

IS 230 Developing Leaders  
Winter Term 2016 - 2017  
Lancaster Theological Seminary  
Friday 6:30 – 9:30 pm, online  
Dr. Michael Wilson, Instructor

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### **Description**

This course helps students to develop further skills for leading congregations and other faith-based institutions in a time of rapid, dis-continuous change. We will work together to create a learning community where we each develop self-awareness of one's gifts, personality, and interpersonal style; learn to articulate our own theological framework for leadership, and develop skills for engaging in the reflective practice of leadership. Different models of leadership will be explored and critiqued in conversation with a variety of cultural and theological perspectives.

### **Goals (from the LTS M.Div. goals)**

1. To enhance practices of ministry through focused skill development, empowering capable leadership in parish and related contexts.
2. To cultivate a willingness to lead, sustained via ongoing vocational discernment, self-awareness, and accountability with partners in ministry.

### **Outcomes (designed to contribute to the above goals)**

1. Students can identify and articulate their own background as it pertains to their personal leadership, major themes of our present culture(s) in relationship to leadership, and central issues in the study of leadership.
2. Students can analyze their present and future contexts in terms of the dynamics of leadership.
3. Student can design leadership strategies that are helpful to the situations in which they are located.

### **Required Reading**

Bordas, Juana. *Salsa, Soul, and Spirit: Leadership for a Multicultural Age*. San Francisco: Berrett-Koehler, 2007. 248 pages

Bradberry, Travis, and Jean Greaves. *Emotional Intelligence 2.0*. San Diego: TalentSmart, 2009, 255 pages

Garrido, Ann. *Redeeming Administration: 12 Spiritual Habits for Catholic Leaders in Parishes, Schools, Religious Communities, and Other Institutions*. Notre Dame: Ava Maria Press, 2013. 202 pages

Jones, Kirk Byron. *Rest in the Storm: Self-Care Strategies for Clergy and Other Care-givers*. Valley Forge, PA: Judson Press, 2001.

Roxburgh, Alan. *Missional Map-Making: Skills for Leading in Times of Transition*. San Francisco: Jossey-Bass, 2010. 224 pages

*Running Meetings: 20 Minute Manager Series*. Boston: Harvard Business School Press, 2014. 116 pages

Twist, Lynne. *The Soul of Money: Reclaiming the Wealth of our Inner Resources*. New York: W.W. Norton and Company, Inc., 2003. (chapters 1,3,4 provided as a handout)

### **Recommended Reading (\* = highly recommended)**

Bolsinger, Tod. *Canoeing the Mountains: Christian Leadership in Uncharted Territory*. Downers Grove, IL: IVP Books, 2015. 147 pages

Branson, Mark Lau and Juan Martinez. *Churches, Cultures and Leadership: A Practical Theology of Congregations and Ethnicities*. Downers Grove, IL: IVP Academic, 2011. 275 pages

Guder, Darrell L., Lois Barrett, Inagrace T. Dietterich, George R. Hunsberger, Alan J. Roxburgh, and Craig Van Gelder. *Missional Church: A Vision for the Sending of the Church in North America*. Grand Rapids, Michigan: William B. Eerdmans Publishing Company, 1998. 288 pages

\*Heifetz, Ronald A., Marty Linsky. *Leadership on the Line: Staying Alive Through the Dangers of Leading*. Boston: Harvard Business School Publishing, 2002. 252 pages

Keirse, David. *Please Understand Me II: Temperament, Character, Intelligence*. Del Mar, CA: Prometheus Nemesis Book Company, 1998.

\*Law, Eric. *The Wolf Shall Lie Down With the Lamb: A Spirituality for Leadership in a Multicultural Community*. Atlanta: Chalice Press, 1993.

Olsen, Charles. *Transforming Church Boards into Communities of Spiritual Leaders*. Herndon, VA: Alban Institute, 1995.

\*Patterson, Kerry and Joseph Grenny, Ron McMillan, Al Switzler. *Crucial Conversations: Tools for Talking When Stakes Are High*. New York: McGraw Hill, 2<sup>nd</sup> edition, 2011. 288 pages

Wheatley, Margaret. *Leadership and the New Science*. San Francisco: Berrett-Koehler Publishers; 3<sup>rd</sup> edition, 2006. 218 pages

Whitney, Diane and Amanda Trosten-Bloom. *The Power of Appreciative: A Practical Guide to Positive Change*. San Francisco: Berrett-Koehler Publishers, 2<sup>nd</sup> edition, 2003

## **Grading**

*Class Participation* – Attendance and class interaction will shape us as a learning community. Each of us can be better leaders at the conclusion of our time together and much of this will happen in our interactions with one another. Criteria will be engagement with reading and theory presented in class, ability to listen to other members of the class, and demonstration of leadership during group interactions. This includes participating in online postings, as assigned. Feedback will be given during the course and at the conclusion of the course. 20%

*Observe Meeting* – using a worksheet provided, observe a meeting and note the dynamics and what is going on in terms of leadership. Learn to identify that stories that might lie behind interactions. Write a synopsis for review and as a case study for reflection and peer learning. 10%

*Paper on Personal Story* – Three-five pages of reflection on background, personality, story and how you understand it to impact the practice of leadership for you. The goal is to demonstrate growing self-awareness in order to develop as a person who is exercising leadership with authority and humility. Writing standards are the Chicago Manual of Style, 16th edition (2010). 20%

*Paper on Theology of Leadership and Change* – Five-seven pages outlining what you believe are the key theological themes that are important for your leadership. Interacting with the literature, discuss what this means for your understanding of change and what it means to lead change in an organization/church. Writing standards are the Chicago Manual of Style, 16th edition (2010). 20%

*Group Presentation* – Participate in a group process and design a 10-15 minute presentation on a leadership concept – can use material from our Dwelling with the Word. 20%

*Reading Log* – Fill out the Reading Log. For each week, note the number of pages read and provide a one paragraph of the major themes OR what you found most insightful for your own growth as a leader. 10%

## **Reading**

My goal is for you to read approximately 60 pages per week (except for Week 2). There are sometimes more pages than this assigned for the week. In that case, what you do is ..... pick! Pick 60 pages each week and read them well. We'll cover the material in class and you will be able to ask questions and interface both with the material that you read and the other materials. Part of the advantage of this approach is that it allows you to read material that sparks your interest and it also allows us to all bring different perspectives as we gather. You may also read more material from any given week and count that towards the 60 pages of another week. With instructor permission, you may also substitute reading from the "Recommended Reading" or "For Further Study" lists. (This is most likely helpful if you have

already read one of the assigned texts or if you are very interested in a certain topic). The goals – 60 pages of reading each week AND reading that is helpful to you as you grow as a leader.

### **Office Hours**

Office hours are by appointment. I will be regularly available for meeting before or after class.

Michael -- cell phone – 717-572-1730; email – [mwilson@lancasterseminary.edu](mailto:mwilson@lancasterseminary.edu)

### **Class Schedule and Assignments**

#### **Topics:**

#### *Week 1*

Friday, October 28 class topics –

Introduction to Class

Our Present Landscape – our differing contexts for leadership – focus on rapidly changing, postmodern context and how that translates into particular contexts (including cultural, socio-economic, and gender contexts in which students' presently lead and will likely lead)

Theological Foundations for Leadership – theological resources for leadership and how they impact our understanding of what leadership is and how students function as leaders.

Definition of Leadership – what is leadership and how do we talk about it?

#### *Week 2*

Wednesday, November 2, 8 am –

Moodle post due

Thursday, November 3, 8 am –

Moodle responses due, Emotional Intelligence online appraisal done

Friday, November 4 class topics –

Dwelling in Word and Image

Personal Leadership – how our personal stories affect our leadership; learning our personality/growth areas. How experience of church and pastoral leadership – both good and bad – affect our leadership

Emotionally Intelligent Leadership – growing in skills and maturity for leadership in complex situations

Required Reading – Roxburgh, pg. 1-57; Bordas, pg. 1-22; Jones, pg. 1-48; Garrido, pg. 1-80; Bradberry and Greaves, 1-60, sections suggested in your Emotional Intelligence Appraisal

Recommended Reading: Heifetz and Linsky, 163-206; Wheatley, pg. 1-47, Guder, et al., pg. 1-76; Branson and Martinez, 59-77

### *Week 3*

Wednesday, November 9, 8 am –

Moodle post due

Thursday, November 10, 8 am –

Moodle responses due

Friday, November 11 class topics –

Dwelling in Word and Image

Debriefing our stories of experiences of church leadership

Models of Leadership – Adaptive Leadership – learning the difference between technical and adaptive leadership,

Models of Leadership – Appreciative Inquiry – turning our perspective from deficits/problems towards signs of health in the organization

Models of Leadership – Theory U – how to innovate deep change, learning the blind spots of leadership, and micro-experiments as the way forward

Required Reading – Jones, pg. 49 - 92, Running Meetings, 1 - 40

Recommended Reading: Heifetz and Linsky, pg. 1-48

**No class – Friday, November 18 or Friday, November 25**

*Week 4*

Wednesday, November 30, 8 am –

Moodle post due

Thursday, December 1, 8 am –

Moodle responses due

Friday, December 2 class topics

Guest Presenters –

Rev. Dr. Melvin Baber; Pastor, Friendship Baptist Church, York, PA

Minister Karen Horsey; Brightside Baptist Church, Lancaster, PA

Rev. Emerson Cottrell, Pastor, St. Paul AME Church, Coatesville, PA

Required Reading – Roxburgh, 59-123

Recommended Reading: Heifetz and Linsky, pg. 51-160, Whitney and Trosten-Bloom, 1-80

*Week 5*

Wednesday, December 7, 8 am –

Moodle post due

Thursday, December 8, 8 am –

Moodle responses due

Friday, December 9 class topics –

**Personal Story paper due**

Dwelling in Word and Image

Learning from our Guest Presenters

Models of Leadership – Systems Theory – learning the difference between family systems and a systemic approach to leadership, the value of metaphors and play, the importance of experimentation in rapidly changing contexts

Required Reading – None

Recommended Reading : Wheatley, pg. 49-193

**No class – Friday, December 16; Friday, December 23; Friday, December 30**

*Week 6*

Wednesday, January 4, 8 am –

Moodle posts due

Thursday, January 5, 8 am –

Moodle posts due

Friday, January 6 class topics –

**Draft for Theology of Leadership and Change due (if you want feedback).** This is not required but can help you shape your paper and writing for your final, integrative assignment.

Dwelling in Word and Image

Staying Alive in Leadership – Attending to the questions of the challenges of leadership. What skills are needed in terms of personal self-awareness, self-care, mentors, and life-long growth.

Money and Leadership – Our stories about money and how that affects our lives and the way we lead

Monday and Congregational Leadership – skills and perspectives on administrative leadership related church finances

Group Work on Observing Meeting project

Required Reading – Twist, pg. 3-20, 43-94

Recommended Reading: Heifetz and Linksy, pg. 163-236

*Week 7*

Wednesday, January 11, 8 am –

Moodle post due

Thursday, January 12, 8 am –

Moodle responses due

Friday, January 13 class topics –

Guest Presenter – Rev. Dr. Carol Lytch, President, Lancaster Theological Seminary –  
Understanding congregations – how we enter the narratives of a group of people, listen to what is going on, and move from that to helping them to engage an emerging future

Conflict in Leadership – Leading means advocating for change. Change means making decisions. And this will inevitably result in differing ideas. The question inevitably becomes how we deal with conflict (both inside ourselves, our “gut theology of conflict”), how we deal with conflict with others (fight or flight, other options), and how we manage conflict in an organization (defer, focus, ignore, open to creative newness, other options)

Leadership in Diversity – What are the ways that our cultural, personal, socio-economic, gender backgrounds affect as we lead? How does this affect groups/organizations/churches? How do we lead in a context that is becoming more diverse? And how does the gospel come to bear on these questions?

Required Reading – Bordas, pg. 22-205

Recommended Reading: Patterson, Grenny, McMillan, and Switzler, 1-72; Law, 1-36; Branson and Martinez, 97-185

*Week 8*

Wednesday, January 18, 8 am –

Moodle post due

Thursday, January 19, 8 am –

Moodle responses due

Friday, January 20 class topics –

Guest Lecture – Rev. Dr. Erin Cox-Holmes; Executive Presbyter, Donegal Presbytery, Lancaster, PA

Required Reading – Garrido, pg. 81-204, as assigned by Rev. Dr. Erin Cox-Holmes

Recommended Reading: none

*Week 9*

Wednesday, January 25, 8 am –

Moodle post due



Thursday, January 26, 8 am –

Moodle responses due

Friday, January 27, 8 am –

**Observing Meeting Project due**

Leading Groups/Meetings – Practical skills in terms of communication, process, and preparation for meetings. Attending to the ways that people work and how we interact with people from various backgrounds

Group Work on Final Presentations

Required Reading – Running Meetings, pg. 41 – 116

Recommended Reading: Patterson, et al., 73-154; Olson, 1-97

*Week 10*

Wednesday, February 1, 8 am –

Moodle posts due

Thursday, February 2, 8 am –

Moodle responses due

Friday, February 3 class topics

**Theology of Leadership and Change paper due**

**Group Presentations**

Wrap up – what are key themes that we have learned? What needs to be explored farther in terms of student (and teacher) growth? What is next in terms of leadership in this age?

Required Reading: Roxburgh, 127-188

Recommended Reading – Guder, et al., 77-268; Olson, 111-179; Wheatley, 137-193

**For Further Study**

Brown, Juanita and David Isaacs. *The World Café: Shaping our Futures Through Conversations that Matter*. San Francisco: Berrett-Koehler Publishers, 2005.

Conner, Daryl R. *Leading at the Edge of Chaos: How to Create the Nimble Organization*. New York: John Wiley & Sons, Inc., 1998. 368 pages

DePree, Max. *Leadership is An Art*. New York: Dell Publishing, 1989.

Fisher, Roger, William Ury and Bruce Patton. *Getting to Yes: Negotiating Agreement Without Giving In*, 2<sup>nd</sup> Edition. New York: Penguin Books, 1991.

Goleman, Daniel, Richard Boyatzis , and Annie McKee. *Primal Leadership: Unleashing the Power of Emotional Intelligence*. Boston: Harvard Business Review Press, 2013.

Halverstadt, Hugh. *Managing Church Conflict*. Louisville, KY: Westminster John Knox Press, 1991.

Heifetz, Ronald A. *Leadership Without Easy Answers*. Cambridge, MA: Belknap Press, 1994. 348 pages

Heifetz, Ronald A., Marty Linsky, and Alexander Grashow. *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Boston: Harvard Business School Publishing, 2009.

Hofstede, Geert, and Gert Jan Hofstede. *Cultures and Organizations*. 2nd ed. New York: McGraw-Hill, 2004.

Kellerman, Barbara. *The End of Leadership*. New York: HarperCollins Publishers, 2012.

Kreider, Alan. *The Change of Conversion and the Origin of Christendom*. Harrisburg, PA: Trinity Press International, 1999.

Laszlo, Ervin. *The System View of the World: A Holistic Vision for Our Time*. Cresskill, NJ: Hampton Press, 1996.

Lencioni, Patrick. *Death by Meeting*. San Francisco: Jossey-Bass Publishing, 2004.

Marquart, Michael. *Leading with Questions: How Leaders Find the Right Solutions by Knowing What to Ask*. San Francisco: Jossey-Bass Publishing, 2014.

Pascale, Richard T., Mark Millemann, and Linda Gioja. *Surfing the Edge of Chaos: The Laws of Nature and the New Laws of Business*. New York: Three Rivers Press, 2000.

Rogers, Everett M. *Diffusion of Innovations*. Fourth Edition. New York: The Free Press, 1995.  
Roxburgh, Alan J. *The Missionary Congregation, Leadership, and Liminality*. Harrisburg, PA: Trinity Press International, 1997.

Scharmer, C. Otto. *Theory U: Leading from the Future as it Emerges*. San Francisco: Berrett-Koehler Publisher, 2009.

Scharmer, Otto and Katrin Kaufer. *Leading from the Emerging Future: From Ego-System to Eco-System Economies!*. San Francisco: Berrett-Koehler Publisher, 2014..

Schein, Edgar H. *Organizational Culture and Leadership*. Fourth Edition. San Francisco: Jossey-Bass, 2010. 392 pages.

Giddens, Anthony. *Runaway World: How Globalization is Reshaping Our Lives*. New York: Routledge, 1999.

Toulmin, Stephen. *Cosmopolis: The Hidden Agenda of Modernity*. Chicago: The University of Chicago Press, 1990.

Revised: October 21, 2016