

BRIERCREST

LE 701 Strategic Thinking, Learning, Planning and Executing Fall 2019

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Course Dates: December 2-6, 2019

3 Credit Hours

COURSE DESCRIPTION

This course is an examination of the perspectives and processes necessary to establish and sustain momentum in an organization, utilizing best practices in doing strategic personal and organizational thinking, learning, planning and leading. The course will include strategic assessment, shaping, alignment and delivery of a missional vision and strategy that is designed with a keen sense of need and with careful consideration of both the internal and external environments.

COURSE TEXTS

Required:

McChesney, Chris, Covey, Sean, and Huling, Jim. *The 4 Disciplines of Execution*. New York: Free Press, 2012.

Rendle, Gil, and Alice Mann. *Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations*. Alban Institute, 2003.

Watkins, Michael D. *The First 90 Days*. Boston: Harvard Business Review Press, 2013.

Suggested Readings:

Bossidy, Larry, and Charan, Ram. *Execution: The Discipline of Getting Things Done*. New York: Crown Business, 2009.

Biehl, Bobb. *Strategic Planning*. Aylen Publishing, 2012.

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations*. San Francisco: Jossey-Bass, 2011.

Greer, Peter, and Horst, Chris. *Mission Drift*. Bloomington, Minnesota: Bethany House Publishers, 2014.

Govindarajan, Vijay, and Trimble, Chris. *10 Rules for Strategic Innovators From Idea to Execution*. Boston: Harvard Business School, 2005.

Students are expected to refer to Briercrest Seminary's Format and Style Guides and Guide for Writing Research Papers, available as PDF documents here: <https://www.mybriercrest.ca/seminary/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

This course is designed to help students obtain new vision, perspectives, tools, and commitments to ensure strategic and theologically infused ministry in their generation as follows:

- Have recommitted themselves to the service of Christ and His church with an enhanced mission, strategy and meaning.
- Have refocused their priorities for the development of strategic steps toward increased intimacy and integrity in personal relationships with Christ and others so as to bring change to their values, habits, style and impacts in the future.
- Have reviewed the biblical and theological foundations for strategic thinking, planning and action.
- Have observed, experienced, tested and applied new perspectives, processes, strategies and skills most useful in strategic thinking and planning.

A. COGNITIVE

1. Each participant will become aware of a useful sequence for doing strategic planning.
2. Each participant will understand and acquire the central skills of strategic planning.
3. Each participant will understand the implications of each step in a strategic planning process.
4. Each participant will master the strategies essential to overcoming barriers to strategic planning.
5. Each participant will acknowledge the importance of continuous involvement in strategic planning.
6. Each participant will understand the place and role of prayer in the strategic planning process.

B. AFFECTIVE

1. Each participant will come to appreciate the benefits of the outcomes of strategic planning.
2. Each participant will grow in appreciation of strategic planning processes.
3. Each participant will feel increased comfort in leading a strategic planning process.
4. Each participant will delight in his or her own personal growth in strategic planning competencies.
5. Each participant will feel increased comfort regarding doing strategic planning.
6. Each participant will gain confidence in including prayer in the strategic planning process.

C. SKILL

1. Each participant will advance in the skills of personal strategic planning.
2. Each participant will advance in the skills of leading groups in a strategic planning process.
3. Each participant will advance in the skills of moving institutions toward and through a strategic planning process.
4. Each participant will advance in the skills of implementing and controlling the strategic plan.
5. Each participant will gain experience in leading a solemn assembly accompanying strategic processes.

COURSE OUTLINE AND CONTENT

TIME	TOPICS OF DISCUSSION
Day 1	Foundations and Overview of Planning -Theological Foundations -Strategic Thinking -Strategic Learning -Diagnostic Work
Day 2	Strategic Planning Process and Components Strategic Planning and Organizational Health
Day 3	Strategic Management (Execution)
Day 4	Strategic Self-Leadership – Personal Life Plan Strategic Planning for the New Leader
Day 5	Strategic Planning and Change Management Case Studies

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

1. Read the required textbooks. Write a 5-7 page report in which you present the primary purpose and content of each of the books. Interact with the texts by comparing and contrasting the resources and tell how you will apply what you read. Please do an integrated reading report rather than individualized ones. Please bring these texts to class and be prepared to discuss the content of these books.

DUE DATE: December 2, 2019**VALUE:** 25%

2. Preparation for in-class case study discussion: (1) Read through the book of Nehemiah and be prepared to discuss observations that you have made on Nehemiah's strategic thinking, planning, and execution (no notes are required). (2) Bring a 1-2 page case study of a church or a non-profit organization that requires strategic thinking or a strategic plan. Your grade will be based on in-class discussion (notes to be distributed to class).

DUE DATE: December 2, 2019**VALUE:** 25%

Post-Course Assignments:

3. Each participant shall prepare a strategic planning process for a personal life plan. This plan should serve to guide living for the next 3-5 years and should be “total life” in its orientation. The assignment should clearly indicate practical steps leading to a final life plan. This assignment should be 3-5 pages in length (single space and bullet form is acceptable).

DUE DATE: January 31, 2020

VALUE: 25%

4. Each participant shall prepare a strategic planning process for a ministry or non-profit organization. This ‘plan to plan’ should include an internal/external environmental audit, an interpretation of the findings, and the development of a planning process to resolve the lack of alignment apparent within the internal and external environments. This assignment should be 8-12 pages in length.

DUE DATE: January 31, 2020

VALUE: 25%

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:

<https://www.briercrestseminary.ca/academics/calendar/>.

Attendance Policy

Students are expected to attend 100% of each modular for which they register. If this is impossible due to extenuating circumstances, arrangements must be made with the course professor before the first day of class. If extenuating circumstances prevent a student from attending class, a maximum of one full day of class can be foregone. If additional time is missed, the student will fail the course unless they first request to withdraw from the course or move the course to an audit.

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 24-25 in the [academic calendar](#) for more information.

Academic Accommodations

Any student with a disability, injury, or illness who may need academic accommodations (permanent or temporary) should discuss them with the course instructor after contacting the Director of Student Success in person (L234 in the Library), by telephone (1-306-756-3230) or by email (studentsuccesscentre@briercrest.ca). Documentation from a qualified practitioner will be required (i.e., medical doctor, psychologist, etc.).

BIBLIOGRAPHY

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