



PROVIDENCE
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THEOLOGICAL SEMINARY

EM5105 Administration and Leadership Contemporary Approaches

Course Syllabus
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2015-2016
3 credit hours

Introduction

EM5105 Administration and Leadership is a graduate-level course that may be taken in conjunction with attendance at the Willow Creek *Global Leadership Summit*. Course credits apply towards the Graduate Certificate in Leadership at Horizon and towards an M.A or M.Div. degree at Providence Theological Seminary, Otterburne, Manitoba.

Global Leadership Summit 2015 conference sessions are held at three times: (attend one location of your choice)

- August 6-7, 2015
- October 22-23, 2015
- January 20-21, 2016

See <http://growingleadership.com/summit2015/register/> for August and October locations. The January 2016 session is held on campus at Horizon College and Seminary.

Contact Ron Kadyschuk (email address above) for course syllabus and registration information. Also see <http://horizon.celect.org/global-leadership-summit-2015> for information on other related courses for undergraduate students. Contact registrar@horizon.edu for information.

Potential students who are not able to attend any of the above session locations have the option of viewing of the *Global Leadership Summit 2015* conference videos. The DVD set is available for purchase from Willow Creek Canada.

Context for the Course

Using *The Global Leadership Summit* sessions as a key element, I will personalize the course to be of optimum benefit to your individual interests and ministry setting. 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
- Worship ministry leadership
- Children’s ministry leadership
- Youth ministry leadership
- One of the areas of leadership, management, and/or administration that is represented by the *Global Leadership Summit* presentation speakers

You also may be interested in shaping the course to focus on organizational theory and behavior or models for effective leadership in a broader global context. However, I expect that most interest will be directed more specifically towards leadership in the Church.

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 missions mandate* of the Church in the world.
- A parallel declaration by the Apostle Paul in Ephesians 4 sets out *the equipping mandate* of the leadership to the Church.

*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).*

Pastors and other ministry leaders are called to “prepare God’s people for works of service” (v12). It makes sense to heed this call for two practical reasons:

- It leads to functioning and fulfilled saints of God who are growing and serving through their Spirit-empowered giftings.
- It leads to happier pastors who don’t have to ‘do everything’ to keep the local church going. There will be greater joy in seeing God’s people find their place of service in the Church.

We cannot assume that ministry leaders intuitively know how to provide effective leadership to their organizations and/or departments. This course emphasizes the functional roles of leadership and administration in a ministry organization, in particular the ministries of a local church.

Course Objectives

Student learning outcomes for the course *Administration and Leadership* include:

- To demonstrate an understanding of Biblical principles and responsibilities for leadership and administration in general as well as in a ministry setting
- To perceive the great diversity of contexts for leadership in ministry and the distinctive elements associated with such contexts
- To analyze the diversity of positive and negative characteristics related to leadership situations and reflect on one's own developing leadership style
- To cultivate a growing ability to deal with potentially problematic areas and issues (both human and systemic) that a leader may face in ministry situations
- To build a team approach to ministry in the body of Christ
- To develop and express a personal, Biblical-based philosophy of leadership

The experience of this course can be a building block in your ability to fulfil the injunction which the Apostle Paul gives to the 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).

Resource Material and Required Reading

1. Attend *The Global Leadership Summit 2015* sessions (or purchase and view the DVDs).
2. Bredfeldt, Gary. *Great Leader Great Teacher: Recovering the Biblical Vision for Leadership*. Chicago: Moody, 2006.
3. Two additional textbooks (or other relevant and equivalent resources) of personal choice to support your area of emphasis for the course.
 - Confer with me to confirm the suitability of your choices and to discuss the nature of your reports from these items. Purchase the textbooks from a vendor of your choice.

My primary goal is for the course to have substantial value to your personal needs and interests at this point in your life and ministry as a leader. The Resources section below offers a number of references in several area(s) of potential interest.

Course Content and Requirements

Some of the elements of this course are adaptable to your individual situation and desired focus for emphasis.

1. Attend *The Global Leadership Summit 2015* and complete the conference notebook that tracks with each presentation.

[if unable to attend *GLS 2015* at any of the locations, contact me to adapt the course to a full distance education mode and view the summit sessions by means of the DVD set]

Do not write detailed reports on all of the conference sessions. However, I assume that you will reference the material from many of the speakers in other written assignments for this course. The conference notebook is set up well so you can have a worthwhile summary of each session (if you actively use it during the presentations).

2. Submit written reports on conversations that you engage in for a minimum of six of the summit presentations:

- Select six of the sessions that are of particular interest to you.
- For each presentation selected, talk to at least one other conference participant for a minimum of 10-15 minutes about the presentation.
- Choose different people for some of the discussions; do not have all of the conversations with the same person.
- Share personal impressions, likes/dislikes, ideas for the future, etc. with each other.
- Write up to two pages of 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. Decide your area of personal emphasis for the course and purchase the two textbooks of your choice (in consultation with me).

4. Submit a written critical review of the Bredfeldt text. Include:

- A summary of the key content of the book (3 pages – 700 to 900 words)
- A personal review of the value of the material for growth in Christian leadership (2 pages – 500 to 600 words)
- Some analytical critique about strengths and weaknesses of the book (2 pages)

5. Contract with me for a suitable combination of:

- Written reports on the other two textbooks
- Practical ministry applications of your reading
- Other projects of interest and relevance to you

Evaluation

20% -Reports on conversations

- 20% -Bredfeldt report
60% -Negotiated reports, projects

Resources

Below are categories of books that represent some of the potential areas of emphasis for the course. I have listed a number of sample books that are of interest within each category. You may also have relevant suggestions to add to your potential selection list.

Many of the presenters at the *Global Leadership Summit* have published their ideas. You may wish to research such publications from speakers you find to be favorites at the conference.

1. Leadership in ministry

- Barna, George. *The Power of Team Leadership: Finding Strength in Shared Responsibility*. Colorado Springs: Waterbrook Press, 2001.
- _____. *The Power of Vision: Discover and Apply God's Plan for Your Life and Ministry*. Ventura, California: Gospel Light, 2009.
- Boa, Kenneth. *The Perfect Leader: Practicing the Leadership Traits of God*. Colorado Springs: Cook Communications, 2006.
- Bredfeldt, Gary. *Great Leader Great Teacher: Recovering the Biblical Vision for Leadership*. Chicago: Moody, 2006.
- Cornwall, Judson. *Profiles of a Leader: The Characteristics of Spiritual Leadership*. Plainfield, NJ: Logos International, 1980.
- Cottrell, David. *Leadership. . .Biblically Speaking: The Power of Principle-Based Leadership*. Dallas: CornerStone Leadership, 1998.
- Eims, Leroy. *Be the Leader You Were Meant to Be: Lessons on Leadership from the Bible*. Second Edition. Colorado Springs: David C. Cook, 2012.
- Finzel, Hans. *Empowered Leaders*. Nashville: Word, 1998.
- _____. *The Top Ten Mistakes Leaders Make*. Colorado Springs: Cook, 2000.
- Hirsch, Alan and Tim Catchim. *The Permanent Revolution: Apostolic Imagination and Practice for the 21st Century Church*. San Francisco: Jossey-Bass, 2012.
- Hughes, Bryn. *Leadership Tool Kit*. Eastbourne: Kingsway, 1998.
- Kouzes, James and Barry Posner, Editors. *Christian Reflections on The Leadership Challenge*. San Francisco: Jossey-Bass, 2004.
- MacDonald, Gordon. *Building Below the Waterline: Shoring Up the Foundations of Leadership*. Peabody: Hendrickson, 2011.
- Malphurs, Aubrey. *Advanced Strategic Planning: A 21st Century Model for Church and Ministry Leaders*. Grand Rapids: Baker, 2013.
- Myra, Harold and Marshall Shelley. *The Leadership Secrets of Billy Graham*. Grand Rapids: Zondervan, 2005.
- Olson, David. *Discovering Your Leadership Style: The Power of Chemistry, Strategy and Spirituality*. Downers Grove: InterVarsity, 2014.
- Stafford, Gil. *When Leadership and Spiritual Direction Meet: Stories and Reflections for*

Congregational Life. New York: Alban Institute (Rowman and Littlefield), 2014.

Stanley, Andy, et.al. *Seven Practices of Effective Ministry*. Sisters, Oregon: Multnomah, 2004.

Stone, Charles. *Five Ministry Killers and How to Defeat Them*. Bloomington, MN: Bethany House, 2010.

Stott, John. *Problems of Christian Leadership*. Downers Grove: InterVarsity, 2014.

Toler, Stan and Larry Gilbert. *Leader-Coach: Developing Effective Ministry Teams*. Kansas City: Beacon Press, 2013.

Trent, J., R. Cox, and E. Tooker. *Leading from Your Strengths: Building Close-Knit Ministry Teams*. Nashville: Broadman and Holman, 2004. Also: *Leading From Your Strengths* online inventory.

2. Ministry and leadership development in the local church

Back, Wayne. *The Christian Manager: A Practical Guide for Bible-Based Management*. Victoria: Management Training Australia, 2012.

Balda, Janis and Wesley Balda. *Handbook for Battered Leaders*. Downers Grove: InterVarsity, 2013.

Campbell, Lattis. *Developing Leaders for the Church: Biblical Principles of Leadership Empowerment*. United States: ηγεσία Press, 2013.

Cordeiro, Wayne. *Doing Church As a Team*. Ventura: Regal, 2001.

Driver, T. L. *Seven Keys to Effective Lay Ministry*. Belleville, ON: Essence Publishing, 2012.

Fisher, Roger and Scott Brown. *Getting Together: Building Relationships as We Negotiate*. New York: Penguin, 1988.

Forman, R. et.al. *The Leadership Baton: An Intentional Strategy for Developing Leaders in Your Church*. Grand Rapids: Zondervan, 2004.

Galloway, Dale. *On-Purpose Leadership: Multiplying Your Ministry by Becoming a Leader of Leaders*. Kansas City, Beacon Hill, 2001.

Hanson, Amy. *Baby Boomers and Beyond: Tapping the Ministry Talents and Passions of Adults Over 50*. San Francisco: Jossey-Bass, 2010.

Hedges, Kristi. *The Power of Presence: Unlock Your Potential to Influence and Engage Others*. New York: AMACOM (American Management Association), 2012.

Lewis, Rick. *Mentoring Matters: Building Strong Christian Leaders, Avoiding Burnout, Reaching the Finish Line*. Grand Rapids: Monarch, 2009.

Malphurs, Aubrey. *Maximizing Your Effectiveness: How to Discover and Develop Your Divine Design*. Second edition. Grand Rapids: Baker, 2006.

_____. *Look Before You Lead: How to Discern and Shape Your Church Culture*. Grand Rapids: Baker, 2013.

Malphurs, Aubrey and Will Mancini. *Building Leaders: Blueprints for Developing Leadership at Every Level of Your Church*. Grand Rapids: Baker, 2004.

Maxwell, John. *Developing the Leaders Around You: Helping Others to Reach Their Full Potential*. Nashville: Thomas Nelson, 2003.

_____. *The 5 Levels of Leadership: Proven Steps to Maximize Your Potential*. New York: Center Street (Hachette Book Group), 2011.

Ogden, Greg. *Unfinished Business: Returning the Ministry to the People of God*. Grand Rapids:

Zondervan, 2003.

Shawchuck, Norman and Roger Heuser. *Managing the Congregation: Building Effective Systems to Serve People*. Nashville: Abingdon, 1996

3. Leadership theory and practice in general

Blanchard, Ken, et.al. *Leading At a Higher Level: Blanchard on Leadership and Creating High Performing Organizations*. Upper Saddle River: Prentice-Hall, 2007.

Bradbury, Travis and Jean Greaves. *Leadership 2.0*. San Diego: TalentSmart, 2012.

_____. *Emotional Intelligence 2.0*. San Diego: TalentSmart, 2009

Buckingham, Marcus. *Standout: The Groundbreaking New Strengths Assessment from the Leader of the Strengths Revolution*. Nashville: Thomas Nelson, 2011.

Clinton, J. Robert. *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*. Second Edition. Colorado Springs: NavPress, 2012.

Cochlan, Greg. *Love Leadership: What the World Needs Now*. New York: New Voices Press, 2008.

Cottrell, David. *Monday Morning Choices: 12 Powerful Ways to Go From Everyday to Extraordinary*. New York: Harper Collins, 2007.

Cousins, Don. *Experiencing LeaderShift: Letting Go of Leadership Heresies*. Colorado Springs: David C. Cook, 2008.

DePree, Max. *Leadership Is an Art*. New York: Doubleday, 1989.

Drucker, Peter. *Managing Oneself*. Boston: Harvard Business School Press, 2008.

Farrel, Bill. *The 10 Best Decisions a Leader Can Make*. Eugene, Oregon: Harvest House, 2013.

Goleman, Daniel, et.al. *Primal Leadership: Unleashing the Power of Emotional Intelligence*. Boston: Harvard Business School, 2013.

Gray, Jim. *How Leaders Speak: Essential Rules for Engaging and Inspiring Others*. Toronto: Dundurn Press, 2010.

_____. *Chazown: Define Your Vision. Pursue Your Passion. Live Your Life on Purpose*. Colorado Springs: Multnomah, 2010.

Hellman, Yael. *Learning for Leadership: A Facilitative Approach for Training Leaders*. New York: American Society for Training and Development (ASTD) Press, 2014

Joiner, Bill and Steph Josephs. *Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change*. San Francisco: Jossey-Bass, 2007.

Keller, Gary. *The ONE Thing: The Surprisingly Simple Truth Behind Extraordinary Results*. Austin, Texas: Bard Press, 2012.

Kouzes, James and Barry Posner. *A Leader's Legacy*. San Francisco: Jossey-Bass, 2006

_____. *The Leadership Challenge*. Fifth edition. San Francisco: Jossey-Bass, 2012.

Kraft, Dave. *Leaders Who Last*. Wheaton: Crossway, 2010.

_____. *Mistakes Leaders Make*. Wheaton: Crossway, 2012.

Loehr, Jim and Tony Schwartz. *The Power of Full Engagement: Managing Energy, Not Time, Is the Key to High Performance and Personal Renewal*. New York: Free Press, 2003.

MacDonald, Gordon. *Building Below the Waterline: Shoring Up the Foundations of Leadership*. Peabody: Hendrickson, 2011.

Managing Up. [Pocket Mentor: Expert Solutions to Everyday Challenges]. Boston: Harvard

- Business Press, 2008.
- Marquardt, Michael. *Leading With Questions: How Leaders Find the Right Solutions By Knowing What to Ask*. San Francisco: Jossey-Bass, 2014.
- Marturano, Janice. *Finding the Space to Lead: A Practical Guide to Mindful Leadership*. New York: Bloomsbury, 2014.
- Maurer, Rick. *Beyond the Wall of Resistance: Why 70% of All Changes Fail – and What You Can Do About It*. Revised edition. Austin: Bard Press, 2010.
- Maxwell, John. *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*. Nashville: Thomas Nelson, 1998.
- Northouse, Peter. *Introduction to Leadership: Concepts and Practice*. Second Edition. Thousand Oaks: Sage, 2012.
- _____. *Leadership: Theory and Practice*. Sixth Edition. Thousand Oaks: Sage, 2013.
- Oudeh, Gayle and Nabil Oudeh. *Conflict is For the Birds: Understanding Your Conflict Management Style*. Ottawa: CCR International Publishing, 2003.
- Rath, Tom. *StrengthsFinder 2.0*. New York: Gallup Press, 2007.
- Rath, Tom and Barry Conchie. *Strengths-Based Leadership: Great Leaders, Teams, and Why People Follow*. New York: Gallup Press, 2008.
- _____. *Strengths-Based Leadership: A BookCaps Study Guide*. New York: CreateSpace Independent Publishing Platform, 2012.
- Reiland, Dan. *Amplified Leadership: 5 Practices to Establish Influence, Build People, and Impact Others for a Lifetime*. Lake Mary: Charisma House, 2011.
- Reynolds, Simon. *Why People Fail: The 16 Obstacles to Success and How you Can Overcome Them*. San Francisco: Jossey-Bass, 2011.
- Sandberg, Sheryl. *Leadership Skills: Essentials of Leadership and the Skills Required to Lead Effectively*. New York: Amazon Digital Services, 2014.
- Schein, Edgar. *Humble Inquiry: The Gentle Art of Asking Instead of Telling*. San Francisco: Berrett-Koehler, 2013.
- Snyder, Steven. *Leadership and the Art of Struggle: How Great Leaders Grow Through Challenge and Adversity*. San Francisco: Berrett-Koehler, 2013.
- Trompenaars, Fons and Ed Voerman. *Servant-Leadership Across Cultures: Harnessing the Strength of the World's Most Powerful Management Philosophy*. New York: McGraw-Hill, 2010