



## **PMLS8303 Essential Skills for Denominational Leaders**

A Professional Doctoral Seminar

New Orleans Baptist Theological Seminary

Spring 2026

May 11-13, 2026 (Monday 1-9pm, Tuesday/Wednesday 8am – 4pm) Central Time

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### **Mission Statement**

*New Orleans Baptist Theological Seminary and Leavell College prepares servants  
to follow Christ, proclaim his truth and fulfill his mission.*

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### **Course Description**

The purpose of this seminar is to enhance and improve basic leadership skills for denominational leaders. Seminar components will include administrative skills; networking and partnership interactions; vocational transitions; and business management as they relate to various levels of Southern Baptist denominational leadership. Seminar participants will be challenged through research, dialogue, and evaluation in their ministry context.

### **Student Learning Outcomes**

1. Students will explore leadership issues related to denominational leaders.
2. Students will interview denominational leaders concerning vocational transitions.
3. Students will apply various management skills to their ministry context.
4. Students will examine strategic development in denominational structures.
5. Students will discuss denominational networking strengths and weaknesses.

### **Required Textbooks**

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

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*PATH8303 Essential Skills for Denominational Leaders*

Dockery, David S., editor. *Christian Leadership Essentials: A Handbook for Managing Christian Organizations*. Nashville: Broadman and Holman, 2011.

Maxwell, John. *Leadershift: 11 Essential Changes Every Leader Must Embrace*. New York: HarperCollins Leadership, 2019.

Watkins, Michael D. *Master Your Next Move*. Boston: Harvard Business Review Press, 2019.

## **Seminar Requirements and Assignments**

### ***Before the Seminar:***

1. **Assignment on Watkins:** Students will write a **Reaction** of Watkins' book *Master Your Next Move*. The Reaction will involve the following: (1) a two-page summary of the book, indicating strengths, weaknesses, and surprises. (2) select any three (3) of the book chapters (challenges) and write a two-page discussion for each challenge, discussing the implications and applications of this challenge for ministry transitions. The Reaction is to be double-spaced, Turabian 9<sup>th</sup> edition format re: cover page, headings/subheadings, page numbers, margins, etc. No Table of Contents required. Because the Reaction paper involves only one source, use parenthetical end notes instead of bottom-of-the-page footnotes for page references. Limited use of first person allowed for this assignment.

2. **Assignment on Maxwell:** Students will compose an **Annotated Analysis** of Maxwell's book *Leadershift*, utilizing the following format:
  - Chapter 1 – *Why Every Leader Needs to Leadershift*. Select your top **THREE** takeaways from the chapter and give a one-paragraph description for **EACH** takeaway of why that takeaway is crucial for a denominational context.
  - Chapters 2-12 describe the 11 Changes Every Leader Must Embrace. For **EACH** chapter (Change), discuss in two-to-three paragraphs the challenges of this leadershift change in a denominational context. Personal and/or real-life illustrations may be used when appropriate.

The Annotated Analysis is to be single-spaced, with a space between each paragraph, and no paragraph indentions. All other formatting as per Turabian 9th edition, regarding headings/subheadings, pagination, margins, etc. Use end notes instead of bottom-of-the-page footnotes. First person allowed when discussing personal illustrations.

3. **Assignment on Dockery:** Students will write an **Executive Summary** of two assigned Chapters from the textbook *Christian Leadership Essentials*. (**See chapter assignments Listed below**). Each assigned chapter executive summary will be three pages and will involve the following components: (1) a one-page content analysis of the chapter; (2) a one-page discussion of five key insights, principles, and/or "take-aways" from the chapter related to leadership skills, and (3) a one-page discussion of the value and

importance of this issue in denominational organizations.

The Executive Summaries are to be single-spaced, with a space between each paragraph, and no paragraph indentions. All other formatting as per Turabian 9th edition, regarding headings/subheadings, pagination, margins, etc. Use end notes instead of bottom-of-the page footnotes. First person allowed when discussing personal illustrations.

**Note #1: Students will make verbal presentations of the Executive Summaries in the seminar. Instructions will be given by Dr. Roudkovski.**

**Note #2: Students are expected to read the other chapters assigned in order to be familiar with the content.**

**Chapter Assignments from Dockery:**

**Baldwin** – Chapter 1: A Biblical Model of Leadership & Chapter 2: Christian Leadership and the Identity and Mission of an Organization

**Meadows** – Chapter 3: Leadership, Vision, and Strategic Planning, Chapter 4: Governance and Board Relations

**Newborn** – Chapter 5: Managing the Organization & Chapter 6: Financial Oversight and Budget Planning

**Noojin** – Chapter 9: Leadership, Organizations, and External Relations & Chapter 10: Relationships with Multiple and Various Constituencies

**Turner** - Chapter 16: The Leader as Mentor and Pastor, Chapter 18: Leadership Transitions and Search Process

**Wilson** – Chapter 11: Selecting and Building Leadership Teams, Chapter 13: Employee Relations in a Grace-filled Community,

**Woodall** – Chapter 14: Engaging the Culture & Chapter 15: Crisis Management

**Course management will be assimilated through CANVAS. Assignments 1, 2, & 3 are to be uploaded to CANVAS no later than 10:00 pm, May 10, 2026.**

***During the Seminar***

**Seminar Presentations:** Each seminar participant will be involved in seminar presentations and discussions involving all three Pre-seminar assignments.

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

***After the Seminar:***

1. Students will **Interview** a denominational leader and present a five-page summary of and reaction to the interview. The interview is to focus on the five areas of the seminar objectives listed above: leadership skills, vocational transitions, management skills, strategy planning, and denominational networking. The interview questions should relate to these five areas. A list of the interview questions should be attached as an appendix to the paper. The summary is NOT to be a verbatim of the interview. The Interview summary and reaction format is to be single-spaced, with a space between each paragraph, and no paragraph indentions. All other formatting as per Turabian 9th edition, regarding headings/subheadings, pagination, margins, etc.

**Note: A denominational leader would be an Associational Missions Strategist (DOM, ADM), a State Convention leader, an SBC entity leader, etc. Students must submit the name of the person to be interviewed prior to the conclusion of the seminar.**

2. Each student will write a **Reflection Paper** on **five (5)** essential skills for denominational leaders. The skills may be selected from class discussion, textbook readings, and/or interview data. The following areas should be addressed for each skill: (1) Why the student selected this skill for reflection; (2) How this skill impacts the role and function of a denominational leader, (3) What steps the student intends to take to personally develop this skill. **The Reflection Paper is to be double-spaced, 10-15 pages in length, Turabian 9th edition format. First person allowed, but students should minimize the use of first person.**

**Both the Interview and the Reflection Paper are due no later than 10:00 pm, June 29, 2026. Both assignments are to be uploaded on CANVAS.**

**Course Evaluation:**

Watkins' Reaction	20%
Maxwell Annotated Analysis	20%
Dockery Executive Summary	20%
Interview	20%
Reflection Paper	20%

**Policy on Late Assignments**

All work is due on the assigned day and at the assigned time. The grade for late assignments will automatically be reduced by 5 points per day. Assignments that are over one week late will not be accepted.

### **Academic Honesty Policy**

All graduate and undergraduate NOBTS students, whether on-campus, internet, or extension center students, are expected to adhere to the highest Christian standard of honesty and integrity when completing academic assignments for all courses in every delivery system format. The Bible provides our standard for academic integrity and honesty. This standard applies whether a student is taking tests, quizzes, exams, writing papers, completing Discussion Boards, or any other course requirement.

### **Technical Assistance**

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

1. [Selfserve@nobts.edu](mailto:Selfserve@nobts.edu) - Email for technical questions/support requests with the [Selfserve.nobts.edu](http://Selfserve.nobts.edu) site (Access to online registration, financial account, online transcript, etc.)
2. [Canvas.NOBTS.com](http://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](mailto:Canvas@nobts.edu).
3. [ITCSupport@nobts.edu](mailto:ITCSupport@nobts.edu) - Email for general technical questions/support requests.
4. [www.NOBTS.edu/itc/](http://www.NOBTS.edu/itc/) - General NOBTS technical help information is provided on this website.

### **Emergency Plan**

In the event of a hurricane or other emergency, go to the seminary web site for information: [www.nobts.edu](http://www.nobts.edu). Also, students should use Canvas to follow any announcements that may be posted.

### **Disability Accommodations**

Accommodations for students with disabilities are determined and approved by the Assistant Dean of Students for Student Affairs. If you, as a student, believe you are eligible for accommodations but have not obtained approval please contact Conner Hinton immediately at [chinton@nobts.edu](mailto:chinton@nobts.edu) or 504-816-8246. Students must complete the Accommodation Request Form and provide documentation of their disability. The Assistant Dean of Students notifies students and faculty members of approved academic accommodations and coordinates implementation of those accommodations. While not required, students and faculty members are encouraged to discuss details of the implementation of individual accommodations. The seminary reserves the right to consider each request for special accommodations on a case-by-case basis pursuant to the criteria enumerated above.

### **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.