



TYNDALE

• SEMINARY •

Course Syllabus

Fall 2012

LEADERSHIP DEVELOPMENT
LEAD 0510

SEPTEMBER 13 – DECEMBER 6, 2012
Thursdays, 8:30 – 11:45

INSTRUCTOR: Dr. Arthur Boers, DMin
Telephone number, if applicable: 416 226 6620 ext. 2157
Fax number, if applicable: 416 226 9464
Address (for students mailing assignments): 25 Ballyconnor Court, Toronto, Ont. M2M 4B3
Email: aboers@tyndale.ca
Office Hours: Wednesdays 9:30 a.m. to noon; Thursdays 1:00 to 2:30 p.m.

To access your course material, please go to <http://mytyndale.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:

- I. biblical, theological, and imaginative reflection on Christian leadership.
- II. self-awareness of personal leadership style – strengths, shadows, challenges.
- III. collaboration with others in a team setting.
- IV. 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).

Intercultural Development Inventory. Each student must bring \$10 to class to be enrolled for this Inventory. Students will be sent the personalized Invite doc with username and password. Results produce a class profile. (There is an extra fee for students who want individual consultations.)

B. SUPPLEMENTARY/RECOMMENDED/RESERVED READING

Various readings distributed in class, in library reserve or on MyTyndale.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 performance with your learning team.

This requirement is relevant to all outcomes.

2. Heifetz Application: Due on week assigned; 20% 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 for three equally important sections:

- (i) presenting and describing a leadership case study – one that involved a member of your group. The best learning scenarios are often ones of *failure*, possibly your own. Or you might consider scenarios where you felt puzzled, confused, or frustrated. Clearly show how you perceived the situation then.
- (ii) succinctly summarizing the key points of the chapter; do not dwell too much on examples in the book.
- (iii) analyzing and interpreting the presented situation by means especially of the latest Heifetz/Linsky chapter. Think of the question: “What do I see now about that situation as a result of studying Heifetz?” (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 20 September 2012 (theological biblical reflection on leadership); 8 November (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 1 November 2012; 25% of final grade. Write an analytical, eight page paper on a major leadership book, for example: Warren Bennis, 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.

4. Final Exam: To be scheduled by the registrar’s office. 35% of final grade. *Note: Failing this exam automatically entails failure of the course.*

5. Bonus Paper: Due at noon on the day of our last class (6 December). Extensions are not an option. Write an 8 to 10 page paper on one of the following topics and earn up to a 10% bonus:

- (i) Prepare a biblically-based theologically articulated paper on leadership and explain how this understanding will influence your practice of leadership in your anticipated leadership context. The paper should include reflection on your Christian tradition’s understanding of leadership. Show what makes Christian leadership unique.

Or

- (ii) Write a reflective analysis on a leadership narrative. The narrative may be fictional (e.g. a novel) or factual (suggestions for either in syllabus bibliography) or a film (e.g. *The Apostle, Country, Dead Man Walking, Gandhi, Invictus, John Rabe, Long Walk Home, Norma Rae, Take the Lead, To Kill a Mockingbird, The Queen, Silkwood, Twelve Angry Men*). Your 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 other themes learned in class.

Or

- (iii) Analyze a leadership scenario that perplexed or still perplexes you. Briefly describe the situation. Apply learnings from the entire sweep of the term class to show how you see the situation now: “What can I see now that I could not see before?” Given what you’ve learned in the class, what might you or the leader in question have done differently? If the situation remains unresolved, what suggestions or ideas do you now have for moving forward?

\

D. GENERAL GUIDELINES FOR THE SUBMISSION OF WRITTEN WORK

Papers should meet graduate level academic research standards of Tyndale.

Use Turabian/Chicago for formatting, title page, footnotes, bibliography (see the [Chicago-Style Quick Guide](#) or the full edition of the [Chicago Manual of Style Online](#), especially ch. 14).

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.

Integrity in academic work is required of all our students. Academic dishonesty is any breach of this integrity, and includes such practices as cheating (the use of unauthorized material on tests and examinations), submitting the same work for different classes without permission of the instructors; using false information (including false references to secondary sources) in an assignment; improper or unacknowledged collaboration with other students, and plagiarism. Tyndale University College & Seminary takes seriously its responsibility to uphold academic integrity, and to penalize academic dishonesty. 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, *always simultaneously submit papers as Word.doc attachments to the professor by email (aboers@tyndale.ca)*. This facilitates checking for plagiarism. Papers that have not been submitted both in hard and soft copies will not be graded.

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	20 %
Reflection Papers	10 %
Leadership Analysis Essay	25 %
Final Exam	35 %
Total Grade	100 %

Memo

Date: Fall 2012

To: Leadership Development Class (0510) - Thursday Morning Group

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 an expanded version of the MBTI which provides more detailed results. As well as providing you with a four letter type (Step I), your results will also include 20 facets further clarifying your type (Step II). (If you have completed the MBTI Step II in the past, please bring your results to class on November 1, 2012.)

Near the beginning of the semester and well before the scheduled MBTI class interpretation, (scheduled for November 1) 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 onto the CareerID website.

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

- When answering the questions you should answer in terms of your most comfortable self (i.e. the “real me”) or the choice that is most natural for you. You should not answer the questions in terms of what you think you should be, wish to be, or based on what you think other people think about you. The best choices 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.
- It takes under an hour usually to complete the instrument.
- Once you have completed and sent your responses to the questions on-line, your instrument will be computer scored and the results received by Melissa Rupnaraine, Coordinator of Tyndale Counselling Services. You will receive a 17 page colour print-out of your results on November 1 when Sheila Stevens, Director of Tyndale Counselling Services, will lead a group interpretation.

Payment Options:

The cost of the MBTI Step II is \$56.50 (including tax). This payment is due on or before October 5 to the Counselling Services Coordinator or Business Office. The following payment methods are available:

- 1) Exact cash or cheque given to the Counselling Services Coordinator, Melissa Rupnaraine (ext. 2123) or mrupnaraine@tyndale.ca
- 2) Payment through debit or credit card at the Business Office, (see Bryan Tai)

Please note: Your results cannot be printed until payment is received. For the group interpretation on November 1 to be useful to you and the group, it is important to have completed and paid for your results by the deadline.

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 after date under which they fall; e.g. under 13 September, you are not expected to read Hallie until *after* 13 September.)

Class #1 (13 Sep, 2012)

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 18 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:** 8:30 a.m. on 20 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 (20 Sep, 2012)

Biblical and Theological Understandings

Key leadership themes in the scriptures

Adaptive leadership

Boers presents Intro/ch. 1 of Heifetz/Linsky

Due Today at 8:30 a.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 week's class. How does he *define* the leadership that he addresses? What are strengths and limitations of his approach?

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 (27 Sep, 12)

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 (4 Oct, 12)

Biblical and Theological Understandings (contd)

Student presentation on Heifetz/Linsky ch. 3

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

Assignment: Complete and score MBTI. Be prepared to discuss results in 1 Nov class.

Complete and submit Intercultural Development Inventory.

Class #5 (11 Oct, 12)

Defining Leadership

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

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

Finish reading Hallie book.

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 (18 Oct, 12)

Surveying Leadership Theory

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

Assignments: Next week is Reading Week. Make sure you are up to date with your MBTI survey, your IDI, and the major paper due on 1 November.

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 (1 Nov, 12)

Myers-Briggs Analysis

Sheila Stevens—Director of Counselling Services, Tyndale

Due today at 8:30 a.m.: Leadership analysis essay

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:** 8 Nov.

Reflection Suggestions: Where does your understanding of MBTI help you better appreciate some issues involved with your close relationships? 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 (8 Nov, 12)

Interculturally Competent Leadership

Dan Sheffield – Director, Global and Intercultural Ministries
Free Methodist Church in Canada

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

Reflection Suggestions: What do the ideas about intercultural competence help you see for the first time regarding leadership?

Class #9 (15 Nov, 12)

Tensions, Dilemmas, Paradoxes in Leadership

What are key dilemmas and role confusions for leaders?
Student presentation on Heifetz Linsky ch. 6

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 #10 (22 Nov, 12)

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. 8-9 in [Leadership on the Line](#)

Begin reading Boers

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 #11 (29 Nov, 12)

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. 8-9

Reading: Complete reading Boers

Read chs. 10-11 in [Leadership on the Line](#)

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

Class #12 (6 Dec, 12)

Systems Thinking

Temptations of labeling and blaming
Crucial understandings of systems theory
Systems theory shedding light on family and the Bible
Student presentation on Heifetz Linsky chs. 10-11

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?

Final exam to be scheduled by registrar’s office.

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.

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.
- Duhigg, Charles. *The Power of Habit: Why We Do What We Do in Life and Business*. Toronto: Doubleday Canada, 2012.
- 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.
- Manion, Jeff. [*The Land Between: Finding God in Difficult Transitions*](#). Grand Rapids, 2010.
- 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.
- _____. *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

Branson, Mark Lau and Juan F. Martínez. *Churches, Cultures and Leadership: A Practical Theology of Congregations and Ethnicities*. Downers Grove, IL: InterVarsity Press, 2011.

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

Alvesson, Mats and André Spicer, eds. *Metaphors We Lead By: Understanding Leadership in the Real World*. New York: Routledge, 2011.

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.

Block, Peter. *Community: The Structure of Belonging*. San Francisco: Berrett-Koehler, 2009.

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.
- 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.
- _____. *Leadership Jazz*. Toronto: Doubleday, 1992.
- 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.
- Jackson, Brad and Ken Parry. [*A Very Short, Fairly Interesting and Reasonably cheap Book About Studying Leadership*](#). Second Edition. Washington: Sage, 2011.
- 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.

Palmer, Parker J. *Healing the Heart of Democracy: The Courage to Create a New Politics Worth of the Human Spirit*. San Francisco, CA: Jossey-Bass, 2011,

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.

van Vugt, Mark and Anjana Ahuja. *Naturally Selected: The Evolutionary Science of Leadership*. Toronto: HarperCollins, 2011.

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.
- Guiness, 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.

Carlin, John. *Invictus: Nelson Mandela and the Game that Made a Nation*. Toronto: 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)

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.

Gilkey, Langdon. *Shantung Compound: The Story of Men and Women Under Pressure*. San Francisco, CA: HarperSanFrancisco, 1966.

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)

Jin, Ha. *Nanjing Requiem*. New York: Pantheon, 2011. (Novel)

Kirsch, Jonathan. *Moses: A Life*. New York: Ballantine, 1998.

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.

Mallory, Sir Thomas. *Le Morte d'Arthur*. (Several versions, editions and translations.) (Novel)

Mantel, Hilary. *Bring Up the Bodies*. Toronto: HarperCollins, 2012. (Novel)

Morrell, Margot and Stephanie Capparell. *Shackleton's Way: Leadership Lessons from the Great Antarctic Explorer*. Toronto: Viking, 2001.

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.

Robinson, Marilynne. *Gilead*. New York: Farrar Straus Giroux, 2004. (Novel)

_____. *Home*. New York: Farrar Straus Giroux, 2008. (Novel)

Sem-Sandberg, Steve. *The Emperor of Lies*. Trans. Sarah Death. Toronto: House of Anansi, 2011. (Novel)

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

_____. *In Dubious Battle*. New York: Penguin, 1979. (Novel)

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

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.

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

Briggs Myers, Isabel and Peter B. Myers. *Gifts Differing: Understanding Personality Type*. Palo Alto: Davies-Black Publishing, 1995.

Cain, Susan. [*Quiet: The Power of Introverts in a World that Can't Stop Talking*](#). New York: Crown Publishers, 2012.

Kahnweiler, Jennifer B. [*The Introverted Leader: Building on Your Quiet Strength*](#). San Francisco: Berrett-Koehler Publishers, 2009.

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

Keirsey, 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.
- Kirby, Linda K. and Kathrine D. Myers. *Introduction to Type: A Guide to Understanding You Results on the Myers-Briggs Type Indicator, 5th Ed.* Palo Alto: Consulting Psychologists Press, 1993.
- Lawrence, Gordon. *Looking at Type and Learning Styles*. Gainseville: CAPT Inc., 2004.
- 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.
- Quenk, Naomi, L. *Was That Really Me?* Palo Alto: Davies-Black Pub., 2002.
- Reeves, Nancy. *Spirituality for Extroverts: And Tips for Those Who Love Them*. Nashville: Abingdon Press, 2008.
- Tieger, Paul D. and Barbara Barron. *Do What You Are: Discover the Perfect Career for You Through the Secrets of Personality Type*. New York: Little, Brown & Co., 2007.
- Tieger, Paul D. and Barbara Barron. *Just Your Type: Create the Relationship You've Always Wanted Using the Secrets of Personality Type*. New York: Little, Brown & Co., 2000.

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).

PROPHETIC LEADERSHIP AND OTHER FORMS OF DISSENT

Bohler, Carolyn Stahl. [*When You Need to Take a Stand*](#). Louisville, KY: Westminster John Knox, 1990.

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.

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

Forest, Jim. *Love is the Measure: A Biography of Dorothy Day*. Maryknoll, NY: Orbis, 1994.

Giardina, Denise. *Saints and Villains*. New York: W. W. Norton and Company, 1998. (Novel)

Giono, Jean. [*The Man Who Planted Trees*](#). White River Junction, VT: Chelsea Green Publishing House, 2004.

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.
- Kidder, Tracy. [*Mountains Beyond Mountains: The Quest of Dr. Paul Farmer, A Man who would Cure the World*](#). New York: Random House, 2003.
- Kiser, John W. *The Monks of Tibhirine: Faith, Love, and Terror in Algeria*. New York: St. Martin's Press, 2002.
- Lifton, Robert Jay. *Witness to an Extreme Century: A Memoir*. Toronto: Free Press, 2011.
- Loeb, Paul Rogat, ed. [*The Impossible Will Take a Little While: A Citizen's Guide to Hope in a Time of Fear*](#). New York: Basic Books, 2004.
- Mandela, Nelson. *Long Walk to Freedom: The Autobiography of Nelson Mandela*. London ENG: Little, Brown, and Company, 1994.
- Milgram, Stanley. *Obedience to Authority*. New York: Harper & Row, 1974.
- 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.
- Mosley, Don with Joyce Hollyday. *With Our Own Eyes: The Dramatic Story of a Christian Response to the Wounds of War, Racism, and Oppression*. Scottdale, PA: Herald Press, 1996.
- Nair, Keshavan. [*A Higher Standard of Leadership: Lessons from the Life of Gandhi*](#). San Francisco, CA: Berrett-Koehler Publishers, 1997.
- 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.
- Pawel, Miriam. *The Union of Their Dreams: Power, Hope, and Struggle in Cesar Chavez's Farm Worker Movement*. New York: Bloomsbury Press, 2009.
- Phillips, Donald T. *Martin Luther King, Jr. on Leadership: Inspiration and Wisdom for Challenging Times*. New York: Warner Books, 1999.

- Pipher, Mary. *Writing to Change the World*. New York: Riverhead Books, 2006.
- Press, Eyal. *Beautiful Souls: Saying No, Breaking Ranks, and Heeding the Voice of Conscience in Dark Times*. New York: Farrar, Straus & Giroux, 2012.
- Quinn, Robert E. *Change the World: How Ordinary People Can Accomplish Extraordinary Results*. San Francisco, CA: Jossey-Bass, 2000.
- Spink, Kathryn. *Jean Vanier & L'Arche: A Communion of Love*. Nepean, ON: Meakin and Associates, 1990.
- Stout, Jeffrey. *Blessed are the Organized: Grassroots Democracy in America*. Princeton: Princeton University Press, 2010.
- Thomas, Louisa. *Conscience: Two Soldiers, Two Pacifists, One Family – A Fest of Will and Faith in World War I*. Toronto: Penguin, 2011.
- Wallis, Jim and Joyce Hollyday, eds. *Cloud of Witnesses*. Maryknoll, NY: Orbis, 1991.
- Wind, Renate. [*Dietrich Bonhoeffer: A Spoke in the Wheel*](#). Grand Rapids, MI: Eerdmans, 1990.
- Zahn, Gordon. *In Solitary Witness: The Life and Death of Franz Jägerstätter*. Boston: Beacon, 1964.

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

Arpin-Ricci, Jamie. *The Cost of Community: Jesus, St. Francis and Life in the Kingdom*. Downers Grove, IL: InterVarsity, 2011.

- 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. *Leading God's People: Wisdom from the Early Church for Today*. Grand Rapids: Eerdmans, 2012.
- 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. *Incarinate Leadership: 5 Leadership Lessons from the Life of Jesus*. Grand Rapids, MI: Zondervan, 2009.
- Robinson, Bill. *Incarinate 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.
- Witt, Lance. *Replenish: Leading from a Healthy Soul*. Grand Rapids, MI: Baker, 2011
- 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.