



PMLS8301 Leading Congregational Change

A Professional Doctoral Seminar

New Orleans Baptist Theological Seminary

Winter 2017 Trimester

December 12-14, 2016 (Monday, 1-9 pm; Tuesday 8am – 8 pm;

Wednesday, 8am – 12pm) Central Time

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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.

Course Description

The purpose of this seminar is to identify and examine the leadership disciplines required to successfully initiate and implement congregational change. Attention will be given to creating a climate for change, discerning and communicating vision, developing strategic planning skills, and analyzing change theory and practice.

Core Values Addressed

1. Doctrinal Integrity- The course will follow the confessional commitments that are outlined in the Articles of Religious Belief and the Baptist Faith and Message 2000.
2. Spiritual Vitality- The professor will teach that leadership without spiritual vitality is ineffective for the Kingdom of God.
3. Mission Focus- The mission focus of the course will center on pastoral leadership in the local church.
4. Characteristic Excellence- The professor will teach that leadership is a service to Christ and therefore should be rendered with characteristic excellence.
5. Servant Leadership- The professor will teach that servant leadership is the supreme model of leadership.

Core Value Emphasis

The Core Value of emphasis for 2016-2017 is Characteristic Excellence.

Student Learning Outcomes

By the completion of the course, each student will be able to:

1. Identify and examine the leadership disciplines required to successfully initiate and implement congregational change.
2. Develop an understanding of change process and its application to a church or ministry organization context.
3. Value strategic leadership and its function in a church or ministry organization context.
4. Increase knowledge and skill of creating a climate for change, discerning and communicating vision, developing strategic planning skills, and analyzing change theory and practice.

Required Textbooks

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

Herrington, Jim, Mike Bonem, and James H. Furr. *Leading Congregational Change: A Practical Guide for the Transformational Journey*. San Francisco: Jossey-Bass, 2000.

Malphurs, Aubrey. *Look Before You Lead: How to Discern & Shape Your Church Culture*. Grand Rapids: Baker Books, 2013.

Rainer, Thom S. *Who Moved My Pulpit? Leading Change in the Church*. Nashville: B & H Publishing, 2016.

Seminar Requirements and Assignments

Before the Seminar:

1. Each student will read *Look Before You Lead*, by Aubrey Malphurs, and compose an **Executive Summary**. The book is divided into three parts: Part 1 – The Basics of Congregational Culture; Part 2 – Reading Congregational Culture; and Part 3 – Shaping Congregational Culture. For **EACH** Part, compose:
 - a. A three-paragraph summary of the contents.
 - b. Select four significant insights/take-aways from the content, and give a one paragraph discussion of how you (the student) will utilize that insight/take-away in your ministry skill-set.

The Executive Summary is to be single-spaced, a space between each single-spaced paragraph, no paragraph indentions, and must utilize formal style according to Turabian,

7th or 8th edition, regarding cover page, margins, pagination, headings/subheadings, etc. Because the Annotated Analysis involves only one source, instead of footnotes, page number references may use parenthetical end notes instead of bottom-of-the-page footnotes. First person allowed for this assignment.

In addition to the Executive Summary, students are required to complete all of the audits, assessments and inventories in the Appendixes and be prepared to discuss any personal surprises or improvements in the seminar discussions.

- 2. Congregational Case Study.** Each student will read *Leading Congregational Change* by Herrington, Bonem, and Furr, and *Who Moved My Pulpit?* by Rainer. Utilizing the Congregational Transformation Model of Herrington, Bonem, and Furr, and the 8-Stage Roadmap by Rainer, each student will write a case study of their current congregation. The case study will involve the following components: (1) A three-page description of the state of the church, i.e. growing, plateaued, declining -- citing statistics, demographics, and historical data; significant ministries of the church -- their impact upon the congregation and community; and critical issues of concern needing to be addressed. (2) A two-page application of the Congregational Transformation Model to the congregation's context. (3) A two-page discussion of the key elements of change to be addressed, challenges to be met, or problems to be solved in the congregation, utilizing the 8-Stage Roadmap by Rainer. (4) A one-page, bullet-list summary of the case study.

The Congregational Case Study's format is to be single-spaced, with a space between each paragraph, and no paragraph indentions, and must utilize formal style according to Turabian, 8th edition, regarding cover page, margins, pagination, headings/subheadings, footnotes, etc. No first person allowed in this assignment.

NOTE: Students must be prepared to present their congregational case study during the seminar.

SECOND NOTE: For seminar participants whose ministry context is not a local congregation, please contact Dr. Ogea for an alternative case study.

- 3.** Each student will read **ONE** (1) of the textbooks listed below, and compose an **Annotated Analysis**, to involve the following components: (1) a two-page summary of the contents of the book, (2) the identification of five [5] key insights and issues addressed in the book related to congregational change and a one-page discussion for EACH insight, relating the importance of the insight in the student's ministry context, and (3) a one-page reflection on the two significant strengths of the book for strategic leadership in a Congregational or Ministry Organization context.

The Annotated Analysis is to be single-spaced, a space between each single-spaced paragraph, no paragraph indentions, and must utilize formal style according to Turabian, regarding cover page, margins, pagination, headings/subheadings, etc. Because the

Annotated Analysis involves only one source, instead of footnotes, page number references may use parenthetical end notes instead of bottom-of-the-page footnotes. No first person allowed.

NOTE: Textbooks will be assigned after course registration is finalized. In all likelihood, more than one student will be assigned to each textbook. Time will be given in the seminar for a group presentation to be collaborated on each textbook.

Bridges, William. *Managing Transitions: Making the Most of Change*. 3rd Edition. Philadelphia: Da Capo Press, 2009. **(Arnold, Billingsley, Chism)**

Ertel, Chris and Lisa Kay Solomon. *Moments of Impact: How to Design Strategic Conversations That Accelerate Change*. New York: Simon and Schuster, 2014. **Crandall, Guy, Holdorf)**

Kotter, John P. *Leading Change*. Boston: Harvard Business Review Press, 2012. **Note:** Please utilize this 2012 version, updated and with a new preface by Kotter, instead of the original 1996 version. **(Jackson, Lee, Lemmons)**

Lewis, Robert and Wayne Cordeiro. *Culture Shift: Transforming Your Church From the Inside Out*. San Francisco: Jossey-Bass, 2005. **(Moore [Shane], Moore [Ryan], Ogea)**

Nieuwhof, Carey. *Leading Change Without Losing It: Five Strategies That Can Revolutionize How You Lead Change When Facing Opposition*. Cumming, GA: The rethink Group, Inc., 2012. **(Price, Smith, Stoley)**

Pasmore, Bill. *Leading Continuous Change: Navigating Churn in the Real World*. Oakland, CA: Berrett-Koehler Publishers, 2015. **(Griffin, Harper, Sanders)**

Assignments 1, 2, & 3 are to be submitted to DROPBOX no later than midnight, Sunday, December 11, 2016.

Instructions for DROPBOX:

All assignments for this course will be submitted via a shared folder on dropbox.com. You will receive a separate email from Dr. Ogea requesting that you share the folder **Leading Congregational Change**. If you already have a dropbox account, then simply accept the shared folder. If you do not have a dropbox account, you will need to follow the instructions to create a free dropbox account and then accept the shared folder.

In the folder **Leading Congregational Change**, you will find subfolders for each assignment. Save your assignment using your last name and the name of the assignment (i.e. ogea.bisagnoreactions), and upload the file in the appropriate folder. Dropbox will automatically update everyone's folder. **Please save assignments in either a WORD or**

PDF format.

Important: do not alter anyone's file while it is in dropbox (e.g., save comments in the file) or remove anyone's file from the dropbox folder, as that will alter or remove the file for everyone. Open the file and "save as" to your computer before making notes.

During the Seminar

Seminar Presentations: Each seminar participant will be involved in seminar presentations and discussions involving all three Pre-seminar assignments.

Seminar Participation: Seminar participants are expected to be active participants in all sessions of the seminar.

After the Seminar:

Each student will develop a **Strategy for Implementing Change** in their Congregation or Ministry Organization context. The Strategy must utilize all of the seminar textbooks and class discussions. Specific instructions regarding the format, structure, and components of the Strategy will be given by the professor prior to the end of the seminar. **The Strategy paper is to be posted in DROPBOX no later than Friday, January 27, 2017.**

Course Evaluation:

Executive Summary	25%
Case Study	25%
Annotated Analysis	25%
Strategy	25%

Seminar Bibliography

Adair, John. *Strategic Leadership: How to Think and Plan Strategically and Provide Direction*. Philadelphia: Kogan Page, 2010.

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

Ashhenas, Ron, Dave Ulrich, Todd Jich, and Steve Herr. *The Boundaryless Organization: Breaking the Chains of Organizational Structure*. San Francisco: Jossey-Bass Publishers, 1995.

Augsburger, David. *Caring Enough to Confront*. Pennsylvania, Scottdale: Herald Press, 1981.

Barna, George, ed. *Leaders on Leadership: Wisdom, Advice and Encouragement on the Art of Leading God's People*. Ventura, CA: Regal Books, 1997.

- _____. *The Habits of Highly Effective Churches: Being Strategic in Your God-given Ministry*. Grand Rapids: Regal, 1999.
- _____. *The Power of Vision: Discover and Apply God's Plan for Your Life and Ministry*. Revised Updated Edition. Grand Rapids: Baker Books, 2009.
- Bennis, Warren. *On Becoming a Leader*. Reading: Addison-Wesley Publishing Company, Inc., 1989.
- Bennis, Warren and Patricia Ward Bierderman. *Organizing Genius: The Secrets of Creative Collaboration*. Massachusetts: Addison-Wesley Publishing Company, Inc., 1989.
- Bennis, Warren and Joan Goldsmith. *Learning to Lead: A Workbook on Becoming a Leader*. Reading: Addison-Wesley, 1994.
- Bennis, Warren and Burt Nanus. *Leaders*. Toronto: Fitzhenry and Whiteside, 1985.
- Berkley, James D. ed. *Leadership Handbook of Management and Administration: Practical Insight from a Cross Section of Ministry Leaders*. Grand Rapids, MI: Baker Books, 1994.
- Blackaby, Henry T. and Richard Blackaby. *Spiritual Leadership: Moving People on to God's Agenda, Revised and Expanded*. Nashville: B & H, 2011.
- Bridges, William. *Managing Transitions: Making the Most of Change*. 3rd Edition. Philadelphia: Da Capo Press, 2009.
- Burns, James MacGregor. *Leadership*. New York: Harper and Row, 1978.
- _____. *Transforming Leadership*. New York: Grove Press, 2003
- Callahan, Ken. *Effective Church Leadership: Building on the Twelve Keys*. New York: Harper Collins, 1990.
- Chand, Samuel R. *Cracking Your Church's Leadership Code: Seven Keys to Unleashing and Inspiration*. San Francisco: Jossey-Bass, 2010.
- Clinton, Robert J. *Leadership Series: A Short History of Leadership Theory*. Altadena CA: Barnabas Publishers, 1992.
- Daft, Richard L. *Leadership Theory and Practice*. Fort Worth, Texas: Harcourt, 1999.
- Dale, Robert O. *Pastoral Leadership*. Nashville: Abingdon Press, 1986.

Damazio, Frank. *The Making of a Leader: Biblical Leadership Principles for Today's Leaders*. Portland: City Bible Publishing, 1988.

DePree, Max. *Leadership is an Art*. New York: Doubleday, 1989.

_____. *Leading Without Power: Finding Hope in Serving Community*. San Francisco: Jossey-Bass, 1997.

Drucker, Peter F. *Managing the Nonprofit Organization: Practices and Principles*. New York: Harper Collins Publishers, 1990.

Echols, Steven and Allen England. *Catastrophic Crisis: Ministry Leadership in the Mist of Trial and Tragedy*. Nashville: Broadman and Holman, 2011.

Ertel, Chris and Lisa Kay Solomon. *Moments of Impact: How to Design Strategic Conversations That Accelerate Change*. New York: Simon and Schuster, 2014.

Finzel, Hans. *The Top Ten Mistakes Leaders Make*. Wheaton: Victor Books, 1994.

Ford, Leighton. *Transforming Leadership*. Downer's Grove: Intervarsity, 1991.

Gangel, Kenneth O. *Feeding and Leading: A Practical Handbook on Administration in Churches and Christian Organizations*. Wheaton, IL: Victor Books, 1997.

_____. *Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision*, revised edition. Chicago: Moody Press, 1997.

Gardner, Howard. *Leading Minds: An Anatomy of Leadership*. New York: Basic Books, 1995.

Gardner, John W. *On Leadership*. New York: The Free Press, 1990.

Getz, Gene A. *The Measure of a Healthy Church: How God Defines Greatness in a Church*. Chicago: Moody Pub., 2007.

Goethals, George R., Georgia J. Sorenson, and James McGregor Burns, editors. *Encyclopedia of Leadership, 4 Volumes*. Thousand Oaks, California: Sage Publications, 2004.

Goleman, Daniel. *Emotional Intelligence*. New York: Bantam Books, 1995.

_____. *Social Intelligence: Beyond IQ, Beyond Emotional Intelligence*. New York: Bantam, 2006.

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

- Greenleaf, Robert K. *Servant Leadership: A Journey Into the Nature of Legitimate Power and Greatness*. New York: Paulist Press, 1977.
- Greenberg, Jerald and Robert A. Baron. *Behavior in Organization: Understanding and Managing the Human Side of Work*. Upper Saddle River, New Jersey: Prentice Hall, 1999.
- Grenny, Joseph, Kerry Patterson, David Maxfield, Ron McMillan, and Al Switzler. *Influencer: The New Science of Leading Change*. Revised and Updated Second Edition. Columbus: McGraw Hill Education, 2013.
- Hendricks, Howard G. *Color Outside the Lines: A Revolutionary Approach to Creative Leadership*. Nashville: Word Publishing, 1998.
- Herrington, Jim, Mike Bonem and James H. Furr. *Leading Congregational Change: A Practical Guide for the Transformational Journey*. San Francisco: Jossey-Bass Publishers, 2000.
- Herrington, Jim, R. Robert Creech and Trisha Taylor. *The Leader's Journey: Accepting the Call to Personal and Congregational Transformation*. San Francisco: Jossey-Bass, 2003.
- Hughes, Richard L., Katherine Colarelli Beatty, and David L. Dinwoodie. *Becoming a Strategic Leader: Your Role in Your Organization's Enduring Success*. Second Edition. San Francisco: Jossey-Bass, 2014.
- Hull, William E. *Strategic Preaching: The Role of the Pulpit in Pastoral Leadership*. St. Louis: Chalice Press, 2006.
- Kegan, Robert and Lisa Laskow Lahey. *Immunity to Change: How to Overcome it and Unlock the Potential in Yourself and Your Organization*. Boston: Harvard Business School Publishing, 2009.
- Kotter, John P. *A Force for Change: How Leadership Differs from Management*. New York: Free Press, 1990.
- _____. *Leading Change*. Boston: Harvard Business School Press, 2012.
- _____. *A Sense of Urgency*. Boston: Harvard Business Press, 2008.
- Kotter, John P. and Holger Rathgeber. *Our Iceberg is Melting: Changing and Succeeding Under any Conditions*. New York: St. Martin's Press, 2005.
- Kouzes, James M. and Barry Z. Posner. *Credibility*. San Francisco: Jossey-Bass, 1993.
- _____. *The Truth about Leadership: The No-fads, Heart of the Matter Facts That You Need to Know*. San Francisco: Jossey-Bass, 2010.

- _____. *The Leadership Challenge*. San Francisco: Jossey-Bass, 1990.
- Krupp, Steven and Paul J.H. Schoemaker. *Winning the Long Game: How Strategic Leaders Shape the Future*. New York: Public Affairs, 2014.
- Leas, Speed. *Discover Your Conflict Management Style*. Washington: Alban Institute, 1984.
- Lewis, Philip V. *Transformational Leadership: A New Model for Total Church Involvement*. Nashville: Broadman and Holman, 1996.
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- Malphurs, Aubrey. *Advanced Strategic Planning: A 21st Century Model for Church and Ministry Leaders*. 3rd Edition. Grand Rapids: Baker Books, 2013.
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- _____. *Look Before You Lead: How to Discern and Shape Your Church Culture*. Grand Rapids: Baker Books, 2013.
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- Malphurs, Aubrey and Gordon E. Penfold. *Re:Vision: The Key to Transforming Your Church*. Grand Rapids: Baker Books, 2014.
- Maxwell, John C. *Be a People Person*. Wheaton: Victor Books, 1989.
- _____. *Developing the Leaders Around You*. Nashville: Thomas Nelson, 1995.
- _____. *Developing the Leader Within You*. Nashville: Thomas Nelson, 1993.
- _____. *Good Leaders Ask Great Questions*. Nashville: Center Street, 2014.
- _____. *The 21 Indispensable Qualities of a Leader: Becoming the Person Others Will Want to Follow*. 2nd Edition. Nashville: Thomas Nelson, 2007.
- _____. *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*. 10th Anniversary Edition. Nashville: Thomas Nelson, 2007.
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- Tichy, Noel M. and Mary Anne Devanna. *The Transformational Leader*. New York: John Wiley and Sons, 1990.
- Van Gelder, Craig and Dwight J. Zscheile. *The Missional Church in Perspective: Mapping Trends and Shaping the Conversation*. Grand Rapids: Baker Academic, 2011.
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