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

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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 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.


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 Your 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.


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:**

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<th>Component</th>
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<tbody>
<tr>
<td>Executive Summary</td>
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<td>Case Study</td>
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<tr>
<td>Annotated Analysis</td>
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<td>Strategy</td>
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**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.

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**Seminar Bibliography**


*PML5301 Leading Congregational Change*


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


_________.  *Good Leaders Ask Great Questions.*  Nashville: Center Street, 2014.


