

LS5109 Spiritual Formation of Leaders

3 credits. Prerequisites: none.

👤 On Campus, Saskatoon 'A' Livestream 📺 Video on Demand



Sept 19-20; Oct 17-18; Nov 21-22

Fall 2025

Friday's: 5:30pm-8:30pm; Saturday's: 9am-noon & 1-4pm

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"Your life is a journey you must travel with a deep consciousness of God."

- Eugene Peterson

Please note: The Saturday of the third weekend will involve a one-day retreat at [Living Waters Camp Lodge](#). For livestreaming students, we will have set times during the day when we will live-stream from the camp. VOD students are expected to set aside a day to retreat and will be provided a guide for the retreat.

Please note: This course requires reading before the first weekend of the course.

Course Goals

Course Description

This course focuses on the spiritual formation and development of individuals called to leadership, while also addressing the topic of spiritual formation more broadly. Students will explore principles of spiritual formation, personal growth, and the practice of spiritual disciplines to enhance their own lives and become more effective leaders and mentors.

Relationship to Horizon's Mission

This three-weekend course prepares Christian leaders for a Spirit-empowered life and ministry by equipping them with a deeper understanding of spiritual formation, mindset formation, and the concept of formation as a lifelong journey. This course's theoretical and experiential approach will include formal instruction, participation in soul-training exercises, a retreat, class discussion, interviews, and teamwork.

Course Competencies and Learning Outcomes

To demonstrate competency in *spiritual formation* and *leadership skills*, students will:

1. Examine current spiritual formation practices and overall spiritual wellbeing.
 - *Assessment:* Reading & Listening Log; Classroom Discussion and Exercises; Spiritual Health Assessment; Soul Training Journal; Integrative Reflective Essay.

2. Examine and engage in soul-training exercises outside one's Christian tradition to deepen spiritual formation and growth. (E.g., Visio Divina, Spiritual Direction, Silence & Solitude, Compassion, Centering Prayer)
 - *Assessment:* Classroom Exercises and Discussion; Soul-Training Journal; One-day Queen's House retreat participation; Spiritual Health Assessment.
3. Evaluate various models for understanding the uniqueness of roles of men and women in leadership and their relevance for personal formation.
 - *Assessment:* Personal Formation Journal; Class Discussion and Exercises.
4. Develop a well-informed, brave, and confident mindset that fosters inclusive leadership by women and men working together.
 - *Assessment:* Personal Formation Journal; Class Discussion and Exercises.
5. Synthesize (Reflect, Explain, Explore) course learnings for continuous life formation by drawing on the readings, books, teachings, video, in-class discussions and experiences, soul-training exercises, and retreat day.
 - *Assessment:* Classroom Discussion and Exercises; Integrative Reflective Essay.

Course Work

****Required Pre-Weekend Readings, Listening or Assignments**

See each unit for pre-weekend readings or assignments.

Weekend One | September 19-20, 2025

Required Pre-Weekend Reading (due September 19 at 5:30 PM)

Rolheiser, Ronald. *The Holy Longing: The Search for a Christian Spirituality*. 15th Anniversary Edition. New York: Image, 2014. ISBN: 978-0385494199.

DTL: <https://thedtl.on.worldcat.org/oclc/869381657>

OR

Thompson, Marjorie J. *Soul Feast: An Invitation to the Christian Spiritual Life*. Newly Revised Edition. Louisville: Westminster John Knox Press, 2014. ISBN: 978-0-664239244.

DTL: <https://thedtl.on.worldcat.org/oclc/892430358>

Required Post-Weekend Reading (due October 17th at 5:30 PM)

Macchia, Stephen A., ed. *Silencio: Reflective Practices for Nurturing Your Soul*. Lexington: MA: Leadership Transformations, 2019. ISBN: 97880578593685.

DTL: not available

***You are not required to read all of Silencio; it is a resource for you and you are to glance through it, pausing to reflect on the different practices, while ultimately choosing two that you will practice for three weeks, journaling along the way.*

Weekend Two | October 17-18, 2025

Required Pre-Weekend Readings: Read one textbook from each pair (due October 17 at 5:30 PM)

Hagberg, Janet O., and Robert A. Guelich. *The Critical Journey: Stages in the Life of Faith*. 2nd edition. Wisconsin: Sheffield, 2005. ISBN: 978-1879215498.
DTL: <https://thedtl.on.worldcat.org/oclc/57570187>

OR

Ashbrook, R. Thomas. *Mansions of the Heart: Exploring the Seven Stages of Spiritual Growth*. Minneapolis: Fortress, 2019. ISBN: 978-0470454725.
DTL: <https://thedtl.on.worldcat.org/oclc/1086076143>

Robinson, David. *Ancient Paths: Discover Christian Formation the Benedictine Way*. Brewster, MA: Paraclete, 2010. ISBN: 978-1557257734.
DTL: <https://thedtl.on.worldcat.org/oclc/785574373>

Or

Balzer, Tracy. *Thin Places: An Evangelical Journey into Celtic Christianity*. Abilene: Leafwood Publishers, 2007. ISBN: 978-0891125136.
DTL: <https://thedtl.on.worldcat.org/oclc/847009249>

Required Post-Weekend (due November 21 at 5:30 PM)

[Limits, God's Grace in Disguise](#) YouTube video by Pete Scazzero

Weekend Three | November 21-22, 2025

**Day Retreat on Saturday, November 22. For the retreat, it would be ideal for Zoom students to attend on-site at Living Waters Camp to take full advantage of the communal nature of this retreat. If this is not possible, alternative arrangements for an individualized retreat will be made. Regardless of the mode, the student must take the full day away from regular life and responsibilities.*

Required Pre-Weekend Reading (due November 21 at 5:30 PM)

Greenman, Jeffrey P., and George Kalantzis, eds. *Life in the Spirit: Spiritual Formation in Theological Perspective*. Downers Grove, IL: InterVarsity, 2010. ISBN: 978-0830838790.
DTL: <https://thedtl.on.worldcat.org/oclc/926047516>

Required Post-Weekend Reading (due December 12 at 11:59 PM)

Pohl, Christine D. *Living into Community: Cultivating Practices That Sustain Us*. Grand Rapids, MI: Eerdmans, 2012. ISBN: 978-0802849854.
DTL: <https://thedtl.on.worldcat.org/oclc/920446822>

****While students have the benefit of accessing many of their textbooks online through the [Digital Theological Library](#), they will not have access to the Digital Theological Library upon graduation. Therefore, we encourage students to purchase select textbooks to build their personal library.**

Course Assignments and Activities

1. *Spiritual Health Assessment.*

Please take the assessment found here <https://www.emotionallyhealthy.org/mature/personal-assessment/>. This assessment will assist you in discovering areas of spiritual unhealth that require your attention. Findings can also help inform your choice of two soul-training exercises.

- Related learning outcome(s): #1, 2.
- **Assignment time:** Online, 15-20 minutes.
- **Due date:** September 21, 2025.

2. *Soul-Training Journal – 20%*

Choose two soul-training exercises and practice them for three weeks.

In this assignment, you are required to choose *two* soul-training exercises from *Silencio* and practice them for three weeks and journal the experience. Describe in your journal the two exercises you chose, their significance or curiosity for you, and what a daily practice will look like. Regularly in the three weeks, reflect on where you noticed the movements of God and where discomfort or comfort showed up and possible reasons for why.

- Related learning outcome(s): #1, 2.
- **Assignment length:** 3-5 pages, double-spaced.
- **Due date:** November 2, 2025.

3. *Personal Formation Journal (Pre, During, Post) for October 17-18 – 35%*

This assignment is divided into three parts, but please note that you only need to submit the final copy (with all three parts):

- i. **Pre-Weekend - Reading Journal.** As you read the assigned books, note what is memorable, its value for you, and any questions or clarity you would still like in a given area. Be prepared to engage in class discussions.
- ii. **During the course - Application Journal.** As you engage in teamwork, class discussion and encounter new learnings, spend time daily journaling and reflecting on helpful insights.
- iii. **Post Weekend - Look Ahead Journal,** which seeks to articulate how you will thrive in Christ for the long haul of your calling.

- Related learning outcome(s): #3, 4.
- **Assignment length:** 8-10 pages, double-spaced and properly cited.
- **Due dates:**
 - **Pre:** October 17, 2025.
 - **During:** October 17-18, 2025.
 - **Post:** October 26, 2025.
 - Submit all three parts on October 26, 2025.

4. *Integrative Reflective Essay* – 40%

In this *Integrative Reflective Essay*, you are asked to (1) reflect on your most significant learnings, (2) explain your limitations, (3) explore areas you were challenged, and (4) describe what actions you will take to live formation as a life-long journey, co-creating with the Spirit and others for formational change.

Note: As part of this essay, please cite from at least four of the books read for this course, your Soul-Training Journal, in-class teaching from Dr. Kampman or other guests, the Scazzero video, and your Spiritual Health Assessment.

- Related learning outcome(s): # 1, 5.
- **Assignment length:** 8-10 pages combined.
- **Due date:** December 14, 2025.

5. *Reading & Listening Log for Weekends One, Two and Three* – 5%

This log demonstrates completed work for all three weekends. See the due dates for each reading under “Required Readings.” You will be asked to upload a reading log to Populi before each weekend and on December 14.

- Related learning outcome(s): # 1.
- **Due date:** December 14, 2025 (& throughout the course—see above under “Required Readings.”)

Book or Podcast	Date Completed	Signature
Pre-Weekend One Ronald Rohlheiser. <i>The Holy Longing: The Search for a Christian Spirituality</i> OR Thompson, Marjorie J. <i>Soul Feast: An Invitation to the Christian Spiritual Life</i> . Post Weekend One Editor, Stephen A. Macchia. <i>Silencio: Reflective Practices for Nurturing Your Soul</i>		

<p>Pre-Weekend Two</p> <p>Janet O. Hagberg and Robert A. Guelich. <i>The Critical Journey: Stages in the Life of Faith</i></p> <p>OR</p> <p>Ashbrook, R. Thomas. <i>Mansions of the Heart: Exploring the Seven Stages of Spiritual Growth</i>.</p> <p>David Robinson. <i>Ancient Paths: Discover Christian Formation the Benedictine Way</i>.</p> <p>OR</p> <p>Balzer, Tracy. <i>Thin Places: An Evangelical Journey into Celtic Christianity</i>.</p> <p>Post Weekend Two</p> <p>Limits: God's Grace in Disguise video by Pete Scazzero</p>		
<p>Pre-Weekend Three</p> <p>Jeffrey P. Greenman and George Klantzis. <i>Life in the Spirit: Spiritual Formation in Theological Perspective</i></p> <p>Post Weekend Three</p> <p>Christine D. Pohl. <i>Living into Community: Cultivating Practices that Sustain Us</i>.</p>		

Video-on-Demand (VOD) Student Requirements

As indicated on the course schedule, this class is offered by VOD. Students taking the course through VOD are required to indicate this during their course registration. While VOD recordings are available for any student who may be absent from class, non-VOD students are expected to attend class live following the class attendance policy.

- For this course, VOD students have *some* different assignment due dates (see below). All other assignments will be due on the same dates as in-class students.
 - *Spiritual Health Assessment*: due September 21.
 - *Soul-Training Journal*: due November 2
 - *Personal Formation Journal*
 - **Pre:** Before watching the weekend two lectures.
 - **During:** During the weekend two lectures.
 - **Post:** November 2, 2025.
 - *Integrative Reflection Essay*: due December 14.
 - *Reading & Listening Log for Weekends One, Two, and Three*
 - Complete the required pre- and post-weekend readings before and after you watch the lectures for each weekend (see schedule below).

- Students will watch the lectures according to the following schedule:
 - Weekend 1 Lectures and Report due Sunday, September 28, 2025.
 - Weekend 2 Lectures and Report due Sunday, October 26, 2025.
 - Weekend 3 Lectures and Report due Sunday, November 30, 2025.
- By the above due dates, VOD students will submit a 2–3-minute *Padlet* video report that 1) affirms you have watched the required recording, 2) summarizes one thing you learned that will help you reach the course learning outcomes, and 3) explains at least one question you had after watching the class recording.
- In order to pass the course, VOD students must submit all three VOD Lectures and Reports. These submissions are marked pass/fail based on whether or not they demonstrate thoughtful engagement with the lecture content and in-class activities.

Estimate of Time Investment (individual time investments may vary)

Classroom time	27 hrs	N/A	N/A
1. Spiritual Health Assessment	0.5 hrs	Sep 21	N/A
2. Soul Training Journal	10 hrs	Nov 2	20%
3. Personal Formation Journal	20 hrs	Oct 26	35%
4. Integrative Reflective Essay	35 hrs	Dec 14	40%
5. Reading Logs	27.5 hrs	See “Required Readings”	5%
Total =		120hrs	

Course Outline

LS5109 COURSE OUTLINE AND WEEKEND SCHEDULE

Date	Topic	Pre-Weekend Readings/Assignments	Post-Weekend Assignments
September 19-20	Spiritual Formation What is Spiritual Formation? Major Christian Movements & Spirituality Introduction to Formational Practices	Pre-Weekend Ronald Rolheiser or Marjorie Thompson Book Spiritual Health Assessment	Post-Weekend Select two soul-training exercises for three weeks and record your experience in a journal.
October 17-18	Formation for Lifelong Leadership Major Christian Movements & Spirituality Rule of Life	Pre-Weekend Janet O. Haberg and Robert A. Guelich or R. Thomas Ashbrook Book David Robinson or Tracy Balzer Book Pre-Weekend <i>Reading Journal</i> During Weekend <i>Application Journal</i>	Post-Weekend Post-Weekend <i>Looking Ahead</i> Journal Submit Soul-Training Journal Pete Scazzero video

November 28-29	Communal Formation Co-creating with the Spirit and others for formational change. Community/Continuous formation as a life-long journey.	Pre-Weekend Jeffrey P. Greenman and George Kalantzis Book During Saturday: Attend retreat at Living Water Camp	Post-Weekend Christine Pohl Book Integrative Reflective Essay
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- Assignments will not be accepted after *December 19, 2025*.

Academic Policies

General Assignment Guidelines

Please see the [Horizon](#) & [MCS](#) Format Guide for assignment submission, grammar, and formatting guidelines. The length of papers should fall within +/- 10% of the stated length. Papers that fall outside the length guidelines may not be graded. Assignments should be submitted via Populi under *Submissions* (not *Comments*). The resource at this [link](#) explains how to submit assignments on Populi.

Late Assignments and Extensions

Please contact the professor well in advance if you would like to request an adjustment to any of your due dates. No extensions will be granted beyond the end of the course unless approval is granted by Horizon's Assistant Academic Dean.

A late penalty will be assessed for all overdue assignments: 1-3 days late, penalty of 10%; 4-6 days late, penalty of 20%. After six days late, an assignment receives a grade of 0.

Grading

Grade	Percentage	GPA	Descriptor
A+	97-100%	4	Exceptional
A	93-96%	4	Excellent
A-	90-92%	3.7	Excellent
B+	87-89%	3.3	Good
B	83-86%	3.0	Good
B-	80-82%	2.7	Good
C+	77-79%	2.3	Satisfactory
C	73-76%	2.0	Satisfactory
C-	70-72%	1.7	Satisfactory
D+	67-69%	1.3	Minimal Pass
D	63-66%	1.0	Minimal Pass
D-	60-62%	0.7	Minimal Pass
F	<60%	0	Failure

Academic Integrity

Students learn best when practicing academic integrity. A lack of integrity is displayed in acts such as deception, abuse of confidentiality, cheating, inappropriate collaboration, or plagiarism. Plagiarism occurs when a student presents the words or ideas of another person or an artificial intelligence (AI) tool in such a way as to give others the impression that it is their own words or ideas. In academic writing, there should be no doubt which words or ideas are the student's and which are drawn from other sources or AI. Students are expected to submit their own original work and give due recognition to sources from which all substantial phrases, sentences or even ideas are drawn. Note also that you may not submit work done in one course to satisfy the requirements of another course (unless both instructors agree beforehand to accept such work). See [here](#) for examples of plagiarism and further guidelines in the [Student Handbook](#).

Horizon has a subscription to software that ensures the originality of academic writing, verifies the proper citation of all sources, and detects AI-generated content. When you submit an assignment, you will automatically receive a summary on Populi that includes your submitted files along with an originality score (a high originality score is positive).

Artificial Intelligence (AI) Usage

In keeping with the Academic Integrity policy above, students must disclose on the title page of all assignments whether or not they have used AI and how they have used it. If the assignment has no title page, the student must disclose this to the instructor by some other means, such as in a comment on Populi. Students are expected to follow the policy for acceptable use of AI that is published in the [Student Handbook](#).

Accessible Learning Services Information

Horizon is committed to provide safe and inclusive learning environments which equalize the opportunity for students with disabilities to meet the requirements of the institution, programs, and courses. The application for Academic Accommodations begins with a student disclosing a medical diagnosis or professionally documented learning disability during the application process. Enrolled students may contact Horizon's Academic Accommodations Coordinator, Richelle Bekkattla at rbekkattla@horizon.edu. All Academic Accommodations will adhere to the Guiding Principles listed in the [Student Handbook](#).

Class Attendance (On Campus or Livestreaming)

Students should attend all classes in order to facilitate competency development. Students are expected to be present through the delivery method that they registered for, either on campus or through livestreaming with their camera on. A student must be present for the full duration of a class period in order to be registered as present for the class. In the case of illness or other unforeseen circumstances, students may miss the equivalent of six hours of class (e.g., one day of a module course or two three-hours classes) without academic penalty. Students who are absent for more than this will automatically fail the course. Students wishing to be exempted from this policy due to extenuating circumstances may make an academic appeal, where they will need to document and verify those circumstances. Students who miss a class are responsible to get missed notes or handouts from another student, rather than from the professor.

Livestreaming Etiquette

Students taking the course through livestreaming are required to indicate this during their course registration. While livestreaming access is available for on-campus students who are unable to attend class due to illness, on-campus students are expected to attend class in person following the class attendance policy.

If attending class online via livestream, in order to be marked present for class, you must keep your camera on and stay present and attentive throughout the class session, extending the gift of full engagement. Access your class with a computer (preferably) or tablet, not a cell phone. Arrive to class on time, and dress as you would if you were attending class on campus. Join the class from a quiet space with minimal background noise, and mute your microphone until you wish to speak to the class.

Use of Technology

Horizon encourages the use of electronic devices in the classroom to enhance learning. Careful consideration must be given to privacy issues, copyrighted materials, and the general care and concern for others. Please respect the following classroom policies:

- Please use online access for course learning only. This is a matter of respect for the instructor's teaching, your own learning, and fellow students who may be distracted by other uses.
- Students should secure permission from the instructor to record any teaching material. This includes PowerPoint slides, white board illustrations, notes, and any form of audio or video.
- Student feedback is a valuable input for course improvements. Please resolve any classroom grievance about the instructor or course with the instructor personally, through the Horizon College and Seminary grievance procedures, or the Populi-based course evaluations. It is inappropriate to air classroom grievances on a social media platform.
- When instructors use recording mechanisms in the classroom, recorded materials will be used for the sole purpose of instruction and cannot be released to any social media outlet without the written consent of the students whose images have been recorded.
- In general, it is not acceptable to share photographs or videos of students in the classroom setting without permission from those whose images appear in such media.

Bibliography

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Benner, Juliet. *Contemplative Vision: A Guide to Christian Art and Prayer*. Downers Grove: IVP, 2011. ISBN 978-0-8308-3544-7

Brown, Brené. *Daring Greatly: How to Have the Courage to be Vulnerable transforms the Way We Live, love, Parent and Lead*. Toronto: Penguin Group, 2012. ISBN 978-1-592-407.

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Chamorrow-Premuzic, Tomas. *Confidence: How Much You Really Need It and How to Get It*. New York: Plume Books, 2013. ISBN 978-0-14-218116-4.

Chittister, Joan. *In God's Holy Light: Wisdom from the Desert Monastics*. Cincinnati: Franciscan Media, 2015. ISBN 978-1-61636-831-9.

Chittister, Joan. *The Rule of Benedict: A Spirituality for the 21st Century*. New York: Crossroad, 2010. ISBN 978-0-8245-2594-1.

Clinton, Robert J. *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*. 2nd ed. Colorado Springs: NavPress, 2012. ISBN 978-1-61291-075-8.

Cunningham, Loren & David Hamilton. *Why Not Women? : A Fresh Look at Scripture on Women In Missions, Ministry, and Leadership*. Seattle, WA.: YWAM publishing, 2000. ISBN: 1-57658-183-7.

Cuss, Steve. *Managing Leadership Anxiety: Yours and Theirs*. Nashville: Thomas Nelson, 2019. ISBN 9781400210886

Daniels, Dharius. *Relational Intelligence: The People Skills You Need for the Life You Want*. Grand Rapids: Zondervan, 2020. ISBN 9780310357827.

Dweck, Carol. *Mindset: the New Psychology of Success: How We Can Learn to Fulfill our Potential*. New York: Ballantyne Books, 2016. ISBN 978-0-345-47232-8.

Eason, N. Louis. *Mindset: Changing A Fixed Mindset Into A Growth Mindset*. Create Space Independent Publishers, 2017. ISBN 13: 978-1530192724.

Foster, Richard J. *Streams of Living Water: Essential Practices from the Six Great Traditions of Christian Faith*. Englewood: HarperOne, 1998. ISBN 978-0-06-062822-2.

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McNeal, Reggie. *Practicing Greatness: 7 Disciplines of Extraordinary Spiritual Leaders*. San Francisco: Jossey-Bass, 2006. ISBN 13:978-0-7879-7753-5.

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