

BRIERCREST

CM/LE 661 Issues in Ministry Leadership Winter 2019

Professor: Dr. Michael Pawelke
Email: mpawelke@briercrest.ca
Phone: 306-756-3285
Course Dates: February 25 – March 1, 2019

3 Credit Hours

COURSE DESCRIPTION

An in depth focus on a particular emphasis of Christian ministry. This leadership focus will vary from year to year.

COURSE INTEGRATION

This is a course specializing in dealing with issues (including organizational health, personal leadership, organizational leadership, staffing, conflict, change, and current cultural issues) that are commonly encountered by ministry leaders. A theology of the church will be examined along with an analysis of systems theory. There will be extensive use of case studies in the exploration of these issues.

COURSE TEXTS

Lott, David B., ed. *Conflict Management in Congregations*. Bethesda: Alban Institute, 2001.

Oswald, Roy M., and Johnson, Barry. *Managing Polarities in Congregations: Eight Keys for Thriving Faith Communities*. Herndon, VA: The Alban Institute, 2010.

Steinke, Peter L. *Healthy Congregations. A Systems Approach*. Bethesda: Alban Institute, 1996.

Personal Profile System. Version 8.0.1. Minneapolis: Inscape Publishing, 2001.

Students are expected to refer Briercrest Seminary's Format and Style Guides and Guide for Writing Research Papers, available as PDF documents here: <http://briercrest.ca/current/seminary/academics/important-documents/>.

These texts are available in store and online at the Briercrest Bookstore: <http://briercrest.ca/bookstore>.

Students are responsible for course materials and communication on Canvas (<https://briercrest.instructure.com>; cf. <http://briercrest.ca/online/canvas>) and their myBriercrest.ca email account.

COURSE OUTCOMES**A. KNOW AND UNDERSTAND:**

1. The systemic nature of the unique organism called the Church.
2. The systemic dynamics of group interaction and their effect on congregational/ministry life.
3. The complexities of pastoral leadership and ministry.
4. Procedures for dealing with a variety of issues experienced in ministry leadership.
5. The dynamics of change in a congregational/ministry context.
6. Sources of conflict in congregations and be better prepared to initiate proactive steps.
7. Your own leadership style and behaviour in given situations.
8. The importance of self-understanding for effective leadership.
9. The varying contextual dynamics of leadership.

B. VALUE:

1. The wisdom and strength which Christ gives those leading in a ministry.
2. The need for confidence and personal readiness to lead through crises.
3. The role of the Scriptures in guiding your leadership.
4. Your own strengths and weaknesses in leading others.
5. Your own self-leadership and the disciplines necessary to stay the course.
6. The rewards that come by working through issues in leadership.

C. LIVE AND SERVE:

1. By guiding others through conflict management.
2. By providing leadership in responding to situations requiring church discipline.
3. By relating scriptural principles to actual church situations involving change, conflict, and discipline.
4. By responding practically and effectively to a variety of ministry leadership issues and situations with leadership styles which are appropriate to those unique situations.
5. By emulating the examples of Jesus and Paul in leading others.

COURSE OUTLINE AND CONTENT***February 25, 2019***

9:00 – 12:00	Introduction to the Course Biblical Theology of the Church Introduction to Systems Theory
1:00 – 5:00	Organizational Design models Leadership in a System Loosely Coupled Systems How to do case study Case study of an organization

February 26, 2019

- 9:00 – 12:00 Self-leadership issues
1:00 – 5:00 General leadership issues

February 27, 2019

- 9:00 – 12:00 General leadership issues: staffing issues, board relations
1:00 – 5:00 Issues in ministry with Indigenous communities (special guest: Joe Jolly)

February 28, 2019

- 9:00 – 12:00 General leadership issues: conflict and change
Internal (Congregational) issues; External (Environmental) issues
1:00 – 5:00 Case Study Presentations

March 1, 2019

- 9:00 – 12:00 Case Study Presentations
Q. and A., and open discussion

ASSIGNMENTS***Pre-Course Assignments:***

1. **Book Reviews:** *Healthy Congregations*, *Managing Polarities*, and *The Epistle to the Ephesians*. Read all three books and write a six-page interactive book review. Identify the central thesis of each work. Compare, contrast, and interact with the material from the perspective of a ministry leader using Ephesians as your biblical anchor.

Due: February 25, 2019

2. **Reflection and Application.** Based on your reading, diagnose the health of your church congregation (or the church you know best) using a systems paradigm. Be sure to address: (1) areas of perceived health, (2) areas of perceived illness, (3) leadership, (4) congregational culture, and (5) environmental factors at work. This reflection paper should be between four and six pages.

Due: February 25, 2019

Mid-Course Assignments:

1. **Situational Case Study.** Take a situation from your own experience in ministry leadership (or one with which you are personally familiar) and present this case to the class, guiding the process of evaluation and possible actions to be taken. Please include a one or two-page outline of the case study and action plan. These cases will be presented in class on the last two days of class.

Due: February 27, 2019

Post-Course Assignments:

1. **Personal Leadership Development.** Reflect also on the role of pain and disappointment in your life (cf. class material). Integrate this with your completed DISC instrument (i.e. Personal Profile System) and write a reflection paper (ten-twelve pages) on their implications for your personal leadership style. Discuss (1) who you are and why, (2) how you lead, (3) how you plan on refining your leadership (self-leadership) as you face issues.

Due: April 26, 2019

2. **Conflict Management Case Study.** Read *Conflict Management in Congregations* and then respond to a specific case study distributed in class or to a real conflict that you are very familiar with. Evaluate the dynamics of the situation as well as suggest a process to deal with the situation drawing on principles from the text (four-six pages).

Due: April 26, 2019

COURSE GRADING:

Book Reviews Paper	20%
Reflection and Application Paper	20%
Situational Case Study and Class interaction	20%
Personal Leadership Development Paper	20%
Conflict Management Case Study Paper	<u>20%</u>
	100%

SEMINARY CALENDAR

Students are expected to be aware of the policies that govern course work at Briercrest Seminary, all of which are published in the current Seminary Calendar:

<http://briercrest.ca/current/seminary/academics/seminary-calendar/>.

Attendance Policy

Students are expected to attend 100% of each modular they register for. If this is impossible, arrangements must be made with the course professor. A maximum of 1 full day of class can be foregone. Students should request to withdraw from the course or move the course to an audit if additional time is missed.

Course Schedules

Classes begin at 9:00 a.m. on Monday morning and run a minimum of 30 hours through the course of the week. The schedule is determined by the course professor. Students should check the syllabus for specifics. When the syllabus does not state class times, students are responsible to check with the professor prior to making travel plans.

Assignment Submission

All assignments must be submitted no later than eight weeks after the last day of class as stated in the syllabus. The correct due dates will be clearly noted in the syllabus and each faculty member will state in their syllabus how assignments should be submitted. Assignments submitted within a week

after the due date will be accepted with a 10 per cent penalty. For additional information refer to the late assignment policy or the extension policy in the [academic calendar](#).

Return of Graded Assignments

Professors are expected to return graded assignments within six weeks of the due date. If they fail to do so, students may submit an inquiry to the [Seminary](#). If an extension is granted, the professor is no longer obligated to meet this deadline.

Academic Honesty

Students are accountable to perform each task according to principles of academic honesty. Please refer to pages 25-26 in the [academic calendar](#) for more information.

Academic Accommodations

Any student with a disability, injury, or illness who may need academic accommodations should discuss them with the course instructor after contacting the Student Success Centre in person (Room #215), by telephone (1-306-756-3230) or by email (studentsuccesscentre@briercrest.ca).

BIBLIOGRAPHY

Allender, Dan B. *Leading with a Limp*. Colorado Springs: WaterBrook Press, 2006.

Anderson, Leith, *Dying for Change*. Minneapolis: Bethany House, 1990.

_____. *Leadership that Works*. Minneapolis: Bethany, 1999.

Anderson, Lynn. *Freshness for the Far Journey*. Dallas: Hope Network, 2000.

_____. *Navigating the Winds of Change*. West Monroe: Howard Publishing, 1994.

Armour, Michael C., and Don Browning. *Systems-Sensitive Leadership*. Joplin: College Press, 1995.

Bandy, Thomas G. *Christian Chaos*. Nashville: Abingdon Press, 1999.

Banks, Robert J., and Bernice M. Ledbetter. *Reviewing Leadership*. Grand Rapids: Baker, 2004.

Baxter, Richard. *Watch Your Walk*. Colorado Springs: Cook Communications, 2005. (originally published in 1656 under the title *The Reformed Pastor*)

Bloesch, Donald. *The Church – Sacraments, Worship, Ministry, Mission*. Downers Grove, IL: InterVarsity Press, 2002.

Carson, Don. *Christ and Culture Revisited*. Grand Rapids: Eerdmans Publishing, 2008.

Cladis, George. *Leading the Team-Based Church*. San Francisco: Jossey-Bass, 1999.

Dever, Mark. *Nine Marks of a Healthy Church*. Wheaton, IL: Crossway Books, 2004.

Dobson, Edward G., Speed B. Leas, and Marshall Shelley, eds. *Mastering Conflict and Controversy*. Portland: Multnomah Press, 1992.

Ford, Leighton. *Transforming Leadership*. Downers Grove: InterVarsity Press, 1991.

Gangel, Kenneth O. *Feeding and Leading*. Wheaton: Victor Books, 1989.

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

_____, and Samuel L. Canine. *Communication and Conflict Management: In Churches and Christian Organization*. Nashville: Broadman, 1992.

Getz, Gene A. *Elders and Leaders*. Chicago: Moody Press, 2003.

_____. *Sharpening the Focus of the Church*. Chicago: Moody Press, 1974.

Gibbs, Eddie. *Church Next: Quantum Changes in How We Do Church*. Downers Grove: InterVarsity, 2000.

Greenleaf, Robert K. *Servant Leadership*. New York: Paulist Press, 1977.

Halverstadt, Hugh F. *Managing Church Conflict*. Louisville: Westminster/JohnKnox, 1991.

Harrington, Arthur R. *What the Bible Says About Leadership*. Joplin: College Press, 1985.

Herrington, Jim, R., Robert Creech, and Taylor, Trisha. *The Leader's Journey*. San Francisco: Jossey-Bass, 2003.

Herrington, Jim, Luke Bonem, and James Furr. *Leading Congregational Change*. San Francisco: Jossey-Bass, 2000.

Hobgood, William Chris. *Welcoming Resistance*. Bethesda: Alban Institute, 2001.

Jeschke, Marlin. *Discipling in the Church: Recovering a Ministry of the Gospel*. Scottsdale: Herald, 1988.

Kelly, Geoffrey B. and F. Burton Nelson. *The Cost of Moral Leadership – The Spirituality of Dietrich Bonhoeffer*. Grand Rapids: Eerdmans Publishing Company, 2003.

Kimball, Dan. *The Emerging Church*. Grand Rapids: Zondervan, 2003.

Laney, J. Carl. *A Guide to Church Discipline*. Minneapolis: Bethany, 1985.

Mallory, Sue. *The Equipping Church*. Grand Rapids: Zondervan, 2001.

- Malphurs, Aubrey. *Being Leaders*. Grand Rapids: Baker, 2003.
- _____, and Will Mancini. *Building Leaders*. Grand Rapids: Baker, 2004.
- _____. *Doing Church*. Grand Rapids: Kregel, 1999.
- _____. *Leading Leaders*. Grand Rapids: Baker, 2005.
- _____. *Pouring New Wine into Old Wineskins*. Grand Rapids: Baker, 1993.
- McCormack, Blaine, and David Davenport. *Shepherd Leadership*. San Francisco: Jossey-Bass, 2003.
- McLaren, Brian D. *The Church on the Other Side*. Grand Rapids: Zondervan, 2000.
- McNeal, Reggie. *A Work of Heart. Understanding How God Shapes Spiritual Leaders*. San Francisco: Jossey-Bass, 2000.
- _____. *The Present Future*. San Francisco: Jossey-Bass, 2003.
- Nelson, Alan, and Gene Appel. *How to Change Your Church*. Waco: Word Publishing, 2000.
- Oswald, Roy M., and Johnson, Barry. *Managing Polarities in Congregations: Eight Keys for Thriving Faith Communities*. Herndon, VA: The Alban Institute, 2010.
- Piper, John. *Brothers we are NOT Professionals*. Nashville, TN: Broadman Press, 2002.
- Rediger, G. Lloyd. *Clergy Killers: Guidance for Pastors and Congregations Under Attack*. Louisville: Westminster/John Knox, 1997.
- Rendle, Gilbert R. *Leading Change in the Congregation*. Bethesda: Alban Institute, 1998.
- Richards, Lawrence O., and Clyde Hoeldtke. *A Theology of Church Leadership*. Grand Rapids: Zondervan, 1980.
- Richardson, Ronald W. *Creating a Healthier Church*. Minneapolis: Fortress Press, 1996.
- Roberts, Randal, ed. *Lessons in Leadership*. Grand Rapids: Kregel, 1999.
- Robinson, Anthony B. *Transforming Congregational Culture*. Grand Rapids: Eerdmans, 2003.
- Roxburgh, Alan J., and Fred Romanuk. *The Missional Leader. Equipping Your Church To Reach a Changing World*. San Francisco: Jossey-Bass, 2006.
- Sample, Steve B. *The Contrarian's Guide to Leadership*. San Francisco: Jossey-Bass, 2002.
- Sanders, Oswald. *Spiritual Leadership*. Chicago: Moody Press, 1967, 1994.

Schaller, Lyle E. *Discontinuity and Hope*. Nashville: Abingdon Press, 1999.

_____. *Strategies for Change*. Nashville: Abingdon Press, 1993.

Schwartz, Christian. *Paradigm Shift in the Church*. Carol Stream: ChurchSmart Resources, 1999.

Shelley, Marshall, ed. *Empowering Your Church Through Creativity and Change*. Nashville: Moorings, 1995.

_____, ed. *Leading Your Church Through Conflict and Reconciliation*. Minneapolis: Bethany House, 1997.

_____. *Well-Intentioned Dragons: Ministering to Problem People in the Church*. Dallas: Word, 1985.

Steinke, Peter L. *Healthy Congregations. A Systems Approach*. Bethesda: Alban Institute, 1996.

_____. *How Your Church Family Works*. Bethesda: Alban Institute, 1993.

Stevens, R. Paul, and Phil Collins. *The Equipping Pastor. A Systems Approach to Congregational Leadership*. Bethesda: Alban Institute, 1993.

Stanley, Andy. *Visioneering*. Portland, OR: Multnomah Press, 1999.

Stott, John. *Basic Christian Leadership*. Downers Grove, IL: InterVarsity Press, 2002.

Thrall, Bill, Bruce McNicol and Ken McElrath. *The Ascent of a Leader*. San Francisco: Jossey-Bass, 1999.