



PMLS8300 Strategic Leadership

A Professional Doctoral Seminar

New Orleans Baptist Theological Seminary

October 6-8, 2025 (Fall Semester)

Monday (1:00 – 9:00 PM); Tuesday-Wednesday (8:00 AM – 4:00 PM) All times listed = Central Time

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*New Orleans Baptist Theological Seminary and Leavell College prepare servants
to walk with Christ, proclaim His truth, and fulfill His mission.*

Course Description

The purpose of this seminar is to study strategic leadership theory and its applications and implications for churches and ministry organizations. Strategic dimensions of leadership to be examined include strategic thinking, strategic foresight, strategic influence, strategic team-building, and strategic action.

Student Learning Outcomes

By the completion of the course, each student will be able to:

1. Identify the biblical concepts for strategic leadership, utilizing case studies from biblical leaders.
2. Conceptualize and articulate a personal theology of ministry and leadership and demonstrate how they will integrate it into the practice of ministry and leadership.
3. Value strategic leadership and its function in a church or ministry organization context.
4. Increase and implement strategic leadership skills in a church and ministry organization context.
5. Gain greater insight into the student's own personal patterns, styles, and strengths of ministry leadership.

Required Textbooks

The following resources are required reading for class discussions and are to be read in their entirety.

Iorg, Jeff. *Leading Major Change in Your Ministry*. Nashville, TN: B&H Publishing Group, 2018. (240 pages)

Irving, Justin A. and Mark L. Strauss. *Leadership in Christian Perspective: Biblical Foundations and Contemporary Practices Servant Leaders*. Grand Rapids: Baker Academic, 2019. (224 pages)

Kotter, John P. *Leading Change*. Boston, MA: Harvard Business Review Press, 2012. (208 pages)

Malphurs, Aubrey. *Advanced Strategic Planning: A 21st-Century Model for Church and Ministry Leaders*. Grand Rapids, MI: Baker Books, 2013. (384 pages)

McChesney, Chris, Sean Covey, and Jim Huling. *The Four Disciplines of Execution*. Second Edition. New York: Simon and Shuster, 2021. (352 pages)

Sanders, J. Oswald. *Spiritual Leadership: Principles of Excellence for Every Believer*. Chicago: Moody Publishers, 2017. (256 pages)

Watkins, Michael D. *The Six Disciplines of Strategic Thinking: Leading Your Organization into the Future*. New York: HarperCollins, 2024. (192 pages)

Seminar Requirements and Assignments

Before the Seminar:

Format for Assignments: Assignments 1-5 should be single-spaced, with a space between each single-spaced paragraph, no paragraph indentions, and written with an informal writing style. However, the title page, margins, pagination, and heading/subheadings should utilize Turabian 8th edition. Because the papers are informal in style, students may judiciously and limitedly write from a first-person perspective. Instead of footnotes, quotations and content material can be referenced with endnotes.

1. **Critical Book Review.** Each student will read *The Six Disciplines of Strategic Thinking* by Watkins and write a **critical analysis**, containing the following components for EACH chapter of the text:
 - a. A one-paragraph summary of the chapter.
 - b. A two-paragraph consideration of the application of the chapter content to a congregational or ministry organization context.
 - c. A two-paragraph reflection of aspects of the chapter with which the student agrees and/or disagrees.
2. **Biblical Leader Case Study.** Each student will read *Leading Change* by John Kotter. Using the “Eight Stage Process” of leading change in Part II of the textbook, the student will develop a **case study** of a biblical leader who modeled strategic leadership. The case study should include: (1) a brief description of the personality of the biblical leader, using biblical citations to support assertions; (2) one example from the life of the biblical leader for EACH of the eight stages presented by Kotter; and (3) a brief discussion of three

applications from the case study to a congregational or ministry organization context. The professor will assign a biblical leader to each student by September 1, 2025 on CANVAS.

3. **Strategic Planning Case Study.** Based on the framework presented by Malphurs in *Advanced Strategic Planning*, provide a summary (no more than one page) of your organization's: (1) Mission – your organization's purpose and reason for existence. (2) Vision – the aspirational picture of what your organization wants to become and achieve. (3) Values – the guiding principles that shape your organization's culture and behavior. (4) Strategy – your organization's broad goals for accomplishing its mission. (5) Implementation – your organization's actual process for putting the strategy into action. (6) Evaluation – how your organization tracks its progress toward its strategic goals. These may be either formal components from your organization or statements based on personal observation of your organization.
4. **Ministry Challenge Case Study.** Each student will write a brief description (two or three paragraphs, maximum length) of a challenge or crisis you have faced as a ministry leader. While this example does not need to be overly dramatic, it should present a real-life example from your ministry setting. This ministry challenge will be discussed with the seminar group in class.
5. **Annotated Analysis.** Each student will read ONE of the supplementary texts listed below, and compose an annotated analysis with the following components: (1) a two-page summary of the contents of the book, (2) the identification of five key insights and issues addressed in the book related to strategic leadership and a one-page discussion for EACH insight, relating the importance and utilization of the insight in the student's ministry context, and (3) a one-page reflection on the two significant strengths of the book for strategic leadership in a congregational or ministry organization context. First person allowed. The professor will assign each student a book for the annotated analysis by September 1, 2025.

Assignments 1-5 are to be submitted to CANVAS no later than midnight, Monday, October 5, 2025.

During the Seminar

Seminar Presentations: Seminar participants will be involved in seminar presentations and discussions involving all pre-seminar assignments.

Seminar Participation: Seminar participants are expected to be active participants in all sessions of the seminar.

After the Seminar:

Each student will develop a **Strategy for Implementing Strategic Leadership** in his or her congregation or ministry organization context. The strategy must reflect what the student has learned in seminar textbooks and class discussions. Specific instructions regarding the format, structure, and components of the Strategy will be given by the professor prior to the end of the seminar. **The Strategy Paper is to be posted in CANVAS no later than Friday, November 14, 2025.**

Course Evaluation:

Critical Book Review	20%
Biblical Leader Case Study	20%
Strategic Planning Case Study	10%
Ministry Challenge Case Study	10%
Annotated Analysis	20%
Strategy Paper	20%

Learning Management System (CANVAS): You will be enrolled in the CANVAS class. Pre-seminar and Post-seminar assignments should be uploaded on or before the assigned due date. Course schedule, documents, and other presentations will be shared on Canvas by the professors.

Student Canvas Resources

Student Guide to Canvas: <https://community.canvaslms.com/t5/Student-Guide/tkb-p/student>

Canvas Tutorial Videos: <https://community.canvaslms.com/t5/Video-Guide/tkbp/videos#student-videos>

Technical Assistance

For assistance regarding technology, consult ITC (504-816-8180) or the following websites:

1. Selfserve@nobts.edu - Email for technical questions/support requests with the Selfserve.nobts.edu site (Access to online registration, financial account, online transcript, etc.)
2. ITCSupport@nobts.edu - Email for general technical questions/support requests.
3. www.NOBTS.edu/itc/ - General NOBTS technical help information is provided on this website.
4. Canvas.NOBTS.com - Click on the “Help” button for technical questions/support requests regarding the NOBTS CANVAS System. You can also email questions to Canvas@nobts.edu.

Plagiarism on Written Assignments

NOBTS has a no tolerance policy for plagiarism. Plagiarism in certain cases may result in expulsion from the seminary. See the NOBTS Student Handbook for definition, penalties, and policies associated with plagiarism.

Seminar Schedule

Monday, October 6

1:00 PM Devotional/Administration
 1:30 PM A Model of Christian Leadership
 3:00 PM Book Discussion: *Leadership in Christian Perspective* (Irving and Strauss)
 4:00 PM Leadership and Calling
 5:00 PM Leadership as Trust and Influence
 6:00 PM Dinner Break
 7:15 PM Biblical Case Study Discussion

Tuesday, October 7

8:00 AM Devotional/Administration
 8:30 AM Book Discussion: *Advanced Strategic Planning* (Malphurs)
 9:30 AM Strategic Planning Case Study Discussion
 11:00 AM Chapel and Lunch Break
 1:00 PM Book Discussion: *The Four Disciplines of Execution* (McChesney, et al)
 2:00 PM Leading from the Pulpit
 3:00 PM Leading Meetings Effectively

Wednesday, October 8

8:00 AM Devotional/Administration
 8:30 Book Discussion: *Leading Major Change in Your Ministry* (Iorg)
 9:30 AM Leading Change
 10:30 AM Ministry Challenge Case Study Discussion
 11:45 PM Lunch Break
 1:00 PM Book Discussion: *The Six Disciplines of Strategic Thinking* (Watkins)
 2:00 PM Building and Leading Teams
 3:00 PM Requested Topic Discussion and Wrap-Up

Seminar Bibliography

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- Amabile, Teresa and Steven Kramer. *The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work*. Boston: Harvard Business Review, 2011.
- Anderson, Leith. *Leadership That Works: Hope and Direction for Church and Parachurch Leaders in Today's Complex World*. Minneapolis: Bethany House Publishers, 1999.
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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.
- Augsburger, David. *Caring Enough to Confront: How to Understand and Express Your Deepest Feelings toward Others*. Grand Rapids: Revell, 2009.
- Barna, George will Bill Dallas. *Master Leaders: Revealing Conversations with 30 Leadership Greats*. Carol Stream, IL: BarnaBooks, 2009.
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