



PMLS8301 Leading Congregational Change

A Professional Doctoral Seminar

New Orleans Baptist Theological Seminary

Spring 2021 Trimester

May 19-21, 2021 (Wed. 1-9pm, Thurs.-Fri. 8am – 4pm) Central Time

Reggie Ogea, ThD
Associate Dean, Professional Doctoral Programs
Professor of Leadership and Pastoral Ministry
Sanders Center for Ministry Excellence
3939 Gentilly Blvd.
New Orleans, LA 70126
(504) 282-4455 Ext 3726
rogea@nobts.edu

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 identify and examine the leadership disciplines required to successfully initiate and implement congregational change. Attention will be given to creating a climate for change, discerning and communicating vision, developing strategic planning skills, and analyzing change theory and practice.

Core Value Emphasis

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

Student Learning Outcomes

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

1. Identify and examine the leadership disciplines required to successfully initiate and implement congregational change.
2. Develop an understanding of change process and its application to a church or ministry organization context.
3. Value strategic leadership and its function in a church or ministry organization context.
4. Increase knowledge and skill of creating a climate for change, discerning and communicating vision, developing strategic planning skills, and analyzing change theory and practice.

Required Textbooks

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

Iorg, Jeff. *Leading Major Change in Your Ministry*. Nashville: B & H Publishing, 2018.

Malphurs, Aubrey. *Look Before You Lead: How to Discern & Shape Your Church Culture*. Grand Rapids: Baker Books, 2013.

Rainer, Thom S. *Who Moved My Pulpit? Leading Change in the Church*. Nashville: B & H Publishing, 2016.

Seminar Requirements and Assignments

Before the Seminar:

1. Each student will read *Look Before You Lead*, by Aubrey Malphurs, and compose an **Executive Summary**. An Executive Summary is a document which summarizes a book in such a way that readers can become rapidly acquainted with it without having to read the entire contents. *Look Before You Lead* is divided into three parts: Part 1 – The Basics of Congregational Culture; Part 2 – Reading Congregational Culture; and Part 3 – Shaping Congregational Culture. For **EACH** Part, compose:
 - a. A three-paragraph summary of the contents.
 - b. Select four significant insights or take-aways from the content, and give a one paragraph discussion of how you (the student) will utilize that insight or take-away in your ministry skill-set.

The Executive Summary is to be double-spaced, Turabian 8th edition format re: cover page, headings/subheadings, page numbers, etc. No Table of Contents required. Because the Executive Summary 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: In addition to the Executive Summary, students are required to complete all of the audits, assessments and inventories in the Appendixes and be prepared to discuss any personal surprises or improvements in the seminar discussions.

2. **Congregational/Ministry Case Study.** Each student will read *Leading Major Change in Your Ministry* by Iorg, and *Who Moved My Pulpit?* by Rainer. Utilizing the 6-fold model for *Leading Major Change* by Iorg (Part 2 of the book), and the 8-Stage Roadmap by Rainer, each student will write a case study of their current congregation or ministry. The case study will involve the following components: (1) A four-page description of the state of the church/ministry, i.e. growing, plateaued, declining – citing statistics, demographics, and historical data; significant church ministries or ministry initiatives and their impact upon the congregation/ministry; and critical issues of concern needing to be

addressed. (2) Select four key elements of change to be addressed, challenges to be met, and/or problems to be solved, and compose a three-page discussion of each one and which components of Iorg's model and Rainer's roadmap would be engaged in addressing the change, meeting the challenge, and/or solving the problem. (4) A one-page, bullet-list summary of the case study.

The Congregational/Ministry Case Study is to be written in narrative format, double-spaced, Turabian 8th edition format, re: cover page, margins, pagination, headings/subheadings, footnotes, etc. First person allowed in this assignment, but strong effort must be made to minimize the use of first person.

Note#1: Students must be prepared to present their congregational/ministry case study verbally during the seminar, utilizing either a bullet-list summary or a brief PowerPoint.

Note#2: Assignment 2 (Case Study) 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.

3. Each student will read **the assigned textbook** listed below, and compose an **Annotated Analysis**, to involve the following components: (1) a two-page summary of the contents of the book, (2) the identification of five [5] key insights and/or issues addressed in the book related to congregational/ministry change and a one-page discussion for EACH insight, relating the importance of the insight in the student's ministry context, and (3) a one-page reflection on the two significant strengths of the book for leading change in a Congregational or Ministry Organization context.

The Annotated Analysis is to be single-spaced, a space between each single-spaced paragraph, no paragraph indentions, Turabian 8th edition format, regarding cover page, margins, pagination, headings/subheadings, etc. Because the Annotated Analysis involves one source, use parenthetical end notes instead of bottom-of-the-page footnotes for references. No first person allowed.

NOTE: Textbooks will be assigned after course registration is finalized. In all likelihood, more than one student will be assigned to each textbook. Time will be given in the seminar for a group presentation on each textbook.

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

HBR's 10 Must Reads: On Change Management. Boston: Harvard Business School Publishing, 2011. **(Pearson, Salsler, Steen)**

Heath, Chip and Dan Heath. *Switch: How to Change Things When Change is Hard*. New York: Broadway Books, 2010. **(Beigle, Linder, Morgan)**

Rendel, Gil. *Quietly Courageous: Leading the Church in a Changing World*. Lanham, Maryland: Rowman & Littlefield, 2019. **(Gardner, Hill, Johnson)**

Pasmore, Bill. *Leading Continuous Change: Navigating Churn in the Real World*. Oakland, CA: Berrett-Koehler Publishers, 2015. **(Mulcahy, Roberts, Ross)**

Course management will be assimilated through BLACKBOARD. You will be informed when the BLACKBOARD shell is ready in order to upload assignments. Assignments 1, 2, & 3 are to be uploaded to BLACKBOARD no later than 10:00 pm, Tuesday, May 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:

Each student will develop a **Strategy for Implementing Change** in their Congregation or Ministry Organization context. The Strategy must utilize all of the 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 BLACKBOARD no later than Friday, July 2, 2021.**

Course Evaluation:

Executive Summary	25%
Case Study	25%
Annotated Analysis	25%
Strategy	25%

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

Greenleaf, Robert K. *Servant Leadership: A Journey Into the Nature of Legitimate Power and Greatness*. New York: Paulist Press, 1977.

Greenberg, Jerald and Robert A. Baron. *Behavior in Organization: Understanding and Managing the Human Side of Work*. Upper Saddle River, New Jersey: Prentice Hall, 1999.

Grenny, Joseph, Kerry Patterson, David Maxfield, Ron McMillan, and Al Switzler. *Influencer: The New Science of Leading Change*. Revised and Updated Second Edition. Columbus: McGraw Hill Education, 2013.

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.

Hendricks, Howard G. *Color Outside the Lines: A Revolutionary Approach to Creative Leadership*. Nashville: Word Publishing, 1998.

Herrington, Jim, Mike Bonem and James H. Furr. *Leading Congregational Change: A Practical Guide for the Transformational Journey*. San Francisco: Jossey-Bass Publishers, 2000.

Herrington, Jim, R. Robert Creech and Trisha Taylor. *Learning Change: Congregational Transformation Fueled by Personal Renewal*. Grand Rapids, Kregel, 2017.

Hughes, Richard L., Katherine Colarelli Beatty, and David L. Dinwoodie. *Becoming a Strategic Leader: Your Role in Your Organization's Enduring Success*. Second Edition. San Francisco: Jossey-Bass, 2014.

Hull, William E. *Strategic Preaching: The Role of the Pulpit in Pastoral Leadership*. St. Louis: Chalice Press, 2006.

Iorg, Jeff. *Leading Major Change in Your Ministry*. Nashville: B & H Publishing, 2018.

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.

_____. *Leading Change*. Boston: Harvard Business School Press, 2012.

_____. *A Sense of Urgency*. Boston: Harvard Business Press, 2008.

Kotter, John P. and Holger Rathgeber. *Our Iceberg is Melting: Changing and Succeeding Under any Conditions*. New York: St. Martin's Press, 2005.

Kouzes, James M. and Barry Z. Posner. *Credibility*. San Francisco: Jossey-Bass, 1993.

_____. *The Truth about Leadership: The No-fads, Heart of the Matter Facts That You Need to Know*. San Francisco: Jossey-Bass, 2010.

_____. *The Leadership Challenge*. San Francisco: Jossey-Bass, 1990.

Krupp, Steven and Paul J.H. Schoemaker. *Winning the Long Game: How Strategic Leaders Shape the Future*. New York: Public Affairs, 2014.

Leas, Speed. *Discover Your Conflict Management Style*. Washington: Alban Institute, 1984.

Lewis, Philip V. *Transformational Leadership: A New Model for Total Church Involvement*. Nashville: Broadman and Holman, 1996.

Lewis, Robert and Wayne Cordeiro. *Culture Shift: Transforming Your Church From the Inside Out*. San Francisco: Jossey-Bass, 2005.

Lewis, Stephen, Matthew Wesley Williams, and Dori Grinenko Baker. *Another Way: Living and Leading Change on Purpose*. St. Louis: Chalice Press, 2020.

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

_____. *Being Leaders: The Nature of Authentic Christian Leadership*. Grand Rapids: Baker Books, 2003.

_____. *Look Before You Lead: How to Discern and Shape Your Church Culture*. Grand Rapids: Baker Books, 2013.

_____. *Values-Driven Leadership: Discovering and Developing Your Core Values for Ministry*. Grand Rapids: Baker Book House, 1996.

Malphurs, Aubrey and Gordon E. Penfold. *Re:Vision: The Key to Transforming Your Church*. Grand Rapids: Baker Books, 2014.

- Maxwell, John C. *Be a People Person*. Wheaton: Victor Books, 1989.
- _____. *Developing the Leaders Around You*. Nashville: Thomas Nelson, 1995.
- _____. *Developing the Leader Within You*. Nashville: Thomas Nelson, 1993.
- _____. *Good Leaders Ask Great Questions*. Nashville: Center Street, 2014.
- _____. *The 21 Indispensable Qualities of a Leader: Becoming the Person Others Will Want to Follow*. 2nd Edition. Nashville: Thomas Nelson, 2007
- _____. *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*. 10th Anniversary Edition. Nashville: Thomas Nelson, 2007.
- Miller, Calvin. *The Empowered Leader: 10 Keys to Servant Leadership*. Nashville: Broadman and Holman, 1995.
- Murren, Doug. *Leader Shift*. Ventura: Regal Books, 1994.
- Nanus, Burt. *Visionary Leadership*. San Francisco: Jossey-Bass Pub., 1992.
- Nieuwhof, Carey. *Leading Change Without Losing It: Five Strategies That Can Revolutionize How You Lead Change When Facing Opposition*. Cumming, GA: The rethink Group, Inc., 2012.
- Pasmore, Bill. *Leading Continuous Change: Navigating Churn in the Real World*. Oakland, CA: Berrett-Koehler Publishers, 2015.
- 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.
- Rendle, Gil: *Quietly Courageous: Leading the Church in a Changing World*. Lanham, Maryland: Roman & Littlefield Publishing Group, 2019.
- Shawchuck, Norman and Roger Heuser. *Leading the Congregation: Caring for Yourself While Serving the People*. Nashville: Abingdon Press, 1993.
- 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.

Warren, Rick. *The Purpose-Driven Church*. New York: Addison-Wesley Pub. Co. 1995.

Weisinger, Hendrie. *Emotional Intelligence at Work*. San Francisco: Jossey-Bass Pub., 1998.

Wren, J. Thomas, ed. *The Leader's Companion: Insights on Leadership Through the Ages*. New York: Free Press, 1995.

Yukl, Gary. *Leadership in Organizations*. 7th ed. Upper Saddle River, New Jersey: Prentice Hall, 2009.