



Building and Managing an Effective Organization: CEAM9403

New Orleans Baptist Theological Seminary
Christian Education Division

Dr. Bob Welch PhD

Chair of the Christian Education Division/
Professor of Church Administration
New Orleans Baptist Theological Seminary
Dodd Building 206
3939 Gentilly Boulevard
New Orleans, LA 70126
bwelch@nobts.edu (504) 282-4455 Ext. 3249

Dr. Randy Stone PhD

Director of D.Ed.Min Program/Assoc Professor
of Christian Education
New Orleans Baptist Theological Seminary
Perry R. Sanders Center for Ministry Excellence
3939 Gentilly Blvd. New Orleans, LA 70126
rstone@nobts.edu (504) 282-4455 Ext. 8158

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 advanced administration skill in the context of the local church, the Christian institution or organization.

Core Value Focus

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 2012-2013 academic year that Core Value is *Servant Leadership*.

Curriculum Competencies Addressed

This course will address the following curriculum competencies: (Include only those competencies address in your course.)

1. *Interpersonal Skills*: Understand how to build relationships with other ministry leaders within the local church or Christian organization.
2. *Servant Leadership*: Determine how the local church leaders and ministry managers can serve one another while still providing the appropriate leadership required for the effectiveness of operation, management, and ministry.

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

Course Description

This seminar guides students in the understanding, evaluation, and research of management systems utilized in churches, Christian organizations, denominational entities, and Christian higher education institutions. Special attention is given to diagnosing organizational health and guiding productive change. The seminar explores the impact of various forms of church governance on management expressions in churches and the denomination.

Learning Objectives

By the end of this seminar, the student should be able to:

1. *Prioritize* leadership principles that will personally enable them to be successful in their respective ministry settings.
2. *Synthesize* their analysis of the leadership principles integral to successful ministry in their respective ministry settings.
3. *Develop* a model of building and managing an effective organization.

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

The following text and resources are required reading for class discussions and are to be read in their entirety unless otherwise specified. All text should be read prior to the first day of class (2/15/13).

Berkley, James D. *Leadership Handbook of Management and Administration*. Revised and Expanded Edition. Grand Rapids: Baker Books, 2008. ISBN 978-0801068140

Brand, Chad Owen, and R. Stanton Norman. *Perspectives on Church Government: Five Views of Church Polity*. Nashville: Broadman & Holman, 2004. ISBN 10-080542590X

Cockerell, Lee. *Creating Magic: 10 Common Sense Leadership Strategies from a Life at Disney*. New York: The Doubleday Publishing Group, 2008. ISBN 978-0385523868

Hersey, Paul, Kenneth H. Blanchard, and Dewey E. Johnson. *Management of Organizational Behavior: Leading Human Resources*. 9th ed. Upper Saddle River, NJ: Prentice Hall, 2007. ISBN 978-0131441392

Kotter, John P. *A Sense of Urgency*. Boston: Harvard Business, 2008. ISBN 978-1422179710

Mancini, Will. *Church Unique: How Missional Leaders Cast Vision, Capture Culture, and Create Movement*. San Francisco: Jossey-Bass, 2008. ISBN 978-0787996833

Marston, Cam. *Motivating the “What’s In It For Me?” Workforce: Manage Across the Generational Divide and Increase Profits*. Hoboken, NJ: John Wiley, 2007. ISBN 978-0476124147

Welch, Robert H. *Church Administration: Creating efficiency for effective ministry, Second Edition*. Nashville: Broadman & Holman Academic Books, 2011. ISBN 978-1-4336-7377-1

White, James Emery. *Rethinking the Church*. Grand Rapids: Baker Book, 2003. ISBN 978-0801091650

Optional Texts

See attached Bibliography

Course Teaching Methodology

Units of Study

- I. Personal Leadership and Management Principles
- II. Leadership Management Model for Ministry Organizational Health
- III. Strategic Leadership and Management Evaluation for Ministry Organizational Health

Teaching Method. The format of the seminar will be that of student report and discussion with professional referee by the faculty conveyors. For Units I and II selected students will be asked to make presentations. For Unit III all students will be expected to make their presentations.

Assignments and Evaluation Criteria

All students must register for this course on Blackboard and complete all pre-work required on the site. Directions for registering and submission of papers will be provided at the beginning of the semester. Submission of the following assignments will be via Blackboard.

Personal Leadership and Management Principles Critical Reflection Paper and Presentation - 30 points

The student will create a critical reflection paper synthesizing 5 to 7 leadership and management principles derived from the course readings as well as personal research, ministry and life experience. (The student must be able to validate his or her experience.) These principles will guide the student in the understanding, evaluation, and research of management systems utilized in churches, Christian organizations, denominational entities, and Christian higher education institutions with preference given to their own personal ministry settings or research interest. The length of this paper should be suitable to sufficiently cover the topic. Please do not ask the professors or your colleagues for a specific page length. The student will present their research findings via PowerPoint and student paper during the seminar. Pay close attention to the Assignment Formatting section of this syllabus!

Leadership Management Model for Ministry Organizational Health Paper and Presentation- 30 points

The student will use the revised principles from the previous paper in the creation of a ministry model for ministry organizational health. Effective direction should be given for the reader to be able to utilize and implement this model in his or her own projected ministry or professional setting. The length of this paper should be suitable to sufficiently cover the topic. Please do not ask the professors or your colleagues for a specific page length. The student will present their research findings via PowerPoint and student paper during the seminar. Pay close attention to the Assignment Formatting section of this syllabus!

Strategic Leadership and Management Evaluation for Ministry Organizational Health Paper and Presentation - 40 points

Utilizing the two previous papers the student will create scheme that will evaluate the feasibility of the model that defined the chosen principles that addresses what he or she considers to be the important components of building and managing an effective organization in his or her respective church, Christian organization, denominational entity, or Christian higher education institution based upon their own personal ministry settings or research interest. The student may or may not test the evaluation instrument/methodology; however, basic elements of how a researcher would carry out such a research project should be given in the paper report. Turabian need not be followed for this assignment. Further instruction will be given during the seminar. The length of this paper should be suitable to sufficiently cover the topic. Please do not ask the professors or your colleagues for a specific page length. The student will present their research findings and proposed evaluation scheme via PowerPoint and student handout during the seminar.

Course Policies

Classroom Decorum

Participation is required for every course session due to the interactive learning format of the course. A positive attitude can only enhance the learning experience. Therefore, for the purposes of this class, a *positive attitude* and *participation* are defined as productive and interactive engagement with classroom presentations and classroom dialogues throughout a full course session. You cannot participate effectively if you are not focused on the subject matter while in the classroom. Consequently, the student is expected:

- To come to class with a constructive point of view, prepared to interact with the readings and resources on the course topic in discussion groups and classroom dialogues.
- To dress appropriately and in accordance with the NOBTS Student Handbook.
- To turn off cell phones and not to accept any phone calls and text messages during class.
- To use laptops appropriately during class.
- ***Please remember you are PhD students!***

Absences and Late Assignments

Absences are not permitted and late assignments will not be accepted. Assignments must be submitted at the beginning of the seminar on the day due. No grades of Incomplete will be issued for this course.

Assignment Format

Unless otherwise specified in this syllabus, all papers will be produced in a Microsoft Word format using the writing style of Turabian 6th edition. Papers will be created in accordance with the standards established in the Doctoral Program Handbook. Copies of all papers will be distributed to each member of the seminar. A copy of the PowerPoint presentation, in hand-out format, 4 slides to a sheet, will be provided the professors before the presentation begins.

Course Schedule

Four seminars will convene:

1. An internet dialogue to introduce the seminar
2. Personal Leadership and Management Principles Critical Reflection Paper and Presentation 15
February 1:00pm to 9:00pm CST
16 February 8:00am to 11:00am CST
3. Leadership Management Model for Ministry Organizational Health Paper and
Presentation 5 April 1:00pm to 9:00pm CST
6 April 8:00am to 11:00am CST

4. Strategic Leadership and Management Evaluation for Ministry Organizational Health
Paper and Presentation
3 May 1:00pm to 9:00pm CST
4 May 8:00am to 11:00am CST

A schedule of actual seminar presentations will be established the first class internet session.
Any changes to the schedule will only occur upon approval of the professors.

Selected Bibliography

Ackoff, Russell L. *Management in Small Doses*. New York, NY: John Wiley & Sons, 1986.

Anderson, Leith. *A Church for the 21st Century*. Minneapolis, MN: Bethany, 1992.

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

_____. *The Effective Pastor*. Chicago, IL: Moody Press, 1985.

_____, Jack Hayford, and Ben Patterson. *Who's in Charge?* Sisters, OR: Multomah Press, 1993.

Anderson, Terry D. *Transforming Leadership: New Skills for an Extraordinary Future*. Massachusetts: Human Resources Development Press, Inc., 1992.

Anderson, Robert C. *Circles of Influence*. Chicago, IL: Moody Press, 1991.

Anthony, Michael and James Estep, Jr. *Management Essentials for Christian Ministry*. Nashville: Broadman & Holman, 2005.

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.

Banks, Robert, and Bernice M. Ledbetter, *Reviewing Leadership: A Christian Evaluation of Current Approaches*. Grand Rapids: Baker Academics, 2004.

Barber, Cyril J. *Nehemiah and the Dynamics of Effective Leadership*. Neptune, NJ: Loizeaux Brothers, Inc., 1991.

Barna, George, ed. *Leaders on leadership*. Ventura, CA: Regal Books, 1997.

_____. *The Power of Vision*. Ventura, Regal Books, 1984.

_____. *Without a Vision, the People Perish*. Glendale, CA: The Barna Research Group, Ltd., 1991.

Bass, Benard M. *Bass and Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications*. 3rd ed. New York: Free Press, 1990.

- 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.
- Bennis, Warren. *On Becoming a Leader*. Reading: Addison-Wesley Publishing Company, Inc., 1989.
- _____, and Patricia Ward Bierderman. *Organizing Genius: The Secrets of Creative Collaboration*. Massachusetts: Addison-Wesley Publishing Company, Inc., 1989.
- _____, and Joan Goldsmith. *Learning to Lead: A Workbook on Becoming a Leader*. Reading: Addison-Wesley, 1994.
- _____, and Burt Nanus. *Leaders: The strategies for Taking Charge*. New York, NY: Harper & Row Publishers, 1985.
- Berkley, James D. *Leadership Handbook of Management and Administration*. Grand Rapids, MI: Baker Books, 2011.
- Biehl, Bobb. *Master-Planning*. Nashville, TN: Broad & Holman Press, 1997.
- Bernbaum, Robert. *How Colleges Work: The Cybernetics of Academic Organization and Leadership*. San Francisco: Jossey-Bass. 1991.
- Blackaby, Richard, and Henry Blackaby. *Spiritual Leadership*. Nashville, TN: Broadman & Holman Press, 2001.
- Blanchard, Ken, and Phil Hodges. *Lead Like Jesus: Lessons from the Greatest Leadership Role Model of All Times*. Nashville: W. Publishing Group, 2005.
- Blanchard, Ken and Michael O'Connor. *Managing by Values*. San Francisco, CA: Berrett- Koehler, 1997.
- _____. *Managing by Values*. San Francisco, CA: Berrett- Koehler, 1997.
- Bolman, Lee G. and Joan Gallos. *Reframing Academic Leadership*. San Francisco: Jossey-Bass 2011.
- Borek, John, Danny Lovett, and Elmer Towns. *The Good Book on Leadership*. Nashville: Broadman and Holman Publishers, 2005.
- Boyatzis, Richard and Anne McKee. *Resonant Leadership*. Boston: Harvard Business School Press, 2005.
- Burns, James. *Leadership*. New York: Harper and Row, 1978.
- Brown, Christopher and Jason Lane. *Organizaion and Governance in Higher Education* 6th ed. Pearsons Leavey Solutions 2010.
- Brown, Jr., J. Truman, comp. *Visionary leadership for church growth*. Nashville, TN: Convention Press, 1991.
- Bryson, John. *Strategic Planning for Public & Non-Profit Organizations* 3rd ed. San Francisco: Jossey-Bass 2004.

- Callahan, Ken. *Effective Church Leadership: Building on the Twelve Keys*. New York: Harper Collins, 1990.
- Callahan, Kennon L. *Twelve Keys to an Effective Church: Strategic Planning for Mission*. San Francisco, CA: Harper San Francisco, 1983.
- Campbell, John P., Richard J. Campbell, and Associates. *Productivity in Organizations: New Perspectives from Industrial and Organizational Psychology*. With a foreword by Raymond A. Katzell. A joint publication in The Jossey-Bass Management Series, and The Jossey-Bass Social and Behavioral Science Series, ed. Raymond A Katzell. San Francisco, CA: Jossey-Bass Publishers, 1988.
- Ciona, John R. *The Troubleshooting Guide to Christian Education*. Denver CO: Accent Books, 1986.
- Cladis, George. *Leading the Team-Based Church*. San Francisco, CA: Jossey-Bass Publishers, 1999.
- Clinton, Robert J. *Leadership Series: A Short History of Leadership Theory*. Altadena CA: Barnabas Publishers, 1992.
- Conger, Jay A. *The Charismatic Leader: Behind the Mystique of Exceptional Leadership*. San Francisco: Jossey-Bass, 1991.
- Covey, Stephen R. *Principle-Centered Leadership*. New York: Summit Books, 1991.
- Cowan, Stephen, Peter Toon, Roy Taylor, Paige Patterson, and Samuel Walch. *Who Runs the Church: 4 Views on Church Government*. Grand Rapids: Zondervan, 2004.
- Daft, Richard L. *Leadership Theory and Practice*. Fort Worth, TX: Harcourt, 1999.
- Dale, Robert O. *Pastoral Leadership*. Nashville: Abingdon Press, 1986.
- Dalziel, Murray M. *Changing Ways: A Practical Tool for Implementing Change Within Organizations*. New York: American Management Association, 1988.
- 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: Jossey-Bass, 1997.
- Drucker, Peter F. *Managing the Nonprofit Organization: Practices and Principles*. New York: Harper Collins Publishers, 1990.
- Dunn, James. *Online Enrollment Management: Using for-profit best practices in non-profit colleges*. Amazon Digital Books. 2011.
- Dym, Barry and Susan Egmont. *Managing Leadership Transitions for Non-Profits: Passing the torch to sustain organizational excellence*. Upper Saddle River, NJ: FTA Press, 2011

- Finzel, Hans. *The Top Ten Mistakes Leaders Make*. Colorado Springs, CO: Victor Books, 1994.
- Ford, Leighton. *Transforming Leadership*. Downers Grove, IL: Intervarsity, 1991.
- Frazee, Randy. *The Connecting Church*. Grand Rapids MI: Zondervan Publishing House, 2001.
- Gangel, Kenneth O. *Feeding and Leading: A Practical Handbook on Administration in Churches and Christian Organizations*. Wheaton, IL: Victor Books, 1997.
- _____. *Leadership for Church Education*. Chicago, IL: Moody Press, 1979.
- _____. *Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision*, revised edition. Chicago: Moody Press, 1997.
- _____. 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.
- _____. *Five Minds for the Future*. Boston: Harvard Business School Press, 2006.
- Gardner, John W. *On Leadership*. New York: The Free Press, 1990.
- Goethals, George R., Georgia J. Sorenson, and James McGregor Burns, editors. *Encyclopedia of Leadership*, 4 Volumes. Thousand Oaks, CA: Sage Publications, 2004.
- Goldsmith, Marshall, and Laurence Lyons. *Coaching for Leadership*, 2nd ed. San Francisco: John Wiley and Sons, 2006
- Goleman, Daniel. *Emotional Intelligence*. New York: Bantam Books, 1995.
- 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.
- _____. *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, NJ: Prentice Hall, 1999.
- _____. *Building Leaders for Church Education*. Chicago, IL: Moody Press, 1981.
- _____. *The Church Education Handbook*. Wheaton, IL: Victor Books, 1985.
- _____. *Feeding and Leading*. Wheaton IL: Victor Books, 1994.
- Habecker, Eugene B. *Leading With a Follower's Heart*. With a foreword by Ted W. Engstrom. Wheaton IL: Victor Books, 1990.

- Hall, Kenneth F., ed. *Living Leadership: Biblical Leadership Speaks to Our Day*. Anderson, Indiana: Warner Press, Inc., 1991.
- Halverstadt, Hugh F. *Managing Church Conflict*. Louisville, KY: Westminster/John Knox Press, 1991.
- Haystead, Wes. *The 21st Century Sunday School: Strategies for Today and Tomorrow*. Cincinnati, OH: The Standard Publishing Company, 1996.
- Haynes, Joe, ed. *Secrets of Sunday School Success for Ministers of Education*. Nashville, TN: Convention Press, 1992.
- Hendricks, Howard G. *Color Outside the Lines: A Revolutionary Approach to Creative Leadership*. Nashville, TN: 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.
- Hersey, Paul, Kenneth H. Blanchard, and Dewey E. Johnson. *Management of Organizational Behavior: Utilizing human resources*. 7th ed. Upper Saddle River, NJ: Prentice Hall, 1996.
- Hesselbein, Francis, and Marshall Goldsmith. *The Leader of the Future 2: Visions, Strategies, and Practices for the New Era*. San Francisco: Jossey-Bass, 2006.
- Hesselbein, Frances, Marshall Goldsmith, and Richard Beckhard., ed. *The Leader of the Future*. Drucker Foundation Future Series. San Francisco, CA: Jossey-Bass Publishers, 1996.
- _____. *The Organization of the Future*. Drucker Foundation Future Series. San Francisco, CA: Jossey-Bass Publishers, 1997.
- Hopkins, Bruan. *Starting and Managing a Non Profit Organization* 3rd ed. New York: John Wiley and Sons, 2000.
- Horan, Jim. *The One-Page Business Plan for Non-Profit Organizations*. Berkley CA: One Page Business Plan Company. 2007.
- Hunter, George. *Leading and Managing Growing Churches*. Nashville: Abingdon Press, 2000.
- Hunter, James C. *The Servant: A Simple Story About the True Essence of Leadership*. Roseville: CA: Prima Publishing, 1998.
- Jones, Idris W. *The Work of the Sunday School Superintendent*. Revised by Ruth L Spencer. Valley Forge, PA: Judson Press, 1994.
- Kassestad, Walt and Steve Schey. *Total Quality Ministry*. Minneapolis: Augsburg Press, 1994.

- Kaplan, Bob, with Rob Kaiser. *The Versatile Leader: Make the Most of Your Strengths Without Overdoing It*. San Francisco: John Wiley and Sons, 2006.
- Kim, W. Chan and Renee Maubornngne. *Blue Ocean Strategy*. Harvard Business School Press, 2005.
- Koestenbaum, Peter. *Leadership: The inner side of greatness*. The Jossey-Bass Management Series, ed. Warren Bennis, Richard O. Mason, and Ian I. Mitroff. San Francisco, CA: Jossey-Bass Publishers, 1991.
- 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.
- _____. *What Leaders Really Do*. Boston: Harvard Business School Press, 1999.
- Kouzes, James M. and Barry Z. Posner. *Credibility*. San Francisco: Jossey-Bass, 1993.
- _____. *The leadership Challenge: How to Get Things Done in Organizations*. With a foreword by Thomas J. Peters. The Jossey-Bass Management Series, ed. Warren Bennis, Richard O. Mason, and Ian I. Mitroff. San Francisco, CA: Jossey-Bass Publishers.
- 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.
- Luecke, David S. *New Designs for Church Leadership*. St. Louis: Concordia, 1990.
- Lynch, Richard. *Lead!: How Public and Nonprofit Managers Can Bring Out the Best in Themselves and Their Organizations*. A joint publication in The Jossey-Bass Nonprofit Sector Series, and The Jossey-Bass Public Administration Series. San Francisco, CA: Jossey-Bass Publishers, 1993.
- Malphurs, Aubrey. *Advanced Strategic Planning*. Grand Rapids, MI: Baker Books, 2005.
- _____. *Being Leaders: The Nature of Authentic Christian Leadership*. Grand Rapids, MI: 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.
- 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.

- _____. *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*. Nashville: Thomas Nelson, 1998.
- McCaffery, Peter. *The Higher Education Manager's Handbook: Effective leadership and management in Universities and Colleges*. 2nd ed. Routledge, 2010.
- McNeal, Reggie. *A Work of Heart*. San Francisco, CA: Jossey-Bass Publishers, 2000 .
- Means, James E. *Leadership in Christian Ministry*. Grand Rapids: Baker Book House, 1989.
- Miller, Calvin. *The Empowered Leader: 10 Keys to Servant Leadership*. Nashville: Broadman and Holman, 1995.
- Murren, Doug. *Leader Shift*. Ventura: Regal Books, 1994.
- Nanus, Burt. *Visionary Leadership*. San Francisco: Jossey-Bass Pub., 1992.
- Pearce, Terry. *Leading Out Loud: The Authentic Speaker, the Credible Leader*. San Francisco: Jossey-Bass, 1995.
- Piland, Harry, and Ernest Adams. *Breakthrough: Sunday School Work*. Nashville, TN: Convention Press, 1990.
- Powers, Bruce P., ed. *Christian Education Handbook*. Revised ed. Nashville, TN: Broadman & Holman Press, 2011.
- Powers, Bruce P., ed. *Church Administration Handbook*. Revised ed. Nashville, TN: Broadman & Holman Press, 2011.
- Rainer, Thom. *Eating the Elephant*. Nashville: Broadman and Holman, 1994.
- _____. *High Expectations*. Nashville, TN: Broadman & Holman Press, 1999.
- Rinehart, Stacey. *Upside Down: The Paradox of Servant Leadership*. Colorado Springs, CO: NavPress, 1998.
- Rush, Myron. *The New Leader*. Wheaton: Victor Books, 1987.
- Sanders, J. Oswald. *Spiritual Leadership*. Chicago, IL: Moody Press, 1994.
- Sashkin, Marshall, and Molly Sashkin. *Leadership that Matters: The Critical Factors for Making a difference in People's Lives and Organization's Success*. San Francisco: Berrett-Koehler, 2003.
- Schaller, Lyle E. *The Change Agent*. Nashville, TN: Abingdon Press, 1972.
- Senge, Peter M. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Doubleday, 1990.
- Schaller, Lyle E., and Charles A. Tidwell. *Creative Church Administration*. Nashville, TN: Abingdon Press, 1975.

- Shawchuck, Norman and Roger Heuser. *Leading the Congregation: Caring for Yourself While Serving the People*. Nashville, TN: Abingdon Press, 1993.
- Shelley, Marshall, ed. *Renewing Your Church Through Vision and Planning*. Minneapolis: Bethany House Publishers, 1997.
- 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.
- Stanley, Andy, Lane Jones, and Reggie Joiner. *Seven Practices of Effective Ministry*. Multnomah Books 2004.
- Stubblefield, Jerry M. *The Effective Minister of Education: A Comprehensive Handbook*. Nashville, TN: Broadman & Holman Publishers, 1993.
- The Arbinger Institute. *Leadership and Self-Deception*. San Francisco: Berrett-Koehler Pub., 2002.
- Theissen, Elmer John. *In Defense of Religious Schools and Colleges*. McGill University Press, 203.
- Tichy, Noel M., and Mary Anne Devanna. *The Transformational Leader*. New York: John Wiley and Sons, 1990.
- Tropman, John and Thomas Harvey. *Non-Profit Governance*. University of Scranton Press, 2009.
- Vance, Mike, and Diane Deacon. *Break Out of the Box*. Franklin Lake, NJ: Career Press, 1996.
- Warren, Rick. *The Purpose Driven Church*. Grand Rapids, MI: Zondervan Publishing House, 1995.
- Weems, Lovett H. *Church Leadership: Vision, Team Culture, and Integrity*. Nashville, TN: Abingdon Press, 1993.
- Weisinger, Hendrie. *Emotional Intelligence at Work*. San Francisco: Jossey-Bass Pub., 1998.
- Westing Harold J. *Church Staff Handbook: How to Build an Effective Team*. Revised ed. Grand Rapids: MI: Kregel Publication, 1997.
- Wilkes, Gene C. *Jesus on Leadership*. Wheaton, IL: Tyndale House, 1998.
- Wren, J. Thomas, ed. *The Leader's Companion: Insights on Leadership Through the Ages*. New York: Free Press, 1995.
- Yukl, Gary. *Leadership in Organizations*. 5th ed. Upper Saddle River, NJ: Prentice Hall, 2002.