

**ASSEMBLIES OF GOD THEOLOGICAL SEMINARY**  
**Doctor of Ministry Core Course 4**  
**Church Life Resources**  
**October 25-29, 2010**

**PTH 905 Leading Christian Organizations/  
Transformational Leadership**  
**(3 credits)**

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**COURSE SYLLABUS**

**COURSE DISCRIPTION**

Leadership of the contemporary church or ministry with special consideration given to the integration of biblical values, contemporary leadership theory, contemporary organizational theory, and the participant's context of ministry.

**COURSE OBJECTIVES & OUTCOMES**

Cognitive Outcomes

1. The participant will increase his or her awareness of contemporary organizational theories.
2. The participant will analyze the role of systems thinking, team leadership, organizational life cycles, empowerment strategies, coaching strategies, and organizational approaches to ministry.

Character/Attitude Outcomes

1. The participant will affirm the importance of character (integrity and credibility), spirituality, relational community, and productivity.
2. The participant will enhance personal understanding and appreciation of systems thinking, mental models, shared vision, team learning, and transformational processes in a ministry environment.

Ministry Skill Outcomes

1. The participant will develop and enhance specific organizational development skills of: analysis of realities, articulating urgencies, identifying vision and values, designing advancement plans, communicating strategies, empowering teams, making difficult adjustments, attracting and connecting clients, and evaluations.
2. The participant will develop a project that demonstrates integration of contemporary research findings and biblical understandings into the present context of ministry.

## **COURSE OUTLINE**

### **I. An Understanding of Organization Inside/Outside the Church**

- A. Organizational Culture Inside/Outside the Church
- B. Organizational Process Inside/Outside the Church
- C. Organizational Structures Inside/Outside the Church
- D. Organizational Leadership Inside/Outside the Church
- E. Organizational Change Inside/Outside the Church
- F. Organizational Assessments Inside/Outside the Church

### **II. A Deeper Understanding**

- A. The Church Life Model
- B. The Church Life Transformational Model
- C. Church Life Leadership
- D. Church Life Systems Thinking and Reflection
- E. Church Life Constructs
- F. Church Life Layers and Levels

### **III. Church Life Theology**

- A. Theology of Spiritual Life
- B. Theology of Spiritual Community
- C. Theology of Ministry/Discipleship
- D. Theology of Outreach

### **IV. Change in Church Life**

- A. Paradigm Shifts
- B. Church Life Transformational Processes
- C. Measuring Progress in Church Life

### **V. Transformational Coaching and Consultation**

- A. Church Life Coaching and Consulting
- B. Building a Comprehensive Strategic Plan
- C. Coaching and Consulting a Comprehensive Strategic Plan

## **COURSE RESOURCES, REQUIREMENTS, & PROCEDURES**

### **1. Pre-Session**

- A. Complete the **required reading from the reading list**. This course has an extensive reading requirement (2000 pages). This is necessary to acquaint you with key issues in Organizational Leadership. You will be expected to arrive at class session prepared with: 1) a high level of understanding of the textbooks and their concepts, 2) reflection of how these textbooks and their concepts relate to Scripture, and 3) how concepts from these texts can and should be integrated into church leadership.
- B. Complete a book critique for each text.
- C. Prepare for meaningful class dialogue on each assigned book.

## 2. Post-Session

Write a 35 to 40 page paper integrating and applying concepts from the course content and reading to your ministry situation.

Please reflect on your ministry organization. Journal the changes which have been or need to be made. Reflect on the leadership, cultural, and structural changes which have been made or need to be completed. Indicate how the transformation occurred or needs to occur. End with a comprehensive plan of advancement for your church and one other church. Allow the comprehensive strategic plans to reflect the changes cited in the paper. Paper must include and demonstrate:

- 1) Significant contemporary organizational leadership reading and research.
- 2) Analysis of ministry/organization context.
- 3) Correlation of research and analysis with Scripture.
- 4) Significant conclusions and recommendations that are consistent with biblical truth, current research, and contextual analysis.

### 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? (75 points)
2. *Creativity*: Do the major themes represent engaging, original thinking? (75points)
3. *Depth*: Are the ideas in the paper important and substantial?  
Is the product of high-quality? Does it evidence reflective thinking? (75 points)
4. *Quality*: Is the use of language clear, compelling, and professional?  
Is the writing well done technically? (75 points)
5. *Organization*: Does the paper have a clear structure and a progressive development of ideas? (50 points)
6. *Style*: Does the paper conform to the *Turabian* manual? (50 points)
7. *Comprehensive Local Transformation Plan (two pages)*: Is the comprehensive strategic plan of sufficient quality to contribute to the advancement of the church/ministry? (150 points)
8. *Other Local Church Transformation Plan (two pages)*: Is the additional comprehensive strategic plan for another church of sufficient quality to contribute to the advancement of the local church? (150 points)

TOTAL 700 points

## **LATE WORK**

Each week beyond the due date 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 and critiques:	300 points
Post-Session Paper:	400 points
Author’s Comprehensive Strategic Plan:	150 points
Comprehensive Strategic Plan for another church:	150 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 Reading**

*Please read 2000 pages from the following texts which have not been previously read.*

Adizes, Ichak. *Corporate Lifecycles: How and Why Corporations Grow and Die and What to Do About It*. Englewood Cliffs: Prentice-Hall, 1988. ( Pages 1-157)

Bossidy, Larry, Ram Charan, and Charles Burck. *Execution: The Discipline of Getting Things Done*. 1<sup>st</sup> ed. New York: Crown Business, 2002. (269 Pages)

Joiner, Reggie, Lane Jones, and Andy Stanley. *The 7 Practices of Effective Ministry*. Sisters: Multnomah Publishers, 2004. (182 Pages)

Lee, Wayne H. *Church Life*. Church Life Resources, 2004. (216 pages)

McNeal, Reggie. *The Present Future: Six Tough Questions for the Church*. San Francisco: Jossey-Bass, 2003. (176 Pages)

- Patterson, Kerry, Joseph Grenny, David Maxfield, Ron McMillan, and Al Switzler. *Influencer: The Power to Change Anything*. New York: McGraw-Hill, 2008. (272 Pages)
- Rath, T. and B. Conchie. *Strengths Based Leadership: Great Leaders, Teams, and Why People Follow*. New York: Gallup Press, 2008. (235 Pages)
- Senge, Peter M. *The Fifth Discipline Field Book: The Art & Practice of The Learning Organization*. New York: Currency Doubleday, 1990. (354 Pages)
- Stetzer, Ed and Thom S. Rainer. *Transformational Church*. Nashville: B&H Publishing Group, 2010. (256 Pages)
- Umidi, Dr. Joseph. *Transformational Coaching: Bridge Building That Impacts, Connects, and Advances the Ministry and the Marketplace*. Virginia Beach: Xulon Press, 2005. (392 Pages)
- Weese, Carolyn and J. Russell Crabtree. *The Elephant in the Boardroom: Speaking the Unspoken About Pastoral Transitions*. San Francisco: Jossey-Bass, 2004. (240 Pages)

### **PTH 905 SELECTED BIBLIOGRAPHY**

\* Recommended for additional readings

#### **Leadership: Research**

- \*Bass, Bernard M., Ruth Bass, and Ralph M. Stogdill. *Handbook of Leadership: Theory, Research, and Application*. 4th ed. New York: Free Press, 2008.
- DuBrin, Andrew J. *Leadership: Research, Findings, Practice, and Skills*. 2<sup>nd</sup> Edition. Boston: Houghton Mifflin, 1998.
- Northouse, Peter Guy. *Leadership: Theory and Practice*. 4th ed. Thousand Oaks: SAGE Publications, 2007.
- Yukl, Gary A. *Leadership in Organizations*. 6th ed. Upper Saddle River, NJ: Pearson/Prentice Hall, 2006.

#### **Organization Issues: General**

- Ashkenas, Ron, et. al. *The Boundaryless Organization: Breaking the Chains of Organizational Structure*. San Francisco: Jossey-Bass, 1998.
- Bennis, Warren and Michael Mische. *The 21<sup>st</sup> Century Organization: Reinventing Through Reengineering*. San Francisco: Jossey-Bass, 1995.
- \*Collins, Jim. *Good to Great and the Social Sectors*, 2005.
- Collins, James C. *Good to Great: Why Some Companies Make the Leap--and Others Don't*. 1st ed. New York, NY: HarperBusiness, 2001.
- Collins, James C. and Jerry I. Porras. *Built to Last: Successful Habits of Visionary Companies*. New York: HarperBusiness, 1994.
- Drucker, Peter F., and James C. Collins. *The Five Most Important Questions You Will Ever Ask About Your Organization*. [New ed. [New York] San Francisco: Leader to Leader Institute ; Jossey-Bass, 2008.
- Goldsmith, Marshall, Howard J. Morgan, and Alexander J. Ogg. *Leading Organizational Learning: Harnessing the Power of Knowledge*. 1st ed. San Francisco, Calif.: Jossey-Bass, 2004.

Marquardt, Michael J. *Building the Learning Organization: Mastering the 5 Elements for Corporate Learning*. 2nd ed. Palo Alto, CA: Davies-Black Pub., 2002.

Morgan, Gareth. *Images of Organization*. San Francisco: Berrett-Koehler, 1998.

### **Organization Issues: Change**

Cameron, Kim S. and Robert E. Quinn. *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. Addison-Wesley, 1998.

Eadie, Douglas. *Changing by Design: A Practical Approach to Leading Innovation in Nonprofit Organizations*. San Francisco: Jossey-Bass,

Frazer, Randy. *The Comeback Congregation: New Life for a Troubled Ministry*. Nashville: Abingdon, 1995.

Halstead, Kenneth A. *From Stuck to Unstuck: Overcoming Congregational Impasse*. The Alban Institute, 1998.

Hammond, John S., Ralph L. Keeney, and Howard Raiffa. *Smart Choices: A Practical Guide to Making Better Decisions*. Boston: Harvard Business School, 1999.

Head, Christopher W. *Beyond Corporate Transformation: A Whole Systems Approach to Creating and Sustaining High Performance*. Productivity Press, 1997.

Heckscher, C. & Donnellon, A. (editors). *The Post-Bureaucratic Organizations: New Perspectives on Organizational Change*.

Katzenbach, Jon R. *Real Change Leaders*. New York: Times Business Random House, 1996.

\*Kotter, John. *Leading Change*. Harvard Business School Press, 1996.

Kotter, John P., and Dan S. Cohen. *The Heart of Change: Real-Life Stories of How People Change Their Organizations*. Boston, Mass.: Harvard Business School Press, 2002.

Kotter, John P., and Holger Rathgeber. *Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions*. 1st St. Martin's Press ed. New York: St. Martin's Press, 2006.

Nadler, David A. *Champions of Change: How CEOs and Their Companies Are Mastering the Skills of Radical Change*. San Francisco: Jossey-Bass, 1998.

Olson, Edwin E., and Glenda H. Eoyang. *Facilitating Organization Change: Lessons from Complexity Science* Practicing Organization Development Series. San Francisco, Calif.: Jossey-Bass/Pfeiffer, 2001.

\*Quinn, Robert E. *Deep Change: Discovering the Leader Within*. San Francisco: Jossey-Bass, 1996.

Ridley, Charles R. and Steven J. Goodwin. *Overcoming Resistance to Change*. St Charles, IL: ChurchSmart Resources, 2003.

Rogers, C. Everett. *The Diffusion of Innovation*. Free Press.

\*Southerland, Dan. *Transitions: Leading Your Church Through Change*. Littleton, Colorado: Serendipity House, 1999.

\*Stanley, Andy, and Lane Jones. *Communicating for a Change*. Sisters, OR.: Multnomah Publishers, 2006.

The Price Waterhouse Change Integration Team. *Better Change: Best Practices for Transforming Your Organization*. New York: McGraw-Hill, 1995.

Watzlawick, Paul & John Weakland. *Change: Principles of Problem Formulation and Problem Resolution*. Norton, 1974.

Weiner, Edith, and Arnold Brown. *Future Think: How to Think Clearly in a Time of Change*. Upper Saddle River, NJ: Pearson Prentice Hall, 2006.

### **Organization Issues: Teams**

Ancona, Deborah G., and Henrik Bresman. *X-Teams: How to Build Teams That Lead, Innovate, and Succeed*. Boston, Mass.: Harvard Business School Press, 2007.

- Beyerlein, Michael Martin. *Beyond Teams: Building the Collaborative Organization The Collaborative Work Systems Series*. San Francisco: Jossey-Bass/Pfeiffer, 2003.
- Blanchard, Kenneth H. *High Five!: The Magic of Working Together*. 1st ed. New York: Morrow, 2001.
- Ellis, Lee. *Leading Talents, Leading Teams: Aligning People, Passions, and Positions for Maximum Performance*. Chicago: Northfield Pub., 2003.
- Jones, Laurie Beth. *Teach Your Team to Fish*. New York: Crown Business, 2002.
- Katzenbach, Jon R., and Douglas K. Smith. *The Discipline of Teams: A Mindbook-Workbook for Delivering Small Group Performance*. New York: Wiley, 2001.
- Katzenbach, Jon R. and Douglas K. Smith. *The Wisdom of Teams: Creating the High Performance Organization*. HarperBusiness, 1994.
- Katzenbach, Jon R. *Teams at the Top: Unleashing the Potential of Both Teams and Individual Leaders*. Harvard Business School, 1997.
- LaFasto, Frank M. J., and Carl E. Larson. *When Teams Work Best: 6,000 Team Members and Leaders Tell What It Takes to Succeed*. Thousand Oaks, CA.: Sage Publications, 2001.
- \*Lencioni, Patrick. *The Five Dysfunctions of a Team: A Leadership Fable*. 1st ed. San Francisco: Jossey-Bass, 2002.
- \_\_\_\_\_. *Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators*. 1st ed. San Francisco: Jossey-Bass, 2005.
- Levi, Daniel. *Group Dynamics for Teams*. Thousand Oaks, CA: Sage Publications, 2001.
- Macchia, Stephen A. *Becoming a Healthy Team: Five Traits of Vital Leadership*. Grand Rapids, MI: Baker Books, 2005.
- MacMillan, Pat. *The Performance Factor: Unlocking the Secrets of Teamwork*. Nashville, Tenn.: Broadman & Holman Publishers, 2001.
- Napier, Rodney, and Rich McDaniel. *Measuring What Matters: Simplified Tools for Aligning Teams and Their Stakeholders*. 1st ed. Mountain View, CA: Davies-Black Pub., 2006.
- Parker, Glenn. *Teamwork: Action Steps for Building Powerful Teams: Successories Library*, 1998.
- \*Parker, Glenn. *Team Player and Teamwork*. San Francisco: Jossey-Bass, 1990.
- Robbins, Harvey, and Michael Finley. *The New Why Teams Don't Work: What Goes Wrong and How to Make It Right*. [2nd ] ed. San Francisco, CA: Berrett-Koehler Publishers, 2000.
- Wageman, Ruth. *Senior Leadership Teams: What It Takes to Make Them Great*. Boston, MA: Harvard Business School Press, 2008.

### **Organization Issues: Learning Organization**

- Argyris, Chris. *On Organizational Learning*, 2<sup>nd</sup> ed. Blackwell, 1999
- Chawla, Sarita and John Renesch. *Learning Organizations*. Portland, OR: Productivity Press, 1995.
- DiBella, Anthony J. *How Organizations Learn: An Integrated Strategy for Building Learning Capability*. San Francisco: Jossey-Bass, 1998.
- Frydman, Bert, Iva Wilson, and JoAnne Wyer. *The Power of Collaborative Leadership: Lessons for the Learning Organization*. Boston: Butterworth-Heinemann, 2000.
- Joiner, Reggie, Lane Jones, and Andy Stanley. *The 7 Practices of Effective Ministry*. Sisters, OR: Multnomah Publishers, 2004.
- Labovitz, George H., and Victor Rosansky. *The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things*. New York: Wiley, 1997.
- Marquardt, Michael J. *Building the Learning Organization: Mastering the 5 Elements for Corporate Learning*. 2nd ed. Palo Alto, CA: Davies-Black Pub., 2002.
- \*Senge, Peter M. *The Fifth Discipline*. New York: Doubleday, 1990.

- Senge, Peter M., Art Kleiner, Charlotte Roberts, Richard B. Ross and Bryan J. Smith. *The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization*. New York: Doubleday, 1994.
- Senge, Peter M., Art Kleiner, Charlotte Roberts, George Roth and Rick Ross. *The Dance of Change*. New York: Doubleday, 1999.

### **Organization Issues: Empowerment**

- Blanchard, Ken, John P. Carlos and Alan Randolph. *The 3 Keys to Empowerment*. San Francisco: Berrett-Koehler Publishers, 1999.
- Blanchard, Ken, John P. Carlos and Alan Randolph. *Empowerment Takes More Than a Minute*. San Francisco: Berrett-Koehler Publishers, 1996.
- Block, Peter. *The Empowered Manager*. San Francisco, CA: Jossey-Bass, 1987.

### **Organization Issues: Culture**

- Harrison, Roger. *Diagnosing Organizational Culture*. San Diego: Pfeiffer & Com., 1992.
- Kotter, John P. and James L. Heskett. *Corporate Culture and Performance*. New York: Free Press, 1992.
- Lewis, Robert, Wayne Cordeiro, and Warren Bird. *Culture Shift: Transforming Your Church from the Inside Out*. 1st ed. San Francisco, CA: Jossey-Bass, 2005.
- \*Schein, Edgar H. *Organizational Culture and Leadership*. 3rd ed. The Jossey-Bass Business & Management Series. San Francisco: Jossey-Bass, 2004.
- Schein, Edgar H. *The Corporate Culture Survival Guide*. San Francisco, CA: Jossey-Bass, 1999.
- Sherriton, Jacalyn and James L. Stern. *Corporate Culture Team Culture: Removing the Hidden Barriers to Team Success*. New York: AMACOM, 1997.
- Truskie, Stanley D. *Leadership in High-Performance Organizational Cultures*. Quorum Books, 1999.

### **Organization Issues: Corporate LifeCycles**

- Adizes, Ichak. *Corporate Lifecycles: How and Why Corporations Grow and Die and What to Do About It*. Englewood Cliffs, New Jersey: Prentice Hall, 1988.

### **Organization Issues: Leadership**

- Bossidy, Larry, Ram Charan, and Charles Burck. *Execution: The Discipline of Getting Things Done*. 1st ed. New York: Crown Business, 2002.
- \_\_\_\_\_. *Confronting Reality: Doing What Matters to Get Things Right*. 1st ed. New York: Crown Business, 2004.
- Charan, Ram. *Boards That Deliver: Advancing Corporate Governance from Compliance to Competitive Advantage*. 1st ed. San Francisco, CA: Jossey-Bass, 2005.
- Charan, Ram, Stephen J. Drotter, and James L. Noel. *The Leadership Pipeline: How to Build the Leadership-Powered Company*. San Francisco: Jossey-Bass, 2001.