



PATH8303 Essential Skills for Denominational Leaders

A Professional Doctoral Seminar

New Orleans Baptist Theological Seminary

Spring 2021 Trimester

April 19-21, 2021 (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.

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.

Core Value Emphasis

The Core Value of emphasis for 2020-2021 is Mission Focus.

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.

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Required Textbooks

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

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

Maxwell, John. *Leader Shift: 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 8th 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. No first person allowed for this assignment.

Note: Assignment #1 will be evaluated by the Writing Assessment Coordinator for Turabian 8th edition form and style and Grammar form and style. Please email the assignment, in a WORD document, to pgarrett@nobts.edu. She will evaluate the document by inserting comments and email the edited document back to the student. After revising and correcting the assignment, upload into Blackboard.

- 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 8th 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 8th 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. Ogea.

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

Chapter Assignments from Dockery:

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

Brogdan – Chapter 3: Leadership, Vision, and Strategic Planning & Chapter 4: Governance and Board Relations

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

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

Moore – Chapter 11: Selecting and Building Leadership Teams & Chapter 13: Employee Relations in a Grace-filled Community

Parrish – Chapter 14: Engaging the Culture & Chapter 15: Crisis Management

Smith – Chapter 16: The Leader as Mentor and Pastor & Chapter 18: Leadership Transitions and Search Process.

Course management will be assimilated through BLACKBOARD. You will be informed when the BLACBOARD shell is ready to uploading assignments. Assignments 1, 2, & 3 are to be uploaded to BLACKBOARD no later than 10:00 pm April 18, 2021.

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 8th 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 8th 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, May 28, 2021, uploaded on BLACKBOARD.

Course Evaluation:

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

Directed Study Requirements and Assignments

1. Complete Assignment #1 (Malphurs **Executive Summary**) and Assignment #2 (**Congregational Case Study**) as defined in the Seminar Requirements above – due date same as listed above.
2. Regarding Assignment #3 in the Seminar Requirements above, select any three (3) of the books listed and compose an **Annotated Analysis** for each book – due date as listed above.
3. Compose an **Annotated Bibliography** of at least twenty-five resources related to change management or change process (at least 5 of the resources should be journal articles or DMin projects). Each bibliographic reference should be accompanied two paragraphs: one paragraph highlighting the resource's content and one paragraph expressing a reaction to its usefulness and application to ministry situations – Friday, June 12, 2020. (Because there will not be an assignment folder in Blackboard for this assignment, please email directly to Dr. Ogea
4. Complete the *After the Seminar Assignment* – **Strategy for Implementing Change**, as defined in the Seminar Requirements above – due date as listed above.

Seminar Bibliography

Adair, John. *Strategic Leadership: How to Think and Plan Strategically and Provide Direction*. Philadelphia: Kogan Page, 2010.

Anderson, Donald L. *Organizational Development: The Process of Leading Organizational Change*. 4th Edition. Thousand Oaks, CA: Sage Publications, 2017.

- Anderson, Leith. *Leadership That Works: Hope and Direction for Church and Parachurch Leaders in Today's Complex World*. Minneapolis: Bethany House Publishers, 1999.
- Anderson, Robert J. and William A. Adams. *Scaling Leadership: Building Organizational Capability and Capacity to Create Outcomes That Matter Most*. Hoboken, New Jersey: John Wiley & Sons, 2019.
- 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*. Pennsylvania, Scottdale: Herald Press, 1981.
- Barna, George, ed. *Leaders on Leadership: Wisdom, Advice and Encouragement on the Art of Leading God's People*. Ventura, CA: Regal Books, 1997.
- _____. *The Habits of Highly Effective Churches: Being Strategic in Your God-given Ministry*. Grand Rapids: Regal, 1999.
- _____. *The Power of Vision: Discover and Apply God's Plan for Your Life and Ministry*. Revised Updated Edition. Grand Rapids: Baker Books, 2009.
- Bennis, Warren. *On Becoming a Leader*. Reading: Addison-Wesley Publishing Company, Inc., 1989.
- Bennis, Warren and Patricia Ward Bierderman. *Organizing Genius: The Secrets of Creative Collaboration*. Massachusetts: Addison-Wesley Publishing Company, Inc., 1989.
- Bennis, Warren and Joan Goldsmith. *Learning to Lead: A Workbook on Becoming a Leader*. Reading: Addison-Wesley, 1994.
- Bennis, Warren and Burt Nanus. *Leaders*. Toronto: Fitzhenry and Whiteside, 1985.
- Berkley, James D. ed. *Leadership Handbook of Management and Administration: Practical Insight from a Cross Section of Ministry Leaders*. Grand Rapids, MI: Baker Books, 1994.
- Blackaby, Henry T. and Richard Blackaby. *Spiritual Leadership: Moving People on to God's Agenda, Revised and Expanded*. Nashville: B & H, 2011.
- Bolsinger, Tod. *Canoeing the Mountains: Christian Leadership in Uncharted Territories*. Downers Grove, IL: Intervarsity Press, 2015.

Borek, John, Danny Lovett, and Elmer Towns. *The Good Book on Leadership: Case Studies From the Bible*. Nashville: B & H Publishers, 2005.

Bridges, William. *Managing Transitions: Making the Most of Change*. 4th Edition. Philadelphia: Da Capo Press, 2016.

Burns, John S., John R. Shoup, and Donald C. Simmons, Jr., Editors. *Organizational Leadership: Foundations and Practices for Christians*. Downers Grove, IL: Intervarsity, 2014.

Burns, James MacGregor. *Leadership*. New York: Harper and Row, 1978.

_____. *Transforming Leadership*. New York: Grove Press, 2003

Callahan, Ken. *Effective Church Leadership: Building on the Twelve Keys*. New York: Harper Collins, 1990.

Cameron, Kim S. and Robert E. Quinn. *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. 3rd Edition. San Francisco: Jossey-Bass, 2011.

Chand, Samuel R. *Cracking Your Church's Leadership Code: Seven Keys to Unleashing and Inspiration*. San Francisco: Jossey-Bass, 2010.

Clinton, Robert J. *Leadership Series: A Short History of Leadership Theory*. Altadena CA: Barnabas Publishers, 1992.

Daft, Richard L. *Leadership Theory and Practice*. Fort Worth, Texas: Harcourt, 1999.

Dale, Robert O. *Pastoral Leadership*. Nashville: Abingdon Press, 1986.

Damazio, Frank. *The Making of a Leader: Biblical Leadership Principles for Today's Leaders*. Portland: City Bible Publishing, 1988.

DePree, Max. *Leadership is an Art*. New York: Doubleday, 1989.

_____. *Leading Without Power: Finding Hope in Serving Community*. San Francisco: Jossey-Bass, 1997.

Dickerson, John S. *The Great Evangelical Recession: 6 Factors That Will Crash the American Church...and How to Prepare*. Grand Rapids: Baker Books, 2013.

- Drucker, Peter F. *Managing the Nonprofit Organization: Practices and Principles*. New York: Harper Collins Publishers, 1990.
- Echols, Steven and Allen England. *Catastrophic Crisis: Ministry Leadership in the Mist of Trial and Tragedy*. Nashville: Broadman and Holman, 2011.
- Ertel, Chris and Lisa Kay Solomon. *Moments of Impact: How to Design Strategic Conversations That Accelerate Change*. New York: Simon and Schuster, 2014.
- Finzel, Hans. *The Top Ten Mistakes Leaders Make*. Wheaton: Victor Books, 1994.
- Ford, Leighton. *Transforming Leadership: Jesus' Way of Creating Vision, Shaping Values, and Empowering Change*. Downers Grove, IL: Intervarsity, 1991.
- Gangel, Kenneth O. *Feeding and Leading: A Practical Handbook on Administration in Churches and Christian Organizations*. Wheaton, IL: Victor Books, 1997.
- _____. *Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision*, revised edition. Chicago: Moody Press, 1997.
- Gardner, Howard. *Leading Minds: An Anatomy of Leadership*. New York: Basic Books, 1995.
- Gardner, John W. *On Leadership*. New York: The Free Press, 1990.
- Getz, Gene A. *The Measure of a Healthy Church: How God Defines Greatness in a Church*. Chicago: Moody Pub., 2007.
- Goethals, George R., Georgia J. Sorenson, and James McGregor Burns, editors. *Encyclopedia of Leadership, 4 Volumes*. Thousand Oaks, California: Sage Publications, 2004.
- Goleman, Daniel. *Emotional Intelligence*. New York: Bantam Books, 1995.
- _____. *Social Intelligence: Beyond IQ, Beyond Emotional Intelligence*. New York: Bantam, 2006.
- Goleman, Daniel, Richard Boyatzis and Annie McKee. *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston: Harvard Business School Press, 2002.
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- HBR's 10 Must Reads: On Change Management*. Boston: Harvard Business School Publishing, 2011
- Heath, Chip and Dan Heath. *Switch: How to Change Things When Change is Hard*. New York: Broadway Books, 2010.
- Heath, Dan. *Upstream: The Quest To Solve Problems Before They Happen*. New York: Avid Reader Press, 2020.
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- Herrington, Jim, R. Robert Creech and Trisha Taylor. *Learning Change: Congregational Transformation Fueled by Personal Renewal*. Grand Rapids, Kregel, 2017.
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- Iorg, Jeff. *Leading Major Change in Your Ministry*. Nashville: B & H Publishing, 2018.
- Irving, Justin A. and Mark L. Strauss. *Leadership in Christian Perspective: Biblical Foundations and Contemporary Practices for Servant Leaders*. Grand Rapids: Baker Academic, 2019.
- Kegan, Robert and Lisa Laskow Lahey. *Immunity to Change: How to Overcome it and Unlock the Potential in Yourself and Your Organization*. Boston: Harvard Business School Publishing, 2009.

Kotter, John P. *A Force for Change: How Leadership Differs from Management*. New York: Free Press, 1990.

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Malphurs, Aubrey. *Advanced Strategic Planning: A 21st Century Model for Church and Ministry Leaders*. 3rd Edition. Grand Rapids: Baker Books, 2013.

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Miller, Calvin. *The Empowered Leader: 10 Keys to Servant Leadership*. Nashville: Broadman and Holman, 1995.

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Patterson, Bobby. *Biblical Foundations for Leadership*. Meadville, PA: Christian Faith Publishing, 2019.

Perkins, Dennis N.T. *Leading at The Edge: Leadership Lessons from the Extraordinary Saga of Shackleton's Antarctic Expedition*. Second Edition. New York: AMACOM, 2012.

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- Tichy, Noel M. and Mary Anne Devanna. *The Transformational Leader*. New York: John Wiley and Sons, 1990.
- Van Gelder, Craig and Dwight J. Zscheile. *The Missional Church in Perspective: Mapping Trends and Shaping the Conversation*. Grand Rapids: Baker Academic, 2011.
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- _____. *The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter*. Updated and Expanded. Boston: Harvard Business Review Press, 2013.
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