

Doctor of Ministry Core Course 1
October 11-15, 2010

PTH 901 RENEWING THE SPIRITUAL LEADER

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COURSE SYLLABUS

COURSE DESCRIPTION

The primary goal of the course is to create a transformational peer learning environment in which self-leadership and other-leadership are integrated fully with Pentecostal spirituality. 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

This course equips the participant to:

1. *Describe* both the history and current understanding of major leadership theories and models
2. *Articulate* a statement of personal values and vision
3. *Assess* leadership attributes in both self and others
4. *Plan* a consistent program of leadership self-development based on course materials
5. *Integrate* Pentecostal spirituality into the practice of the leadership arts
6. *Monitor* the interior life for signs of growth and health and intervene to correct deficiencies
7. *Prepare* for an optimal D.Min. experience by receiving a basic orientation to the program

COURSE OUTLINE

I. The Credible Leader: Earning Other-Leadership

- A) *Defining question*: What is it like to be led by me?
- B) Leadership Theories and History
- C) Leadership Models and Metaphors
- D) Leadership Skills and Styles
- E) Leading Laterally and Upward

II. The Led Leader: Practicing Self-Leadership

- A) *Defining question*: Am I worth following?
- 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*: Do we *make* it happen or *let* it happen?
- B) Power, Process and a Third Way

COURSE REQUIREMENTS

1. Pre-Session (200 total points)

- a. *Read*: The reading will be completed in three different sections. Read ALL of the following to total 1700 - 1800 + pages: 1) Do all of the required common reading of 639 pages. 2) Also read one book of your choice from the Spiritual and Leadership Discovery listing and complete all testing and exercises related to that book. 3) Finally, read at least one book from each of the other three lists: the *Other-Leadership* list, the *Self-Leadership* list, and the *Leadership Spirituality* list with a total of 1000 pages read from those lists combined. 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. (100 points)

NOTE: It is a violation of academic policy to claim credit for books read prior to the course. Substitute books for the Required Reading (i.e., you have already read one or more of those books) may be chosen from the other lists.

- 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. (100 points)

- c. *Spiritual Assessment and Analysis*: On the web go to the following site and take all or most of the tests: <http://assess-yourself.org>. Score your own tests and study the results. Then go to the following website: <http://www.takethejourney.org/ltg/questions.htm>. Choose at least three lists of questions and answer them for yourself. You will incorporate these various findings in the Post-Session Writing Project. Also include in that writing project the insight and information you received from the book you selected and the assessment you completed in the Spiritual and Leadership Discovery section. Be prepared to discuss your learning in class. Bring along the results of your findings to the class as well.

2. Session

- a. *Attendance* at all class sessions and activities
- b. *Active contribution* to the peer learning environment, including discussion, integration of pre-reading, and relationship-building.

3. Post-Session Projects (800 total points)

- a. *Personal retreat*: Prior to beginning the Post-Session Writing Project, each participant is required to take an individual spiritual retreat of at least one day in length. The purpose of the retreat is prayer, Scripture study and meditation, journaling, and reflection on the participant's life and ministry. This is to be a time of disconnection from the outside world, offering God an opportunity to speak to us about our leadership and our lives. Reflections developed during the personal retreat should be integrated into the Writing Project.
- b. *Accountability Partner*: 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.
- c. *Post-session Writing Projects* (800 points):

In writing these two projects, refer only to essential sources and Scriptures, but these are *not* primarily library research pieces. I am looking for what *you* think and *why*, not for your ability to quote what someone else thinks.

- 1) *Pentecostal Spirituality*: This 10-page paper should deal with the question of what it means to lead "Pentecostal-ly." That is, to what extent, if any, does Pentecostalism contribute uniquely to the leadership arts for individuals and organizations? For example, do we "make it happen" or "let it happen?" (300 points)

Due date: postmarked no later than December 10, 2010.

[I am *not* looking for a repetition of our class discussion, a defense of Pentecostal doctrines, a spiritual autobiography, or a sermonic recitation of Pentecostal virtues. Rather, write a thoughtful and practical treatment of how Pentecostalism influences the art of leading.]

- 2) *Leadership Development*: This 20-page paper deals with the question, “What is it like to be led by me?” (500 points)

Due date: postmarked no later than January 24, 2011.

Evaluate your life as a leader in terms of the following:

A) *Leadership and Spirituality Self-Evaluation*:

1. Identify your major leadership strengths and skills
2. Identify your dominant leadership style(s)
3. Evaluate your present influence and effectiveness with relevant groups as they relate to your styles and strengths.
4. Report on your learning from the Personal Retreat, especially with regard to issues of character and spirituality.
5. Report your learning from the surveys and assessments you took online. Include your thinking regarding your spiritual wholeness as evidenced through your reflection in class and from readings. Also include the insight you received from the book you selected on the Spiritual and Leadership Discovery list and the assessment you completed in reading that book.

[Use evaluations done in readings, in class, as well as those done prior. However, be sure to interpret the findings; that is, don’t just report scores from various evaluations; tell me what they mean, why, and whether you agree with them.]

B) *Leadership Self-Development Plan*: prepare a three-month self-development plan that includes:

1. A Personal Vision (or Hearing) Statement (with explanation)
 2. A Personal Values Statement (with explanation)
 3. A plan for enhancing your leadership strengths and improving on weaknesses
 - a. Identify the resources to be used
 - b. Explain how you will measure and evaluate your progress
 - c. Describe how your plan is consistent with your Personal Vision and Values
 - d. Report on the nature and effectiveness of your accountability relationships.
- [See Post-Session Accountability Partner above.]

Post-Session Writing Project Evaluation:

Obviously, all portions of the assignments/papers as prescribed in the syllabus must be included or points will be reduced accordingly. That being a given, writing will be assessed as follows:

1. *Cogency*: Are the major assertions clear, specific, and adequately supported by evidence and/or reasoning? (50/100 points)
 2. *Creativity*: Do the major themes represent engaging, original thinking? (50/100 points)
 3. *Depth*: Are the ideas in the paper important and substantial?
Is the product of high-quality? Does it evidence reflective thinking? (50/100 points)
 4. *Quality*: Is the use of language clear, compelling, and professional?
Is the writing well done technically? (50/100 points)
 5. *Organization*: Does the paper have a clear structure and a progressive development of ideas? (50/50 points)
 6. *Style*: Does the paper conform to the *Turabian* manual? (50/50 points)
- TOTAL 800 points

Writing Process:

1. *Coaching and Editing*: The *Pentecostal Spirituality* post-session paper is *required* to be submitted to the Writing Coach before being turned in to the professor. This paper is due to the Writing Coach 30 days following the first day of class (November 10, 2010). The purpose of this requirement is to assess the quality of the participant's writing so that corrective measures may be taken if necessary, and to provide a coaching/editing experience that will catalyze good writing in the *Leadership Development* post-session paper and in other writing throughout the remainder of the program. The Coach will charge the participant at the going rate per hour, with the average paper costing \$60-\$75. Late papers will receive an additional charge. Editing costs are *not* included in the Program 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 7th edition. http://www.amazon.com/Manual-Writers-Research-Dissertations-Seventh/dp/0226823377/ref=pd_bbs_1?ie=UTF8&s=books&qid=1195067596&sr=8-1

3. *Expectations:* All papers are to represent original, high-quality, graduate-level work, and are to be written in an academic style rather than an oral (sermonic) style. Writing from previous courses may not be recycled.
4. *Communication:* **Hardcopies** of the completed Post-Session Writing Projects must be mailed to the professor. *Do not use e-mail.* Furthermore, it is essential that you include a self-addressed, stamped envelope large enough to return your paper to you.
5. *Title Page:* All papers should include a cover sheet with title, course information, name, address, and e-mail address in *Turabian* format.
6. *Due date:* The Pentecostal Spirituality post-session paper must be delivered to the professor's address postmarked no later than December 10, 2010. The Leadership Development post-session paper must be delivered to the professor's address postmarked no later than January 24, 2011. **Please send along a self-addressed, stamped envelope with each of your papers so they can be safely returned to you.** After Core 1, all future post-session work will be due in the D.Min. office postmarked no later than 60 days following the last day of the course.

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:	100 points
Reading Reflection Paper and Presentation:	100 points
Pentecostal Leadership Post-session Project:	300 points
Leadership Development Post-session Project:	500 points
TOTAL:	<u>1000 points</u>

AGTS GRADING SCALE

Publishable = A+
 100% - 94% = A
 93% - 90% = A-
 89% - 87% = B+
 86% - 84% = B
 83% - 80% = B-
 79% - 77% = C+
 76% - 74% = C
 73% - 70% = C-

69% - 67% = D+

66% - 64% = D

63% - 60% = D-

PRE-SESSION READING

Required Books (Read All)

Barton, Ruth Haley. *Strengthening the Soul of Your Leadership*. Downers Grove: InterVarsity, 2008. (229 pages)

Creps, Earl. *Off-Road Disciplines: Spiritual Adventures of Missional Leaders*. San Francisco: Jossey-Bass/Leadership Network, 2006. (185 pages)

Nouwen, Henri. *In the Name of Jesus: Reflections on Christian Leadership*. New York: Crossroad, 1989. (81 pages)

Sweet, Leonard. *Summoned to Lead*. Grand Rapids: Zondervan, 2004. (144 page)

Spiritual and Leadership Discovery Books (Select one)

Buckingham, Marcus and Donald O. Clinton, Ph.D. *Now, Discover Your Strengths*. New York: Free Press, 2001. (272 pages)

Frazer, Randy. *The Christian Life Profile Assessment Tool Workbook: Discovering the Quality of Your Relationships with God and Others in 30 Key Areas*. Grand Rapids: Zondervan, 2005. (65 pages)

Goldsmith, Malcolm. *Knowing Me, Knowing God: Exploring Your Spirituality with Meyers-Briggs*. Nashville: Abingdon Press, 1997. (122 pages)

Hirsh, Sandra Krebs and Jane A.G. Kise. *Soul Types: Matching Your Personality and Spiritual Path*. Minneapolis: Augsburg Press, 2004. (254 pages)

Kouzes, James M. and Barry Posner. *Leadership Practices Inventory (Lpi): Self-assessment and Analysis* 3rd edition. Pfeiffer Wiley, 2003. (2 pages...take survey and read any one of his books such as *The Leadership Challenge*, 4th edition, or *Encouraging the Heart*—your choice)

Pierce, Jon and John Newstrom. *Leaders and the Leadership Process: Readings, Self-assessments, and Applications*. Columbus, OH: McGraw Hill/Irwin, 2002. (496 pages—you need only do half of this book).

**READ AT LEAST 1000 PAGES FROM THE FOLLOWING THREE LISTS,
BUT AT LEAST ONE BOOK PER LIST**

Other-Leadership Books (Select at least one)

- 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)
- Blanchard, Ken and Phil Hodges. *Lead Like Jesus: Lessons from the Greatest Leadership Role Model of All Time*. Nashville: Thomas Nelson, 2008. (272 pages)
- Blanchard, Ken, Michael J. O'Connor, and Jim Ballard. *Managing by Values*. San Francisco: Berrett-Koehler, 1997. (154 pages)
- DePree, Max. *Leading without Power: Finding Hope in Serving Community*. San Francisco: Jossey-Bass, 1997. (128 pages)
- _____. *Leadership Is an Art*. DTP, 1990. (148 pages)
- Greenleaf, Robert K. *Servant Leadership: A Journey into the Life of Legitimate Power and Greatness*. (25th anniversary edition). Mahwah, NJ: Paulist Press, 2002. (416 pages)
- Hagberg, Janet. *Real Power: Stages of Personal Power in Organizations (3rd edition)*. Salem, WI: Sheffield Publishing, 2002. (316 pages)
- Hyde, Douglas. *Dedication and Leadership* (13th edition). Milwaukee: University of Notre Dame Press, 2007. (158 pages) (Note: In your reading consider these concepts in relation to other leading groups today, e.g., Islam)
- Malphurs, Aubrey. *Values-Driven Leadership: Discovering and Developing Your Core Values for Ministry*. Grand Rapids: Baker Books, 1996.
- Miller, Calvin. *The Empowered Leader: 10 Keys to Servant Leadership*. Nashville: Broadman & Holman, 1997. (240 pages)
- Stanley, Andy. *The Next Generation Leader: Five Essentials for Those Who Will Shape the Future*. Colorado Springs: Multnomah, 2003. (160 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 List (Select at least one)

Allender, Dan. *Leading with a Limp: Take Full Advantage of Your Most Powerful Weakness*. Colorado Springs: WaterBrook Multnomah Press, 2008. (224 pages)

Anderson, Ray. *The Soul of Ministry: Forming Leaders for God's People*. Louisville: Westminster John Knox Press, 1997. (280 pages).

Barna, George. *Turning Vision into Action*. Ventura, CA: Regal, 1996. (174 pages)

Barton, Ruth Haley. *Invitation to Solitude and Silence: Experiencing God's Transforming Presence*. Downers Grove: Intervarsity Press, 2004. (144 pages)

Clinton, J. Robert. *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*. Colorado Springs: NavPress, 1988. (272 pages)

Cordeiro, Wayne. *Leading on Empty: Refilling Your Tank and Renewing Your Passion*. Minneapolis: Bethany House, 2009. (224 pages)

Jackson, Anne. *Mad Church Disease: Overcoming the Burnout Epidemic*. Grand Rapids: Zondervan, 2009. (192 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)

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

Linsky, Martin and Ronald A. Heifetz. *Leadership on the Line: Staying Alive Through the Dangers of Leading*. Harvard Business School Press, 2002. (224 pages)

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

Sanders, J. Oswald. *Spiritual Leadership: Principles of Excellence for Every Believer*. Chicago: Moody Publishers, 2007. (208 pages)

Swenson, Richard. *Margin: Restoring Emotional, Physical, Financial, and Time Reserves to Overloaded Lives*. Colorado Springs: NavPress, 2004. (240 pages)

Leadership Spirituality List (select at least one)

Barton, Ruth Haley. *Sacred Rhythms: Arranging our Lives for Spiritual Transformation*. Downers Grove: InterVarsity, 2006. (191 pages)

Boa, Kenneth. *Conformed to His Image: Biblical and Practical Approaches to Spiritual Formation*. Grand Rapids: Zondervan, 2001. (466 pages)

Calhoun, Adele. *Spiritual Disciplines Handbook: Practices That Transform Us*. Downers Grove: InterVarsity Press, 2005. (292 pages)

McNeal, Reggie. *A Work of Heart: Understanding How God Shapes Spiritual Leaders*. San Francisco: Jossey-Bass, 2000. (205 pages)

_____ and Ken Blanchard. *Practicing Greatness: 7 Disciplines of Extraordinary Spiritual Leaders*. San Francisco: Jossey-Bass, 2006. (192 pages)

Miller, Chuck. *The Spiritual Formation of Leaders*. Longwood, FL: Xulon Press, 2007. (348 pages)

Stevens, R. Paul and Michael Green. *Living the Story: Biblical Spirituality for the Everyday Christian*. Grand Rapids: Eerdmans, 2003. (240 pages)

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

AGTS Doctor of Ministry Program ---Core Course 1 Reading Report

Name (Please print): _____

Verify the portions of the assigned "Pre-session Reading Lists" you have read for this course. (Where substitutions have been made, note accordingly.) *This form is to be turned in on the last day of the course.*

I. Required common reading: *Pages Read*

Barton: _____

Creps: _____

Nouwen: _____

Sweet: _____

Total of required books: 639 pages

II. One selected Spiritual and Leadership Discovery book: *Pages Read*

III. Read a minimum of 1000 pages from these three areas with at least one book per category.

Other-Leadership books *Pages Read*

Self-Leadership books *Pages Read*

Leadership Spirituality *Pages Read*

Total of Choice Reading (at least 1000 pages):

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Signature _____ *GRAND TOTAL PAGES READ:* _____

Points Awarded: _____