



CL7522
THE MISSIONAL LEADER
October 2004 – March 2005 (Rev. 10/04)

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INSTRUCTOR

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It is not yet been determined if a second instructor will join the cohort for the seminar meeting.

SEMINAR DESCRIPTION

This seminar helps students develop an understanding of the role of leadership and organization in Christian faith communities in relation to the mission of the triune God in and to all creation. Literature from secular and Christian sources is used to help students develop a theologically informed perspective on leadership and organization.

APPROACH

Participants will access and use resources that assist them in reflecting on the missionary character of leadership and organization that is required to lead and organize Christian faith communities. An understanding of a missional ecclesiology will serve as the foundation for helping each participant reflect on his/her leadership style and organizational practices in relation to the congregation or Christian faith community presently being served.

A faculty member from the Leadership Division will facilitate the seminar, and will possibly be joined by another instructor who will assist in co-facilitating the seminar meeting. The purpose of the project component is to help each person integrate the readings, research, and seminar discussion in a way that strengthens his/her professional leadership.

OBJECTIVES

Each seminar participant will . . .

1. Gain theological perspective on how one's leadership style and organizational practices are related to a missional ecclesiology and the ministry of the church.
2. Gain an understanding of the subjects of leadership and organization from both Christian and secular perspectives.
3. Critically reflect on the formal and informal patterns of leadership and organization that are operating within the congregation presently being serving.
4. Further refine his/her present leadership style and organizational practices, and construct a professional development plan to enhance these.
5. Engage in a constructive critique of the current literature on leadership and organization from the perspective of a missional ecclesiology.
6. Engage in disciplined conversation with fellow participants around the subject matter of the seminar.
7. Complete the seminar project of developing a missional polity for one's congregation in the areas of leadership style and organizational practices.

COURSE FORMAT AND EXPECTATIONS

Seminar Structure

The seminar is divided into three phases.

Phase I – Preparation October 25, 2004 – January 29, 2005

Phase II – Seminar January 30-February 4, 2005*

Phase III – Project Completion February 5 – March 31, 2005

*NOTE: The February meeting of the seminar will take place in Phoenix, AZ, where the seminary participants will host an event to share their work and the CML DMin program with other colleagues in that area. Arrive in Phoenix on Saturday, January 29. The seminar will end by noon on Friday, February 4, 2005.

Use Of Technology

To facilitate communication, each participant will be expected to have a Luther Seminary email address. This address will allow each person to access the new software that is being used for course management, which is known as Jenzabar. In addition, this course requires participants to use electronic databases and to conduct on-line research. It is expected that participants will be proficient in using Word and communicating electronically.

COURSE ASSIGNMENTS

Module Assignments

Each participant is expected to complete five modules for the seminar. These modules involve a wide range of reading requirements and writing responsibilities. The total number of pages that participants are expected to read for the seminar is approximately 2000.

Required Texts for Everyone

- Hatch, Mary Jo. *Organizational Theory: Modern Symbolic and Postmodern Perspectives*. New York, NY: Oxford Univ. Press, 1997.
- Northouse, Peter G. *Leadership: Theory and Practice*. Thousand Oaks, CA: Sage Publications, Inc., 2004
- Perrow, Charles. *Complex Organizations: A Critical Essay*, Third Edition. New York, NY: McGraw-Hill, Inc., 1986 (1972, 1979).*
- Shawchuck, Norman and Roger Heuser. *Managing the Congregation: Building Effective Systems to Serve People*. Nashville, TN: Abingdon, 1996.**

*This text is available new and also used from Amazon and other book distributors. Be sure when you buy a used version that it is the 3rd Edition.

**This text is available new and used from Amazon and other book distributors. But Shawchuck also has a web site from which you can purchase a copy, probably at a better price. The company is Spiritual Growth Resources at www.spiritualgrowthresources.com, or you can call them at 1-800-359-7363.

Module 1: Reflections on Leadership and Organization

The purpose of this module is to introduce seminar participants to some historical and contemporary thinking about leadership, and for this information to be used as a lens for reflecting on the formal and informal leadership and organizational practices that appear to be operating in your congregation or ministry. Several papers and related chapters from books are provided for this reading assignment to help participants develop a lens for thinking about leadership and organization, both historically and from a contemporary perspective.

Required Reading

- Papers written by LS PhD Student Anita A. Bradshaw, Spring 2001*
- Module 1 – Leadership Theory from 1900-1965
 - Module 2 – Leadership Theory from 1965-1980
 - Module 3 – Leadership Theory from 1980 to the Present
 - Bibliography – Leadership Formal & Functional; Ecclesiastical & Secular
- Bryan, Alan. "Leadership in Organizations," in Hardy, Clegg & Nord eds. *Handbook of Organizational Studies*, Sage Publications, 1996, pp. 276-292.*

Hatch, Mary Jo, *Organizational Theory*, pp. 1-62.

Northouse, Peter G. *Leadership: Theory and Practice*, pp. 1-13.

*Copies of these papers and the Bryan article are being mailed to each participant along with the syllabus for your use. The other two readings are from the assigned texts.

Assignment

Complete the assigned readings. Then write a 6-8 page reflection paper (typed, double-space) in answering the following questions:

1. What are the primary insights from these readings which you feel are helpful for informing leadership and organizational practices in a congregation?
2. Reflecting on your present congregation:
 - a. What are the primary '*formal*' leadership style/roles and organizational structure/practices that are currently mandated in your congregation in terms of the official documents, constitution, by-laws, and polity. Give some examples of how these formal requirements are evident in current practices – both helpfully and possibly, unhelpfully.
 - b. What are the '*informal*' leadership style/roles and organizational structure/practices that your congregation appears to be operating with at this time, and how do these differ from the formal ones? Give some examples of how this manifests itself – both helpfully and possibly, unhelpfully.
3. Assess how well your personal leadership style and organizational practices 'fit' with either/both of the formal and informal leadership and organizational practices and expectations of the congregation.
4. Reflect on how an understanding of a missional ecclesiology might help to further develop, shape, or refine what you observed in numbers 2 and 3 above.

Post your paper in the assigned location in the course software. Read the papers posted by your classmates.

Posting Date for Reflection Paper: Nov. 19, 2004

Discussion – “Module 1: Reflections on Leadership and Organization”

Once the papers for this module have been posted by October 31 in the appropriate section under “Discussion Forum – Posting Site for Module 1,” you will be responsible, first, to read all these papers. Then you will be required to make a primary posting in your assigned group under “Groups,” of 800-1000 words, answering the following question (note – only one summary posting for all of the papers):

What are the key insights about leadership that my colleagues and I have learned from reading and reflecting on the papers, article, and chapters that were assigned? Each person will then offer a 250-300 word response to each of the primary postings by your fellow group members.

Primary Post Due – November 26, 2004
Response Posts Due – December 3, 2004

Module 2: Reading of Required Texts and On-Line Discussion

Each participant will complete the assigned readings for each week. The class will be divided into two discussion groups. **By the end of each assigned week**, one person will be designated to take the lead in posting a 600-800 word critical reflection on the assigned readings. **During the following week**, the other members of each discussion group will be responsible to post a 200-250 word interactive response to the lead posting.

Primary Posting (600-800 words) – the initial critical reflection should focus on: (a) engaging in a biblical and theological critique of and interaction with the writings for the week, (b) offering some perspective on how these readings inform a missional understanding of leadership and organization; and (c) relating these readings to the practice of ministry in your congregation – what is being done, what is not being done, what might be done.

Responses to Primary Posting (200-250 words) – these responses should focus on: (a) interacting with the biblical and theological critique and the suggested missional understanding of leadership and organization provided by your colleague by offering additional ideas or nuancing those already presented; and (b) offering additional ideas on how these readings relate to the practice of ministry in your congregation.

Further Procedures for Discussion Groups

1. Participants will be placed in two groups and will engage in discussion with their groups around the primary posts and responses.
2. The instructor will set up and manage the course software discussion site, and will list the dates when postings are due for each discussion. Participants will be asked to 'volunteer' for when to place their primary posting during the reading period.
3. Each person will make one (1) primary posting and at least six (6) response postings during the seven (7) weeks that are assigned to this reading. This means you have one week when you are free not to post a response.

List of books for required reading:

- Hatch, Mary Jo. *Organizational Theory: Modern Symbolic and Postmodern Perspectives*. New York, NY: Oxford Univ. Press, 1997.
- Northouse, Peter G. *Leadership: Theory and Practice*. Thousand Oaks, CA: Sage Publications, Inc., 2004
- Perrow, Charles. *Complex Organizations: A Critical Essay*, Third Edition. New York, NY: McGraw-Hill, Inc., 1986 (1972, 1979).
- Shawchuck, Norman and Roger Heuser. *Managing the Congregation: Building Effective Systems to Serve People*. Nashville, TN: Abingdon, 1996.

Reading and Discussion Schedule

- Nov. 22-28 Readings:
 Hatch, 61-100
 Northouse, 15-64
 Perrow, VII-48
 Shawchuck, 13-55
- Nov. 29 – Dec. 5 Readings:
 Hatch, 101-126
 Northouse, 65-108
 Perrow, 49-78
 Shawchuck, 56-97
- Dec. 6-12 Readings:
 Hatch, 127-160
 Northouse, 109-168
 Perrow, 79-118
 Shawchuck, 98-135
- Dec. 13-19 Readings:
 Hatch, 161-199
 Northouse, 169-234
 Perrow, 119-156
 Shawchuck, 136-204
- (off Dec. 20-26)
- Dec. 27-Jan 2 Readings:
 Hatch, 200-266
 Northouse, 235-264
 Perrow, 157-177
 Shawchuck, 205-270
- Jan. 3-9 Readings:
 Hatch, 267-326
 Northouse, 265-300
 Perrow, 178-218
 Shawchuck, 271-313
- Jan. 10-16 Readings:
 Hatch, 327-374
 Northouse, 301-330
 Perrow, 219-278
 Shawchuck, 314-356

Module 3: Reading and Reflecting on Secular Leadership and Organizational Theory

Each participant is required to select and read **one** of the books from those listed below, and to indicate their selection in the assigned discussion site within the course software. A substantive critique of this book will be written and posted. Seminar participants will then engage in an on-line discussion once the written critiques have been posted.

Critique of Book

Write a 5-7 page critique of your book that includes the following:

1. Brief introduction to the author and occasion for this book, noting other literature that the author may have written and how this book fits within this.
2. A several page summary of the primary argument/content of this book – “What does one learn from reading this book?”
3. A several page critique of the strengths and weaknesses of this book, including some reflection on how this book might inform missional leadership and organization, and how the biblical/theological foundations for the missional church inter-relate with the premises of this book.

Book Options (Please select one you have not previously read.)

- Block, Peter. *Stewardship: Choosing Service Over Self-Interest*, San Francisco, CA: Berrett-Koehler Publishers, 1993 (1996).
- Bolman, Lee G. & Deal, Terrence E. *Reframing Organizations: Artistry, Choice, And Leadership 2nd Edition*, San Francisco, CA: Jossey-Bass Publishers, 1997.
- Burns, James MacGregor. *Transforming Leadership: A New Pursuit of Happiness*, New York, NY: Atlantic Monthly Press, 2003.
- Collins, Jim. *Good to Great: Why Some Companies Make the Leap. . .and Others Don't*, New York, NY: HarperBusiness, 2001.
- Evans, Philip and Thomas S. Wurster. *Blown to Bits: How the New Economics of Information Transforms Strategy*. Boston, MA: Harvard Business School Press, 2000.
- Galbraith, Jay R. *Designing Organizations: An Executive Briefing on Strategy, Structure, and Process*. San Francisco, CA: Jossey-Bass, 1995.
- Gates, Bill. *Business @ the Speed of Thought: Using a Digital Nervous System*. New York, NY: Warner Books, 1999.
- Goleman, Daniel et al. *Primal Leadership: Realizing the Power of Emotional Intelligence*, Boston, MA: Harvard Business School Press, 2002.
- Hammer, Michael and James Champy. *Reengineering the Corporation: A Manifesto for Business Revolution*. New York, NY: HarperBusiness, 1993.
- Heifetz, Ronald A. & Linsky, Marty. *Leadership on the Line: Staying Alive Through the Dangers of Leading*, Boston, MA: Harvard Business School Press, 2002.
- Johnson, Barry. *Polarity Management: Identifying and Managing Unsolvable Problems*. Amherst, MA: URD Press, Inc., 1996 (1992).
- Kegan, Robert and Lisa Laskow Lahey. *How the Way We Talk Can Change the Way We Work: Seven Languages for Transformation*. San Francisco, CA: Jossey-Bass, 2001.

- Kotter, John P. *Leading Change*. Boston, MA: Harvard Business School Press, 1996.
- Kouzes, James M. & Posner, Barry Z. *The Leadership Challenge 3rd Edition*, San Francisco, CA: Jossey-Bass Publishers, 2002.
- Loehr, Jim & Schwartz, Tony. *The Power of Full Engagement: Managing Energy, Not Time, Is the Key to High Performance and Personal Renewal*, New York, NY: The Free Press, 2003.
- Sashkin, Molly G. & Sashkin, Marshall. *Leadership That Matters: The Critical Factors for Making a Difference in People's Lives and Organizations' Success*, San Francisco, CA: Berrett-Koehler Publishers, 2003.
- Schein, Edgar H. *Organizational Culture and Leadership 2nd Edition*, San Francisco, CA: Jossey-Bass Publishers, 1992 (1997).
- Senge, Peter M. *The Fifth Discipline: The Art & Practice of the Learning Organization*, New York, NY: Doubleday, 1990.
- Terry, Robert. *Seven Zones for Leadership: Acting Authentically in Stability and Chaos*, Palo Alto, CA: Davies-Black Publishing, 2001.
- Wheatley, Margaret J. *Leadership and the New Science: Discovering Order in a Chaotic World*, San Francisco, CA: Berrett-Koehler, 1999.
- Wills, Gary. *Certain Trumpets: The Call of Leaders*, New York, NY: Simon & Schuster, 1994.

Posting Date for Reflection Paper: January 28, 2004

Module 4

Annotated Bibliography on Leadership and Organization

Participants will keep a record of the total number of assigned required pages they read for this seminar, and will then select additional books from the field of leadership, either secular or Christian, which brings their total pages read up to 2,000. Annotated bibliographies of 150-200 words for each additional reading are to be posted in the designated discussion site in the course software. You are welcome to include in this reading any of the assigned books for module 4 that your colleagues read and reported on. **Additional Christian Leadership and Organization Literature to Consider** (please consider these only as suggested options for your consideration)

- Bandy, Thomas. *Fragile Hope: Your Church in 2020*, Nashville, TN: Abingdon Press, 2003.
- Callahan, Kennon L. *Effective Church Leadership: Building on the Twelve Keys*, San Francisco, CA: Jossey-Bass Publishers, 1997.
- Chaffee, Paul. *Accountable Leadership: A Resource Guide for Sustaining Legal, Financial, and Ethical Integrity in Today's Congregations*, San Francisco, CA: Jossey-Bass Publishers, 1997.
- Covey, Stephen R. *Principle-Centered Leadership*, New York, NY: Simon & Schuster, 1990 (1991).
- DePree, Max. *Leadership Jazz*, New York, NY: Currency Doubleday, 1992 (secular book by Christian businessman).
- George, Carl & Warren, Bird. *The Coming Church Revolution*, Grand Rapids, MI: Fleming H. Revell Co., 1994.
- Greenleaf, Robert K. et al. *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*, Paulist Press, 2002.
- Hybels, Bill. *Courageous Leadership*, Grand Rapids, MI: Zondervan, 2002.

- Johnson, Barry. *Polarity Management: Identifying and Managing Unsolved Problems*, Amherst, MA: HRD Press, Inc., 1992 (1996).
- Maxwell, John C. *Developing the Leader Within You 2nd Edition*, Thomas Nelson, 2000.
- Shawchuck, Norman & Heuser, Roger. *Managing the Congregation: Building Effective Systems to Serve People*, Nashville, TN: Abingdon, 1996.
- Smith, Fred & Goltz, David L. *Leading with Integrity: Competence with Christian Character*, Minneapolis, MN: Bethany House, 1999.
- Woolfe, Lorin. *The Bible on Leadership: From Moses to Matthew – Management Lessons for Contemporary Leaders*, AMACOM, 2002.

Annotated bibliographies to be posted by: February 28, 2005

Module 6 Project Assignment

Drafting a Missional Polity

Each person will write a paper that develops a polity for his/her present congregation or ministry. This polity is to involve the structures and practices that are used in the areas of leadership and organization. The following areas should be included:

1. Review your initial assessment of the current formal and informal practices for leadership style/roles and organizational structure/practices. What further reflections would you add to this assessment now in light of the course materials that you have covered?
2. Develop a critique of the strengths and weaknesses of the current official structures and practices for leadership and organization that are required in the congregation within the constitution, by-laws, organizational chart, and other official documents. What's working? What's not? Why? Also, assess what elements of the formal structures and practices are non-negotiable, and which are malleable. What changes are possible within the official requirements?
3. Summarize key insights and contributions from the Christian and secular literature covered in this course regarding ways in which the present polity of your congregation might be helpfully redesigned, enhanced, and/or refined.
4. Using the biblical and theological foundations for a missional ecclesiology (CL7521), and working within the formal constraints noted in #2 above, formulate a comprehensive missional polity for your congregation – the structures and practices for leadership and organization that you feel would best serve the congregation at this time.
5. Design a provisional implementation plan and time table for introducing these changes into the life of the congregation, giving attention to a process for change that is informed both biblically/theologically and from the social sciences.

Testing and Refining a Missional Polity

Convene several times the small team of persons that you used to review your project in CL7521 The Missional Church, and invite their review and evaluation of your proposed polity as it is developed. Include in your project paper a brief assessment of how well this process worked and what you learned from it.

Option – Developing a Power Point Presentation

You may want to consider constructing a power point presentation that summarizes your project paper. This is optional, but if you do develop one, you are invited to submit it with your paper.

Project paper to be posted by: March 31, 2005

Seminar Meeting

Participants will meet together for the week of January 30-February 4, 2005 in a group seminar. The instructor will facilitate the seminar, which will include presentations by the instructor and participants. There will be time spent in discussion and reflection on the readings completed and research done during the preparation phase of the seminar. Time will be devoted to helping participants clarify the seminar paper that is required.

Several Items To Note

Purchasing Books – It is recommended that seminar participants go “on-line” to one of the bookstores available (i.e. Amazon, Barnes and Nobles, etc.) and purchase their copies of the volumes that are required or selected for reading. All items listed are available in this format.

Use of Technology – This seminar assumes participant familiarity with the basics of using the computer for on-line research, and being able to access the web from your terminal. There is technical assistance available, if needed, to work through any problems you might have. We will also be using a software program known as “Janzabar” for the purposes of communication and discussion. Instructions you be sent to you regarding this program.