



**Course Syllabus
Fall Semester 2011**

**LEADERSHIP DEVELOPMENT
LEAD 0510**

**SEPTEMBER 12 – DECEMBER 5, 2011
MONDAYS, 1:00 – 3:50 PM.**

PROFESSOR ARTHUR BOERS, DMin
Telephone number: 416.226.6620, ext. 2157
Address (for students mailing assignments):
25 Ballyconnor Court, Toronto,
Ontario M2M 4B3
Email: aboers@tyndale.ca
Fax number: 416.226.9464

Office Hours: Tuesdays 10:00 to 11:20 a.m.; Wednesdays 11:00 a.m. to 12 noon.

To access your course materials at the start of the course, please go to
<http://class.tyndale.ca>

I. COURSE DESCRIPTION

This foundational and introductory course seeks to develop biblical-theological, historical and cultural understandings of leadership in church, ministry organizations, workplace, and marketplace. Students will gain insight into their own leadership potential, gifts, values, preferences, style, and skill levels. They will grow in their ability to think and respond as leaders in whatever settings they serve.

II. LEARNING OUTCOMES

Upon successful completion of the course the student will demonstrate:

1. biblical, theological, and imaginative reflection on Christian leadership.
2. self-awareness of personal leadership style – strengths, shadows, challenges.
3. collaboration with others in a team setting.
4. growing ability and confidence in essential leadership skills and identity, including communication and personal management.

III. COURSE REQUIREMENTS

A. REQUIRED TEXTBOOKS

Boers, Arthur Paul. *Never Call Them Jerks: Healthy Responses to Difficult Behavior*.
Herndon, VA: Alban, 1999. ISBN 1-56699-218-4

Hallie, Philip. *Lest Innocent Blood Be Shed: The Story of the Village of Le Chambon and How Goodness Happened There*. New York: Harper, 1994. ISBN 978-0060925178

Heifetz, Ronald A. and Marty Linsky. [Leadership on the Line: Staying Alive through the Dangers of Leading](#). Boston, MA: Harvard Business School Press, 2002. ISBN 1-57851-437-1

Nouwen, Henri J. M. *In the Name of Jesus: Reflections on Christian Leadership*. New York: Crossroad Publishing, 1989. ISBN 0-8245-1259-6

Myers-Briggs Step II (see memo below from Tyndale counselling services).

B. SUPPLEMENTARY/RECOMMENDED/RESERVED READING

Various readings distributed in class, in library reserve or on Moodle (class.tyndale.ca).

Boers, Arthur Paul, "The Pastor as Spiritual Orienteer: A Pastoral Theology Approach," in *The Heart of the Matter: Pastoral Ministry in Anabaptist Perspective*. Edited by Erick Sawatzky. Telford, PA: Cascadia, 2004.

Heifetz, Ronald A. [Leadership Without Easy Answers](#). Cambridge, MA: Belknap Press of Harvard University Press, 1994.

Mouw, Richard J. and Eric O. Jacobsen. *Traditions in Leadership: How Faith Traditions Shape the Way We Lead*. Pasadena, CA: DePree Leadership Center, 2006. This book may help you understand *your* tradition's theology of leadership.

DVD. *Weapons of the Spirit*. Call number: D 804.3.W4 2007

C. ASSIGNMENTS AND GRADING

1. Class Participation: 10% of final grade.

Students prepare carefully for each class session as outlined below. Preparation is reflected in intentional and quality class engagement.

Participation is graded on a scale; (D): present, not disruptive; responds when called on but not offering much; infrequent involvement; (C): adequate preparation, but no evidence of interpretation or analysis; straightforward information; contributes moderately when invited; (B): good preparation, offers interpretation and analysis, contributes well to discussion in on-going fashion; (A): excellent preparation, offers analysis, synthesis, evaluation; contributes significantly to ongoing discussion.

Do not enter class after the devotional has begun; wait until the devotional is finished. Three tardies/lates equals an absence; tardies adversely affect participation grade.

Basis of grade: Class interaction and on-line with your learning team.

This requirement is relevant to all outcomes.

2. Heifetz Application: Due on week assigned; 15% of final grade.

Each week a team of students presents an assigned chapter from Heifetz and Linsky *Leadership on the Line*. Students have up to 45 minutes:

- (i) 5 minutes presenting and describing a leadership scenario – either one that involved you, one that you witnessed, or one that you know of through reading, history, scriptures, fiction, or film. The best learning scenarios are often ones of *failure*, possibly your own. Or you might consider scenarios where you felt puzzled, confused, or frustrated.
- (ii) 5 minutes succinctly summarizing the key points of the chapter.
- (iii) Remaining time analyzing and interpreting the presented situation by means especially of the latest chapter of Heifetz/Linsky. (You may incorporate previous H/L learnings as well.) Leave at least 5 minutes for group discussion. Your peers will test your analysis and application.

This requirement is particularly relevant to outcomes 1, 3, 4.

3. Leadership Integration Portfolio: Submit pieces outlined below. *The better you link subsequent pieces to earlier work, the better your grades will be.*

This requirement is particularly relevant to outcomes 1, 2 and 4.

- (i) **Reflection papers:** Due 19 Sep 2011 (theological biblical reflection on leadership); 7 Nov (reflection on Myers-Briggs); 5% each for total of 10% of final grade. These brief reflections are due at the beginning of class. Extensions are not an option; assignments are key to the morning's work. Professor's responses on these small papers will be instructive in understanding expectations around style, grammar, critical thinking.

Basis of grade: Demonstrated ability to integrate understanding of one's own experience with understanding of engaged materials.

- (ii) **Leadership Analysis Essay:** Due 24 Oct 2011; 25% of final grade. Write an analytical, eight page paper on a major leadership book, for example: Warren Bennis and leadership, James Burns, Peter Drucker, Max Depree, Robert Greenleaf, John Kotter, James Kouzes and Barry Pozner, Jean Lipman-Blumen, Reggie McNeal, Eugene Peterson, Daniel Quinn, Joseph Rost, Peter Senge, Margaret Wheatley. Other authors may be suggested but must meet professor's approval. (Suggestions can be found in the accompanying bibliography.) Students sign up to write about a certain author on a first-come-first-serve basis. (Only one student may write on each author.) This assignment requires carefully reading a central work of the author. Your paper will include the following elements: up to one fourth will be a careful and objective explanation of the theory (you must show by your analysis that you read and understood the literature); up to one fourth will delineate strengths and weaknesses of this theory; up to one fourth will be analysis from theological and biblical perspectives and *your own* conclusion about how you regard this body of thought; up to one fourth will spell out how you would like what you have learned to inform your own developing leadership and your unfolding theories and theology of leadership. (Note: In your biblical and theological rationale, go deeper than the "easy out" answer of naming Jesus as "perfect leader.")

Basis of grade: Demonstrated understanding of theory, acuity of analysis, and relevance to your leadership experience and perspective.

- (iii) **Fundamentals of Christian Leadership Paper:** Due on 5 Dec 2011; 40% of final grade. Each student prepares a ten to twelve page, biblically-based, theologically articulated, research paper on leadership and explain how this understanding will influence leadership practice in one's anticipated contexts. The paper should include reflection on one's own Christian tradition's understanding of leadership (e.g. denominational understandings). Show what makes Christian leadership unique. And demonstrate how your understanding of leadership has unfolded.

Think of this question: "What do I see and understand now about Christian leadership and about my leadership that I was not able to see before taking this course?" Your paper should demonstrate self-understanding. (Who am I now in terms of leadership and how did I get here? Who would I like to be? How can I progress toward that goal? What resources and partners do I need for such movement and growth?)

Weave connections with previous portfolio pieces. Employ suggested reflection questions in syllabus; they provide good fodder for final paper.

Alternative Option: Write a ten to twelve page reflective analysis on a leadership narrative, either fictional (e.g. a novel) or factual (see suggestions for either in syllabus bibliography) or a film (e.g. *The Apostle, Country, Dead Man Walking, Frost/Nixon, Gandhi, Gran Torino, Invictus, Long Walk Home, The Mission, Norma Rae, Pray the Devil Back to Hell, To Kill a Mockingbird, Twelve Angry Men*). Your choice of focus must be approved by the professor. A primary goal here is to show that you are thinking not just about leadership but beginning to think as a leader. In your analysis of the story you must reflect insights from both Heifetz/Linsky and the subject of your Reflective Leadership essay.

Basis of grade for either: Quality of research and presentation. *Note: Failing this major assignment automatically entails failure of the course.*

4. Bonus Project—Missional Leadership in Post-Christendom: Due on 18 Nov 2011; potential 10% bonus.

Students are encouraged to participate in the "Worship and Mission After Christendom" conference at Tyndale on Friday 4 Nov. Write a reflective 8 page paper on the implications of what you learn by your participation for your own missional leadership in our post-Christendom culture and earn a potential bonus of 10%.

D. GENERAL GUIDELINES FOR THE SUBMISSION OF WRITTEN WORK

Papers should meet graduate level academic research standards of Tyndale. *Use Turabian for formatting, title page, footnotes, bibliography.* Consult the current Academic Calendar for policies on Academic Honesty, Gender Inclusive Language in Written Assignments, Late Papers and Extensions, Return of Assignments, and Grading System. Consequences of plagiarism can range from failing an assignment to failing the entire course. The Academic Calendar is posted at tyndale.ca/registrar/calendar. An excerpt is attached with this syllabus for ease of reference.

As well as submitting papers on hard copy, submit papers as Word.doc attachments to the professor by email (aboers@tyndale.ca). This facilitates checking for plagiarism.

Students are encouraged to print papers double-sided.

Grades for papers submitted late without advance permission are lowered at the rate of one grade per week or fraction thereof (i.e. 7 days late moves grade from A- to B-).

E. SUMMARY OF ASSIGNMENTS AND GRADING

Evaluation is based upon the completion of the following assignments:

Required Reading and Class Participation	10 %
Heifetz Application	15 %
Reflection Papers	10 %
Leadership Analysis Essay	25 %
Fundamentals of Christian Leadership Paper	40 %
Total Grade	100 %

DRAFT

Memo

Date: Summer 2011

To: Leadership Development (0510)

Re: Myers Briggs Type Indicator (MBTI) Step II

The Myers Briggs Type Indicator (MBTI) is the most frequently used personality preference assessment tool of its type in the world. Even if you have completed a similar tool in the past you are encouraged to complete the one indicated at this time. Step II is a newer version which provides more detailed results.

About a month before the scheduled MBTI class, (held on either Saturday, Oct. 22nd/ Monday, Oct. 31st) you will be notified by a CareerID email alert (*sent to your mytyndale.ca email account*) that the assessment is ready to be taken. This email will include a username and password for you to use when logging in to the CareerID website.

The instrument includes instructions, but the following information may further assist you in completing it:

- When answering the questions you should answer in terms of your comfortable self (i.e. the “real me”). You should not answer the questions in terms of what you think you should be, wish to be, or based on what others think. The best choices however are those that appeal to you, upon first reading, when you are in a relaxed state of mind, in a non-distractive environment.
- It is important that you not ask anyone else’s opinion while you complete the instrument. The instrument is meant to measure preferences so only your opinion is important at this stage. There are no “right” or “wrong” answers.
- Usually it takes under an hour to complete the form.
- Once the instrument has been completed, a PDF copy of your scoring report will be sent to you within 2-3 days via email. You will receive a colour print-out of this scoring report at the interpretation class.

Please note the cost of the MBTI Step II is \$56.50 (including tax). Payment will be due on or before Friday, September 30th and should be submitted to Rebecca Chase, Counselling Services Coordinator (rchase@tyndale.ca / ext. 2123).

IV. COURSE OUTLINE, SCHEDULE, CONTENT AND REQUIRED READINGS

(Schedule and topics may be subject to some slight modifications)

(Note: Readings, Assignments, Reflection Suggestions are pursued in the week/s after the date under which they fall. See, for example, entries under 12 September. You are not expected to read Hallie until *after* we have had that 12 September class together.)

Class #1 (12 Sep, 11)

Introductions: Course, Issues, Each Other

What is leadership? Why do we study it?
Contemporary challenges to leadership

Reading: Begin reading Hallie, *Lest Innocent Blood Be Shed*. Pay attention to Trocmé's leadership. Complete book by 24 October. (You may supplement reading by viewing the DVD documentary, *Weapons of the Spirit*, library course reserve.)

Read Introduction and ch. 1 in [Leadership on the Line](#)

Assignment: Write a three-page paper interweaving these themes: your succinct definition of leadership ("succinct" means stated in a sentence and then explained in a paragraph or two), one Biblical text that informs this understanding and explain how it informs your definition, and a reflection on a personal experience or observation of leadership (i.e. your experience as a leader or your observation about someone else's leadership) tested against your definition. **Due:** 1:30 p.m. on 19 September.

Reflection Suggestions: Where have you observed or practiced leadership? Whom do you admire as a good leader? How would you define poor leadership?

Class #2 (19 Sep, 11)

Biblical and Theological Understandings

Key leadership themes in the scriptures
Adaptive leadership
Boers presents ch. 1 of Heifetz Linsky

Due Today at 1 p.m.: Leadership definition paper.

Reading: Continue reading Hallie, *Lest Innocent Blood Be Shed*. Pay particular attention to the kind of leadership exhibited by Trocmé.

Read Nouwen, *In the Name of Jesus* and be prepared to discuss in next class. How does he *define* leadership? What are strengths and limitations of his definition?

Read Boers, "Pastor as Spiritual Orienteer." What do you affirm about this metaphor? Question? Dispute? Which metaphor do you find more fitting for leadership?

Read ch. 2 in [Leadership on the Line](#)

Reflection Suggestions: What other key Biblical texts and/or themes should be considered when attempting to theologize about leadership? How does your particular Christian tradition (e.g. denomination) shape your interpretation of these texts and your understanding of Christian leadership?

Class #3 (26 Sep, 11)

Biblical and Theological Understandings (contd)

Leadership and spiritual orientation
Discuss Nouwen book
Student presentation on Heifetz Linsky ch. 2

Reading: Read ch. 3 in [Leadership on the Line](#)

Class #4 (3 Oct, 11)

Biblical and Theological Understandings (contd)

Student presentation on Heifetz Linsky ch. 3

Reading: Read ch. 4 in [Leadership on the Line](#)

Class #5 (17 Oct, 11)

Defining Leadership

Various approaches to defining leadership
Transformational, adaptive, missional
Student presentation on Heifetz Linsky ch. 4

Reading: Finish reading Hallie book.

Read ch. 5 in [Leadership on the Line](#)

Reflection Suggestions: What made Trocmé a good leader? Where did he exercise poor leadership? What are the shadows of his leadership? How well or poorly does he fit the definition of leadership discussed last week? Was he transformative, adaptive or missional? How well does he fit *your* preferred definition of leadership?

Class #6 (24 Oct, 11)

Surveying Leadership Theory

Discussing Trocmé
Historical development of leadership theory
Why the current interest?
Student presentation on Heifetz Linsky ch. 5

Due today at 1 p.m.: Leadership analysis essay

Assignment: Complete and score self-scorable MBTI. Be prepared to discuss results in 31 Oct class.

Reflection Suggestions: Given our survey of development of leadership theory, what do you now see and understand better than before you began the course?

Class #7 (31 Oct, 11)

Myers-Briggs Analysis

Sheila Stevens—Director of Counselling Services, Tyndale

Reading: Read ch. 6 in [Leadership on the Line](#).

Assignment: Write a three page paper on how the MBTI helps you understand yourself better. What are the particular challenges that your capacities pose for leadership? What are some of your assets? **Due:** 7 Nov.

Reflection Suggestions: Where does your understanding of MBTI help you better appreciate some issues involved with your close relationships – friends, parents, siblings, children, or spouse? What more would you like to understand about this theory? How and where would you like to continue to grow as a leader? What might you do to honour this goal?

Class #8 (7 Nov, 11)

Tensions, Dilemmas, Paradoxes in Leadership

What are key dilemmas for leaders?
Where are there role confusions?
What does it mean to be a “balanced” leader?
Student presentation on Heifetz Linsky ch. 6

Due Today at 1 p.m.: MBTI paper.

Reading: Read ch. 7 in [Leadership on the Line](#)

Reflection Suggestions: Where have you seen leaders struggle with tensions and dilemmas discussed in class? Where have you struggled with them? Does insight about such tensions give you deeper empathy for leaders you criticized previously?

Class #9 (14 Nov, 11)

Emotional and Relational Intelligence

Why emotional intelligence matters
Paying attention to emotional hijacking
Schooling the emotions
Student presentation on Heifetz Linsky ch. 7

Reading: Read chs. 8 in [Leadership on the Line](#)
Begin reading Boers. Complete by 28 Nov

Reflection Suggestions: Where would you like to grow in your own emotional intelligence? What are some of your blindspots and “buttons”? What can you do to address these blindered areas?

Class #10 (21 Nov, 11)

Learning and Leadership Styles

Importance of understanding one’s learning and leadership styles
Different approaches to initiating and dealing with change
Being called to growth and life-long learning
Student presentation on Heifetz Linsky chs. 8

Reading: Complete reading Boers
Read chs. 9-10 in [Leadership on the Line](#)

Reflection Suggestions: Think about a recent conflict where you may have been involved more calmly if you had been aware of different styles regarding learning, leadership, and change? How might this knowledge have made a difference?

Class #11 (28 Nov, 11)

Systems Thinking

Temptations of labeling and blaming
Crucial understandings of systems theory
Systems theory shedding light on family and the Bible
Student presentations on Heifetz Linsky chs. 9-10

Reading: Read chs. 11 in [Leadership on the Line](#)

Reflection Suggestions: Where does systems theory surprise you? Where does it make sudden sense? What are some of your unresolved questions? What would you like others to know – in your family, church, workplace – about systems theory? What do you see in a new way in any of those locations?

Class #12 (5 Dec, 11)

Conclusions and Evaluations

Student presentations on Heifetz Linsky chs. 11

Assignment: Fundamentals of Christian Leadership Paper. **Due:** 5 Dec 11.

V. SELECTED BIBLIOGRAPHY

ADAPTIVE LEADERSHIP

- Ford, Kevin G. [*Transforming Church: Bringing Out the Good to Get to Great*](#). Carol Stream IL: Tyndale House, 2007.
- Hawkins, Thomas R. [*The Learning Congregation: A New Vision of Leadership*](#). Louisville KY: Westminster John Knox, 1997.
- Heifetz, Ronald A., Alexander Grashow and Marty Linsky. [*The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*](#). Boston MA: Harvard Business Press, 2009.
- Heifetz, Ronald A. and Marty Linsky. [*Leadership on the Line: Staying Alive through the Dangers of Leading*](#). Boston, MA: Harvard Business School Press, 2002.
- Heifetz, Ronald A. [*Leadership without Easy Answers*](#). Cambridge, MA: Belknap Press of Harvard University Press, 1994.
- Parks, Sharon D. [*Leadership Can be Taught: A Bold Approach for a Complex World*](#). Boston, MA: Harvard Business School Press, 2005.
- Williams, Dean. [*Real Leadership: Helping People and Organizations Face Their Toughest Challenges*](#). San Francisco, CA: Berrett-Koehler, 2005.

CHANGE, TRANSFORMATION, AND INFLUENCE

- Adams, Marilee G. [*Change Your Questions, Change Your Life: 7 Powerful Tools for Life and Work*](#). San Francisco, CA: Berrett-Koehler, 2004.
- Anderson, Terry D. *Transforming Leadership: New Skills for an Extraordinary Future*. Amherst, MA: HRD Press, 1992.
- Bellous, Joyce E. and Dan Sheffield. *Conversations that Change Us: Learning the Arts of Theological Reflection*. Toronto, ON: Clements Publishing, 2007.
- Bohler, Carolyn Stahl. [*When You Need to Take a Stand*](#). Louisville, KY: Westminster John Knox, 1990.
- Boers, Arthur Paul. *Never Call Them Jerks: Healthy Responses to Difficult Behavior*. Herndon, VA: Alban Institute, 1999.
- Branson, Mark Lau. *Memories, Hopes, and Conversations: Appreciative Inquiry and Congregational Change*. Herndon, VA: Alban Institute, 2004.
- Bridges, William. [*Managing Transitions: Making the Most of Change*](#). New York: Addison-Wesley Publishing Company, 1991.
- _____. *Surviving Corporate Transition*. Toronto: Doubleday, 1998.

- _____. [Transitions: Making Sense of Life's Changes](#). Update Edition. New York: Da Capo Press, 2004.
- Brubaker, David R. *Promise and Peril: Understanding and Managing Change and Conflict in Congregations*. Herndon, VA: Alban, 2009.
- Gardner, Howard. [Changing Minds: The Art and Science of Changing Our Own and Other People's Minds](#). Boston, MA: Harvard Business School Press, 2006.
- Hadaway, C. Kirk. *Behold I Do a New Thing: Transforming Communities of Faith*. Cleveland, OH: Pilgrim Press, 2001.
- Helgeson, Sally. [The Web of Inclusion](#). New York: Currency-Doubleday, 1995.
- Herrington, Jim, Mike Bonem, and James H. Furr. *Leading Congregational Change: A Practical Guide for the Transformational Journey*. San Francisco: Jossey-Bass, 2000.
- Johnson, Steven. *Where Good Ideas Come From: The Natural History of Innovation*. New York: Riverhead Books, 2010.
- Kegan, Robert and Lisa L. Lahey. [How the Way We Talk Can Change the Way We Work: Seven Languages for Transformation](#). San Francisco, CA: Jossey-Bass, 2001.
- Kotter, John P. *A Force for Change: How Leadership Differs from Management*. Toronto, ON: Maxwell Macmillan Canada, 1990.
- _____. [Leading Change](#). Boston, MA: Harvard Business School. Press, 1996.
- Kotter, John P. and Dan S. Cohen. [The Heart of Change: Real-Life Stories of How People Change Their Organizations](#). Boston, MA: Harvard Business School Press, 2002.
- Leas, Speed B. *Leadership and Conflict*. Nashville, TN: Abingdon, 1982.
- Long, Jimmy. *Generating Hope: A Strategy for Reaching the Postmodern Generation*. Downer's Grove, IL: InterVarsity Press, 1997.
- McFayden, Kenneth J. *Strategic Leadership for a Change: Facing Our Losses, Finding Our Future*. Herndon, VA: Alban, 2009.
- Mason, Mike. *Practicing the Presence of People*. Colorado Springs, CO: WaterBrook, 1999.
- Mead, Loren B. *Transforming Congregations for the Future*. Herndon, VA: Alban, 1994.
- Mintzberg, Henry. [The Rise and Fall of Strategic Planning : Reconceiving Roles for Planning, Plans, Planners](#). Toronto, ON: Maxwell Macmillan Canada, 1994.
- Olson, E. Edwin and Glenda H. Eoyang. *Facilitating Organization Change: Lessons from Complexity Science*. San Francisco, CA: Jossey-Bass/Pfeiffer, 2001.

- O'Toole, James. *Leading Change: Overcoming the Ideology of Comfort and the Tyranny of Custom*. San Francisco, CA: Jossey-Bass, 1995.
- Ott, E. Stanley. [*Twelve Dynamic Shifts for Transforming Your Church*](#). Grand Rapids, MI: Eerdmans, 2002.
- Pollard, C. William. [*The Soul of the Firm*](#). New York; Grand Rapids, MI: Zondervan, 1996.
- Quinn, Robert E. *Building the Bridge as You Walk on It*. San Francisco, CA: Jossey-Bass, 2004.
- _____. *Change the World: How Ordinary People Can Accomplish Extraordinary Results*. San Francisco, CA: Jossey-Bass, 2000.
- _____. *Deep Change: Discovering the Leader Within*. San Francisco, CA: Jossey-Bass, 1996.
- Rendle, Gilbert R. *Leading Change in the Congregation: Spiritual and Organizational Tools for Leaders*. Herndon, VA: Alban, 1998.
- Rendle, Gil and Alice Mann. *Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations*. Herndon, VA: Alban, 2003.
- Robinson, Anthony B. [*Changing the Conversation: A Third Way for Congregations*](#). Grand Rapids, MI: Eerdmans, 2008.
- Smith, Douglas K. [*Taking Charge of Change: 10 Principles for Managing People and Performance*](#). Don Mills, ON: Addison-Wesley Publishing Company, 1996.
- _____. [*Transforming Congregational Culture*](#). Grand Rapids, MI: Eerdmans, 2003.
- Stone, Douglas, Bruce Patton, and Sheila Heen. [*Difficult Conversations: How to Discuss What Matters Most*](#). New York: Viking, 1999.
- Tannen, Deborah. *The Argument Culture: Moving from Debate to Dialogue*. New York: Random House, 1998.
- _____. *You Just Don't Understand: Women and Men in Conversation*. New York: Ballantyne, 2001.
- Whitney, Diana K. and Amanda Trosten-Bloom. [*The Power of Appreciative Inquiry*](#). San Francisco, CA: Berrett-Koehler, 2003.
- Woods, C. Jeff. *We've Never Done It Like This Before: 10 Creative Approaches to the Same Old Church Tasks*. Herndon, VA: Alban, 1994.
- Zander, Rosamund S. and Benjamin Zander. [*The Art of Possibility*](#). Boston, MA: Harvard Business School Press, 2000.

CROSS-CULTURAL AND MULTICULTURAL LEADERSHIP

Law, Eric H. F., [*The Bush Was Blazing but Not Consumed*](#). St. Louis, MO: Chalice Press, 1996.

_____. [*Finding Intimacy in a World of Fear*](#). St. Louis, MO: Chalice Press, 2000.

_____. [*Inclusion: Making Room for Grace*](#). St. Louis, MO: Chalice Press, 2007.

_____. [*Sacred Acts, Holy Changes*](#). St. Louis, MO: Chalice Press, 2002.

_____. [*The Wolf Shall Dwell with the Lamb: A Spirituality for Leadership in a Multicultural Community*](#). St. Louis, MO: Chalice Press, 1993.

Lingenfelter, Sherwood G. [*Leading Cross-Culturally: Covenant Relationships for Effective Christian Leadership*](#). Grand Rapids: Baker, 2009.

Sheffield, Dan. [*The Multicultural Leader: Developing a Catholic Personality*](#). Toronto, ON: Clements Publishing, 2005.

EMOTIONAL, SOCIAL, RELATIONAL INTELLIGENCE AND RESONANT LEADERSHIP

Boyatzis, Richard and Annie McKee. [*Resonant Leadership*](#). Boston, MA: Harvard Business School Press, 2005.

Goleman, Daniel. [*Emotional Intelligence: Why It Can Matter More Than IQ*](#). New York: Bantam, 1995.

_____. [*Social Intelligence*](#). New York: Bantam, 2006.

_____. [*Working with Emotional Intelligence*](#). Toronto: Bantam, 1998.

Goleman, Daniel, Richard Boyatzis, and Annie McKee. [*Primal Leadership: Realizing the Power of Emotional Intelligence*](#). Boston, MA: Harvard Business School Press, 2002.

McKee, Annie, Richard Boyatzis, and Frances Johnston. *Becoming a Resonant Leader: Develop Your Emotional Intelligence, Renew Your Relationships, Sustain Your Effectiveness*. Boston: Harvard Business Press, 2008.

Saccone, Steve. [*Relational Intelligence: How Leaders Can Expand Their Influence Through a New Way of Being Smart*](#). San Francisco, CA: Jossey-Bass, 2009.

ETHICAL THEMES

Badaracco, Jr., Joseph L. [*Defining Moments: When Managers Must Choose between Right and Right*](#). Boston, MA: Harvard Business School Press, 1997.

_____. [*Leading Quietly: An Unorthodox Guide to Doing the Right Thing*](#). Boston, MA: Harvard Business School. Press, 2002.

Fluker, Walter Earl. [*Ethical Leadership: The Quest for Character, Civility, and Community*](#). Minneapolis, MN: Fortress Press, 2009.

_____. [*The Stones that the Builders Rejected: The Development of Ethical Leadership from the Black Church Tradition*](#). Harrisburg, PA: Trinity Press International, 1998.

Schwartz, Barry and Kenneth Sharpe. *Practical Wisdom: The Right Way to Do the Right Thing*. New York: Riverhead, 2010.

GENERAL LEADERSHIP THEMES

Anderson, Leith. *Leadership that Works: Hope and Direction for Church and Parachurch Leaders in Today's Complex World*. Minneapolis, MN: Bethany House Publishers, 1999.

Avery, William O. and Beth Ann Gaede. *If This is the Way the World Works: Science, Congregations, and Leadership*. Herndon, VA: Alban, 2007.

Banks, Robert and Bernice M. Ledbetter. *Reviewing Leadership: A Christian Evaluation of Different Approaches*. Grand Rapids, MI: Baker, 2004.

Banks, Robert J. and Kimberly Powell, eds. *Faith in Leadership*. San Francisco, CA: Jossey-Bass, 1999.

Baron, Robert S., Norbert L. Kerr, and Norman Miller. *Group Process, Group Decision, Group Action*. Pacific Grove, CA: Brooks/Cole Publishing Company, 1992.

Bass, Bernard M. and Ralph Melvin Stogdill. *Bass & Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*. 3rd ed. New York: Free Press, 1990.

Bennis, Warren. [*On Becoming a Leader*](#). Reading, MA: Addison Wesley, 1989.

Bennis, Warren and Joan Goldsmith. *Learning to Lead: A Workbook on Becoming a Leader*. New York: Basic Books, 2003.

Bolman, Lee G. and Terrence E. Deal. [*Reframing Organizations: Artistry, Choice, and Leadership*](#). 3rd ed. San Francisco, CA: Jossey-Bass, 2003.

Bossidy, Larry and Ram Charan. [*Execution: The Discipline of Getting Things Done*](#). New York: Crown Business, 2002.

Burns, James MacGregor. *Leadership*. New York: Harper Collins, 1978.

_____. [*Transforming Leadership: A New Pursuit of Happiness*](#). New York: Atlantic Monthly Press, 2003.

Chaleff, Ira. [*The Courageous Follower: Standing Up to and for Our Leaders*](#). Third Edition. San Francisco, CA: Berrett-Koehler Publishers, 2009.

- Clinton, J. Robert. *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*. Colorado Springs, CO: NavPress, 1988.
- Collins, James C. *Good to Great: Why Some Companies Make the Leap ... and Others Don't*. New York: Collins Business, 2001.
- _____. *Good to Great and the Social Sectors: Why Business Thinking is Not the Answer*. Boulder, CO: Jim Collins, 2005.
- Csikszentmihalyi, Mihaly. *Good Business: Leadership, Flow, and the Making of Meaning*. New York: Penguin, 2004.
- Covey, Stephen R. *The 7 Habits of Highly Effective People*. New York: Simon and Schuster, 1989.
- Depree, Max. *Leadership is an Art*. New York: Dell, 1989.
- Drucker, Peter F. *The Effective Executive: The Definitive Guide to Getting the Right Things Done*. New York: Collins, 2006.
- _____. *The Executive in Action: Managing for Results, Innovation and Entrepreneurship, The Effective Executive*. New York: HarperBusiness, 1996.
- Drucker, Peter F., et al. *The Five Most Important Questions You Will Ever Ask Your Organization*. San Francisco: Jossey-Bass, 2008.
- Drucker, Peter F. and Joseph A. Maciariello. *The Effective Executive in Action: A Journal for Getting the Right Things Done*. New York: Collins, 2006.
- Greenleaf, Robert K. *Seeker and Servant: Reflections on Religious Leadership*. Edited by Anne T. Fraker and Larry C. Spears. San Francisco, CA: Jossey-Bass, 1996.
- Gundersen, Gary. [Boundary Leaders: Leadership Skills for People of Faith](#). Minneapolis, MN: Fortress, 2004.
- Handy, Charles B. *The Age of Unreason*. Boston, MA: Harvard Business School Press, 1990.
- Heclo, Hugh. *On Thinking Institutionally*. Boulder, CO: Paradigm Publishers, 2008.
- Henein, Amal and Francoise Morissette. *Made in Canada Leadership: Wisdom from the Nation's Best and Brightest on Leadership Practice and Development*. Mississauga, ON: Jossey-Bass, 2007.
- Hesselbein, Frances and Paul M. Cohen, eds. *Leader to Leader: Enduring Insights on Leadership from the Drucker Foundation's Award-Winning Journal*. San Francisco, CA: Jossey-Bass, 1999.
- Hesselbein, Frances, Marshall Goldsmith and Leader to Leader Institute, eds. [The Leader of the Future 2: Visions, Strategies, and Practices for the New Era](#). San Francisco, CA: Jossey-Bass, 2006.

- Hybels, Bill. [Courageous Leadership](#). Grand Rapids, MI: Zondervan, 2002.
- Jacobsen, Eric O, ed. [The Three Tasks of Leadership: Worldly Wisdom for Pastoral Leaders](#). Grand Rapids, MI: Eerdmans, 2009.
- Jaworski, Joseph. [Synchronicity: The Inner Path of Leadership](#). San Francisco, CA: Berrett-Koehler, 1998.
- Lawrence, Michael and Larry C. Spears. *Focus on Leadership: Servant Leadership for the 21st Century*. New York: John Wiley and Sons, 2002.
- Lipman-Blumen, Jean. [Connective Leadership: Managing in a Changing World](#). Toronto, ON: Oxford University Press, 1996.
- Lowney, Chris. [Heroic Leadership: Best Practices from a 450-Year-Old Company that Changed the World](#). Chicago, IL: Loyola Press, 2003.
- May, William F. [Beleaguered Rulers: The Public Obligation of the Professional](#). Louisville, KY: Westminster John Knox Press, 2001.
- McNeal, Reggie. *Practicing Greatness: 7 Disciplines of Extraordinary Spiritual Leaders*. San Francisco, CA: Jossey-Bass, 2006.
- Morgan, Gareth. [Images of Organization](#). San Francisco, CA: Jossey-Bass, 1997.
- Nair, Keshavan. *A Higher Standard of Leadership: Lessons from Gandhi*. San Francisco, CA: Berrett-Koehler Publishers, 1997/
- Northouse, Peter G. [Leadership: Theory and Practice](#). 4th ed. Thousand Oaks, CA: SAGE Publications, 2007.
- Noyce, Gaylord. *Church Meetings that Work*. Herndon, VA: Alban, 1994.
- Olsen, Charles M. *Transforming Church Boards into Communities of Spiritual Leaders*. Herndon, VA: Alban, 1995.
- Preskill, Stephen and Stephen D. Brookfield. *Learning as a Way of Leading*. San Francisco, CA: Jossey-Bass, 2009.
- Raelin, Joseph A. [Creating Leaderful Organizations: How to Bring Out Leadership in Everyone](#). San Francisco: Berrett-Koehler Publishers, 2003.
- Roberts, Dennis C. [Deeper Learning in Leadership: Helping College Students Find the Potential Within](#). San Francisco, CA: Wiley, 2007.
- Rost, Joseph C. [Leadership for the Twenty-First Century](#). Westport, CT: Praeger, 1993.
- Sample, Steven B. *The Contrarian's Guide to Leadership*. San Francisco, CA: Jossey-Bass, 2002.

- Seidel, Andrew. *Charting a Bold Course: Training Leaders for 21st Century Ministry*. Chicago, IL: Moody Publishers, 2003.
- Senge, Peter M., Art Kleiner, Charlotte Roberts and George Roth. [*The Dance of Change: The Challenges to Sustaining Momentum in Learning Organizations*](#). New York: Broadway Business, 1999.
- Terry, Robert W. *Authentic Leadership: Courage in Action*. San Francisco, CA: Jossey-Bass, 1993.
- Thrall, Bill, Bruce McNicol, and Ken McElrath. *The Ascent of a Leader: How Ordinary Relationships Develop Extraordinary Character and Influence*. San Francisco, CA: Jossey-Bass, 1999.
- Villette Michel and Catherine Vuillermot. *From Predators to Icons: Exposing the Myth of the Business Hero*. Trans. George Holoch. Ithaca, NY: Cornell University Press, 2009.
- Wheatley, Margaret J. [*Finding Our Way: Leadership For an Uncertain Time*](#). San Francisco, CA: Berrett-Koehler, 2005.
- _____. [*Leadership and the New Science: Discovering Order in a Chaotic World*](#). San Francisco, CA: Berrett-Koehler, 1994.
- Wheatley, Margaret J. and Myron Kellner-Rogers. [*A Simpler Way*](#). San Francisco, CA: Berrett-Koehler, 1996.
- Yukl, Gary A. *Leadership in Organizations*. 6th ed. Upper Saddle River, NJ: Pearson/Prentice Hall, 2006.

MARKETPLACE AND WORKPLACE FAITHFULNESS

- Banks, Robert. *Redeeming the Routines: Bringing Theology to Life*. Wheaton, IL: Bridgepoint, 1993.
- De Botton, Alain. [*The Pleasures and Sorrows of Work*](#). Toronto, ON: McClelland & Stewart, 2009.
- Crawford, Matthew B. *Shop Class as Soulcraft: An Inquiry into the Value of Work*. New York: Penguin Press, 2009.
- Diehl, William E. *Ministry in Daily Life: A Practical Guide for Congregations*. Herndon, VA: Alban, 1996.
- _____. *The Monday Connection: A Spirituality of Competence, Affirmation, and Support in the Workplace*. New York: HarperCollins, 1991.
- Ehrenreich, Barbara. *Bright-Sided: How the Relentless Promotion of Positive Thinking has Undermined America*. New York, NY: Metropolitan Books, 2009.
- Hiebert, Bruce. *Good Work: How to Live Your Values in the Workplace*. Kelowna, BC: Northstone, 1997.

- Jacobsen, Steve. *Hearts to God, Hands to Work: Connecting Spirituality and Work*. Herndon, VA: Alban, 1997.
- Krueger, David A. *Keeping Faith at Work: The Christian in the Marketplace*. Nashville, TN: Abingdon, 1994.
- Menking, Stanley J. *God's Partners: Lay Christians at Work*. Valley Forge, PA: Judson Press, 1993.
- Palmer, Parker J. *The Active Life: Wisdom for Work, Creativity, and Caring*. New York: Harper Collins, 1990.
- Pierce, Gregory F. Augustine. *Of Human Hands: A Reader in the Spirituality of Work*. Minneapolis: Augsburg, 1991.
- Sherman, Doug and William Hendricks. *Your Work Matters to God*. Colorado Springs, CO: NavPress, 1987.
- Stevens, R. Paul. [*The Other Six Days: Vocation, Work, and Ministry in Biblical Perspectives*](#). Grand Rapids, MI: Eerdmans, 1999.
- Stevens, R. Paul and Robert Banks, eds. [*The Marketplace Ministry Handbook: A Manual for Work, Money and Business*](#). Vancouver, BC: Regent College Publishing, 2005.
- Stevens, R. Paul and Michael Green. [*Living the Story: Biblical Spirituality for Everyday Christians*](#). Grand Rapids, MI: Eerdmans, 2003.

MISSIONAL LEADERSHIP

- Callahan, Kennon L. *Effective Church Leadership: Building on the Twelve Keys*. San Francisco: Jossey-Bass, 1990.
- Cragg, Kenneth. [*The Secular Experience of God*](#). Harrisburg, PA: Trinity Press International, 1998.
- Drane, John. *After McDonaldization: Mission, Ministry, and Christian Discipleship in an Age of Uncertainty*. Grand Rapids, MI: Baker, 2008.
- Elliott, Charles. *Signs of Our Times: Prayer and Action to Change the World*. Basingstoke, ENG: Marshall Pickering, 1998.
- Everist, Norma Cook and Craig L. Nesson. [*Transforming Leadership: New Vision for a Church in Mission*](#). Minneapolis, MN: Fortress Press, 2008.
- Grenz, Stanley J. *Created for Community: Connecting Christian Belief with Christian Living*. 2nd ed. Grand Rapids, MI: Baker Books, 1998.
- Guinness, Os. *The Call*. Nashville, TN: Word Publishing, 1998.
- Hamm, Richard L. [*Recreating the Church: Leadership for the Postmodern*](#) Age. St. Louis, MO: Chalice Press, 2009.

- Hammett, Edward H. and James R. Pierce with Stephen DeVane. [*Making Shifts without Making Waves: A Coach Approach to Soulful Leadership*](#). St. Louis, MO: Chalice Press, 2008.
- Healy, Anthony E. *The Postindustrial Promise: Vital Religious Community in the 21st Century*. Herndon, VA: Alban, 2005.
- Jensen, L. Paul. *Subversive Spirituality: Transforming Mission through the Collapse of Space and Time*. Eugene, OR: Pickwick Publications, 2009.
- Lawrenz, Mel. [*Whole Church: Leading from Fragmentation to Engagement*](#). San Francisco, CA: Jossey-Bass, 2009.
- Long, Jimmy. *Generating Hope: A Strategy for Reaching the Postmodern Generation*. Downer's Grove, IL: InterVarsity Press, 1997.
- Manning, Paul. "On Mission and Leadership." *Leadership & Organization Development Journal* 24, no. 2 (2003): 115-116.
- McLaren, Brian D. [*The Church on the Other Side: Doing Ministry in the Postmodern Matrix*](#). Grand Rapids, MI: Zondervan, 2000.
- _____. *Reinventing Your Church*. Grand Rapids, MI: Zondervan, 1998.
- Merritt, Carol Howard. *Tribal Church: Ministering to the Missing Generation*. Herndon, VA: Alban, 2007.
- Nelson, Gary V. [*Borderland Churches: A Congregation's Introduction to Missional Living*](#). St. Louis, MO: Chalice Press, 2008.
- Roxburgh, Alan J. [*Missional Map-Making: Skills for Leading in Times of Transition*](#). San Francisco: Jossey-Bass, 2011.
- Roxburgh, Alan J. and Fred Romanuk. [*The Missional Leader: Equipping Your Church to Reach a Changing World*](#). San Francisco, CA: Jossey-Bass, 2006.
- Sweet, Leonard I., Brian D. McLaren and Jerry Haselmayer. [*"A" is for Abductive: The Language of the Emerging Church*](#). Grand Rapids, MI: Zondervan, 2003.
- Wilson, Jonathan R. *Living Faithfully in a Fragmented World: Lesson's for the Church from MacIntyre's After Virtue*. Eugene, OR: Wipf & Stock, 1997.

NARRATIVES ABOUT LEADERSHIP

- Adams, Richard. [*Watership Down: A Novel*](#). New York, NY: Avon, 1972. (Novel)
- Alexander, Caroline. *The Endurance: Shackleton's Legendary Antarctic Expedition*. New York: Alfred A. Knopf, 1999.

- Badaracco, Jr., Joseph L. [Questions of Character: Illuminating the Heart of Leadership through Literature](#). Boston MA: Harvard Business School Press, 2006.
- Bernardin, Joseph Cardinal. [The Gift of Peace](#). Toronto, ON: Doubleday, 1997.
- Burns, James MacGregor. [Transforming Leadership: A New Pursuit of Happiness](#). New York: Atlantic Monthly Press, 2003.
- Campbell, Will D. *Brother to a Dragonfly*. New York: Seabury Press, 1977.
- Carlin, John. *Invictus: Nelson Mandela and the Game that Made a Nation*. Toronto, ON: Penguin, 2008.
- Cymbala, Jim. [Fresh Wind, Fresh Fire: What Happens When God's Spirit Invades the Hearts of His People](#). Grand Rapids, MI: Zondervan, 1997.
- Fallis, Terry. [The Best Laid Plans](#). Toronto: McClelland & Stewart, 2008. (Comedic novel)
- _____. *The High Road*. Toronto: McClelland & Stewart, 2010. (Comedic novel)
- Forest, Jim. *Love is the Measure: A Biography of Dorothy Day*. Maryknoll, NY: Orbis, 1994.
- Freedman, Samuel G. *Upon This Rock: The Miracles of a Black Church*. New York: Harper Collins, 1993.
- Gardner, Howard. *Leading Minds: An Anatomy of Leadership*. New York: Basic, 1996.
- Giardina, Denise. *Saints and Villains*. New York: W. W. Norton and Company, 1998. (Novel)
- Gilkey, Langdon. *Shantung Compound: The Story of Men and Women Under Pressure*. San Francisco, CA: HarperSanFrancisco, 1966.
- Giono, Jean. [The Man Who Planted Trees](#). White River Junction, VT: Chelsea Green Publishing House, 2004.
- Golding, William. *Lord of the Flies*. London: Faber and Faber, 1954. (Nobel Prize winning novel).
- Greene, Graham. [The Power and the Glory](#). New York: The Viking Press, 1968. (Novel)
- Hallie, Philip. *Lest Innocent Blood Be Shed: The Story of the Village of Le Chambon and How Goodness Happened There*. New York: Harper Perennial, 1994.
- Hentoff, Nat. *Peace Agitator: The Story of A. J. Muste*. New York: Macmillan Company, 1963.
- Hochschild, Adam. [Bury the Chains: Prophets and Rebels in the Fight to Free an Empire's Slaves](#). New York: Houghton Mifflin Company, 2005.

- Horton, Myles with Judith Kohl and Herbert Kohl. *The Long Haul: An Autobiography*. New York: Teachers College Press, 1998.
- Inchausti, Robert. [*The Ignorant Perfection of Ordinary People*](#). New York: State University of New York, 1991.
- Kelly, Geoffrey B. and F. Burton Nelson. [*The Cost of Moral Leadership: The Spirituality of Dietrich Bonhoeffer*](#). Grand Rapids, MI: Eerdmans, 2003.
- Kirsch, Jonathan. *Moses: A Life*. New York: Ballantine, 1998.
- Kidder, Tracy. [*Mountains Beyond Mountains: The Quest of Dr. Paul Farmer, A Man who would Cure the World*](#). New York: Random House, 2003.
- Klise, Thomas S. *The Last Western*. Niles, IL: Argus Communications, 1974. (Novel)
- Lindsay, Michael D. [*Faith in the Halls of Power: How Evangelicals Joined the American Elite*](#). New York: Oxford University Press, 2007.
- Miller, William D. *Dorothy Day: A Biography*. New York: Harper & Row, 1982.
- _____. *A Harsh and Dreadful Love: Dorothy Day and the Catholic Worker Movement*. New York: W. W. Norton & Company, 1973.
- Morrell, Margot and Stephanie Capparell. *Shackleton's Way: Leadership Lessons from the Great Antarctic Explorer*. Toronto: Viking, 2001.
- Mosley, Don with Joyce Hollyday. *With Our Own Eyes: The Dramatic Story of a Christian Response to the Wounds of War, Racism, and Oppression*. Scottsdale, PA: Herald Press, 1996.
- Nair, Keshavan. [*A Higher Standard of Leadership: Lessons from the Life of Gandhi*](#). San Francisco, CA: Berrett-Koehler Publishers, 1997.
- Obama, Barak. [*Dreams from My Father: A Story of Race and Inheritance*](#). New York: Three Rivers Press, 2004.
- _____. [*The Audacity of Hope: Thoughts on Reclaiming the American Dream*](#). New York: Crown, 2006.
- O'Brien, Niall. [*Revolution from the Heart: The Extraordinary Record of a Priest's Life and Work Among the Poor of the Philippine Sugarlands*](#). New York: Oxford University Press, 1987.
- Phillips, Donald T. *Martin Luther King, Jr. on Leadership: Inspiration and Wisdom for Challenging Times*. New York: Warner Books, 1999.
- Robinson, Marilynne. *Gilead*. New York: Farrar Straus Giroux, 2004. (Novel)
- _____. New York: Farrar Straus Giroux, 2008. (Novel)

Spink, Kathryn. *Jean Vanier & L'Arche: A Communion of Love*. Nepean, ON: Meakin and Associates, 1990.

Steinbeck, John. *Grapes of Wrath*. New York: Penguin, 2002. (Novel)

_____. New York: Penguin, 1979. (Novel)

_____. [*A Universal Heart: The Life and Vision of Brother Roger of Taizé*](#). New York: Harper & Row, 1986.

Wallis, Jim and Joyce Hollyday, eds. *Cloud of Witnesses*. Maryknoll, NY: Orbis, 1991.

Warren, Robert Penn. [*All the King's Men*](#). New York: Bantam, 1946. (Novel)

Wills, Garry. *Certain Trumpets: The Call of Leaders*. Toronto: Simon & Schuster, 1994.

Wind, Renate. [*Dietrich Bonhoeffer: A Spoke in the Wheel*](#). Grand Rapids, MI: Eerdmans, 1990.

PERSON AND CHARACTER OF THE LEADER – MENTORING AND COACHING

Allender, Dan B. *Leading with a Limp: Take Full Advantage of Your Most Powerful Weakness*. Colorado Springs, CO: Waterbook Press, 2006.

Autry, James A. [*The Servant Leader*](#). Rosedale, CA: Prima Publishing, 2001.

Block, Peter. [*Stewardship*](#). San Francisco, CA: Berrett-Koehler, 1993.

Boyatzis, Richard E. and Annie McKee. [*Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope, and Compassion*](#). Boston, MA: Harvard Business School Press, 2005.

Buber, Martin. [*I and Thou*](#). New York: Touchstone, 1970.

Buckingham, Marcus. [*Go Put Your Strengths to Work: 6 Powerful Steps to Achieve Outstanding Performance*](#). New York: Free Press, 2007.

Ciulla, Joanne B., ed. [*Ethics, The Heart of Leadership*](#). Westport, CT: Praeger, 2004.

Creps, Earl. *Reverse Mentoring: How Young Leaders Can Transform the Church and Why We Should Let Them*. San Francisco, CA: Jossey-Bass, 2008.

Curtis, Brent and John Eldredge. *The Sacred Romance*. Nashville, TN: Thomas Nelson, 1997.

Farber-Robertson, Anita. *Learning While Leading: Increasing Your Effectiveness in Ministry*. Herndon, VA: Alban, 2000.

Flaherty, James. [*Coaching: Evoking Excellence in Others*](#). Burlington, MA: Butterworth-Heinemann, 1999.

- Gardner, Howard. [Five Minds for the Future](#). Boston, MA: Harvard Business School Press, 2006.
- George, William W. [Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value](#). San Francisco, CA: Jossey-Bass, 2003.
- Granberg-Michaelson, Wesley. *Leadership from Inside Out: Spirituality and Organizational Change*. New York: Crossroad, 2004.
- Greenleaf, Robert K. and Larry C. Spears. [Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness](#). 25th anniversary ed. New York: Paulist Press, 2002.
- Hughes, Kent and Barbara. [Liberating Ministry from the Success Syndrome](#). Wheaton, IL: Tyndale House Publishers, Inc., 1988.
- Iorg, Jeff. [The Painful Side of Leadership: Moving Forward Even When It Hurts](#). Nashville, TN: B & H Publishing Group, 2009.
- Johnson, Abigail. *Shaping Spiritual Leaders: Supervision and Formation in Congregations*. Herndon, VA: Alban, 2007.
- Johnson, Douglas W. *Don't Know Much About Being A Leader in My Church*. Nashville, TN: Abingdon, 1996.
- Marcova, Dawna. [I Will Not Die an Unlived Life](#). Boston, MA: Conari Press, 2000.
- McCarthy, Kevin W. *The On-Purpose Person*. Colorado Springs, CO: Pinon Press, 1992.
- McIntosh Gary L. and Samuel D. Rima. *Overcoming the Dark Side of Leadership*. Revised Edition. Grand Rapids, MI: Baker Books, 2007.
- Melander, Rochelle. *A Generous Presence: Spiritual Leadership and the Art of Coaching*. Herndon VA: Alban, 2006.
- Miller, Chuck. [The Spiritual Formation of Leaders: Integrating spiritual formation and leadership development](#). Longwood, FL: Xulon Press, 2007.
- Palmer, Parker J. [A Hidden Wholeness: The Journey Toward an Undivided Life](#). San Francisco, CA: Jossey-Bass, 2004.
- _____. *Let Your Life Speak: Listening for the Voice of Vocation*. San Francisco, CA: Jossey-Bass, 2000.
- Peck, M. Scott. *The Road Less Traveled: A New Psychology of Love, Traditional Values and Spiritual Growth*. New York: Simon and Schuster, 1978.
- Pue, Carson, *Mentoring Leaders: Wisdom for Developing Character, Calling, and Competency*. Grand Rapids: Baker Books, 2005.
- Rath, Tom. *Strengths Finder 2.0*. New York, NY: Gallup Press, 2007.

- Rath, Tom and Barry Conchie. *Strengths Based Leadership: Great Leaders, Teams, and Why People Follow*. New York: Gallup, 2008.
- Schnase, Robert. *Ambition in Ministry: Our Spiritual Struggle with Success Achievement and Competition*. Nashville, TN: Abingdon, 1993.
- Shawchuck, Norman and Roger Heuser. *Leading the Congregation: Caring for Yourself While Serving the People*. Nashville, TN: Abingdon, 1993.
- Smither, Edward L. [Augustine as Mentor: A Model for Preparing Spiritual Leaders](#). Nashville, TN: B & H Publishing Group, 2008.
- Stanley, Paul D. *Connecting: The Mentoring Relationships You Need to Succeed in Life*. Colorado Springs, CO: NavPress, 1992.
- Swenson, Richard A. *Margin: Restoring Emotional, Physical, Financial, and Time Reserves to Overloaded Lives*. Colorado Springs, CO: NavPress, 2004.
- Vaill, Peter B. *Learning as a Way of Being: Strategies for Survival in a World of Permanent White Water*. San Francisco, CA: Jossey-Bass, 1996.
- Wilson, Michael Todd and Brad Hoffman. [Preventing Ministry Failure: A Shepherd Care Guide for Pastors, Ministers, and Other Caregivers](#). Downers Grove, IL: InterVarsity Press, 2007.
- Winseman, Albert L., Donald O. Clifton, and Curt Liesveld. *Living Your Strengths: Discover Your God-Given Talents and Inspire Your Community*. New York: Gallup Press, 2004.

PERSONALITY AND TEMPERAMENT

- Kahnweiler, Jennifer B. [The Introverted Leader: Building on Your Quiet Strength](#). San Francisco: Berrett-Koehler Publishers, 2009.
- Keirse, David. *Please Understand Me II: Temperament Character Intelligence*. Del Mar, CA: Prometheus Nemesis Book Company, 1998.
- Keirse, David and Marilyn Bates. *Please Understand Me: Character and Temperament Types*. 5th ed. Del Mar, CA: Prometheus Nemesis Book Company, 1984.
- Kroeger, Otto with Janet M. Thuesen. *Type Talk at Work: How the 16 Personality Types Determine Your Success on the Job*. New York: Dell Trade Paperback, 1992.
- McHugh, Adam S. [Introverts in the Church: Finding Our Place in an Extroverted Culture](#). Downers Grove, IL: InterVarsity, 2009.
- Nettle, Daniel. [Personality: What Makes You the Way You Are](#). Toronto: Oxford University Press, 2007.
- Oswald, Roy M. and Otto Kroeger. *Personality Type and Religious Leadership*. Herndon, VA: Alban, 1988.

POWER AND AUTHORITY

Chittister, Joan. *Job's Daughters: Women and Power*. New York: Paulist Press, 1990.

Ellul, Jacques, *Money and Power*. Trans. LaVonne Neff Downers Grove, IL: InterVarsity Press, 1984.

Hahn, Celia Allison. *Growing in Authority, Relinquishing Control: A New Approach to Faithful Leadership*. Herndon, VA: Alban, 1994.

Jenkins, Michael, and Deborah Bradshaw Jenkins. *Power and Change in Parish Ministry*. Herndon, VA: Alban, 1991.

Redekop, Benjamin W. and Calvin W. Redekop, eds. [Power, Authority, and the Anabaptist Tradition](#). Baltimore, MD: The Johns Hopkins University Press, 2001.

Sawatsky, Rodney J. and Scott Holland. *The Limits of Perfection: A Conversation with J. Lawrence Burkholder*. Waterloo ON: Institute of Anabaptist-Mennonite Studies, 1993.

Vision. "Power and Leadership." 5, no. 2 (Fall 2004).

Weavings "The Kingdom of God is Among You." X, no. 1 (January/February 1995).

SYSTEMS APPROACHES TO LEADERSHIP

Carnes, Patrick J. *Understanding Us: Family Enrichment*. Littleton, CO: Interpersonal Communications, 1987.

Friedman, Edwin H. [A Failure of Nerve: Leadership in the Age of the Quick Fix](#). New York: Seabury, 2007.

_____. *Family Process and Process Theology*. (Video) Washington, DC: Alban, 1991.

_____. [Generation to Generation: Family Process in Church and Synagogue](#). New York: Guilford Press, 1985.

Gilbert, Roberta M. *The Eight Concepts of Bowen Theory: A New Way of Thinking About the Individual and the Group*. Falls Church, VA: Leading Systems Press, 2006.

_____. *Extraordinary Leadership: Thinking Systems, Making a Difference*. Falls Church, VA: Leading Systems Press, 2006.

_____. *Extraordinary Relationships: A New Way of Thinking About Human Interactions*. Toronto, ON: John Wiley & Sons, Inc., 1992.

Herrington, Jim R., Robert Creech and Trisha Taylor. *The Leader's Journey: Accepting the Call to Personal and Congregational Transformation*. San Francisco, CA: Jossey-Bass, 2003.

- Parsons, George and Speed B. Leas. *Understanding Your Congregation as a System: The Manual*. Herndon, VA: Alban, 1993.
- Pattison, E. Mansell. *Pastor and Parish – A Systems Approach*. Philadelphia, PA: Fortress, 1977.
- Richardson, Ronald W. [*Becoming a Healthier Pastor: Family Systems Theory and the Pastor's Own Family*](#). Minneapolis, MN: Fortress, 2005.
- _____. *Family Ties that Bind: A Self-Help Guide to Change through Family of Origin Therapy*. Vancouver, BC: Self-Counsel Press, 1984, 1987.
- Scazzero, Pet. [*Emotionally Healthy Spirituality: Unleash a Revolution in Your Life in Christ*](#). Nashville: Thomas Nelson, 2006.
- Scazzero, Peter with Warren Bird. [*The Emotionally Healthy Church: A Strategy for Discipleship that Actually Changes Lives*](#). Grand Rapids, MI: Zondervan, 2003.
- Steinke, Peter L. *Congregational Leadership in Anxious Times: Being Calm and Courageous No Matter What*. Herndon, VA: Alban, 2006.
- _____. *Healthy Congregations: A Systems Approach*. Herndon, VA: Alban, 1996.
- _____. *How Your Church Family Works: Understanding Congregations as Emotional Systems*. Herndon, VA: Alban, 1993.
- Stevens, R. Paul and Phil Collins. *The Equipping Pastor: A Systems Approach to Congregational Leadership*. Herndon, VA: Alban, 1993.

THEOLOGICAL PERSPECTIVES

- Barnes, Craig M. [*The Pastor as Minor Poet: Texts and Subtexts in the Ministerial Life*](#). Grand Rapids, MI: Eerdmans, 2009.
- Barton, Bruce. *The Man Nobody Knows*. New York: Collier Books, 1952.
- Barton, Ruth Haley. [*Strengthening the Soul of Your Leadership*](#). Downers Grove, IL: 2008.
- Beeley, Christopher A., and Joseph H. Britton. "Toward a Theology of Leadership." *Anglican Theological Review* 91, no. 1 (Winter 2009): 3-10. (Available as pdf document via Tyndale's [ATLA e-journal database](#)).
- Berntsen, John A. *Cross-Shaped Leadership: On the Rough and Tumble of Parish Practice*. Herndon, VA: Alban, 2008.

- Boers, Arthur Paul. "The Pastor as Spiritual Orienteer: A Pastoral Theology Approach." In *The Heart of the Matter: Pastoral Ministry in Anabaptist Perspective*. Edited by Erick Sawatzky. Telford, PA: Cascadia Publishing House, 2004.
- Bonhoeffer, Dietrich. [*Life Together and Prayer Book of the Bible*](#). Dietrich Bonhoeffer Works, Vol. 5. Edited by G. B. Kelly. Translated by D.W. Bloesch and J.H. Burtness. Minneapolis, MN: Fortress, 2004.
- Campbell, Thomas C. and Gary B. Reiersen. *The Gift of Administration: Theological Bases for Ministry*. Philadelphia, PA: Westminster Press, 1981.
- Creps, Earl. [*Off-Road Disciplines: Spiritual Adventures of Missional Leaders*](#). San Francisco, CA: Jossey-Bass, 2006.
- Daman, Glenn C. [*Developing Leaders for the Small Church: A Guide to Spiritual Transformation for the Church Board*](#). Grand Rapids, MI: Kregel, 2009.
- Epperly, Bruce G. and Katherine Gould Epperly. *Tending to the Holy: The Practice of the Presence of God in Ministry*. Herndon, VA: Alban, 2009.
- Ford, Leighton. *Transforming Leadership: Jesus' Way of Creating Vision, Shaping Values, and Empowering Change*. Downers Grove, IL: InterVarsity Press, 1991.
- Griffin, Emilie. *The Reflective Executive: A Spirituality of Business and Ethics*. New York: Crossroad, 1993.
- Habecker, Eugene B. *The Other Side of Leadership: Coming to Terms with the Responsibilities that Accompany God-Given Authority*. Wheaton, IL: Victor Books, 1987.
- Herrick, Vanessa and Ivan Mann. *Jesus Wept: Reflections on Vulnerability in Leadership*. London, ENG: Darton, Longman and Todd, 1988.
- Jones, Laurie Beth. *Jesus CEO: Using Ancient Wisdom for Visionary Leadership*. New York: Hyperion, 1993.
- Keel, Tim. *Intuitive Leadership: Embracing a Paradigm of Narrative, Metaphor and Chaos*. Grand Rapids, MI: Baker Books, 2007.
- Kouzes, James M. and Barry Posner, eds. *Christian Reflections on the Leadership Challenge*. San Francisco, CA: Jossey-Bass, 2006.
- Kouzes, James M. and Barry Z. Posner. [*The Leadership Challenge*](#). 3rd ed. San Francisco, CA: Jossey-Bass, 2002.
- Malphurs, Aubrey. *Being Leaders: The Nature of Authentic Christian Leadership*. Grand Rapids, MI: Baker, 2003.
- Miller, Chuck. [*The Spiritual Formation of Leaders: Integrating Spiritual Formation and Leadership Development*](#). New York, NY: Xulon Press, 2007.

- Miller, Steve. *C. H. Spurgeon on Spiritual Leadership*. Chicago, IL: Moody Publishers, 2003.
- Mouw, Richard J. and Eric O. Jacobsen, eds. *Traditions in Leadership: How Faith Traditions Shape the Way We Lead*. Fresno, CA: De Pree Leadership Center, 2006.
- Nouwen, Henri J. M. *In the Name of Jesus: Reflections on Christian Leadership*. New York: Crossroad, 1989.
- Palmer, Parker J. [*The Promise of Paradox: A Celebration of Contradictions in the Christian Life*](#). Notre Dame, IN: Ave Maria Press, 1980.
- Porter, Jeanne. [*Leading Ladies: Transformative Biblical Images for Women's Leadership*](#). Minneapolis: Augsburg Books, 2006.
- _____. [*Leading Lessons: Insights on Leadership from Women of the Bible*](#). Minneapolis: Augsburg Books, 2005.
- Purves, Andrew. [*The Crucifixion of Ministry: Surrendering Our Ambitions to the Service of Christ*](#). (Downers Grove, IL: Intervarsity, 2007). Robinson, Bill. *Incarnate Leadership: 5 Leadership Lessons from the Life of Jesus*. Grand Rapids, MI: Zondervan, 2009.
- Robinson, Bill. *Incarnate Leadership: 5 Leadership Lessons from the Life of Jesus*. Grand Rapids, MI: Zondervan, 2009.
- Rodin, R. Scott. [*The Steward Leader: Transforming People, Organizations and Communities*](#). Downers Grove, IL: InterVarsity Press, 2011.
- Sanders, J. Oswald. *Spiritual Leadership*. Chicago, IL: Moody Press, 1994.
- Scharen, Christian. [*Faith as a Way of Life*](#). Grand Rapids, MI: Eerdmans, 2008.
- Stevens, R. Paul. [*Liberating the Laity: Equipping All the Saints for Ministry*](#). Downers Grove, IL: InterVarsity Press, 1985.
- Stott, John. *Basic Christian Leadership: Biblical Models of Church, Gospel and Ministry*. Downers Grove, IL: InterVarsity Press, 2002.
- Wright, Walter C. [*Relational Leadership: A Biblical Model for Leadership Service*](#). Waynesboro, GA: Paternoster Publishing, 2000.
- Yoder, John Howard. *The Fullness of Christ: Paul's Vision of Universal Ministry*. Elgin, IL: Brethren Press, 1987.



Academic Policy Attachment to All Syllabi

The Academic Policies of Tyndale Seminary are outlined in the Academic Calendar, available on the Tyndale Website: www.tyndale.ca/seminary/calendar. Students are responsible for reading and adhering to the academic policies governing all aspects of academic life. As a service to students, selected policies are summarized below, but the full policy statements as printed in the Academic Calendar are the standards to which students will be held.

1. Attendance Policy
2. Policy on Gender Inclusive Language
3. Policy on Academic Honesty
4. Guidelines for Written Work
5. Academic Grading System
6. Policy on Late Papers and Extensions
7. Application for an Extension Due to Extreme Circumstances

Attendance Policy

- 1) Three or more unexcused absences from a Fall or Winter semester course will constitute grounds for failing that course. Excused absences include the following: death in the family, hospitalization of yourself or a member of your immediate family, or a prolonged illness for which you require treatment by a physician. Excused absences will not be granted for late registration, ministry responsibilities, mission trips, etc.
- 2) An unexcused absence of one day or more of any course taught in an intensive format (e.g., Intersession, Spring/Summer School) will constitute grounds for failing that course. Excused absences include the following: death in the family, hospitalization of yourself or a member of your immediate family, or a prolonged illness for which you require treatment by a physician. Excused absences will not be granted for late registration, ministry responsibilities, mission trips, etc.
- 3) As a matter of basic courtesy, Tyndale students need to make a serious commitment to arriving on class on time, and returning from class breaks on time. Students who manifest disrespect for the classroom evidenced by chronic lateness or failure to return from break, will be considered in breach of the attendance policy and may be referred to the Dean of Students.
- 4) If a student knows in advance that he/she will miss a class, the student is obligated to notify the Professor prior to that class.
- 5) Faculty members are under no obligation to provide handouts or other classroom materials to those students who are absent from class.

Policy on Gender Inclusive Language

The use of gender-inclusive language is an expectation in all written assignments and course requirements at Tyndale Seminary. The motivation behind the use of gender-inclusive language is clarity of communication and the avoidance of terms that are, or could be perceived as, exclusive or pejorative. Inclusive language is relevant not only to issues of gender but to all individuals and groups.

The decision at Tyndale Seminary to use gender-inclusive language carries with it the responsibility to be creative in writing without compromising religious faith or grammatical accuracy. Resources and guidelines for gender-inclusive and nondiscriminatory language are widely available.

Academic Honesty

Tyndale expects students to conform to the highest standard of ethics in the completion of all assignments. Academic dishonesty is a serious matter. **Students are responsible for reading and adhering the full policy on academic honesty as found in the Seminary Academic Calendar.**

- 1) Honesty in written and verbal assignments requires a balance between using words and ideas that are part of the common domain and careful ascription of borrowed ideas and words. Ideas and words of others may be used only with acknowledgment. Failure to do so is plagiarism – the literary version of stealing.
- 2) The most obvious form of plagiarism is the direct quotation of words without quotation marks, parenthetical ascription, footnotes or endnotes. Less obvious forms of plagiarism consist of paraphrases of another's words and the use of an opinion with no reference to the source.
- 3) Academic dishonesty also includes the submission of work for which previous credit was given, the submission of work under one's own name which is largely the result of another person's efforts, aiding another's dishonesty, cheating on exams and giving false information for the purpose of gaining admission, credits, etc.
- 4) The submission of one paper for two courses is not permitted. Approval of faculty is required for an expanded paper, on a project common to two courses of study, to be acceptable.

Consequences of Academic Dishonesty

If a student is suspected of plagiarism or other forms of academic dishonesty, the instructor is obligated to follow the steps outlined in the Academic Calendar.

Guidelines for Written Work

- 1) The following information must be included on the title page of all assignments: your full name, student ID, your MAILBOX NUMBER, course title, title of the paper, name of the professor, and date submitted.
- 2) All papers should be characterized by the following:
 - *Accuracy* (Is what I say correct? Is it true to the case?)
 - *Comprehensiveness* (Have I covered all the points that need to be covered?)
 - *Clarity in structure* (Is there a self-evident and meaningful order to the paper?)
 - *Clarity in content* (Will the reader correctly understand what I have tried to say?)
 - *Specificity* (Have I moved beyond generalities and made specific statements?)
 - *Thorough and accurate documentation* (At every point where I have consciously drawn upon the ideas of others, have I provided the information necessary for the reader also to consult the sources I have used?)
- 3) Written assignments must adhere to academic standards for style, format, citations and references as found in the most recent edition of a recognized style manual (e.g., *The Chicago Manual of Style*, the *Turabian Manual for Writers of Term Papers, Theses, and Dissertations*, *The SBL Handbook of Style*, *The Publication Manual of the American Psychological Association*). The course instructor will advise students as to the preferred academic style format for the course.
- 4) All written assignments must adhere to the Standards on Academic Honesty. Plagiarism is a serious offence. Students will be held accountable to the policy on academic honesty as found in the Academic Calendar.
- 5) Graded papers will normally be returned in class. In some circumstances they will be returned to your student mailbox. Students who are not returning to Tyndale and would like the paper returned by post must include a self-addressed envelope with sufficient Canadian postage. Unclaimed papers will be held in the Seminary Office for 6 months, then destroyed.
- 6) All students are required to keep a back-up copy of their papers.
- 7) Students who display difficulties with English language skills in their assignments may be referred by the instructor to the Tyndale Writing Centre. Students will be assessed and may be required to take the *English for Academic Purposes* course in conjunction with current courses.
- 8) Students may seek assistance on their own initiative by contacting the Tyndale Writing Centre.

Academic Grading System

The standards and definitions used by Tyndale Seminary in the assignment of letter grades and percentage grades are outlined in the Academic Calendar.

Policy on Late Papers and Extensions

All papers and course assignments must be submitted by the due dates indicated by the instructor or in the course outline. Unless the instructor already has a policy on grading late papers in the course outline, grades for papers submitted late without advance permission will be lowered at the rate of 1/3 of a grade per week or part thereof (e.g., from A+ to A, from B to B-). Students who have not completed course requirements by the end of the semester (or Registrar approved extension date) will be assigned a grade of F.

Faculty may grant an extension only up until the last day of exams for the semester. Requests for extensions beyond this date must be addressed in writing to the Registrar and will be considered only in cases such as a death in the family, medical emergency, hospitalization of oneself or immediate family member or prolonged illness requiring treatment by a physician. Factors such as assignments for other courses, holidays and technology related difficulties or malfunctions are all insufficient grounds for requesting an extension.

Application for an Extension Due to Extreme Circumstances

Requests for extensions will only be considered in the circumstances noted above and only upon submission of a completed application form to the Registrar. Application forms are available from the Registrar's office or online at www.tyndale.ca/registrar

Student Medical Certificate

Applications for extensions for medical reasons must be accompanied by a Medical Certificate signed by a physician. The Student Medical Certificate form is available from the Registrar's office or online at www.tyndale.ca/registrar