

BRIERCREST

LE 601 Organizational Development and Renewal Winter 2021

Professor: Paul Magnus PhD
Email: pmagnus@briercrest.ca
Phone: 306-756-3436
Course Dates: February 8-12, 2021

3 Credit Hours

COURSE DESCRIPTION

This course will focus on organizational development and renewal toward continuous scaling up. Significant attention will be given toward scaling up institutional intelligence; human resources; strategy; execution; results and resources. The course will also ensure enhancing leadership mastery, agility, and conversational intelligence toward the co-creation of trackable disciplined results.

COURSE INTEGRATION

The focus of this course will be on how to build a cause/movement/ministry/corporate entity/organization to not only last with built in renewal to ensure that it will continually scale up in strength and numbers. The nature of the organization may vary and yet the foundational development and renewal will be shaped in a way to produce such results whatever the nature of the organization.

Given this course is done in a Christian setting and a Seminary setting, corporate entities include for-purpose organizations, not for profit organizations, churches, business, etc. The course will seek to influence foundational building blocks and scaling up process to span all such organizations and corporate entities. There will be a careful examination of biblical case examples as well as real time corporate cases.

Organizations/movements/ministries have become increasingly complex, but most Christian leaders are not prepared or equipped to deal with these complex issues adequately. How leaders respond to organizational challenges and develop *leaders at all levels* will impact the health and success of their entities significantly.

Research shows few pastors or Christian leaders have much formal or informal training enabling them to understand their congregations or Christian ministries as organizations. And it is ironic that many challenges these leaders face in their assemblies or non-profit ministries revolve around organizational leadership. The world is facing a global, local, regional, and contextual leadership crisis. Seventy-seven percent of leaders think they are doing a good job of engaging their people, yet 88 percent of their employees say their leaders don't engage enough.

This course is designed to complement other already existing leadership courses within the Briercrest setting. It is also designed to equip and resource persons in the Leadership and Management program with a means of enhancing their impact in doing real time organizational leadership, coaching and facilitation in a way that helps any organization gain clarity, define and own their current reality and then shape a collectively owned organizational path toward a preferred future toward continuous scaling up of intended results despite barriers. The design and goal of this course is to resource the student with how to coach the organization and its people, its direction, its system, its execution, its outcomes and its culture to continuously scale up to renew the benefit and impact in building, renewing, and scaling up in ways that last.

COURSE TEXTS

Required (choose as offered where there is choice given):

To ensure that this course is intentional and actional about having a great and godly focus every class member will be **expected to read either one Gospel or the book of Acts** as a basis for gaining clarity regarding how Jesus scaled up the Christ(ian) Movement in a way that was continuously scaling up (Gospel account) and/or the book of Acts to observe the scaling up of the church as a movement that moved steadily toward becoming a corporate entity/organization.

Hougaard, Rasmus & Jacqueline Carter. *The mind of the Leader: How to Lead Yourself, Your People, and Your Organization for Extraordinary Results*. Boston: Harvard Business Review Press, 2018. ISBN 9781634693425.

Bell, Michel A., *Business Simplified, serving people, becoming better stewards, creating value*, Niagara on-the-Lake, Managing God's Money, Ontario, 2017. ISBN 978-1-387-26141-3. **OR** Pete Ochs. *A High Impact Business: Exemplify your Principles, Execute your Plan, Evaluate your Performance*. Enterprise Stewardship, 2020. ISBN as available.

Harnish, Verne and the team at Gazelles. *Scaling Up: Mastering the Rockefeller Habits 2.0, how a few companies make it...and why the rest don't*. Asbury, Virginia: Gazelles Inc., 2014. ISBN 978-0-9860195-2-4. **OR** Collins, Jim. *How The Mighty Fall and why some companies never give in*. Harper Collins, 2009. ISBN 978-0-9773264-1-9.

Quinn, Robert & Anjan Thakor. *The Economics of Higher Purpose: Counterintuitive Steps for Creating a Purpose driven Organization*. Berrett-Koehler Publishers, 2019. ISBN 13- 978-1523086405. **OR** Robert Quinn, *The Positive Organization: Breaking Free from Conventional Cultures, Constraints, and Beliefs*. Berrett-Koehler, 2015. ISBN 9781626565623.

Brown, Brene. *Dare to Lead: Brave Work, Tough Conversations, Whole Hearts*. New York: Random House, 2018. ISBN 9780399592522. **OR** Daniel Cable. *Alive at Work: The Neuro-Science of Helping People Love What they Do*. HBR Press, 2018. ISBN 978-1-63369-425-5.

Kotter, John. *Accelerate*, Harvard Business Review Press, 2014. ISBN 978-1-625-174-7. **OR** Gary Hamel & Michele Zanini, *Humanocracy: Creating Organizations as amazing as the People Inside Them*. Harvard Business Review Press, 2020. ISBN -13: 978-1633696020.

Recommended Reading list

Significant Course Resources & Reading: **one not previously read book is required for the course from the list below.** It is expected you will have high expertise on the one you select and that you will chose one of these for pre-course assignment #2 below.

Whitney, Diana, Amanda Trosten-Bloom & Kae Rader. *Appreciative Leadership: Get Results with Appreciative Leadership*. McGraw Hill, 2010. ISBN 13: 978-0-07-171406-8.

Wiseman, Liz with Greg McKeown. *Multipliers: How the best leaders Make Everyone Smarter*. Harper Business, 2010. ISBN 978-0-06-196439-8.

Scott, Kim. *Radical Candor*. New York: St. Martin's Press, 2017. ISBN 9781250103505.

Stan Endicott, *IMPROV Leadership: How to Lead well in every moment*. Zondervan Reflective, 2020. ISBN 978-0-310-11295-2.

Lencioni, Patrick. *The Motive: Why Some Leaders Abdicate Their Most Important Responsibilities*. New Jersey: John Wiley & Sons, 2020. ISBN 9781119600459.

Cherney, Jay, Diane Whitney, & Amanda-Trosten Boom. *Appreciative Team Building: Positive Questions to bring the best out of your Team*. Inverse Inc., 2004. ISBN 13: 978-0595335039.

Clifton, Don. *First Break all the Rules: What the World's greatest managers do differently*. Gallup Press, Second edition, 2016. ISBN 978-1-59562-11-5.

Brock, Laszlo. *Work Rules: Insights from inside Google That will Transform How You Live & Work*. Paperback. Hodder & Stoughton 13: 978-1444792386

Keifer, Charles, Leonard Schlesinger & Paul Brown. *Action Trumps Everything: Creating What You Want in an Uncertain World*. Black Ink Press, 2010. ISBN 978-0-9831319-1-5.

Duhigg, Charles. *Smarter, Faster, Better: The Secrets of Being Productive in Life & Business*. Doubleday Canada, 2016. ISBN 978-0-385-68091-2.

Ochs, Pete. *High Impact Habits: Annual Lie Plan, Weekly Strategy, Daily Execution*. Enterprise Stewardship, 2019. ISBN 13: 978-1646062416.

Watkins, Michael. *The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter*. Harvard Business Review Press, 2013. ISBN 978-1-4221-8861-3.

Senge, Peter, et al. *Presence: An Exploration of Profound Change in People, Organizations, and Society*. Random House, 2005. ISBN 0-385-51624-x.

Denning, Stephen. *The Leader's Guide to Radical management: Reinventing the Workplace for the 21st Century & How to Inspire Continuous Innovation, Deep Satisfaction & Client Delight*. Jossey-Bass, 2010. ISBN 978-0-470-54868-4.

Dotter, Stephen. *The Performance Pipeline: Getting Right Performance at every Level of Leadership*. John Wiley & Sons, 2011. ISBN 978-0-470-87728-9.

Lafley, A.G. & Roger L. Martin. *Playing to Win: How Strategy Really Works*. Boston: Harvard Business Review Press, 2013. ISBN 978-1-4221-8739-5.

MacGregor, Steven. *Sustained Executive Performance: How the new Self-Management, Drives Innovation, Leadership and a more Resilient World*. The Leadership Alchemy of Barcelona, 2015. ISBN 13: 978-0-13-398700-3.

Crutchfield, Leslie & Heather McLeod Grant. *Forces for Good: The Six Practices of High-Impact Nonprofits*. John Wiley, 2008. ISBN 978-0-7879-8612-4.

Steinke, Peter. *Healthy Congregations: A systems Approach*. Alban Institute, 1998. ISBN 978-1-566-330-2.

Tapscott, Don & Art Caston, *Paradigm Shift: The New Promise of Information Technology*. McGraw Hill, 1998. ISBN 0-07-062857-2.

McChesney, Chris, Covey, Sean, and Huling, Jim. *The 4 Disciplines of Execution: Achieving your Wildly Important Goals*. Toronto: Free Press, 2012.

Collins, Jim. *Good To Great*. New York: Harper/Collins Publishers Inc., 2001

Clifton, Jim and Harter, Jim. *It's the Manager: Gallup finds that the quality of managers and team leaders is the single biggest factor in your organization's long-term success*. New York: Gallup Press, 2019.

Patrick Lencioni. *The Advantage: Why Organizational Health Trumps Everything Else in Business*. San Francisco: Jossey Bass, 2012. ISBN 978-0-470-94152.

Brinckerhoff, Peter, C., *Nonprofit Stewardship, A Better Way to Lead Your Mission-Based Organization*, Saint Paul, MN, Wilder Publishing Center, 2004

Hartwig, Ryan T., Bird Warren, *Teams That Thrive: Five Disciplines of Collaborative Church Leadership*, Downers Grove IL, InterVarsity Press, 2015 Review Press, 2018

LeBlanc, Richard, *The Handbook of Board Governance: A Comprehensive Guide for Public, Private, and Not-for-Profit Board Members*, Hoboken, New Jersey, John Wiley & Sons, 2016

Morieux, Yves, and Tollman, Peter, *Six Simple Rules: How to Manage Complexity without Getting Complicated*, Boston, MA: Harvard Business Review Press, 2014

Schein, Edgar. *Organizational Culture and Leadership*. 5th edition. Wiley, 2017. ISBN 9781119212041.

Pink, Daniel. *The Scientific Secrets of Perfect Timing*. New York: River Head Books, 2018. ISBN 9780735210622.

Any Book by John Kotter
Any book by Garry Hamel
Any book by Jim Collins
Any book by Gil Rendle & Alice Mann
Any book by Joel Barker
Any book by Henry Cloud

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

At end of the course, you should have developed a deep appreciation for the need for effective organizational leadership & management toward growing an enterprise or cause, be it a movement, a not for profit organization or ministry, a church, a for profit organization, etc. toward continuous development and renewal to ensure continuous scaling up of strength and numbers. The more precise desired outcomes include the following:

1. To have gained a deep appreciation on biblical value, principles, examples and call toward building God's Kingdom as we build and steward enterprises God has called us to lead and/or manage.
2. To grasp and be fluent in a macro sense of what it will take to lead/mange in ways that ensure there is continuous development and renewal toward scaling up a cause, ministry, or organization, toward scaling up self-leadership/management, people of the organization leadership/management, the design and structure of the organization, the health of the organization, the execution of the organization, the cultural conditions of the organization and the outcomes of the organization.
3. To be adept at leading/managing in choice making of the *right* people for the right roles and utilizing a multiplier and hero making mindset and process set in enabling them to thrive.
4. To grasp, gain clarity and experience using varied organizational frameworks, designs, systems, governance, and decision making for organizational development toward scaling up.
5. To become fluent in understanding and applying leadership/management principles, practices, and processes in governing, leading, managing or serving in any given context.
6. To have deep ownership of the primary scaling up principles, practices, habits and execution in a chosen context.
7. To have confidence and competence in being a multiplier of strength and numbers utilizing organizational health, progress, and scaling up designs, systems, structures and processes and intelligences.
8. To be, articulate, and demonstrate high commitment to stewarding the people, designs, systems, governance, and humanizing processes for high Kingdom purposes.

9. To be, articulate and demonstrate a high readiness to build and scale up a cause or organization that has a higher purpose than merely for temporal gain, survival or fame.

COURSE OUTLINE AND CONTENT

- I. Unit One- Organizational Leadership Toward Scaling Up (Scaling Up the leader): Self-leadership
 1. Pete Ochs on Youtube on a high impact life and business
 2. Organizational Leadership & Management
 3. Tangible and Intangible Qualities of Leadership
 4. Self-Awareness and self-leadership
 5. Agility of Leadership with 5 levels of Mastery
 6. Adaptive Leadership
 7. Good to great to grand leadership

- II. Unit Two- Organizational Leadership & Management of People Toward Scaling Up (Scaling up of People lead)
 1. Understanding of the people you lead/manage
 2. Mindful Leadership/Management
 3. Selfless Leadership/Management
 4. Compassionate Leadership/Management
 5. Multiplying Leadership/Management
 6. Hero-Making Leadership/Management
 7. Coaching Circle & Team Leadership/Management

- III. Unit Three- Organizational Framework, Design, Governance & Decisions Toward Scaling Up
 1. Scaling Up Framework
 2. Scaling Up Design
 3. Scaling Up Structure
 4. Scaling Up Governance
 5. Scaling Up holding people able and accountable
 6. Scaling Up Decisions
 7. Scaling Up Elements (*12 Elements of Great Managing*)
 8. Scaling Up Outcomes (contingent on the cause you lead) the cash equivalent
 9. Scaling Up Stewardship of the organization

- IV. Unit Four- Organizational Health & Progress Toward Scaling Up
 1. Organizational Commitments to clarity, stability, & rhythm
 2. Organizational Leadership Cohesiveness (personal & team)
 3. Organizational Intellectual Essence Cohesiveness
 4. Organizational Directional Cohesiveness
 5. Organizational Progression Cohesiveness
 6. Organizational Strategic Plan Cohesiveness
 7. Organizational Delivery of Strategic Plan

- V. Unit Five- Organizational Function & Execution Toward Scaling Up
 1. Organizational Disciplines of Engagement

2. Organizational Disciplines of Execution
 3. Organizational Disciplines of Radical Candor
 4. Organizational Disciplines of Progressive Coaching
 5. Organizational Disciplines of Necessary Endings and Beginnings
- VI. Unit Six- Organizational Culture and Leadership Toward Scaling Up
1. Organizational Culture Clarity
 2. Macro & Micro organizational Culture(s)
 3. Micro or group behavior, team behavior, individual behavior and organizational culture
 4. Culture and leadership through stages of growth and scaling up
 5. Assessing the Organizational Culture tensions & change dynamics
 6. Assessing the culture tensions and power dynamics
 7. Assessing the culture tensions and conflict dynamics
 8. Assessing the culture and engagement principles and realities
 9. Appreciative organizational culture formation and delivery

ASSIGNMENTS

Please submit all written assignments to Canvas.

Pre-Course Assignments:

1. Integrative Reading Report

Each course participant will be expected to write a well-designed and engaging integrative reading report on the required textbook readings. It is expected that you will select memorable insights, identify short and longer term applications of key insights, reflect and comment on values of the resource and ensure that this is done for each resource and then when you have done your work with each of the resources do some comparisons and integrative insights as you build a conclusion from all the resources you read.

Project Length: 7-10 pages

Project due date: **February 5, 2021 (Before the first day of class)** soft copy to canvas

Basis of grade: Demonstration of a careful reading and attentiveness to what was expected. Please be ready to be the resident expert on the added book you select.

Project value: 25%

2. Preparation to serve as the resident expert in learning circle/class on two chosen items as follows:

Please select one of the books you were required to read and already did include in the integrative reading report and plan to own the delight of being the class expert on that one book. To set yourself up for this please prepare yourself with an executive summary that you can share and also be sure that whenever that book comes up for discussion in the daily class processes we will start with the resident expert on this book. Be sure you have mastery of this one book. We will let you speak light from the chosen book wherever it speaks most clearly to any subject we are dealing with.

Due: **February 8, 2021**

Project Value: 10%

Basis of grade: Your demonstration of book mastery with your executive summary of 2-3 pages that you present and mostly with your oral delivery of that and your insights from day to day from this book.

Please also read one book from the recommended reading list and be prepared to share the highlights of this book throughout the week and in particular when that book speaks to the issues of the course. It might be wise for you to have an executive summary and/or a brief power point or whatever format. You might wish to role play it or whatever format you select. We will allow a 5-7 minute presentation.

Due date: **February 8, 2021**

Project Value: 15%

Basis of grade: The presentation, executive summary and demonstration of mastery.

Mid-Course/During course Assignments:

1. Each participant will be expected to fully engage in the course start to finish. Joining into the dialogue and pooling of wisdom as we process forward together will be one demonstration of this. Another demonstration of this will be that you keep a daily journal of learning for each of the 5 days of the course. The goal is for you to select memorable, applicable, and value laden insights you chose will be key. The journaling will include the last day of the class and hence the assembled journal should be submitted the Monday after the class ends, namely February 15, 2021.

Project due date: **Daily throughout the class and assembled and submitted February 15, 2021.**

Project Value: 25%

Basis of grade: Your in-class engagement and your journal capturing the essence of the best of the daily learning for you

Post-Course Assignments:

1. **Post-Course Case Paper**

Each participant will be expected to do a real time case development application of the course content, experiences, and learning. Normally in future courses students are often asked to bring a case vignette from their prior experience and such cases become a basis for much course dialogue. Since this is an introductory course, we wish to place the case formation vignette at the end for you to form a case for future processing in other courses. Also given the varied experience levels in this course there are two options.

- a. Option one: think of or discover an actual organization that exists in your world of experience and that you would use that organization as follows. Gain as much light as you can about the organization through your own experience recall and/or interviews and such so you can describe the story of the organization and just start by describing the journey of the organization and this should take about 1/3 of the paper. Then seek to interpret what happened on this journey, why it happened the way it did, where it happened as it did, etc. You are seeking to interpret the journey of the organization or ministry or significant part of an organization or ministry whatever its nature and this should constitute another 1/3 of your paper. For the third part of the paper seek to determine the extent to which the organization did, did not, should have, or might still benefit from your grasp on this and coaching with your sense of what could have been or could be if _____ . What

you are attempting to do is to identify some problematic neglects or actual choices or behaviors that had a negative impact. In essence you are lifting observed problems. When we pick up problems we do because we see light or insight or opportunities to have done or been something that was not evident. To see the opportunities, a helpful tool is the use of the sentence that reads, "wouldn't it be nice if_____." You are now bringing pooled class insights and wisdom forward to apply to this case as a way of making your learning more concrete and beneficial for the long term. This part of the project will constitute the final 1/3 of your paper.

OR

- b. Option two: Your real time Case could be the Biblical case of either the Gospel journey of Jesus and the disciples as he scaled up their readiness for his departure or the story of the emergence and scaling up of the church in the book of Acts. Now if you select the Biblical account as the case (either of these) again you can do the description of what you observe, how you interpret what happened and then reflect on the implications for the church or any organization seeking to be great and Godly in its design, function and scaling up.

Project length: 7-10 pages

Project due date: **April 9, 2021**

Project value: 25%

Basis of grade: Demonstration or real time application of course learning and application

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

In order to benefit fully from a seminary education, to be good stewards of time and finances, and to be considerate of their classmates and faculty members, students must be in class at every opportunity.

Modular Courses

Students are expected to attend 100 per cent 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 (1) 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.

Online Courses

If extenuating circumstances prevent a student from attending scheduled meeting times, then up to 20% of meeting time can be foregone. Students missing scheduled meeting times should make every effort to inform the course professor prior to any time missed. 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.

Semester-Based Courses

All students missing more than two full weeks of a particular course from registration to the last day of classes will receive an automatic fail (0%). A student may appeal a course failure due to excessive absences. Successful appeals will be granted only in rare cases where all absences are clearly beyond the student's control. Appeals must be made through the Academic Appeal Process.

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 health condition who may need academic accommodations (permanent or temporary) should discuss them with the course instructor after contacting the Director of the Academic Resource Centre in person (L234 in the Library), by telephone (1-306-756-3230) or by email (academicresourcecentre@briercrest.ca). Documentation from a qualified practitioner will be required (i.e., medical doctor, psychologist, etc.).

BIBLIOGRAPHY

- Allender, D. B, *Leading with a Limp: Turning your struggles into strengths*. Colorado Springs: Waterbrook Press, 2006
- Anderson, David R., *An Introduction to Management Science: Quantitative Approaches to Decision Making*, South Western, Mason, Ohio, thirteen edition, 2011
- Anderson, V., & Johnson, L., *Systems Thinking Basics: From concepts to causal loops*. Waltham, MA: Pagasus Communications, Inc., 1997
- Ashkenas, R., *The Boundaryless Organization: Breaking the chains of organizational structure*. San Francisco, CA: Jossey-Bass Publishers, Revised and updated 2002
- Bell, Michel A., *Business Simplified, serving people, becoming better stewards, creating value*, Niagara on-the-Lake, Managing God's Money, Ontario, 2017

- Beckhard, R., & Harris, R. T., *Organizational Transitions: Managing complex change* (2nd ed.), Reading, MA: Addison-Wesley, 1987.
- Bainbridge, Stephen , *The New Corporate Governance in Theory and Practice*, Oxford University Press, 2008
- Blake, R. R., & Mouton, J. S., *Managerial grid III: A new look at the classic that boosted productivity and profits for thousands of corporations worldwide*. Houston, TX: Gulf Publishing Company, 1989
- Blanchard, Ken, Barrett, Colleen, *Lead with LUV: A Different Way to Create Real Success*, Upper Saddle Row, N.J.: F.T. Press, 2011
- Block, P., *The empowered manager: Positive political skills at work*. San Francisco: Jossey-Bass, 1987
- Block, P., *Stewardship: Choosing Service Over Self Interest*, San Francisco: Berrett-Koehler Publishers, 1993.
- Bolman, L. G., & Deal, T. E., *Reframing organizations: Artistry, choice, and leadership* (3rd ed) San Francisco: Jossey-Bass, 2003
- Boone, L. E., & Bowen, D. D. (Eds) *The great writing in management and organizational behavior* (2nd ed) New York: Random House, 1987
- Bossidy Larry, Charan Ram, Burck Charles, *Execution: The Discipline of Getting Things Done*, Random House Business Books, Revised Edition, 2011
- Branham, Leigh, *The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act Before It's Too Late*, New York,:AMACOM, A Division of American Management Association, 2005.
- Brinckerhoff, P., *Mission-based Management: Leading your not-for-profit in the 21st century* (2nd ed.).New York, NY: J. Wiley, 2000
- Cameron, K. S., Sutton, R. I., & Wheeten, D. A. (Eds.), *Readings in organizational decline: Frameworks, research, and prescriptions*. Boston, MA: Ballinger Publishing Company, 1988
- Cherniss, C., & Goleman, D. (Eds), *The emotionally intelligent workplace*, San Francisco, CA: Jossey-Bass Publishers, 2001
- Collins, J. C., *Good to great: Why some companies make the leap and others don't*. New York, NY: HarperBusiness, 2001
- Collins, Jim and Hansen, Morten T. *Great By Choice: Uncertainty, Chaos, and Luck--Why Some Thrive Despite Them All: HarperCollins Publishers, New York, NY, 2011*
- Cox, T., *Creating the multicultural organization: A strategy for capturing the power of diversity*. San Francisco, CA: Jossey-Bass, 2001
- Drucker, Peter F., *The Effective Executive*, (New York, NY: HarperCollins Publishers, 2006)
- Dungy, Tony, *The Mentor Leader: Secrets to Building People and Teams That Win Consistently*, Carol Stream, IL: Tyndale House Publishers, 2010
- Dungy, Tony, *Quiet Strength: The Principles, Practices, and Priorities of a Winning Life*, Carol Stream, IL: Tyndale House Publishers, 2008
- Dyer, W. G., *Team building: Issues and alternatives* (2nd ed.), Reading, MA: Addison-Wesley, 1987
- Evans, J., & Schaefer, C., *Ten tasks of change: Demystifying changing organizations*. San Francisco, CA: `Jossey-Bass Pfeiffer, 2001
- Eldred, Ken, *God is at Work: Transforming People and Nations Through Business*. Ventura, CA: Regal Books, 2005
- French, W. L., & Bell, C. H., *Organization Development: Behavioral science interventions for organizational improvement* (4th ed) Englewood Cliffs, NJ: Prentice-Hall, 1990
- Friedman, Benjamin M. *The Moral Consequences of Economic Growth*, New York: Vintage Books, 2005

- Galindo, I., *The hidden lives of congregations: Understanding church dynamics*. Herndon, VA: The Alban Institute, 2004
- Gawande Atul, *The Checklist Manifesto: How to Get Things Right*, Picador Books, Reprint Edition 2011
- Gold, B. A., *Exploring Organizational Behavior*, Fort Worth, TX: Dryden, 1994
- Gibbs, Joe, *Game Plan for Life: Your personal Playbook For Success*, Tyndale House Publishers, Inc., Carol Stream, 2009
- Gladwell, Malcolm, *Outliers: The Story of Success*, New York: Little, Brown and Company, 2008
- Gladwell, Malcolm, *Blink: The Power of Thinking Without Thinking*, New York, NY: Time Warner Book Group, 2005
- Goldratt Eliyahu M, Cox Jeff, *The Goal: A Process of Ongoing Improvement*, Great Barrington, MA, North River Press Publishing, 2012
- Gostick, Adrian, and Dana Telford. *The Integrity Advantage: How Taking the High Road Creates a Competitive Advantage in Business*. Salt Lake City, UT: Gibbs-Smith, 2003.
- Granberg-Michaelson, W., *Leadership from inside out: Spirituality and organizational change*. New York: Crossroad Publishing Company, 2004
- Hammer Michael, Champy James, *Reengineering the Corporation: A Manifesto for Business Revolution*, New York, New York, HarperCollins Publishers, Updated Edition, 2006.
- Herrington, J., Creech, R. R., & Taylor, T., *The leader's journey: Accepting the call to personal and congregational transformation*. San Francisco: Jossey-Bass, 2003
- Hirschhorn, L., *The workplace within: The psychodynamics of organizational life*, Cambridge, MA: MIT Press, 1988
- Heath, Chip and Heath, Dan: *Decisive: How to Make Better Choices in Life and Work*, Crown Business, New York, N.Y., 2013
- Hummel, Charles E. *Freedom from Tyranny of the Urgent*, Downers Grove IL: InterVarsity Press, 1997.
- Johnson, C. Neal, *Business as Mission: A Comprehensive Guide to Theory and Practice*, Downers Groves: Inter Varsity Press, 2009
- Kennedy, Debbie, *Putting Our Differences to Work: The Fastest Way to Innovation, Leadership, and High Performance*, San Francisco: Berrett-Koehler Publishers, 2008 Kegan, R., & Lahey, L., *How the way we talk can change the way we work: Seven languages for transformation*. San Francisco, CA: Jossey-Bass, 2001
- Kirk, J. F., *Surviving the upheaval in your workplace: A career guide for changing times*. Stouffville, ON: Kirkfoord Communications, 1992
- Koldtiz, Thomas, A. *In Extremis Leadership: Leading As If Your Life Depended On It (J-B Leader to Leader Institute/PF Drucker Foundation)*, San Francisco: Jossey-Bass, 2007
- Kontes, Peter W. *The CEO, Strategy, and Shareholder Value: Making the Choices That Maximize Company Performance*, Hoboken, NJ: John Wiley & Sons Inc., 2010
- Kreitner, R., & Kinicki, A, *Organizational behavior* (2nd ed) Homewood, IL: Irwin, 1991
- Kraemer, Harry M., *From Values to Action: The Four Principles of Values-Based Leadership*, Jossey-Bass, San Francisco, CA, 2011
- Larcker, David F. , Tayan Brian, *Corporate Governance Matters: A Closer Look at Organizational Choices and Their Consequences (2nd edition)*, Old Tappan NJ, Pearson FT Press, 2016
- LaUley, A.G, Martin, Roger L.: *Playing to Win: How Strategy Really Works*, Cambridge, Mass.; Harvard Business Review Press, 2013
- LeBlanc, Richard, *The Handbook of Board Governance: A Comprehensive Guide for Public, Private, and Not-for-Profit Board Members*, Hoboken, New Jersey, John Wiley & Sons, 2016
- Lebow, Rob and Randy Spitzer, *Accountability: Freedom and Responsibility without Control*, San

- Francisco: Berrett-Koehler Publishers, 2002
- Livermore, David, *Driven by Difference: How Great Companies Fuel Innovation Through Diversity*, 2016
- Locker, Kitty O., and Findlay, Isobel, *Business Communication NOW, CDN Edition*, McGraw-Hill Ryerson Higher Education, Toronto, 2009
- Lowney, C., *Heroic Leadership: Best practices from a 450-year-old company that changed the world*. Chicago: LoyolaPress, 2003
- Miller, Darrow, L. *LifeWork: A Biblical Theology for What You Do Every Day*, Seattle: YWAM Publishing, 2009
- Macey, Jonathan R. , *Corporate Governance: Promises Kept, Promises Broken*, Princeton University Press 2008
- Morieux, Yves, and Tollman, Peter, *Six Simple Rules: How to Manage Complexity without Getting Complicated*, Boston, MA: Harvard Business Review Press, 2014
- Morgan, Gareth., *Images of organization* (2nd ed.), Sage Publications, 1996
- Olson, E., & Eoyang, G., *Facilitating organization change: Lessons from complexity science*. San Francisco, CA: Jossey-Bass/Pfeiffer, 2001
- Ott, J. S., *Classic readings in organization behavior*, Belmont, CA: Brooks/Cole, 1989
- Patterson, Kerry, et al: *Crucial Conversations: Tools for Talking When Stakes Are High*, McGraw-Hill, 2012
- Pollard, William C. *Serving Two Masters?: Reflections on God and Profit*. New York: Collins, 2006
- Rae, Scott, and Kenman L. Wong, *Beyond Integrity (2nd Edition): A Judeo-Christian Approach to Business Ethics*, Grand Rapids, Michigan: Zondervan Publishing House, 2004
- Rumelt, Richard, *Good Strategy Bad Strategy: The Difference and Why It Matters*, New York, N.Y., Crown Business, 2011
- Russell, Mark, *The Missional Entrepreneur: Principles and Practices for Business as Mission*, Birmingham, Alabama: New Hope Publishers, 2009
- Senge, P. M., *The Fifth discipline: The art and practice of the learning organization*. Toronto: Currency 2006
- Shafritz, Jay M. , Ott, J. Steven, Jang, Yong Suk: *Classics of Organization Theory*, Boston, Mass., Cengage Learning, 2016
- Shelf Yossi, *The Power of Resilience: How the Best Companies Manage the Unexpected*, Cambridge Massachusetts, The MIT Press, 2015
- Sloan, Alfred, *My Years with General Motors*, New York, New York, Doubleday, Reissue Edition, 1990
- Smart, Bradford, *Topgrading: How Leading Companies Win by Hiring, Coaching, and Keeping the Best People*, New York, Penguin Group, 2005.
- Smith, Adam. *An Inquiry Into the Nature and Causes of the Wealth of Nations*, University of Chicago Press; Facsimile of 1904 ed edition, 1977
- Steinke, P., *Congregational leadership in anxious times*. Herndon, VA: The Alban Institute, 2006
- Swartz, Mimi, and Sherron Watkins, *Power Failure: The Inside Story on the Collapse of Enron*, Toronto, ON: Doubleday, 2003
- Taft, John G., *Stewardship: Lessons Learned from the Lost Culture of Wall Street*, John Wiley & Sons: Hoboken, New Jersey, 2012
- Tofuler, Barbara L., and Jennifer Reingold, *Final Accounting: Ambition, Greed, and the Fall of Arthur Andersen*, New York, NY: Broadway Books, 2003
- Tricker, Bob, *Corporate Governance: Principles, Policies and Practices*, New York: Oxford University Press Inc., 2009,
- Van Duzer, Jeff, *Why Business Matters to God: (And What Still Needs to Be Fixed)*, Downers Groves:

- Inter Varsity Press, 2010
- Visher, Phil, *Me, Myself, and Bob: A True Story About Dreams, God, and Talking Vegetables*, Thomas Nelson, Nashville, Tennessee, 2008
- Watkins, J. M., & Mohr, B., *Appreciative Inquiry: Change at the speed of imagination*, San Francisco, CA: Jossey-Bass/Pfeiffer 2001
- Weiss, Marco, *Efficient Organizational Design—Balancing Incentives and Power*, New York, New York, Palgrave MacMillian, 2007
- Witherington, Ben III, *Jesus and Money: A Guide for Times of Financial Crisis*, Grand Rapids: Brazos Press, 2010
- Wright, W., *Relational Leadership: A biblical model for influence and service*. Carlisle, UK: Paternoster, 2000
- Zaccaro, S., & Klimoski, R., *The Nature of Organizational Leadership* San Francisco, CA: Jossey-Bass, 2001