

SYLLABUS

Leadership Styles in Ministry CEAM 8301

A Professional Doctoral Seminar

Dr. Steve Echols and Dr. Allen England
December 15-17, 2009

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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 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 four of the seven competencies.

1. Biblical Exposition- The students will utilize biblical principles in evaluating leadership models.
2. Disciple Making- Students will consider the importance of the discipleship in leadership.
3. Interpersonal Skills- The professor will challenge students to see the vital connection between interpersonal skills and leadership.
4. Servant Leadership- Students will examine leadership styles in light of the revelation of servant leadership as taught by Jesus.

Course Description

This seminar provides an examination of the biblical basis and models of leadership as well as traditional and contemporary philosophies and trends of leadership. An emphasis will be given to practical applications to the student's place of service.

Course Objectives

When students have completed this course, they will be able to:

1. Critique leadership styles using biblical models as the standard.
2. Discuss historic and contemporary theories and trends of leadership.
3. Distinguish between leadership and other management functions such as supervision, planning, budgeting, etc
4. Articulate an enhanced commitment to servant leadership as modeled by Christ
5. Formulate leadership techniques relative to the local church as an organization.
6. Formulate a personal leadership development program based on input from others as well as personal introspection..
7. Develop a personal leadership strategy to address the mission and needs of his/her ministry setting.
8. Demonstrate a personal application of leadership skills.

Required Textbooks: Note: Students may contact the link on the North Georgia Extension Center web site. Go to nobts.edu and then extension centers, then North Georgia hub and then to North Georgia Center, then scroll down to textbook information and then graduate. Look for the course number of the seminar. You may go directly to the amazon.com website. They have a number of used copies of the textbooks for a cheaper rate and of course you may want to search other websites as well.

Banks, Robert, and Bernice M. Ledbetter, *Reviewing Leadership: A Christian Evaluation of Current Approaches*. Grand Rapids: Baker Academics, 2004. (ISBN 0-8010-2690-03)

- Borek, John, Danny Lovett, and Elmer Towns. *The Good Book on Leadership*. Nashville: Broadman and Holman Publishers, 2005. (ISBN 0-8054-3167-5)
- Blanchard, Ken, and Phil Hodges. *Lead Like Jesus: Lessons from the Greatest Leadership Role Model of All Times*. Nashville: W. Publishing Group, 2005. (ISBN 0-8499-0040-9)
- Goleman, Daniel, Richard Boyatzis, and Annie McKee. *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston: Harvard Business School Press, 2002. (ISBN 1-57851-486-X)
- Kaplan, Bob, with Rob Kaiser. *The Versatile Leader: Make the Most of Your Strengths Without Overdoing It*. San Francisco: John Wiley and Sons, 2006. (ISBN 978-0-7879-7944-7)
- Parson, George D. *PACE Profile*, 1992. Order from George D. Parsons at 541-935-8112, or gparsons@rio.com or fax at 541-935-814. A check for \$10 (which includes shipping) sent to Parsons Group, Inc. at PO Box 23433, Eugene, OR 97402 will be the best way to get the Profile. Unfortunately because some of our students have not paid the invoices in the past, they now require payment in advance.

Course Requirements

Pre-Seminar Assignments:

- (1) **Book Critique:** Students will choose eight chapters of the 23 chapters in *The Good Book on Leadership* that give different leadership types and biblical examples (chapters 2-24). Students will then write a six to eight sentence reaction to each chapter. Notice that this is to be a reaction and not a summary. The focus should be in regard to the presence or absence of practical application of the book to the student's particular place of ministry. ***This assignment may be done in an informal manner. Turabian style is not required, and the student may use first person. Date Due: This assignment must be postmarked by Monday, November 30. Assignments should be sent by two-day priority mail if postmarked on Friday November 30. Due to overload on office equipment, email and fax copies will not be accepted. Please send to: Dr. Allen England 3939 Gentilly Blvd, New Orleans, La. 70126.***
- (2) The student will utilize the material in *Primal Leadership* to write six one page (double-spaced) summaries of the actual utilization in a ministry setting of each of the six styles presented (case studies). (Note: This is a total of six one-page summaries.) The student may use an example from his own ministry or of someone else. You may change the name(s) to maintain anonymity. The student is to make every effort to find a real life example for each one of the styles. It is preferable that not all examples come from the student's own setting; but these summaries should include at least one example of an interview of someone from

another ministry setting. The person or persons involved do not have to be a vocational minister but may be anyone in a particular congregation. Details should be related accurately. Give special attention to the setting and seek to answer the questions of why this particular style was utilized and what were the results. When called upon, the student should be prepared to present a case study in class. **This assignment does not have to conform to Turabian style. First person may be used.** **Due Date: This assignment is due at the beginning of the seminar on December 15, 2009. The student will bring a copy to the seminar. The seminar schedule will include times for presentation and discussion.**

- (3) **Leadership Style Presentation:** The student will be responsible for leading a discussion of a particular section of *Reviewing Leadership* by Banks and Ledbetter. This assignment may be received by emailing Dr. Echols' administrative assistant, Teresa Golden @ tgolden@nobts.edu, after October 19. A one page (single-spaced) synopsis and reaction is to be duplicated by the student for each seminar participant. **This assignment does not have to conform to Turabian style. First person may be used.** **Date Due:** **This assignment is due during the seminar as reflected on the seminar schedule that will be given at the beginning of the seminar.**
- (4) The student will read *The Versatile Leader* and write a double spaced three-page reflection paper comparing and contrasting the authors' concepts with Dr. Echols' ETS paper entitled *The Flexibility of Jesus' Leadership Style in Light of Emotional Intelligence Research*. The paper will be available on the ProDoc website with a link underneath the syllabus. **This assignment should be done in Turabian style but first person may be used.** **Due Date:** **This assignment must be postmarked by Friday November 30. Assignments should be sent by two-day priority mail if postmarked on Friday November 30. Due to overload on office equipment, email and fax copies will not be accepted. Please send to: Dr. Steve Echols 304 Brookhaven Way, Canton, Ga. 30114.**
- (5) The student is to bring a copy of the PACE profile to the seminar where it will be taken and additional material and help will be given to aid in its interpretation.
- (6) The student is to read "Transformational/Servant Leadership: A Potential Synergism for an Inclusive Leadership Style" by Dr. Echols. The student will write a double spaced two-page reaction in which he will make a practical application of the paper to his ministry setting, particularly in regard to how the five principles of an inclusive leadership style are potentially helpful or harmful. The paper will be posted on the ProDoc website. The student will email the assignment to Dr. Echols' administrative assistant, Teresa Golden, at tgolden@nobts.edu and copy the professor at sechols@nobts.edu. The assignment is due by December 9.

During the seminar : **Seminar Participation:** Each student will participate actively in seminar presentations and discussions.

Following the seminar assignment:

1. Integration Paper: Following the seminar each participant will write an application and integration paper. ***This eight to ten-page paper should follow appropriate Turabian format. However, first person may be used.*** The paper should be a personal reflection of the application and integration of the seminar content into ministry practice. At a minimum the paper should address the following items:

- (a) Identify and discuss your primary leadership style(s). Discuss how you determined your primary leadership style(s).
- (b) Discuss the strengths and weaknesses of your primary leadership style(s) and illustrate with at least five specific examples from your ministry practice. Identify three ways to utilize your strengths. Identify three ways you can reduce the weaknesses.
- (c) Discuss how you can utilize other leadership styles in addition to your primary style to improve your overall leadership effectiveness.
- (d) Discuss how you can incorporate the principles advocated by Blanchard and Hodges in *Lead Like Jesus*.

2. The student will take the PACE Profile (during the seminar) and write a one-page (double spaced) application of the results to his or her practice of ministry. Students will be given additional material during the seminar to help with the interpretation. The student is free to disagree with part or all of the results or even the overall PACE Profile itself. However, the student must clearly articulate the objections in a very specific manner.

Date Due: **The post seminar assignments are to be sent to Dr. Allen England at 3939 Gentilly Blvd., New Orleans, La. 70126. The assignment must be postmark by January 25, 2010.**

Directed Study Requirements:

In addition to the above course assignments, students enrolled in the directed study option of this seminar should plan to...

- (1) **Video 1:** Submit a videotape containing a five to eight minute discussion of the case study developed in Assignment 2. **Must be postmarked by November 30, 2009.**
- (2) **Leadership Theory Paper:** Prepare an eight to ten page paper highlighting the primary concepts, research, and application of three major leadership theories. Note the suggested resources identified in assignment 3. **Must be postmarked by January 25, 2010.**
- (3) **Annotated Bibliography:** Prepare an annotated bibliography of at least twenty-five resources related to styles of leadership. Each bibliographic reference should be accompanied by two to three sentences highlighting the resource's content and two to three sentences expressing a reaction to its usefulness and application to ministry situations. **Must be postmarked by January 25, 2010.**
- (4) All assignments for directed study students should be sent to **Dr. Allen England at 3939 Gentilly Blvd., New Orleans, La. 70126.**

Scripture Reading Plan

In the 2009-10 academic year our president has challenged us to read the Bible through as a seminary family. Below are the readings for the week that we are involved in our seminar. We hope that you will join the seminary family in this most worthwhile endeavor. You may find the plan for the entire year on the nobts.edu website.

Dec. 14	Deuteronomy 28:15-68, Luke 11:5-28, Psalm 45:13-17, Proverbs 11:9-11
Dec. 15	Deuteronomy 29:1-30:20, Luke 11:29-54, Psalm 46:1-11, Proverbs 11:12-13
Dec. 16	Deuteronomy 31:1-29, Luke 12:1-21, Psalm 47:1-9, Proverbs 11:14-15
Dec. 1	Deuteronomy 31:30-32:52, Luke 12:22-40, Psalm 48:1-7, Proverbs 11:16-18
Dec. 18	Deuteronomy 33:1-34:12, Luke 12:41-59, Psalm 48:8-14, Proverbs 11:19-21

Course Evaluation

The professors will weigh the assignments on the basis of overall performance.

Selected Bibliography

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- Ashhenas, Ron, Dave Ulrich, Todd Jich, and Steve Herr. *The Boundaryless Organization: Breaking the Chains of Organizational Structure*. San Francisco: Jossey-Bass Publishers, 1995.
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- Callahan, Ken. *Effective Church Leadership: Building on the Twelve Keys*. New York: Harper Collins, 1990.
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- Dale, Robert O. *Pastoral Leadership*. Nashville: Abingdon Press, 1986.
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- _____. *Leadership Jazz*. New York: Currency Doubleday, 1992.
- _____. *Leading Without Power: Finding Hope in Serving Community*. San Francisco: Josey-Bass, 1997.

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