 - 1. Credibility
 - 2. Integrity & Authenticity
- C. Vision & Focus
 - 1. Vision
 - 2. Vision Casting & Communication
- D. Influence
 - 1. Relationships
 - 2. Listening
- E. Leadership Style
 - 1. Leadership grid
 - 2. Leadership styles
 - 3. Situational leadership
 - 4. Diagnostic test (LBDQ, T-P, LBDQ 12, LEAD, TBA, Role Efficiency Scale, and others)
- F. Leadership Effectiveness Skill Development
 - 1. Contribution Management
 - 2. Making Strength Productive
 - 3. First Things First
 - 4. Time Management
 - 5. Decision Making & Leading Meetings

6. Other Key Leadership Skills
 7. Leadership Development Programs & Processes
- G. Leadership S.H.A.P.E.
1. Spiritual Gifts
 2. Heart (Passion)
 3. Abilities
 4. Personality
 5. Experiences
- H. Execution
- I. Developing Leaders
- J. Leadership Research

METHODOLOGY

1. Class lecture and group interaction
2. Use of leadership assessment tools
3. Personal research and reflection
4. Evaluation of biblical and contemporary leadership literature
5. Video presentations

COURSE REQUIREMENTS

A. Pre-Session

Read the textbooks and complete a report for each text which includes:

- 1) Your name and the date on the first page.
- 2) A clear, **signed** statement that you have read the book in its entirety as the first item of each report.
- 3) Two typed pages or less containing your answers to the following questions:
 - (1) What insight from the book will be the most helpful to you in ministry? Why?
 - (2) What idea(s) in the book do you struggle with? Why?
 - (3) What results do you believe would occur following the implementation of this philosophy in the typical Pentecostal/charismatic church? Why?

Stanley Due: Monday
Canfield Due: Tuesday
Hybels Due: Wednesday
Charan Due: Thursday
Bossidy Due: Friday

B. Session

1. Analyze specific biblical leaders.
2. Complete several leadership self tests.
3. Complete a self analysis paper.
4. Contribute to the classroom discussion.

5. Participate in classroom simulation exercises.
6. Share insights from textbook assignments.

C. Post-Session

Mail ALL post-session work to:
Dr. J. Melvyn Ming
Northwest Ministry Network
35131 SE Douglas Street,
Suite 200
Snoqualmie, WA 98065

Project Option A:

Prepare a 1 1/2 to 3 hour leadership skill training curriculum for potential or present ministry leaders. NOTE: This project must focus on one of the following **“leadership skills.”**

- Contribution Management
- Making Strength Productive
- Priorities & Posteriorities
- Leading Change
- Effective Decision Making
- Time Management
- Ministry Team Building
- Collaborative Problem Solving

Project should include:

- 1) Complete and comprehensive leader notes
- 2) Complete participant's notes
- 3) Copies of all handouts, visuals, etc.
- 4) Clearly stated measurable outcome objectives for each session

Project Option B:

Design a strategy & program for a local church of under 200 attendees; for discovering leaders, helping them discover their SHAPE, equipping them for ministry and supporting and encouraging them.

Project should include:

- 1) Complete and comprehensive leader guide
- 2) Tools & instruments that will be used
- 3) Complete leader's notes for any training
- 4) Complete participant's notes for training and SHAPE discovery
- 5) Copies of all visuals, etc.
- 6) Clearly stated measurable outcome

Project Option C:

Prepare a 1 1/2 to 3 hour leadership training curriculum for ministers & church leaders. NOTE: This project must focus on **one** of the following skills.

- Vision Casting
- Increasing Personal Influence
- Conflict Resolution
- Systems Thinking
- Critical & Creative Thinking

Project should include:

- 1) Complete and comprehensive leader notes
- 2) Complete participant's notes
- 3) Copies of all handouts, visuals, etc.
- 4) Clearly stated measurable outcome objectives for each session

DUE DATE: April 22, 2005

CLASS AND GRADING PROCEDURE

1. Course grades will be given based on completed work as follows:

Pre-session requirements	25%
Session attendance and requirements	25%
Post-session project	50%

NOTE #1: The participant will be charged a \$15 change-of-grade fee and the grade will be lowered if work is turned in after the due date stipulated on the syllabus, even if permission has been granted by the instructor.

2. All in session assignments are due at the beginning of the class on the assigned date.

3. All major assignments are to be typed and represent quality graduate level work.

4. **All papers** should have the student's name, class name, and session dates on the front page and be stapled once or placed in a 3 ring binder. NO other covers, binders or spines are acceptable.

BIBLIOGRAPHY

- Anderson, L. (1999). *Leadership that works: hope and direction for church and parachurch leaders in today's complex world*. Minneapolis, Minn.: Bethany House.
- Autry, J. A. (2001). *The servant leader: a practical guide to implementing the principals*. Roseville, Calif.: Prima.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks: Sage Publications.
- Bass, B. M., & Stogdill, R. M. (1990). *Bass & Stogdill's handbook of leadership: theory, research, and managerial applications* (3rd ed.). New York London: Free Press; Collier Macmillan.
- Benfari, R. (1995). *Changing your management style: how to evaluate and improve your own performance*. New York: Lexington Books.
- Bennett, D. W. (1993). *Metaphors of ministry: Biblical images for leaders and followers* (2nd rev. ed.). Grand Rapids, Mich.: Baker Book House.
- Bennis, W. G. (1989). *On becoming a leader*. Reading, Mass.: Addison-Wesley Pub. Co.
- Bennis, W. G., & Goldsmith, J. (1994). *Learning to lead: a workbook on becoming a leader*. Reading, Mass.: Addison-Wesley Pub. Co.
- Bennis, W. G., & Townsend, R. (1995). *Reinventing leadership: strategies to empower the organization* (1st ed.). New York: Morrow.
- Benton, D. A. (1999). *Secrets of a CEO coach: your personal training guide to thinking like a leader and acting like a CEO*. New York: McGraw-Hill.
- Bergmann, H., Russ-Eft, D. F., & Hurson, K. (1999). *Everyone a leader: a grassroots model for the new workplace*. New York: Wiley.
- Blackaby, H. T., & Blackaby, R. (2001). *Spiritual leadership: moving people on to God's agenda*. Nashville, Tenn.: Broadman & Holman Publishers.
- Blanchard, K. H. (1999). *The heart of a leader*. Tulsa, Okla: Honor Books.
- Blanchard, K. H., Hybels, B., & Hodges, P. (1999). *Leadership by the book: tools to transform your workplace* (1st ed.). Colorado Springs, CO New York: WaterBrook Press ; William Morrow.
- Blanchard, K. H., & Johnson, S. (1982). *The one minute manager* (1st Morrow ed.). New York: Morrow.
- Blanchard, K. H., & Lorber, R. (1984). *Putting the one minute manager to work* (1st ed.). New York: W. Morrow.
- Blanchard, K. H., O'Connor, M. J., & Ballard, J. (1997). *Managing by values*. San Francisco: Berrett-Koehler Publishers.
- Blanchard, K. H., Zigarmi, P., & Zigarmi, D. (1985). *Leadership and the one minute manager: increasing effectiveness through situational leadership* (1st ed.). New York: Morrow.
- Bossidy, L., Charan, R., & Burck, C. (2002). *Execution: the discipline of getting things done* (1st ed.). New York: Crown Business.
- Briner, B., & Pritchard, R. (1997). *The leadership lessons of Jesus: a timeless model for today's leaders*. Nashville, Tenn.: Broadman & Holman Publishers.
- Brooke, M. Z., & Mills, W. R. (1998). *The visionary executive: strategic planning for the new business leaders*. New York: Amacom.

- Brown, D. A., & Larson, C. B. (1996). *The other side of pastoral ministry: using process leadership to transform your church*. Grand Rapids, Mich.: Zondervan Pub. House.
- Byham, W. C., Smith, A. B., & Paese, M. J. (2002). *Grow your own leaders: how to identify, develop, and retain leadership talent*. Upper Saddle River, NJ: Prentice Hall PTR.
- Canfield, J., Hansen, M. V., & Hewitt, L. (2000). *The power of focus*. Deerfield Beach, Fla.: Health Communications.
- Capezio, P., & Morehouse, D. L. (1997). *Secrets of breakthrough leadership*. Franklin Lakes, NJ: Career Press.
- Carter, L., & Underwood, J. (1998). *The significance principle: the secret behind high performance people and organizations*. Nashville, Tenn.: Broadman & Holman Publishers.
- Charan, R., Drotter, S. J., & Noel, J. L. (2001). *The leadership pipeline: how to build the leadership-powered company*. San Francisco: Jossey-Bass.
- Cladis, G. (1999). *Leading the team-based church: how pastors and church staffs can grow together into a powerful fellowship of leaders* (1st ed.). San Francisco: Jossey-Bass.
- Clarke-Epstein, C. (2002). *78 important questions every leader should ask and answer*. New York, N.Y.: AMACOM.
- Clinton, J. R. (1988). *The making of a leader*. Colorado Springs, Colo.: NavPress.
- Collins, J. C. (2001). *Good to great: why some companies make the leap--and others don't* (1st ed.). New York, NY: HarperBusiness.
- Conger, J. A., & Benjamin, B. (1999). *Building leaders: how successful companies develop the next generation* (1st ed.). San Francisco: Jossey-Bass.
- Covey, S. R. (1990). *The seven habits of highly effective people*
- Covey, S. R. (1991). *Principle-centered leadership*. New York: Summit Books.
- Deir, C. S. (1996). *The exemplary leader*. Lima, N.Y.: International Leadership Seminars.
- DuBrin, A. J. (1998). *Leadership: research findings, practice, and skills* (2nd ed.). Boston: Houghton Mifflin.
- Ellis, L. (2003). *Leading talents, leading teams: aligning people, passions, and positions for maximum performance*. Chicago: Northfield Pub.
- Fisher, R., Sharp, A., & Richardson, J. (1998). *Getting it done: how to lead when you're not in charge* (1st ed.). New York: HarperBusiness.
- Ford, L. (1991). *Transforming leadership: Jesus' way of creating vision, shaping values & empowering change*. Downers Grove, Ill.: InterVarsity Press.
- Freedman, M., & Tregoe, B. B. (2003). *The art and discipline of strategic leadership*. New York: McGraw-Hill.
- Frigon, N. L., & Jackson, H. K. (1996). *The leader: developing the skills & personal qualities you need to lead effectively*. New York: Amacom.
- Getz, G. A. (2003). *Elders and leaders: God's plan for leading the church*. Chicago, IL: Moody Publishers.
- Goleman, D., Boyatzis, R. E., & McKee, A. (2002). *Primal leadership: realizing the power of emotional intelligence*. Boston, Mass.: Harvard Business School Press.
- Greenslade, P. (1984). *Leadership, greatness & servanthood*. Minneapolis, MN: Bethany House Publishers.

- Hale, J. A. (2004). *Performance-based management: what every manager should do to get results*. San Francisco: Jossey-Bass.
- Hall, B. P., & Thompson, H. (1980). *Leadership through values: a study in personal and organizational development*. New York: Paulist Press.
- Hersey, P. (1985). *The situational leader*. New York, NY: Warner Books.
- Hersey, P., & Blanchard, K. H. (1982). *Management of organizational behavior: utilizing human resources* (4th ed.). Englewood Cliffs, N.J.: Prentice-Hall.
- Hesselbein, F., Goldsmith, M., & Beckhard, R. (Eds.). (1996). *The leader of the future: new visions, strategies, and practices for the next era*. San Francisco: Jossey-Bass.
- Hettinga, J. D. (1996). *Follow me: experience the loving leadership of Jesus*. Colorado Springs, Colo.: NavPress.
- Hickman, G. R. (1998). *Leading organizations: perspectives for a new era*. Thousand Oaks, Calif.: Sage Publications.
- Hunter, J. C. (1998). *The servant: a simple story about the true essence of leadership*. Rocklin, Calif.: Prima Pub.
- Hybels, B. (2002). *Courageous leadership*. Grand Rapids, MI: Zondervan.
- Katzenbach, J. R., & Beckett, F. (1995). *Real change leaders: how you can create growth and high performance at your company* (1st ed.). New York: Times Business.
- Koestenbaum, P. (1991). *Leadership: the inner side of greatness: a philosophy for leaders* (1st ed.). San Francisco: Jossey-Bass.
- Kotter, J. P. (1988). *The leadership factor*. New York London: Free Press ; Collier Macmillan.
- Kotter, J. P. (1996). *Leading change*. Boston, Mass.: Harvard Business School Press.
- Kouzes, J. M., & Posner, B. Z. (2002). *The leadership challenge* (3rd ed.). San Francisco: Jossey-Bass.
- Kouzes, J. M., & Posner, B. Z. (2003). *Encouraging the heart: a leader's guide to rewarding and recognizing others* (1st pbk. ed.). San Francisco: Jossey-Bass.
- Lewis, P. V. (1996). *Transformational leadership: a new model for total church involvement*. Nashville, Tenn.: Broadman & Holman.
- Longenecker, H. (1995). *Growing leaders by design: how to use biblical principles for leadership development*. Grand Rapids, MI: Kregel Resources.
- Mai, R. P., Akerson, A., & Amacom. (2003). *The leader as communicator: strategies and tactics to build loyalty, focus effort, and spark creativity*. New York: AMACOM, American Management Association.
- Malphurs, A. (2003). *Being leaders: the nature of authentic Christian leadership*. Grand Rapids, Mich.: Baker Books.
- Marshall, T. (2003). *Understanding leadership*. Grand Rapids, Mich.: Baker Books.
- Maxwell, J. (1993). *Leadership is Influence*. El Cahn, CA: Injoy.
- Maxwell, J. C. (1993). *Developing the leader within you*. Nashville: T. Nelson.
- Maxwell, J. C. (1995). *Developing the leaders around you*. Nashville, Tenn.: T. Nelson.
- Maxwell, J. C. (1998). *The 21 irrefutable laws of leadership: follow them and people will follow you*. Nashville, Tenn.: Thomas Nelson Publishers.
- McIntosh, G., & Rima, S. D. (1997). *Overcoming the dark side of leadership: the paradox of personal dysfunction*. Grand Rapids, Mich.: Baker Books.

- McNeal, R. (2000). *A work of heart: understanding how God shapes spiritual leaders* (1st ed.). San Francisco: Jossey-Bass.
- Miller, C. (1995). *The empowered leader: 10 keys to servant leadership*. Nashville, Tenn.: Broadman & Holman Publishers.
- Nanus, B. (1992). *Visionary leadership: creating a compelling sense of direction for your organization* (1st ed.). San Francisco: Jossey-Bass.
- Neff, T. J., Citrin, J. M., & Brown, P. B. (2001). *Lessons from the top: the 50 most successful business leaders in America--and what you can learn from them* (1st Currency pbk. ed.). New York: Currency/Doubleday.
- Northouse, P. G. (1997). *Leadership: theory and practice*. Thousand Oaks, Calif.: Sage Publications.
- Oswald, R. M., & Kroeger, O. (1988). *Personality type and religious leadership*. New York: Alban Institute.
- Quigley, J. V. (1993). *Vision: how leaders develop it, share it, and sustain it*. New York: McGraw-Hill.
- Quinn, R. E. (1996). *Deep change: discovering the leader within*. San Francisco, Calif.: Jossey-Bass Publishers.
- Reed, B., & Westfall, J. (1997). *Building strong people: how to lead effectively*. Grand Rapids, Mich.: Baker Books.
- Rima, S. D. (2000). *Leading from the inside out: the art of self-leadership*. Grand Rapids, Mich.: Baker Books.
- Rosen, R. H., & Brown, P. B. (1996). *Leading people: the 8 proven principle for success in business*. New York: Penguin.
- Rush, M. (1987). *The new leader*. Wheaton, IL: Victor Books.
- Sanders, J. O. (1967). *Spiritual leadership*. Chicago,: Moody Press.
- Schaller, L. E. (1972). *The change agent*. Nashville,: Abingdon Press.
- Scholtes, P. R. (1998). *The leader's handbook: making things happen, getting things done*. New York: McGraw-Hill.
- Shawchuck, N. (1981). *How to be a more effective church leader*. Downers Grove, IL: Spiritual Growth Resources.
- Shawchuck, N., & Heuser, R. (1993). *Leading the congregation: caring for yourself while serving others*. Nashville: Abingdon Press.
- Slaughter, M. (1998). *Out on the edge: a wake-up call for church leaders on the edge of the media reformation*. Nashville, TN: Abingdon Press.
- Slaughter, M., & Bird, W. (2001). *Unlearning church: just when you thought you had leadership all figured out!* Loveland, Colo.: Group Pub.
- Stanley, A. (2003). *The next generation leader: 5 essentials for those who will shape the future*. Sisters, Ore.: Multnomah.
- Stephan, E. G., & Pace, R. W. (2002). *Powerful leadership: how to unleash the potential in others and simplify your life*. Upper Saddle River, NJ: Prentice Hall PTR.
- Stott, J. R. W. (2002). *Basic Christian leadership: biblical models of church, gospel, and ministry*. Downers Grove, Ill.: InterVarsity Press.
- Thrall, B., McNicol, B., & McElrath, K. (1999). *The ascent of a leader: how ordinary relationships develop extraordinary character and influence / Bill Thrall, Bruce McNicol, Ken McElrath ; foreword by Ken Blanchard* (1st ed.). San Francisco, Calif.: Jossey-Bass Publishers.

- Tichy, N. M., & Cardwell, N. (2002). *The cycle of leadership: how great leaders teach their companies to win* (1st ed.). New York, NY: HarperBusiness.
- Tichy, N. M., & Cohen, E. B. (1997). *The leadership engine: how winning companies build leaders at every level* (1st ed.). New York, NY: Harper Business.
- Truskie, S. D. (1999). *Leadership in high performance organizational cultures*. Westport, Conn.: Quorum Books.
- Watkins, M. (2003). *The first 90 days: critical success strategies for new leaders at all levels*. Boston: Harvard Business School Press.
- Wilkes, C. G. (1998). *Jesus on leadership*. Wheaton, Ill.: Tyndale House Publishers.
- Williams, P., & Denney, J. D. (2002). *The paradox of power: a transforming view of leadership*. [New York, N.Y.]: Warner Books.
- Wolfe, R. L. (1996). *Systematic succession planning: building leadership from within*. Menlo Park, Calif.: Crisp Publications.
- Wright, W. C. (2000). *Relational leadership*. Glasgow: Paternoster.
- Yukl, G. A. (2001). *Leadership in organizations* (5th ed.). Upper Saddle River, NJ: Prentice Hall.
- Zenger, J. H., & Folkman, J. (2002). *The extraordinary leader: turning good managers into great leaders*. New York: McGraw-Hill.