Contemporary Approaches to Leadership
[EM5105 Administration and Leadership]

Course Syllabus
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Introduction

Contemporary Approaches to Leadership is a graduate-level course that is normally linked with attendance at the annual Willow Creek Global Leadership Summit. If attendance at the Summit conference is not convenient, we can adapt the course syllabus accordingly.

Successful completion of the course earns three credit hours for EM5105 Administration and Leadership. These credits can be applied towards the Graduate Certificate in Leadership at Horizon or towards ATS-accredited M.A. or M.Div. degrees at Providence Theological Seminary (Otterburne, Manitoba). The credits are also transferable to other ATS-accredited seminaries.

Global Leadership Summit 2016 conference sessions are held at three times: (attend one location of your choice)
- August 11-12, 2016
- October 20-21, 2016
- January 25-26, 2017

See http://growingleadership.com/summit2016/#register for August and October locations. The January 2017 session is held on campus at Horizon College and Seminary.

Biblical Background

As the body of Christ, the Church is called to serve under two primary mandates:
- The ‘Go ye. . .” declaration by Jesus in Matthew 28 sets out the mission mandate of the Church in the world.
- A parallel declaration by the Apostle Paul in Ephesians 4 sets out the equipping mandate of leaders to the Church. Pastors and other ministry leaders are called to “prepare God’s people for works of service” (v12).
11 It was he (Christ) who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers,
12 to prepare God’s people for works of service, so that the body of Christ may be built up
13 until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.
14 Then we will no longer be infants, tossed back and forth by the waves, and blown here and there by every wind of teaching and by the cunning and craftiness of men in their deceitful scheming.
15 Instead, speaking the truth in love, we will in all things grow up into him who is the Head, that is, Christ.
16 From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work (4.11-16).

Objectives

Student learning outcomes for this course include:

1. To grasp foundational Biblical principles and responsibilities for leadership in general as well as in a ministry setting
2. To experience the great diversity of contexts for leadership in ministry and in the marketplace and perceive distinctive elements associated with such contexts
3. To expand and diversify your personal perspectives on leadership issues in relation to other leaders in ministry and in the marketplace
4. To increase your ability to apply leadership theory and practice to your own life and ministry context
5. To develop a habitual process of personal self-assessment, reflection, and applied learning for growth as a leader

The experience of this course can be a building block in your ability to fulfil the injunction which the Apostle Paul gives to young pastor Timothy: “And the things you have heard me say in the presence of many witnesses, entrust to reliable people who also will be qualified to teach others” (2 Timothy 2.2).

Resources

1. Attend The Global Leadership Summit 2016 conference at a location of your choice (or purchase and view the DVDs).
   http://growingleadership.com/summit2016/#register

   https://www.amazon.ca/Learning-Leadership-Fundamentals-Becoming-Exemplary/dp/1119144280/ref=sr_1_1?ie=UTF8&qid=1469571476&sr=8-1&keywords=learning+leadership

4. One additional textbook (or other relevant and equivalent resource) of your personal choice to support your area of emphasis for the course.
   - Contact me to confirm the suitability of your choice and to discuss the nature of your report from this reading.

**Requirements**

1. **Attend The Global Leadership Summit 2016 and use the conference notebook that tracks with each presentation.** [Learning Outcome 2]  
   [if unable to attend GLS 2016 at any of the locations in August 2016, October 2016 or January 2017, contact me to adapt the course to an alternate mode]  

   Use the notebook to jot key points, thoughts, feelings, etc. as you hear what each speaker is saying. Do not write detailed reports on the conference sessions. The conference notebook is set up well so you can have a useful summary of each session.

   I look forward to a video skype conversation with you soon after the GLS conference. It will be a get-acquainted time, a chance to talk about the course requirements, and an opportunity for you to ‘walk’ through your conference notebook to share highlights with me in person.

2. **Engage other conference participants in conversations and submit written reports for each conversation.** [Learning Outcome 3]

   Select SIX of the sessions that are of particular interest to you. For each presentation that you select:
   - Talk to at least one other conference participant for a minimum of 10-15 minutes about the presentation.
   - Choose a minimum of three different people for the discussions; do not have all of the conversations with the same person.
   - Share with each other your personal impressions of the presentation, key leadership principles and practices shared by the speaker, your likes/dislikes of the material and the speaker, ideas and implications of the material for your own future as a leader, etc.
   - Write a two-page summary report (500-600 words) for EACH of the six conversations.
   - Be sure to include the name of the other person in each of the reports as well as the name of the speaker.

3. **Read the Bredfeldt text and submit reflective responses to each of the chapters.** [Learning Outcome 1]
In the pursuit of his goal to ‘recover the biblical vision for leadership,’ Bredfeldt covers a lot of topics. Hopefully you will be both stimulated and provoked by some of what he says. In one to two pages (300-500 words) for each chapter, summarize your reflective response to each of the chapters.

A reflect{ive response} is an overview of your personal response/reaction(s) to the material in the text. You will share: specific highlights of the content that stimulate your thinking about the topic; concerns or issues that arise in your mind as you read the author’s perspective(s); suggestions you might offer to add to or take away from how the author approached the topic; implications of the material for your own context and growth as a leader, etc.

4. **Decide your area of personal emphasis for the course and confirm the textbook of your choice.** [Learning Outcome 4]
   - Contact me to discuss the nature of your report on the reading and/or the application of the material to your life and ministry context

Areas of potential emphasis, depending on your field of interest, may include: Leadership theory and practice (for personal growth related to ministry in general, parachurch ministry, business, organizational leadership, etc.); Pastoral leadership; Leadership in Worship ministry, Children’s ministry, Youth ministry, etc.; Or one of the areas of leadership that is represented by the GLS presentation speakers.

Summary
- Submitting assignments 1. to 4. as outlined above plus **option a.** of assignment 5. (below) will constitute ‘Meeting Expectations’ of the course. This assessment is equivalent to a ‘B’ range of letter grade for transcript purposes. It is acceptable and transferable for inclusion in a seminary degree program.
- Submitting assignments 1. to 4. as outlined above plus **option b.** of assignment 5. (below) will constitute ‘Exceeding Expectations’ of the course. This assessment is equivalent to an ‘A’ range of letter grade for transcript purposes.

5. **Read the Kouzes and Posner text and select one of two options for response to the reading.** [Learning Outcome 5]

The two options for response to the Kouzes and Posner text include:
   a. Write a reflective response of 250 to 300 words (about a page) for each of the chapters in the text. -option for ‘Meets Expectations’
   **OR:**
   b. Respond with depth and clarity to the ‘Key Message and Action’ and ‘Self-Coaching Action’ sections at the end of each chapter. -option for ‘Exceeds Expectations’
If you select option b. you will be led incrementally by Kouzes and Posner through an intensive path of self-awareness and practical growth as a leader. They incorporate the keeping of a personal leadership journal as a key vehicle for the journey.


Option b. will add a significant level of increased personal focus on the significance which each brief chapter of the book has for your own real-life context and experience in the past, present and future.

You will not hand in the journal or any other written materials that you produce for option b.; however, we will have one or more video skype sessions for you to share ‘milestones on the journey’ with me and to show me the development of what you have written and experienced through the process.

Assessment

My approach to evaluation in this course uses competency-based language that may be converted to letter grades and/or percentages as required for student transcripts at different institutions.

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<thead>
<tr>
<th>10-Point Scale Equivalent</th>
<th>Competency-Based Scale</th>
<th>Letter Grade Equivalent</th>
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<td>A- to A+</td>
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<td>7-8</td>
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<td>5-6</td>
<td>BTM - Beginning To Meet expectations</td>
<td>C- to C+</td>
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As explained above, your choice of option a. or b. in assignment 5. will determine whether your goal is to ‘Meet Expectations’ or to ‘Exceed Expectations’ in the course.

Bibliography

The following website introduces speakers from the Global Leadership Summit 2016. https://www.willowcreek.com/events/leadership/index.html#faculty

Many of the presenters at the Summit have published their ideas and practices. You may wish to research such publications from speakers that you find to be favorites at the conference.
When you register for this course at Horizon, you will receive a student login for the course website on Populi (Horizon’s online course management system). I have placed an extensive Bibliography on the course website in the Info section.