

## **SYLLABUS**

### **PREA9413 Pastoral Leadership New Orleans Baptist Theological Seminary Doctor of Philosophy Seminar**

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#### **NOBTS Mission Statement**

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 and its ministries.

#### **NOBTS Core Purpose, Core Values, and Curriculum Competencies Addressed**

The purpose of this course is to carry out the mission of NOBTS as is reflected through the core values and the core competencies in the following ways:

##### Core Values

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 Competencies- The seminar will address five of the seven competencies.

1. Biblical Exposition- The students will utilize biblical principles in evaluating pastoral leadership models.
2. Christian Theological Heritage- Students will consider the affect of Baptist congregational polity upon leadership style.
3. Disciple Making- Students will consider the importance of team building in leadership.

4. Interpersonal Skills- Students will be challenged to see the vital connection between interpersonal skills and leadership.
5. Servant Leadership- Students will examine leadership styles in light of the revelation of servant leadership as taught by Jesus.

### **Seminar Description**

This seminar examines current and classic leadership theory from a pastoral viewpoint. Students will utilize leadership theory research to analyze specific pastoral leadership styles in both historic and contemporary examples. The seminar will include the evaluation of various pastoral leadership models from a biblical perspective.

### **Seminar Objectives**

At the conclusion of the seminar, each student should:

1. Have a basic familiarity with some of the key leadership theories and their application to pastoral leadership
2. Be able to critique key leadership theories from a biblical and theological perspective
3. Be able to identify major issues of pastoral leadership in the local congregation from both a historical and contemporary perspective
4. Develop and articulate a comprehensive model pastoral leadership and its application to the local church setting that represents a conviction of the student based on biblical values

### **Teaching Methodology**

Primarily the course will utilize presentations from the students on assigned topics. Through the use of Blackboard, students will be encouraged to think critically about the material that will be presented. Seminar discussion will be a vital aspect of the learning experience. Though some group work will occur, the students will be required to do extensive research using all available resources.

### **Required Texts:**

Bass, Richard. *Leadership in Congregations*. Alban, 2006. ISBN# 978-1-56699-334-0.

Cowen, Gerald P. *Who Rules the Church?* Nashville: Broadman and Holman, 2003.  
ISBN 0-8054-3035-0

Gardner, John W. *On Leadership*. New York: The Free Press, 1990.  
ISBN 0-02-911312-1

Goleman, Daniel. "Leadership that Gets Results" *Harvard Business Review* (March-April, 2001). Student may order this by calling 1-800-988-0866 and ask for publication reprint R00204. Cost is \$6.00 and shipping time is three or four days. It can be ordered online at [www.hbsp.harvard.edu](http://www.hbsp.harvard.edu). Simply enter the product number (R00204) in the search box and follow the menu instructions to download the article.

Getz, Gene A. *Elders and Leaders: God's Plan for Leading the Church*. Chicago: Moody Publishers, 2003. ISBN 0-8024-1057-X

Laniak, Timothy S. *Shepherds After My Own Heart: Pastoral Traditions and Leadership in the Bible*. Downers Grove, IL: Intervarsity Press, 2006. ISBN: 0830826211.

Banks, Robert, and Bernice M. Ledbetter. *Reviewing Leadership: A Christian Evaluation of Current Approaches*. Grand Rapids: Baker Book House, 2004. ISBN 0-8010-2690-3.

### **Seminar Requirements:**

**Note: All Assignments should be according to Turabian , 6<sup>th</sup> addition. All Blackboard Assignments are to be posted in the Discussion Board section. Students in the seminar are expected to download their copies of other student's assignment from the Blackboard Discussion Board and be prepared for seminar discussion and dialogue at the appropriate times and dates.**

1. Each student will do a brief **Annotation** (six to eight sentences-include strengths and weaknesses and key principles or insights) of three doctoral dissertations or professional doctoral projects that relate to the field of pastoral leadership. In addition, students will write a 500 word **Response** to the following dissertation:

Parolini, Jeanine L. "*Investigating the Distinctions Between Transformational and Servant Leadership.*" (Ph.D. diss., Regent University, 2007).

Students should be prepared to discuss the above assignment in small and large group formats.

**Due Date: Post on Blackboard in the Discussion Board section by February 18, 2009. Please bring a hard copy for the professor on February 19th.**

2. Each student will develop a list of the top ten **Leadership Principles or Insights** found in each of the books listed below (total of 20). Students will read the postings of other students and be prepared to participate in small and large group class discussions in regard to the books and the posted observations.

Banks, Robert, and Bernice M. Ledbetter. *Reviewing Leadership: A Christian Evaluation of Current Approaches*. Grand Rapids: Baker Book House, 2004. ISBN 0-8010-2690-3

Gardner, John W. *On Leadership*. New York: The Free Press, 1990.  
ISBN 0-02-911312-1

**Post on Blackboard/Discussion Board by February 18, 2009. Please bring a hard copy for the professor on February 19th.**

3. Each student will do **ONE (1)** of the following assignments:
  - a. **Review** two (2) periodical articles on the subject of pastoral leadership or one that is closely related in application. Each review should be approximately 500 words in length.
  - b. **Annotate** six (6) articles (six to eight sentences-include strengths and weaknesses, principles and insights) on leadership contained in either or both of the following sources:

Goethals, George R., Georgia J. Sorenson, and James McGregor Burns, editors. *Encyclopedia of Leadership*. Thousand Oaks, California: Sage Publication, 2004. ISBN 0-7619-2597-X (Available on reserve in the Library)

Wren, J. Thomas, ed. *The Leader's Companion: Insights on Leadership Through the Ages*. New York: Free Press, 1995. (Available on reserve in the library)

**Post on Blackboard/Discussion Board by February 18, 2009. Please bring a hard copy for the professor February 19th.**

4. Each student will select ten (10) essays in *Leadership in Congregations* and write an **Annotated Analysis** for each one. The Annotated Analyses are to be approximately two paragraphs and are to include strengths and weaknesses; key insights and issues; and implications for 21<sup>st</sup> century pastoral leadership. **Post on Blackboard/Discussion Board by March 11, 2009. Please bring a hard copy for the professor on March 12th.**
5. Each student will compile a **Leadership Style Profile** of two (2) prominent pastors. One of these should be contemporary, the other from a previous period of history. The profiles should be approximately 1,000 words each. The paper should address how the pastor's leadership style related to Goleman's six leadership styles as related by Daniel Goleman in *Leadership that Gets Results* (Harvard Business Review). The paper should be particularly focused on such matters of how the context affected his style, how his style affected other aspects of ministry such as preaching and pastoral ministry as well as other relevant factors deemed important to note. Selection of Pastors for the Leadership Profile must be approved in advance by Dr. Ogea. **Post on Blackboard/Discussion Board by March 11, 2009. Please bring a hard copy for the professor on March 12th.**

6. Each student will do an **Annotated Bibliography** of ten (10) books, lectures, and/or articles on pastoral leadership. The annotation should include a minimum of two summary sentences and four sentences critiquing the article or lecture. The student will select one for a formal **Review** of approximately 750 words in length, addressing strengths and weaknesses, key insights and issues; and implications for 21<sup>st</sup> century pastoral leadership. **Both the Annotated Bibliography and the Review are to be posted on Blackboard by March 11, 2009. Please bring a hard copy for the professor on March 12th.**
  
7. Each student will do a **Research Paper** of between 4,000 and 5,000 words on an issue of pastoral leadership. The topic must be approved by Dr. Echols. **Post on Blackboard/Discussion Board by April 8, 2009. Please bring a hard copy for the professor on April 9th.**
  
8. Each student will write a 2,000 to 2,500 word **Proposal** for a comprehensive model for a **Biblical Theology of Pastoral Ministry and Leadership for the 21<sup>st</sup> century**. Among the extensive sources that the students should utilize, the students should interact with the following texts in formulating the model:  
  
Cowen, Gerald P. *Who Rules the Church?* Nashville: Broadman and Holman, 2003. ISBN 0-8054-3035-0  
  
Getz, Gene A. *Elders and Leaders: God's Plan for Leading the Church*. Chicago: Moody Publishers, 2003. ISBN 0-8024-1057-X  
  
Laniak, Timothy S. *Shepherds After My Own Heart: Pastoral Traditions and Leadership in the Bible*. Downers Grove, IL: Intervarsity Press, 2006. ISBN: 0830826211.  
  
**Post on Blackboard/Discussion Board by May 6, 2009. Please bring a hard copy for the professor on May 7th.**
  
10. **Final Exam** to be given on May 7.

**Seminar Evaluation:** The assignments will be weighted according to perception of the professors in regard to the overall quality of the student's work.

**Seminar Schedule:**

**January 22, 2009:** 3-6 p.m. Orientation and Presentation by Professors- Dr. Ogea on site in New Orleans, Dr. Echols via CIV.

**February 19, 2009:** 3-9p.m, **February 20, 2009:** 8:00a.m. to 2:00p.m.- Assignments 1-3  
Dr. Echols will lead the seminar.

**March 12, 2009:** 3-9p.m., **March 13, 2009:** 8:00a.m. to 2:00p.m.- Assignments 4-6  
Dr. Ogea will lead the seminar.

**April 9, 2009:** 3-9p.m. Assignment 7. Dr. Echols will lead the seminar.

**May 7, 2009:** 3-9p.m. Assignment 8 and Final Exam. Dr. Ogea will lead the seminar.

**Seminar Participation:** Each student is expected to participate in discussion and dialogue during the seminar. Each student will be expected to submit all assignments by the date due and present their papers/assignments in the scheduled class times. Each student must attend all seminar sessions.

### Selected Bibliography

**Note: Additional resources will be added to the Bibliography at a later time.**

#### Bibliography for Leadership – Primary Sources

- Ashhenas, Ron, Dave Ulrich, Todd Jich, and Steve Herr. *The Boundaryless Organization: Breaking the Chains of Organizational Structure*. San Francisco: Jossey-Bass Publishers, 1995.
- Bass, Benard M. Bass and Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications. (3<sup>rd</sup> ed.). New York: Free Press, 1990.
- Bennis, Warren. *On Becoming a Leader*. Reading, MA: 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 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: Baker Books, 1994.
- Blanchard, Ken and Michael O'Connor. *Managing by Values*. San Francisco: Berrett-Koehler, 1997.
- Burns, James MacGregor. *Leadership*. New York: Harper and Row, 1978.
- Caruso, David R. and Peter Salovey. *The Emotionally Intelligent Manager*. San Francisco: Jossey-Bass, 2004

- Cherniss, Carey and Daniel Goleman. *The Emotionally Intelligent Workplace*. San Francisco: Jossey-Bass, 2001.
- Conger, Jay A. *The Charismatic Leader: Behind the Mystique of Exceptional Leadership*. San Francisco: Jossey-Bass, 1991.
- Beck, John D.W. and Neil M. Yeager. *The Leader's Window: Mastering the Four Styles of Leadership to Build High-Performing Teams*. New York: John Wiley, 1994.
- Daft, Richard L. *Leadership Theory and Practice*. Fort Worth, TX: Harcourt, 1999.
- DePree, Max. *Leadership is an Art*. New York: Doubleday, 1989.
- \_\_\_\_\_. *Leadership Jazz*. New York: Currency Doubleday, 1992.
- \_\_\_\_\_. *Leading Without Power: Finding Hope in Serving Community*. San Francisco: Josey-Bass, 1997.
- Drucker, Peter F. *Managing the Nonprofit Organization: Practices and Principles*. New York: Harper Collins Publishers, 1990.
- 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.
- Gangel, Kenneth O. and Samuel L. Canine. *Communication and Conflict Management in Churches and Christian Organizations*. Nashville: Broadman Press, 1992.
- Gardner, Howard. *Leading Minds: An Anatomy of Leadership*. New York: Basic Books, 1995.
- Goleman, Daniel. *Emotional Intelligence*. New York: Bantam Books, 1995.
- \_\_\_\_\_. *Social Intelligence: The Revolutionary New Science of Human Relationships*. New York: Bantam Books, 2006.
- Greenleaf, Robert K. *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. New York: Paulist Press, 1977.
- \_\_\_\_\_. *Seeker and Servant: Reflections on Religious Leadership*. Edited by Anne T. Franker and Larry C. Spears. San Francisco: Jossey-Bass Publishers, 1996.

- 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.
- Hall, Kenneth F., ed. *Living Leadership: Biblical Leadership Speaks to Our Day*. Anderson, IN: Warner Press, Inc., 1991.
- Halverstadt, Hugh F. *Managing Church Conflict*. Louisville, KY: Westminster/John Knox Press, 1991.
- 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.
- Hesselbein, Francis, ed. *The Leader of the Future: New Visions, Strategies, and Practices for the Next Era*. San Francisco: Jossey-Bass, 1996.
- Johnson, David W. and Frank Johnson. *Joining Together: Group Theory and Group Skill*, 8<sup>th</sup> ed. Boston: Allen and Bacon, 2003.
- Kaplan, Bob. *The Versatile Leader: Making the Most of Your Strengths without Overdoing It*. San Francisco. John Wiley and Sons, 2006.
- Kassestad, Walt and Steve Schey. *Total Quality Ministry*. Minneapolis: Augsburg Press, 1994.
- Kotter, John P. *A Force for Change: How Leadership Differs from Management*. New York: Free Press, 1990.
- \_\_\_\_\_. *Leading Change*. Boston: Harvard Business School Press, 1996.
- Kouzes, James M. and Barry Z. Posner. *Credibility*. San Francisco: Jossey-Bass, 1993.
- \_\_\_\_\_. *The Leadership Challenge*. San Francisco: Jossey-Bass, 1990.
- Leas, Speed. *Discover Your Conflict Management Style*. Washington: Alban Institute, 1984.
- Luecke, David S. *New Designs for Church Leadership*. St. Louis: Concordia, 1990.

- Lewis, Philip V. *Transformational Leadership: A New Model for Total Church Involvement*. Nashville: Broadman and Holman, 1996.
- McCormick, Blaine and David Davenport. *Shepherd Leadership: Wisdom for Leaders from Psalm 23*.
- Malphurs, Aubrey. *Being Leaders: The Nature of Authentic Christian Leadership*. Grand Rapids: Baker Books, 2003.
- \_\_\_\_\_. *Pouring New Wine into Old Wineskins: How to Change a Church Without Destroying It*. Grand Rapids: Baker Books, 1993.
- \_\_\_\_\_. *Values-Driven Leadership: Discovering and Developing Your Core Values for Ministry*. Grand Rapids: Baker Book House, 1996.
- Nanus, Burt. *Visionary Leadership*. San Francisco: Jossey-Bass Pub., 1992.
- Schaller, Lyle E. *The Change Agent*. Nashville: Abingdon Press, 1972.
- Senge, Peter M. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Doubleday, 1990.
- Shawchuck, Norman and Roger Heuser. *Leading the Congregation: Caring for Yourself While Serving the People*. Nashville: Abingdon Press, 1993.
- Spears, Larry C. *Reflections on Leadership: How Robert K. Greenleaf's Theory of Servant-Leadership Influenced Today's Top Management Thinkers*. Toronto: John Wiley and Sons/The Robert K. Greenleaf Center for Servant Leadership, 1995.
- \_\_\_\_\_. *Insights on Leadership: Service, Stewardship, Spirit and Servant-Leadership*. New York: John Wiley and Sons, 1997.
- Tichy, Noel M. and Mary Anne Devanna. *The Transformational Leader*. New York: John Wiley and Sons, 1990.
- Weisinger, Hendrie. *Emotional Intelligence at Work*. San Francisco: Jossey-Bass Pub., 1998.
- Yukl, Gary. *Leadership in Organizations*. 4<sup>th</sup> ed. Upper Saddle River, New Jersey: Prentice Hall, 1998.
- Zohar, Danah and Ian Marshall. *SQ: Connecting with Our Spiritual Intelligence*. New York: Bloomsbury Publishing, 2000.

Additional Selected Bibliography on Leadership- General Sources

- Adams, J. ed. *Transforming Leadership: From Vision to Results*. Alexandria: Miles River Press, 1986.
- Anderson, Leith. *Leadership That Works: Hope and Direction for Church and Parachurch Leaders in Today's Complex World*. Minneapolis: Bethany House Publishers, 1999.
- Anderson, Leith, Jack Hayford, and Ben Patterson. *Who's in Charge?* Sisters, Oregon: Multomah Press, 1993.
- Anderson, Terry D. *Transforming Leadership: New Skills for an Extraordinary Future*. Massachusetts: Human Resources Development Press, Inc., 1992.
- Augsburger, David. *Caring Enough to Confront*. Scottsdale, PA: 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 Power of Vision*. Ventura, CA: Regal Books, 1984.
- Blackaby, Henry and Richard Blackaby. *Spiritual Leadership: Moving People on to God's Agenda*. Nashville: Broadman and Holman, 2001.
- Callahan, Ken. *Effective Church Leadership: Building on the Twelve Keys*. New York: Harper Collins, 1990.
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- Damazio, Frank. *The Making of a Leader: Biblical Leadership Principles for Today's Leaders*. Portland: City Bible Publishing, 1988.
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- Means, James E. *Leadership in Christian Ministry*. Grand Rapids: Baker Book House, 1989.
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- Murren, Doug. *Leader Shift*. Ventura, CA: Regal Books, 1994.
- Pearce, Terry. *Leading Out Loud: The Authentic Speaker, the Credible Leader*. San Francisco: Jossey-Bass, 1995.
- Rainer, Thom. *Eating the Elephant*. Nashville: Broadman and Holman, 1994.
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- Shelley, Marshall, ed. *Renewing Your Church Through Vision and Planning*. Minneapolis: Bethany House Publishers, 1997.
- Vance, Mike and Diane Deacon. *Break Out of the Box*. Franklin Lake, NJ: Career Press, 1996.
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- Weems, Lovett H. *Church Leadership: Vision, Team Culture, and Integrity*. Nashville: Abingdon Press, 1993.
- Wren, J. Thomas, ed. *The Leader's Companion: Insights on Leadership Through the Ages*. New York: Free Press, 1995.

#### Additional Books on Leadership: Team Building

- Baron, David. *Moses on Management*. New York: Simon and Schuster, 1999.
- Barna, George. *Turning Vision into Action*. Ventura, CA: Regal Books, 1996.
- Beal, Will (comp.). *Sharing the Joy in Team Ministry*. Nashville: Convention Press, 1988.
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- Brown, W. Steven. *Thirteen Fatal Errors Managers Make and How You Can Avoid Them*. New York: Berkley, 1985.
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- Covey, Stephen R. *Principle-Centered Leadership*. New York: Summit Books, 1990.
- Covey, Stephen R., A. Roger and Rebecca R. Merrill. *First Things First*. New York: Simon & Schuster, 1994
- Daft, Richard L. *Management* (5<sup>th</sup> ed.). Fort Worth, TX: Dryden Press, 2000.
- Deeprise, Donna. *Team Coach: Vital New Skills for Supervisors and Managers in a Team Environment*. New York: American Management Association, 1995.
- Donnithorne, Col. Larry R. *The West Point Way of Leadership*. New York: Currency Doubleday, 1993.
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- Hunter, James C. *The Servant*. Rocklin, CA: Prima, 1998.

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- Losency, Lewis. *The Motivating Leader*. Englewood Cliffs, NJ: Prentice-Hall, Inc., 1985.
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- Miller, James B. *The Corporate Coach*. New York: St. Martin's, 1993.
- Pfeiffer, J. William. *Strategic Planning; Selected Reading*. San Diego, CA: Pfeiffer & Company, 1991.

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- Sanders, J. Oswald. *Spiritual Leadership: Responding to God's Call*. Nashville: LifeWay Press, 1999.
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- Schaller, Lyle E. *The Multiple Staff and the Larger Church*. Nashville: Abingdon, 1980.
- Shelley, Marshall, ed. *Leading Your Church through Conflict and Reconciliation*. Minneapolis: Bethany House, 1997.
- Smith, Douglas K. *Taking Charge of Change: 10 Principles for Managing People and Performance*. Reading, MA: Addison-Wesley Publishing Company, 1996.
- Spiegel, Jerry and Cresencio Torres. *Manager's Official Guide to Team Working*. San Francisco: Jossey-Bass, 1994.
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- Steinberg, Leigh. *Winning with Integrity: Getting What You're Worth Without Selling Your Soul*. New York: Villard, 1998.
- Syer, John and Christopher Connolly. *How Teamwork Works: The Dynamics of Effective Team Development*. New York: McGraw-Hill, 1996.
- Westing, Harold J. *Church Staff Handbook: How to Build and Effective Ministry Team*. 2<sup>nd</sup> ed. Grand Rapids: Kregel Publications, 1997.
- Wilkes, C. Gene. *Jesus on Leadership: Becoming A Servant Leader*. Nashville: LifeWay, 1996.

Bibliography: General Sources relating to Pastoral Ministry

- Ammerman, Nancy T., Jackson W. Carroll, Carl S. Dudley, and William McKinney, eds. *Studying Congregations: A New Handbook*. Nashville: Abingdon, 1998.
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- Bisagno, John R. *Letters to Timothy: A Handbook for Pastors*. Nashville: Broadman and Holman, 2001.
- Cothen, Joe H. *Equipped for Good Work: A Guide for Pastors*. 2d ed. Revised by Joe H. Cothen and Jerry N. Barlow. Gretna: Pelican, 2002.
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