



TYNDALE
• SEMINARY •

Course Syllabus WINTER 2013

**COURSE TITLE: LEADERSHIP DEVELOPMENT
COURSE CODE: LEAD 0510**

DATE & TIME: JANUARY 7TH – 11TH, 8:30 AM – 4:30 PM

INSTRUCTOR: PETER DICKENS, PHD

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Office Hours: By appointment

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

I. COURSE DESCRIPTION

This foundational and introductory course seeks to develop a biblical-theological, historical and cultural understanding of the best practices of leadership in the church, ministry organizations and the marketplace. Each student will gain insight into their leadership potential, gifts, values, preferences, style, and skill levels. They will grow in the ability to think and respond as leaders in whatever settings they serve. Students will implement their understanding of leadership and reflect on those implementations. They will learn to understand and maximize their influence through their personal formation and the development of strategies for delivery of their unique leadership style.

II. LEARNING OUTCOMES

Upon successful completion of the course the student shall demonstrate:

- actions and attitudes that demonstrate a Biblical approach to leadership that is also informed by current leadership theory and practices
- a willingness to adjust their behaviour and embrace change based on self-awareness, reflection and feedback
- an ability to influence others in a team setting
- an approach to leadership that reflects the complexity of systems dynamics

- a deepened sense of urgency about demonstrating and encouraging missional leaders to accomplish Kingdom work on a regional, national or international level in both a ministry and a marketplace setting.

III. COURSE REQUIREMENTS

A. REQUIRED TEXTS

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

Rinehart, S.1998. *Upside down: the Paradox of Servant-Leadership*. Colorado Springs, CO: NavPress. ISBN1-57683-079-9

Heifetz, R & Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Boston, MA: Harvard Business School Press. ISBN 9781422105764

The *Myers-Briggs* assessment instrument (available in the Tyndale Bookstore)

B. SUPPLEMENTARY/RECOMMENDED READING

Various readings to be distributed in class.

C. ASSIGNMENTS AND GRADING

1. Action Learning Project: Due on January 7th, 2013; 25% of final grade.

Students will be expected to work in teams of 6 - 8 throughout the week, reflecting on a specific leadership challenge or opportunity that is drawn from the real experience or context of the team members. The project will be of their choosing but must provide each team member an opportunity to develop their own leadership capacity. Team will make a 15 - 18 minute presentation of their project to the class on the last session of the week.

Basis of grade: Quality of teamwork as evidenced throughout term and quality of team presentation.

2. Reflective Leadership Essay: Due on January 21st, 2013; 25% of final grade.

The reflective leadership essay is an autobiographical essay that relates their leadership experiences with significant literature in the field. This 1,500 word essay is expected to build upon the student's professional experience and learning in the course. Students will be expected to demonstrate reflection on past and present roles in a pastoral and/or community setting. They will also be expected to place an of autobiographic leadership story within the context of significant and relevant leadership literature.

Basis of grade: Demonstrated understanding of relevance of required reading to their own leadership experience and perspective

3. Fundamentals of Christian Leadership Paper: Due on February 11th, 2013; 50% of final grade.

Each student will be expected to prepare a missional, operational and biblically-based set of leadership principles and explain how they will influence their practice of leadership. One of the fruitful paths to take with such a paper will be to develop a list of principles that make Christian leadership unique. The paper should identify the principles and implications and then conclude with a model of leadership that flows from the principles. This paper should meet graduate level academic research standards of the institution in its approach, quality, length, and style. As such the paper should be approximately 7-10 pages in length. It is expected that a minimum of a ten resources as well as the text of scripture be used to develop the guiding principles and the model that binds the principles together.

Basis of grade: Quality of research and presentation.

D. GENERAL GUIDELINES FOR THE SUBMISSION OF WRITTEN WORK

Students should consult the current *Academic Calendar* for academic policies on Academic Honesty, Gender Inclusive Language in Written Assignments, Late Papers and Extensions, Return of Assignments, and Grading System. The Academic Calendar is posted at www.tyndale.ca/seminary/calendar. An excerpt is attached with this syllabus for easy reference.

Academic Integrity

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.

E. SUMMARY OF ASSIGNMENTS AND GRADING

Evaluation is based upon the completion of the following assignments:

Reflective leadership essay	25%
Action learning project	25%
Fundamental of Christian leadership research paper	50%
Total Grade	100%

IV. COURSE OUTLINE AND SCHEDULE

TIME	TOPICS OF DISCUSSION	SUPPORTING ASSIGNMENTS
Day 1	<p>Unit I: A Theology of Leadership</p> <ul style="list-style-type: none"> A. Your definitions of leadership B. Biblical foundations of leadership C. Historical development of leadership theory and its relationship to management D. Developing a theology of leadership 	<ul style="list-style-type: none"> a. Reflect on your experiences and assumptions about leadership b. Read Daniel 4, 1 Samuel 9 – 16, Mark, and Ephesians 4 and be prepared to discuss implications for leadership.
Day 2	<p>Unit II: The Person of The Leader</p> <ul style="list-style-type: none"> A. Framing your personal values from a biblical perspective B. Understanding the basis for, and implications of your mental models C. Understanding your personal learning style in the context of transformative learning D. Developing a awareness of your personality profile and its implications for leadership E. Developing your emotional and spiritual intelligence F. Understand your preferred change paradigm 	<ul style="list-style-type: none"> a. Find one Biblical leadership motif/theme and prepare to explain it. b. Score assessment instrument as assigned (i.e. MBTI) c. Prepare to describe your leadership style in your group. d. Prepare to discuss your perspective on change at a personal as well as organizational level c. Read and be ready to discuss Nouwen

TIME	TOPICS OF DISCUSSION	SUPPORTING ASSIGNMENTS
Day 3	<p>Unit III: The Leader’s Capacities and Impact in Influencing People</p> <p>A. Philosophical and biblical perspectives regarding people</p> <p>B. Developing an “other-centered” perspective</p> <p>C. Motivation, inspiration and engagement</p> <p>D. Coaching others</p> <p>E. Influencing change</p>	<p>a. Reflect on your own view of the human condition and the adequacy of the view demonstrated in places you have worked.</p> <p>b. Reflect on and be prepared to discuss how you have influenced others</p> <p>c. Read and be prepared to discuss Rinehart</p>
Day 4	<p>Unit IV: Systems Leadership</p> <p>A. Understanding the development and application of systems thinking to pastoral leadership</p> <p>B. Reflecting on the dynamics of change within churches, families and organizations</p> <p>C. Locating an understanding of missional leadership in the context of a rapidly changing environment</p>	<p>a. Reflect on and be prepared to discuss evidence of systems dynamics in scripture</p> <p>b. Examine a specific context (church, ministry, program) through a systems lens in order to develop adaptive change strategies</p> <p>c. Read and be prepared to discuss Rost</p>
Day 5	<p>Unit IV: Systems Leadership (cont’d)</p> <p>Unit V: Presentation of Action Learning Projects</p> <p>A. Teams will present their projects</p>	<p>a. Be prepared to present your project in a way that engages the whole class</p>

V. BIBLIOGRAPHY

The class will include circulation of materials especially useful on the subjects of discussion. In addition an updated reading list that includes all the resources that are new and referenced in class discussion will be handed out the second to last day of class. Both instructor and students will be involved in presenting useful materials beyond those listed to follow:

GENERAL LEADERSHIP THEMES

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

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

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

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

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

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

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.

Ford, Leighton. *Transforming Leadership: Jesus' Way of Creating Vision, Shaping Values, and Empowering Change*. DoversGrove, IL: InterVarsity Press, 1991.

Handy, Charles B. *The Age of Unreason*. Boston, MA: Harvard Business School Press, 1990.

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, Marshall Goldsmith and Leader to Leader Institute. *The Leader of the Future 2: Visions, Strategies, and Practices for the New Era*. 1st ed. San Francisco: Jossey-Bass, 2006.

Jaworski, Joseph. [*Synchronicity: The Inner Path of Leadership*](#). San Francisco: Berrett-Koehler, 1998.

- Kouzes, James M. and Barry Z. Posner. [The Leadership Challenge](#). 3d ed. San Francisco: Jossey-Bass, 2002.
- Kouzes, James M. and Barry Z. Posner. *Christian Reflections on the Leadership Challenge*. 1st pbk ed. San Francisco, CA; Chichester: Jossey-Bass; John Wiley distributor, 2006.
- Lawrence, Michael and Larry C. Spears. *Focus on Leadership: Servant Leadership for the 21st Century*. New York: John Wiley and Sons, 2002.
- Morgan, Gareth. [Images of Organization](#). San Francisco: Jossey-Bass, 1997.
- Northouse, Peter G. [Leadership: Theory and Practice](#). 4th ed. Thousand Oaks: SAGE Publications, 2007.
- Parks, Sharon D. [Leadership Can be Taught: A Bold Approach for a Complex World](#). Boston, MA: Harvard Business School Press, 2005.
- Sanders, J. Oswald. *Spiritual Leadership*. Chicago: Moody Press, 1994.
- Senge, Peter M. and others. *The Dance of Change*. New York: Broadway Business, 1999.
- Wheatley, Margaret J. [Leadership and the New Science](#). San Francisco: Berrett-Koehler, 1994.
- Wright, Walter C. *Relational Leadership: A Biblical Model for Leadership Service*. Waynesboro, GA: Paternoster Publishing, 2000.
- Yukl, Gary A. *Leadership in Organizations*. 6th ed. Upper Saddle River, NJ: Pearson/Prentice Hall, 2006.

THE PERSON OF THE LEADER

- Autry, James A. *The Servant Leader*. Rosedale, CA: Prima Publishing, 2001.
- Block, Peter. [Stewardship](#). San Francisco: Berrett-Koehler, 1993.
- 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, CN: Praeger, 2004.
- Curtis, Brent and John Eldredge. *The Sacred Romance*. Nashville, TN: Thomas Nelson, 1997.
- Gardner, Howard. *Five Minds for the Future*. Boston: Harvard Business School Press, 2006.
- George, William W. [Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value](#). 1st ed. San Francisco: Jossey-Bass, 2003.
- Goleman, Daniel. *Emotional Intelligence*. New York: Bantam, 1995.

- 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.
- Marcova, Dawna. [*I Will Not Die an Unlived Life*](#). Boston: Conari Press, 2000.
- McCarthy, Kevin W. *The On-Purpose Person*. Colorado Springs, CO: Pinon Press, 1992.
- Nouwen, Henri J. M. *In the Name of Jesus: Reflections on Christian Leadership*. New York: Crossroad, 1989.
- Palmer, Parker J. *Let Your Life Speak: Listening for the voice of Vocation*. San Francisco: 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.
- 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*. 1st ed. San Francisco: Jossey-Bass, 1996.
- Whitney, Diana K. and Amanda Trosten-Bloom. [*The Power of Appreciative Inquiry*](#). San Francisco: Berrett-Koehler, 2003.

INFLUENCING PEOPLE AS A LEADER

- Adams, Marilee G. [*Change Your Questions, Change Your Life: 7 Powerful Tools for Life and Work*](#). San Francisco: Berrett-Koehler, 2004.
- Whitney, Diana K. and Amanda Trosten-Bloom. [*The Power of Appreciative Inquiry*](#). San Francisco: Berrett-Koehler, 2003.
- Goleman, Daniel. *Social Intelligence*. New York: Bantam, 2006.
- Helgeson, Sally. [*The Web of Inclusion*](#). New York: Currency-Doubleday, 1995.
- Kegan, Robert and Lisa L. Lahey. [*How the Way We Talk Can Change the Way We Work: Seven Languages for Transformation*](#). 1st ed. San Francisco: Jossey-Bass, 2001.
- Mason, Mike. *Practicing the Presence of People*. Colorado Springs, CO: WaterBrook, 1999.
- Pollard, C. William. [*The Soul of the Firm*](#). New York; Grand Rapids, MI: HarperBusiness; Zondervan Pub. House, 1996.
- Tannen, Deborah. *You Just Don't Understand: Women and Men in Conversation*. New York: Ballantyne, 2001.

Zander, Rosamund S. and Benjamin Zander. [The Art of Possibility](#). Boston, MA: Harvard Business School Press, 2000.

LEADERSHIP AND CHANGE PROCESSES

Anderson, Terry D. *Transforming Leadership: New Skills for an Extraordinary Future*. Amherst, MA: HRD Press, 1992.

Boers, Arthur P. *Never Call Them Jerks: Healthy Responses to Difficult Behavior*. Herndon, VA: Alban Institute, 1999.

Collins, James C. *Good to Great*. Oxford: Blackwell Press, 2001.

Kotter, John P. [Leading Change](#). San Francisco: Berrett-Koehler, 1996.

Long, Jimmy. *Generating Hope: A Strategy for Reaching the Postmodern Generation*. Downer's Grove, MI: InterVarsity Press, 1997.

Mintzberg, Henry. *The Rise and Fall of Strategic Planning : Reconceiving Roles for Planning, Plans, Planners*. New York; Toronto: Free Press; 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*. 1st ed. San Francisco: Jossey-Bass Publishers, 1995.

PURPOSE/MISSION

Bonhoeffer, Dietrich. [Life Together](#). Tr. Daniel W. Bloesch and James H. Burtness. Minneapolis, MN: Fortress Press, 2004.. (see also [other edition](#))

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.

Long, Jimmy. *Generating Hope: A Strategy for Reaching the Postmodern Generation*. Downer's Grove, MI: InterVarsity Press, 1997.

Manning, Paul. "On Mission and Leadership." *Leadership & Organization Development Journal*, 24(1/2) (2003): 115.

McLaren, Brian D. *Reinventing Your Church*. Grand Rapids, MI: Zondervan, 1998.

McLaren, Brian D. [The Church on the Other Side: Doing Ministry in the Postmodern Matrix](#). Grand Rapids, MI: Zondervan, 2000.

Sherman, Doug and William Hendricks. *Your Work Matters to God*. Colorado Springs, CO: NavPress, 1987.

Sweet, Leonard I., Brian D. McLaren and Jerry Haselmayer. ["A" is for Abductive: The Language of the Emerging Church](#). Grand Rapids, MI: Zondervan, 2003.