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.”

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;
2. discern the movements of Spirit that include consolation and desolation;

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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 theoretically 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.
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:


**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:


**Recommended Readings in Spirituality:**


*If you can get a copy of the following:*


**Recommended Readings in Leadership:**


SPIRITUALITY: SELECTED BIBLIOGRAPHY

Classical


Modern


Anthology

Studies


LEADERSHIP: SELECT BIBLIOGRAPHY

Leadership Research


Church Leadership


*Leadership: Social Science and Management Studies*


**Vision**


**Group Dynamics & Meetings**


**Leadership**


Anything you can get of Carlo Caretto, Henri J.M. Nouwen and Eugene Peterson!

**Team Relationships & Ministry**


**Management**


Alvin Lindgren and Norman Shawchuck, *Management For Your Church*. Chicago: Spiritual Growth Resources.

__________, *Let My People Go: Empowering People For Minstry*. Chicago: Spiritual Growth Resources.


Anything from Lyle Schaller!

**Multi-cultural Issues**


**Organizational Theory and Development**


**Research**


**Journals**

*Academy of Management Review*
*Administrative Science Quarterly*
*Applied Psychology: An International Review*
*Church Administration*
*Church Law and Tax Report*
*Group and Organizational Studie*
*Harvard Business Review*
*Human Relations*
*Journal of Applied Psychology*
*Journal of Management Development*
*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 8, 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)**

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Pages Read</th>
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<tbody>
<tr>
<td>Richard J. Foster</td>
<td><em>Streams of Living Water</em></td>
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<tr>
<td>Rueben Job and Norm Shawchuck</td>
<td><em>A Guide to Prayer for Ministers and…</em></td>
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<td>Dallas Willard</td>
<td><em>The Spirit of the Disciplines</em></td>
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<td>Land, Steven J.</td>
<td><em>Pentecostal Spirituality</em></td>
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<td>Substitute:</td>
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**Required Reading in Leadership Development (1000 pages)**

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<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Pages Read</th>
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<tbody>
<tr>
<td>Norman Shawchuck and Roger Heuser</td>
<td><em>Leading the Congregation</em></td>
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<td>Robert Quinn</td>
<td><em>Change the World</em></td>
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<td>Janet O. Hagburg</td>
<td><em>Real Power</em></td>
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<td>Dennis N.T. Perkins</td>
<td><em>Leading at the Edge</em></td>
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<td>Reggie McNeal</td>
<td><em>A Work of Heart</em></td>
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<td>Robert K. Greenleaf</td>
<td><em>The Power of Servant Leadership</em></td>
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<td>Parker J. Palmer</td>
<td><em>The Active Life</em></td>
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Total number of pages read: ________________________________

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Signature