



TYNDALE
· INTERCULTURAL MINISTRIES CENTRE ·



TYNDALE
LEADERSHIP CENTRE

Course Syllabus: Strategic Management

Winter 2018

January 13, February 10, March 24, April 21, 2018

Saturdays 9am - 4pm

**Tyndale University College & Seminary
3377 Bayview Avenue, Toronto, Ontario**

Facilitators: Karl Mueller, Suzie Said, Albert Anderman, Lorinda Lee

Course Description

We live in a fast-moving, rapidly changing, unpredictable and sometimes confusing world. As church and ministry leaders one of our responsibilities is to make sense of this world and bring God's vision, clarity and understanding to our people. This is perhaps one of the most challenging tasks of a leader.

Far too often Christian leaders have tried to make sense of the world through focusing on applying the behavioral sciences or business management concepts to churches and ministries – often without sufficient theological reflection.

This course is based on the belief that the foundation of Strategic Thinking and Management is the relationship between God and the planner. God is the initiator in the strategic management process. He has a vision for His people and a plan to see His Kingdom come and His will be done – even in the turbulent times in which we live. As a result, Strategic Management is a journey in which God's people follow the leading of the Holy Spirit, looking to Him for guidance, while making the best use of the human skills and resources He has provided us with.

The purpose of this Strategic Management course is to equip participants with an understanding of the critical importance of good strategy to the long term health of churches and organizations and how scriptural authority / biblical wisdom, prayerful discernment of God's will, modern best practices and the use of our own gifts can be used to this end. By the end of the course you will have a framework and the tools you need to "see" the world in which we live, discern God's preferred future and move towards accomplishing His vision for your church or ministry.

Learning Objectives

1. Define the term Strategy
2. Describe characteristics of today's world and their implications for our roles as strategists
3. Name, and broadly define, the three stages in the journey management creation process
4. Identify an appropriate Biblical context for strategic management
5. Describe how Scriptural authority and Holy Spirit-led discernment can be reconciled with Strategic Management.
6. Explain how Strategic Management has a Biblical foundation
7. Define characteristics and roles of Godly strategists
8. Describe the ways in which Strategists think and identify their own preferences
9. Describe the ways in which Strategists seek to acquire wisdom and apply it to their formulation of strategy
10. Explain the importance of discernment in Strategic Management in our Christian context
11. Describe the process for defining the God-given Shared Purpose for a ministry, an organization or a team
12. Reference a process for the collaborative discernment of God's will
13. Conduct an insightful Situational Analysis that shows an understanding of an organization or ministry's Past, Present and possible Future
14. Create a SWOT Analysis that informs an organization or ministry's journey to God's intended future
15. Identify and describe the 4 key elements of managing the strategic journey to God's intended future
16. Create a Journey Plan to move an organisation from today's reality to the desired future
17. Develop actionable execution plans with clear goals, measures and accountabilities, and robust review and evaluation steps that communicate progress and facilitate appropriate plan corrections
18. Articulate the importance difference, and potential conflict, between managing continuing operations and innovating to a new future
19. Describe how the 3 stages of the Strategic Management process ('Seeing', 'Moving' and 'Managing') are evident in the Biblical example of Nehemiah as he undertakes the rebuilding of the walls of Jerusalem
20. Define personal commitments to implement what they have learned about Strategic Management

Course Schedule

| Session Date | Facilitators and Session Topics |
|---------------------|--|
| January 13 | Suzie Said and Karl Mueller Course Introduction What is God's Overall Purpose and Strategy? Understanding today's VUCA world Introduction to Strategy Characteristic and Roles of Effective Biblical Strategists |

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|--------------------|--|
| February 10 | Albert Anderman Biblical Wisdom and Strategic Management Discovering our Shared Purpose, Mission, Vision and Values Developing a Journey Plan – Seeing |
| March 24 | Suzie Said and Albert Anderman Developing a Journey Plan – Moving |
| April 21 | Lorinda Lee and Karl Mueller Developing a Journey Plan – Managing Review and Next Steps |

Course Assignments

Assignment 1 – Due on March 30, 2018

Assignment 1 consists of three parts and enables you to work either individually, or collaboratively with people in your church, ministry, organization, department or team:

1. EITHER a) Based on the material covered in class on February 10, critique and refine your organization’s Shared Purpose Statement. Include the present Purpose Statement, or equivalent, as the basis for comparison.

OR, if no Purpose Statement presently exists, write one based on the principles discussed in class on February 10
2. Refine or define the Core Values of your ministry, church, organization, department or team based on what you learned about values in the February 10 class. If you have a statement of values, be sure to include it so it can be compared with your proposed set of values.
3. A Situational Analysis of Your Ministry, Church or Organization incorporating:
 - An identification and analysis of possible “weak signals”
 - A “Timeline Chart”
 - A “Strategic Era” analysis
 - A “SWOT” analysis

Your analysis must identify and document key strategic issues, potential choices and the resulting “Strategic Agenda’.

There will be some time spent in the March 24 class on this assignment. Your completed assignment will be due on March 30. The assignment should be about 5 pages in length.

ASSIGNMENT 2 – Due April 30, 2018

Assignment 2 has two parts.

1. Jesus' Ministry

Assess the ministry of Jesus and the early Church through the lens of the 4 'Prepare For The Journey' steps (Unit 8, sections 3.1 to 3.4). While Jesus does not explicitly follow these 4 steps, think about the way in which He prepares his disciples for the journey ahead and the challenges they will face. List 6 to 10 ways, with accompanying Bible references, in which He prepares them before turning over the Ministry to them

2. Building A Journey Plan

Using the material covered in the March 24 class, build a Journey Plan to support your ministry, church or organization from A – 'Where are we now?' to B – 'Where do we want to be?'. As a minimum, your Plan should include:

1. a 1-page ABCD summary
2. a 1-page explanation of the desired B – 'Where do we want to be?'
3. a 1-page explanation of the C – 'What do we do to get there' steps and outcomes
4. a 1-page explanation of the D – 'What now' actions

This assignment should be about 5 pages in length and is due on April 30.

A resource manual will be provided digitally to all students. While not required reading, it is strongly encouraged that students read the manual and use it as a resource for class and the assignments.

General Guidelines for the Submission of Work

- Keep your paper within the range of length that is assigned.
- Use standard margins, double-spaced, typed, 12 point font.
- Use gender-inclusive language. For example, use "we are made in the image of God" rather than "men are made in the image of God."

Course Grading

TIM Centre has three ways in assessing your participation. They are as follows:

Certificate of Attendance: This is an audit whereby the participant attends all classes and participates in class discussion

Certificate of Completion: All assignments are completed to a satisfactory level

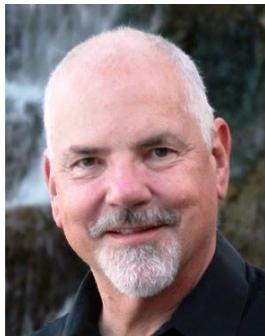
Certificate of Distinction: All assignments are completed to a level of distinction

Course Facilitators



Karl Mueller is the Canadian Director of DAI and the Senior Consultant for Diaspora Ministry in North America. He has served in leadership with Youth With A Mission, the North American Baptist Conference and Visionledd. Karl has also been the President of a Canadian Bible College and a missions/justice pastor in two mega-churches in the USA. He serves on the Board of Directors of several Christian organizations. Karl is a graduate of the University of Alberta and the School of Intercultural Studies at Fuller Theological Seminary (Missiology/Leadership Development).

Suzie Said has held several senior leadership positions in corporations in North America, Europe and the Middle East. She holds an MA in Leadership and Organizational Management from Evangelical Theological School in Cairo. She is Chairman of the Board of DAI Leadership Ministries in Canada.



Albert Anderman is a seasoned executive with a heart for God and desire to see Christian leaders serve with integrity and effectiveness. His many years of work and ministry experience include leading projects and training leaders and executives in Asia, Australia, Latin America, India and Europe. He has led projects and teams that were responsible for projects up to US\$13 billion in value. He has also served on Global Leadership Teams of mega-churches, and on the Board of Directors of a number of mission agencies. Albert is a graduate of Drexel University and the University of Southern California. He is a DAI Associate Facilitator and lives with his wife in Gilbert, Arizona.

Lorinda Lee has worked in leadership roles in Human Resources for almost 20 years, and is currently the Director of Human Resources at the University Health Network at the Toronto General Hospital. Lorinda is a graduate of Brock University, York University, Tyndale University College and Seminary and recently received her PhD in Applied Management and Decision Science from Walden University. Lorinda has extensive ministry experience in her local church and in various community organizations. She is also the current Chairman of the Board of Interserve Canada.

