



# **Leading Team-Based Ministry CEAM 6314**

New Orleans Baptist Theological Seminary  
Christian Education Division

Jody Dean, PhD  
Assistant Professor for Christian Education  
Director, Mentoring Programs in Christian Education  
New Orleans Baptist Theological Seminary  
Dodd Building 111  
3939 Gentilly Blvd.  
New Orleans, LA 70126  
(504) 282-4455 Ext. 3349  
jdean@nobts.edu

---

*The mission of New Orleans Baptist Theological Seminary is to equip leaders to fulfill the Great Commission and the Great Commandments through the local church.*

---

## **Purpose of the Course**

The purpose of this course is to provide quality theological education for students in the area of building a team-based ministry in the context of the local church. The course will emphasize the seminary's current core value focus assigned annually by the Administrative Council

## **Core Value Focus**

### Core Values

*Doctrinal Integrity* – Knowing that the Bible is the Word of God, we believe it, teach it, proclaim it, and submit to it. The doctrinal statements used in our evaluations are our Articles of Religious Belief and the Baptist Faith and Message Statement.

*Spiritual Vitality* – We are a worshiping community, with both personal spirituality and gathering together as a Seminary for the praise and adoration of God and instruction in His Word.

*Mission Focus* – We are not here merely to get an education or to give one. We are here to change the world by fulfilling the Great Commission and the Great Commandments through the local church and its ministries.

*Characteristic Excellence* – What we do, we do to the utmost of our abilities and resources as a testimony to the glory of our Lord and Savior Jesus Christ.

*Servant Leadership* – We follow the model of Jesus and exert leadership and influence through the nurture and encouragement of those around us.

Annually, the President will designate a core value that will become the focus of pedagogy for the year. For 2016-2017 academic year that Core Value is *Characteristic Excellence*.

## **Curriculum Competencies Addressed**

This course will address the following curriculum competencies:

1. *Interpersonal Skills*: Understand how to build relationships with other ministry leaders within the local church.
2. *Servant Leadership*: Determine how the Senior Pastor and other staff members can serve one another while still providing the appropriate leadership required.

3. *Spiritual and Character Formation:* As a staff team intentionally “grow up in all things into Him who is the head – Christ” (Eph. 4:15b, NKJV).

### **Course Description**

This course is designed to be an analysis of servant leader roles and ministry team dynamics in a multiple-staff ministry in the local church.

### **Student Learning Outcomes**

This course is designed to be highly interactive. Specifically, the course will examine the dynamics that play a role in the forming and performance of a local church staff as a ministry team. Moreover, the course will address the associated characteristics and methodologies of team ministry relations, as well as the appropriateness of each in a local church context. The student involved in this process should be able to accomplish the following:

1. Demonstrate an understanding of the theological and ecclesiastical foundation and context of the local church and the implementations of this understanding upon leadership and team ministry.
2. Analyze and examine biblical principles and qualifications of team leadership
3. Develop a Church Staffing Plan that includes establishing the need for a staff position, the administrative activities that lead up to recruitment, recruitment and hiring principles as well as any legal requirements
4. Learn how to manage oneself in areas of time, emotions and interpersonal relationships. Understand various challenges to families of church staff ministers and how to confront them
5. Gain a deeper understanding of the importance of interpersonal relationships and how to more effectively connect with and work with people and under supervision.
6. Develop an appreciation for the compound issues related to the recruiting of, overseeing and working with staff members. Gain exposure to and learn from some leaders who are currently active in the local church ministry.
7. Gain an understanding of special leadership issues that are often sensitive and challenging (i.e., initiating change, conducting broad-based communication, dealing with conflict and criticism, initiating biblical confrontation and church discipline, etc.).

### **Required Readings**

The following texts and resources are required reading for class discussions and are to be read in their entirety unless otherwise specified.

#### **Required Texts**

Hartwig, Ryan T. and Warren Bird. *Teams That Thrive: Five Disciplines of Collaborative Church Leadership*. Downers Grove. InterVarsity Press, 2015.

#### **Optional Texts**

MacMillan, Pat. *The Performance Factor*. Nashville, TN. Broadman and Holman, 2001.

Putman, Jim. *Church Is A Team Sport*. Grand Rapids, MI. Baker Books, 2008.

Stanley, Andy. *Choosing to Cheat: Who Wins When Family and Work Collide*. Colorado Springs, CO: Multnomah Books, 2003.

## Course Teaching Methodology

### **Units of Study**

#### **UNIT I. The church Staff - Past and Present**

An awareness of the biblical basis of multiple ministries in churches; of factors related to the growth of church staffs; and current needs for various staff positions.

#### **UNIT II. Designing a Church Staff Plan both Paid and Volunteer**

A study of the basic concepts and procedures to develop a functioning multiple-ministry staff:

1. The major responsibilities of the Personnel Committee.
2. Analysis of differing approaches to staff organization.
3. The steps involved in establishing a church staff organization and legal provisions relating to employment and volunteers.
4. Development of a staff organization chart and job descriptions
5. The advantages and disadvantages of a formal salary plan and the steps involved in the development and maintenance of such a plan.
6. The categories of items that should comprise a personnel policies and procedure manual.

#### **UNIT III. Enlisting and Orienting church Staff and Lay Volunteers**

The development of staff member recruitment and orientation procedures of:

1. The development of job qualifications and the use of applications for staff positions. Steps in the interview of prospective staff
2. The items to be included in induction and orientation of a new staff member.
3. The major approaches appropriate to a new staff member beginning to serve.

#### **UNIT IV. The Staff Functioning Effectively**

The application, and synthesis of the operational features of an effective church staff that include:

1. The elements of staff meetings.
2. The elements of effective inter-personal church staff relationships.
3. How to deal with unsatisfactory staff performance and termination.

**Teaching Method.** This class will be an interactive dialogue with between the professor and students via lecture, assessment of case studies, and student involvement in research and presentation.

## Assignments and Evaluation Criteria

### **Unit I**

Unit Exam: Personal Assessment for Staffing Ministry both paid and volunteer. *This assignment is related to SLO#1 and 2.*

**Given in class Tuesday September 22nd**

### **Unit II**

Case Study Staff Plan

This assignment will be conducted through a case study that student will respond to by creating a staff plan for the church in the case study that includes the following: rationale for each staff position, budget plan for each staff position, job description and performance evaluations to coach a team to reach the strategy and goals outlined by the church. A Biblical foundation should be utilized in the staff plan. *This assignment is related to SLO #3 and 4.*

**Due October 13<sup>th</sup> in class.**

### **Unit III**

Write a personal code of ethics for a staff position. This should be formulated with a view toward the way relationships with the church, the community, the staff and other professional persons, as well as family should be governed. The paper will be 2 to 3 pages in length. Choice of the specific ministry position is the student's prerogative. *This assignment is related to SLO# 1,2, 4 and 6* **Due November 10<sup>th</sup> in class.**

### **Unit IV**

Write a **Research Paper** on the subject of Staff Relationships. The paper will **be 10 to 15 pages in length**

and will utilize a minimum of 10 *research resources*. *One of the resources must be a primary research interview with a professional staff member of a local church or Christian organization.* The title of the paper must be directly related to building or improving relationships among professional staff members in a church. The paper will be written from the perspective of a church with two or more staff members. The paper should be applicable to the entire church staff (both paid and lay) and will include ways that the research ideas can be implemented to improve church staff relationships. *This assignment is related to SLO #5,6, and 7* **Due December 8<sup>th</sup> in class.**

Value of each learning event is as follows:

Unit one exam	10%
Case study staff plan	30%
Personal Code of Ethics	10%
Research Paper	40%
Class participation	10%

### **Course Policies**

**Academic Honesty Policy:** All graduate and undergraduate NOBTS students, whether on-campus, internet, or extension center students, are expected to adhere to the highest Christian standard of honesty and integrity when completing academic assignments for all courses in every delivery system format. The Bible provides our standard for academic integrity and honesty. This standard applies whether a student is taking tests, quizzes, exams, writing papers, completing Discussion Boards, or any other course requirement.

**Assignment Formatting:** Unless otherwise noted, all assignments are to follow Turabian 8<sup>th</sup> edition. All written assignments must be Word documents or PDFs to insure the professor or teaching assistant can open the document, written in third person unless otherwise instructed, and created in 12 pt. Times New Roman font.

**Assignment Submission:** All assignments are to be submitted to Blackboard by 11:59 p.m. of the due date unless otherwise indicated. Do not send files as attachments via email to the professor. For technical reasons, this mode of file transmission is extremely inefficient.

**Grading Scale:** Your final grade will be based on your total accumulation of points as indicated under the *Assignments and Evaluation Criteria* section of this syllabus according to the grading scale in the NOBTS 2015-2016 catalog.

A 93-100 B 85-92 C 77-84 D 70-76 F 69 and below

**Late Assignments:** Only under extreme circumstances, and with prior approval, will a late assignment be accepted. Late assignments will be assessed an initial 10 percent penalty and 1 percent for each day after the due date (i.e. 10/1 points for a 100 point assignment, 3/.3 points for a 30 point assignment). No assignments will be accepted more than two weeks after the original due date. Missed presentations may not be made up.

**Netiquette: Appropriate Online Behavior:** Each student is expected to demonstrate appropriate Christian behavior when working online. The student is expected to interact with

other students in a fashion that will promote learning and respect for the opinions of others in the course. A spirit of Christian charity is expected at all times in the online environment.

**Plagiarism:** A high standard of personal integrity is expected of all students. Copying another person's work, submitting downloaded material without proper references, submitting material without properly citing the source, submitting the same material for credit in more than one course, and other such forms of dishonesty are strictly forbidden. *Although anything cited in three sources is considered public domain, we require that all sources be cited.* Any infraction will result in failing the course. Any infraction will be reported to the Dean of Students for further action.

**Revision of the Syllabus:** The course syllabus is not a legal contract. Any syllabus revision will be preceded by a reasonable notice to students. The standards and requirements set forth in this syllabus may be modified at any time by the professor. Notice of such changes will be by announcement in class or by email notice.

**Withdrawal from the Course:** The administration has set deadlines for withdrawal. These dates and times are published in the academic calendar. Administration procedures must be followed. You are responsible to handle withdrawal requirements. A professor can't issue a withdrawal. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in the course if you choose not to attend once you are enrolled.

### **Technical Assistance**

For assistance regarding technology, consult ITC (504-816-8180) or the following websites:

1. [Selfserve@nobts.edu](mailto:Selfserve@nobts.edu) - Email for technical questions/support requests with the [Selfserve.nobts.edu](http://Selfserve.nobts.edu) site (Access to online registration, financial account, online transcript, etc.)
2. [BlackboardHelpDesk@nobts.edu](mailto:BlackboardHelpDesk@nobts.edu) - Email for technical questions/support requests with the NOBTS Blackboard Learning Management System [NOBTS.Blackboard.com](http://NOBTS.Blackboard.com).
3. [ITCSupport@nobts.edu](mailto:ITCSupport@nobts.edu) - Email for general technical questions/support requests.
4. [www.NOBTS.edu/itc/](http://www.NOBTS.edu/itc/) - General NOBTS technical help information is provided on this website.

[Other paragraphs might be included, such as: expectations for reading assignments, policy on late assignments, academic honesty, classroom demeanor, extra credit]

### **Help for Writing Papers at "The Write Stuff"**

NOBTS maintains a Writing Center designed to improve English writing at the graduate level. Students can receive writing guides, tips, and valuable information to help in becoming a better writer.

### **Plagiarism on Written Assignments**

NOBTS has a no tolerance policy for plagiarism. Plagiarism in certain cases may result in expulsion from the seminary. See the NOBTS Student Handbook for definition, penalties, and policies associated with plagiarism.

## Course Schedule

Week 1  
Course Introduction  
Biblical foundations for the Church staff  
Week 2  
Development of the staff organization  
The Personnel Committee  
Week 3  
Personnel Policy Manuals  
Position Descriptions  
Week 4  
Salary Plans  
Compensation  
Week 5  
Hiring Procedures  
Prospective staff members  
Week 6  
Code of Ethics  
Interviews and Selection  
Week 7  
Orientation of the New Staff Member  
Evaluation of Personnel  
Week 8  
Discipline  
Week 9  
Meetings  
Week 10  
Staff Relationships  
Week 11  
Staff Relationships  
Week 12  
Staff Relationships  
Week 13  
Staff Relationships  
Week 14  
Course Review

### Selected Bibliography

- Anderson, Lynn.. *They smell like sheep*. West Monroe, LA: Howard Publishing Co. 1997
- Barker, Joel Arthur.. *Future edge: Discovering the new paradigms of success*. New York: William Morrow and Company. 1992
- Barna, George, ed.. *Leaders on leadership: Wisdom, advice and encouragement on the art of leading God's people*. Ventura, CA: Regal Books. 1992
- Beckhard, Richard, Marshall Goldsmith, and Frances Hesselbein, eds.. *The leader of the future*. San Francisco: Jossey-Bass Publishers. 1996
- Bennis, Warren.. *Learning to lead: A workbook on leadership*. Reading, MS: Perseus Books. 1997
- \_\_\_\_\_. 1990. *Why leaders can't lead*. San Francisco: Jossey-Bass Publishers.
- Bennis, Warren, and Burt Nanus.. *Leaders: The strategies for taking charge*. New York: Harper & Row. 1985
- Blackaby, Henry, and Richard Blackaby.. *Spiritual leadership*. Nashville: Broadman & Holman Publishers. 2001
- Blanchard, Kenneth.. *Leadership and the one minute manager*. New York: William Morrow & Company. 1992
- Blanchard, Kenneth, and Robert Lorber.. *Putting the one minute manager to work: How to turn the 3 secrets into skills*. New York: Berkley Books. 1984
- Blanchard, Ken, and Terry Waghorn. 1997. *Mission Possible: Becoming a world-class organization while there's still time*. New York: McGraw-Hill.
- Blanchard, Kenneth, and Norman Vincent Peale.. *The power of ethical management*. New York: Fawcett Crest. 1988
- Blanchard, Kenneth, Drea Zigarmi, and Patricia Zigarmi.. *Leadership and the one minute manager*. New York: William Morrow and Company. 1985
- Brandt, Henry.. *When you're tired of treating the symptoms, and you're ready for a cure, give me a call*. Brentwood: Wolgemuth & Hyatt Publishers. 1991
- Buford, Bob.. *Halftime: Changing your game plan from success to significance*. Grand Rapids: Zondervan Publishing Company. 1994
- Burt, Steve.. *Activating leadership in the small church*. Valley Forge, PA: Judson Press. 1988
- Callahan, Kennon L.. *Effective church leadership*. San Francisco: HarperCollins Publishers. 1990
- Collins, James C., and Jerry I. Porras.. *Build to last: Successful habits of visionary companies*. New York: HarperCollins Publishers. 1997
- Conner, Daryl R.. *Managing at the speed of change: How resilient managers succeed and prosper where others fail*. New York: Villard Books. 1993
- Covey, Stephen.. *Principle-centered leadership*. New York: Simon & Schuster. 1991
- Cox, Danny, and John Hoover.. *Leadership when the heat's on*. New York: McGraw-Hill. 1992
- Crosby, Phillip B.. *The absolutes of leadership*. San Diego: Pfeiffer & Company. 1996
- DePree, Max.. *Leadership is an art*. New York: Doubleday. 1989
- \_\_\_\_\_. *Leadership jazz*. New York: Doubleday. 1992
- Finzel, Hans.. *Empowered leaders: The ten principles of Christian leadership*. Nashville: Word Publishing. 1998
- \_\_\_\_\_. *The top ten mistakes leaders make*. Wheaton, IL: Victor Books/SP Publications. 1994
- Ford, Leighton.. *Transformational leadership: Jesus' way of creating vision, shaping values & empowering change*. Downers Grove, IL: InterVarsity Press. 1991
- Frick, Don M., and Larry C. Spears.. *On becoming a servant leader*. San Francisco: Jossey-Bass Publishers. 1996
- Gouillart, Francis J., and James N. Kelly. *Transforming the organization*. New York: McGraw-Hill, 1995.

- Graham, Rose. *Church Administrative Assistant Handbook*. Kansas City: Beacon Hill Press. 2007.
- Grenz, Arlo.. *The confident leaders: Getting a good start as a Christian minister*. Nashville: Broadman & Holman Publishers. 1994
- Hayhurst, Jim, Sr.. *The right mountain: Lessons from Everest on the real meaning of success*. Toronto: John Wiley & Sons. 1996
- Hersey, Paul, and Kenneth H. Blanchard.. *Management of organizational behavior: Utilizing human resources*. 5<sup>th</sup> ed. Englewood Cliffs, NJ: Prentice-Hall. 1988
- Hocking, David.. *The seven laws of Christian leadership*. Ventura, CA: Gospel Light. 1991
- Hybels, Bill.. *Descending into greatness*. Grand Rapids: Zondervan. 1993
- Kotter, John P.. *A force for change: How leadership differs from management*. New York: Free Press. 1990
- \_\_\_\_\_. *The leadership factor*. New York: Free Press. 1988
- \_\_\_\_\_. *Leading change*. Boston: Harvard Business School Press. 1996
- Kouzes, James M., and Barry Z. Posner.. *Credibility: How leaders gain and lost it, why people demand it*. San Francisco: Jossey-Bass Publishers. 1993
- \_\_\_\_\_. *The leadership challenge*. San Francisco: Jossey-Bass Publishers. 1987
- Lawson, Kevin. *How to Thrive in Associate Staff Ministry*. Alban Institute. 2000.
- Malphurs, Aubrey.. *Being leaders: The nature of authentic Christian leadership*. Grand Rapids, MI: Baker Books. 2003
- \_\_\_\_\_. *Maximizing your effectiveness: How to discover and develop your divine design*. Grand Rapids: Baker Books. 1995.
- \_\_\_\_\_. *Leading Leaders*. Grand Rapids: Baker Books. 2005.
- \_\_\_\_\_. *Strategic Disciple Making: A practical tool for successful ministry*. Grand Rapids: Baker Books, 2009.
- Martonia, Ron.. *Morph! The texture of leadership for tomorrow's church*. Loveland, CO: Group Publishing. 2003
- McIntosh, Gary L., and Samuel D. Rima, Sr.. *Overcoming the dark side of leadership*. Grand Rapids: Baker Books. 1997
- Miller, Calvin.. *Th empowered leader: 10 keys to servant leadership*. Nashville: Broadman & Holman Publishers. 1995.
- Miller, Steve.. *C.H. Spurgeon on spiritual leadership*. Chicago: Moody Press. 2003.
- Mitchell, Kenneth. *Multiple Staff Ministries*. John Knox Press. 1988.
- Morgan, Tony and Tim Stevens. *Simply Strategic Volunteers: Empowering People for Ministry*. Loveland CO: Group Publishing. 2005.
- Nuechterlein, Anne Marie. *Improving Your Multiple Staff Ministry: How to work effectively together*. Augsburg Fortress Press. 1989.
- Oakley, Ed, and Doug Krug.. *Enlightened leadership: Getting to the heart of change*. New York: Simon & Schuster. 1991.
- Ogden, Greg. *Unfinished Business: Returning the Ministry to the People of God*. Grand Rapids: Zondervan. 2003.
- Osborne, Larry. *Sticky Teams: Keeping your Leadership Team and Staff on the Same Page*. Grand Rapids: Zondervan Publishing. 2010
- Oster, Merrill J.. *Vision-driven leadership*. San Bernardino: Here's Life Publishers. 1991
- Pascarella, Perry, and Mark A. Frohman.. *The purpose-driven organization*. San Francisco: Jossey-Bass Publishers. 1990.
- Patterson, Roger. *The Theology of the Second Chair*. By the Author. 2009.
- Peters, Thomas J., and Robert H. Waterman, Jr.. *In search of excellence: Lessons from America's best-run companies*. New York: Warner Books. 1982
- Phillips, Donald T.. *Lincoln on leadership: Executive strategies for tough times*. New York: Warner Books. 1992

- Phillips, Richard D.. *The heart of an executive: Lessons on leadership from the life of King David*. New York: Doubleday. 1999
- Schaller, Lyle E.. *Getting things done: Concepts and skills for leaders*. Nashville: Abingdon Press. 1986
- Shelley, Marshall, ed.. *Renewing your church through vision and planning: 30 strategies to transform your ministry*. Minneapolis: Bethany House Publishers. 1997
- Spears, Larry C., ed.. *Insights on leadership*. New York: John Wiley & Sons. 1998
- \_\_\_\_\_. *Reflections on leadership*. New York: John Wiley & Sons. 1998
- Stacker, Joe R., and Bruce Grubbs.. *Pastoral leadership for growing churches*. Nashville: Convention Press. 1988.
- Stanley, Andy, Lane Jones and Reggie Joiner. *7 Practices of Effective Ministry*. Sisters OR: Multnomah Publishers for NorthPoint Ministries. 2004.
- Thrall, Bill, Bruce McNicol, and Ken MeElrath.. *The ascent of a leader: How ordinary relationships develop extraordinary character and influence*. San Francisco: Jossey-Bass Publishers. 1999.
- Toler, Stan. *Stan Toler's Practical Guide to Hiring Staff*. Indianapolis: Wesleyan Publishing. 2009.
- Useem, Michael.. *The leadership moment: Nine true stories of triumph and disaster and their lessons for us all*. New York: Random House. 1998
- Weems, Lovett H., Jr.. *Church leadership: Vision, team, culture and integrity*. Nashville: Abingdon Press. 1993
- Westing, Harold. *Church Staff Handbook. How to Build an Effective Ministry Team*. Second Edition Grand Rapids: Kriegel. 1997.
- Wilkes, C. Gene.. *Jesus on leadership: Discovering the secrets of servant leadership from the life of Christ*. Wheaton, IL: Tyndale House Publishers. 1998.
- Williford, Craig and Carolyn Williford. *How to Treat Staff Infection: Resolving problems in your Church or Ministry Team*. Grand Rapids: Baker Books. 2006.