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THEOLOGICAL SEMINARY

## EM5105 Contemporary Approaches to Leadership and Administration

Course Syllabus  
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2017-2018  
3 credit hours

### Introduction

*Contemporary Approaches to Leadership and Administration* is a graduate-level course normally linked to attendance at the annual Willow Creek *Global Leadership Summit* (GLS). See website for GLS information: <http://growingleadership.com/summit2017/#about>. If attendance at the GLS conference is not convenient, contact me to 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 M.A. or M.Div. degrees at Providence Theological Seminary (Otterburne, Manitoba).

*Global Leadership Summit 2017* conference sessions are held at three times. Attend one location of your choice:

- August 10-11, 2017; October 19-20, 2017; January 24-25, 2018
- See <http://growingleadership.com/summit2017/#locations> for August and October locations; the January 2018 session is held on campus at Horizon College and Seminary.

### Learning Outcomes

Student learning outcomes for this course include:

1. To grasp foundational principles for leadership and administration that arise from biblical teaching and from secular research
2. To experience the diversity of contexts, models, and distinctive elements of leadership that exist both in church-related ministries and in marketplace organizations
3. To expand your personal perspectives on leadership issues that have positive and negative effects on the vitality and ultimate success of any organization

4. To enhance your ability to apply leadership theory and practice to the contexts of your personal and professional life settings
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/Textbooks**

1. Attend the *Global Leadership Summit 2017* conference at a location of your choice (or purchase and view the DVDs). <http://growingleadership.com/summit2017/#about>
2. Select ONE of the following two textbooks:
  - a) Boers, Arthur. *Servants and Fools: A Biblical Theology of Leadership*. Nashville: Abingdon, 2015.

**OR:**

  - b) Bredfeldt, Gary. *Great Leader Great Teacher: Recovering the Biblical Vision for Leadership*. Chicago: Moody, 2006.
3. Benfari, Robert. *Understanding and Changing Your Management Style: Assessments and Tools for Self-Development*. Second Edition. San Francisco: Jossey-Bass, 2013.
4. Optional: Select a book written by one of the GLS conference speakers
  - This is your opportunity to pursue an area of personal interest that was stimulated by one of the conference speakers; contact me to confirm the suitability of your choice
  - Optional - not required - see details under ‘Requirements’ section of syllabus

### **Requirements**

**1. Attend the *Global Leadership Summit 2017* and use the conference notebook that tracks with each presentation.**

- Use the conference 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 summary response to 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.

- If possible to make the connections, I will include other students in the skype session so we can have a debrief discussion as a group

## **2. Engage other conference participants in conversations and submit written reports for each conversation.**

Select SIX of the sessions that are of special interest to you. For EACH session that you have selected:

- Talk to at least one other conference participant for a minimum of 10-15 minutes about the session. [lunch or coffee breaks during the conference may work for some of these conversations]
- Choose a minimum of FOUR different people for the discussions; do not have all the conversations with the same person.
- Share with one another your personal impressions of the presentation, key leadership principles and practices given 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 400 to 500 words (1½ to 2 pages) for EACH of the six conversations to summarize the highlights of the conversation.
- Be sure to include the name of the other person in each of the reports as well as the name of the speaker.

**Note:** My definition of a 'page' is: 12-point font with one inch margins that averages 250 to 300 words on a page using any of these fonts: Times New Roman, Arial, Cambria, Calibri

## **3. Select and read either the Bredfeldt text OR the Boers text, and submit a reflective response to your reading.**

a) Write 250 to 300 words (about a page) for EACH chapter of the selected book to summarize the essence of your reflective response to the material.

- I suggest doing each reflection immediately after reading each chapter while the material is still fresh in your thoughts.

A *reflective response* is NOT a summary of the chapter. Believe it or not, I have already read the book so don't need to read it again from you. 😊

Rather, a reflective 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 setting, context and growth as a leader; etc.

b) Review all of your written reflective responses to the chapters, then write 500 to 600 words (2 to 2½ pages) to summarize what you have learned from the book about ‘a biblical vision for leadership’ (Bredfeldt) or ‘a biblical theology of leadership’ (Boers).

#### **4. Work through the Benfari textbook using the detailed guide below.**

My hope is that students taking this course at the same time will address the Benfari assignments during a similar period of 6 to 7 weeks so we can have the group discussions outlined below.

I have included ‘excruciating’ detail here so you are able to work lockstep through the Benfari material without confusion; however, do not hesitate to contact me for clarification as needed.

After completing each of the chapters, post a personal commentary on the appropriate Discussion Board at this course’s website (on populi)

Each posting will include:

- A summary of your online inventory results for that chapter (other than the Values chapter which has no online inventory)
- How you perceive your personal orientation in that area might affect your approach to leading/managing and how you relate to others in a workplace
- Thoughts you have about things you might learn and do in that area to be more effective as a leader/manager
- Length per posting: 200 to 250 words

#### ***Introduction***

- Read pages 1-16 for an overview of the book and its six building blocks of a leadership/management style

#### ***Chapter 1***

- [you can omit this chapter (pages 17-50); it has useful background information but is not required for our present purposes]

#### ***Chapter 2 – Psychological Type***

- Go to the website noted on page 52 ([www.josseybass.com/go/benfari](http://www.josseybass.com/go/benfari)) and do the Psychological Type inventory online
- You will get an email with a summary of your results
- Browse through pages 57 to 113 to get details about your results from the inventory
- Don’t get lost in the detail about all the other types; however, do get a sense of how your own ‘Psychological Type’ affects your approach to leadership/management and how you relate to others in a workplace, as well as things you might learn and do to grow in your effectiveness
- Do your posting on the ‘Psychological Type’ Discussion Board (on populi)

### **Chapter 3 – Needs**

- Go to the website noted on page 116 (same one as in chapter 2) and do the Needs inventory online; you will get another email
- Review your results (in the email) and read pages 122-137 to get background information
- Read pages 137-144 to see how Needs relate to Psychological Types
- As with Psychological Types, think about how your ‘Needs’ affects your approach to leadership/management and how you relate to others in a workplace, as well as things you might learn and do to grow in your effectiveness
- Do your posting on the ‘Needs’ Discussion Board (on populi)

### **Chapter 4 – Power Bases**

- Page 146 –do the online Influence inventory at the same website
- Review your results (in email) and read pages 150-171 to get background information
- [you can read the case study on pages 172-180 but not necessary]
- Again, think about how your ‘Power Bases’ affects your approach to leadership and management and how you relate to others in a workplace, as well as things you might learn and do to grow in your effectiveness
- Do your posting on the ‘Power Bases’ Discussion Board (on populi)

### **Chapter 5 – Conflict Style**

- Page 182 –do the online Conflict Survey inventory at the same website
- Review your results (in email) and read pages 189-213 to get background information
- [you can omit the case study on pages 214-221]
- Again, think about how your ‘Conflict Style’ affects your approach to leadership and management and how you relate to others in a workplace, as well as things you might learn and do to grow in your effectiveness
- Do your posting on the ‘Conflict Style’ Discussion Board (on populi)

### **Chapter 6 – Values**

- This chapter does not have an online inventory
- Read pages 223-242 to get a sense of what Benfari is saying about the role of ‘Values’ in how we do leadership and management in organizations
- Think about your core values and jot some notes to document your thoughts and relate them to the Benfari material in this chapter
- Do your posting on the ‘Values’ Discussion Board (on populi)

About this point in the course, I want to have a skype/telephone session with you to discuss what you have been doing with the Benfari material. If possible we will connect other students to the session.

### **Chapter 7 – Stress**

- Page 244 –do the four online inventories listed on the website for Chapter 7:

- Stress Type Assessment
- Stress and Tension Levels
- Index of Belief Barriers
- Holmes Stress Point Scale
- Review your results (in the emails) and read pages 253-275 to get background information
- Think about how this information about your 'Stress Indicators' may help to explain how stress affects your approach to leadership/management and how you relate to others in a workplace, as well as things you might learn and do to grow in your effectiveness
- Read pages 275-280 to see how Stress relates to Psychological Types
- [you can read the case study on pages 280-287 but it isn't necessary]
- Do your posting on the 'Stress' Discussion Board (on populi); given the four online inventories that you completed for Stress, this posting may be somewhat longer than previous ones

### **Chapter 8 – Management Scenarios**

- Omit this chapter of case studies

### **Chapter 9 – Integration**

- This chapter is an opportunity to 'put it all together' in a very personal manner
- Read pages 317-326 –a case study of integration of the six building blocks developed in the textbook
- Follow the outline and questions given on pages 327-330 to write personal 'Case History'
  - This exercise will put together everything you have received and processed from the Benfari material; take your time doing the 'Case History' so it does become a useful personal document
  - Length: as necessary to cover each step of the guidelines on pages 327-330; if it is creeping up to 10 pages, you should probably do some editing
  - Upload your completed 'Case History' to populi or email it to me
- Read all the postings done by other students to this point in time on all the Discussion Boards then do a final posting on the 'Integration' Discussion Board (on populi)
  - This posting should be a summary of what you want to share from your personal 'Case History;' also, be sure to include any observations and learning you have taken from other students' postings

I want to have another skype/telephone session with you to discuss your personal 'Case History' and its implications as you move forward in leadership. If possible we will connect other students to the session.

### **5. Optional: Select and read a book of your choice written by one of the GLS speakers.**

- Write 800 to 900 words (3 to 4 pages) of reflective response to the book

- Have a skype or telephone conversation with me to share highlights of the written report, why you affirm that speaker, etc.
- This is an optional assignment; doing the assignment will add a 'step' to your final mark (e.g., it will raise a B to a B+ or a B+ to an A- or an A- to an A)

## **Evaluation**

- 10% -Conference notebook and skype session
- 20% -Report on GLS conversations
- 20% -Bredfeldt or Boers report
- 30% -Benfari postings (and skype session) for chapters 2, 3, 4, 5, 6, and 7
- 20% -Personal 'Case History' (and skype session)

## **Bibliography**

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.