



## **PMLS8300 Strategic Leadership**

A Professional Doctoral Seminar

New Orleans Baptist Theological Seminary

January 10-12, 2022 Winter 2022 Trimester

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.*

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### **Course Description**

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

### **Core Values Addressed**

1. Doctrinal Integrity- The course will follow the confessional commitments that are outlined in the Articles of Religious Belief and the Baptist Faith and Message 2000.
2. Spiritual Vitality- The professor will teach that leadership without spiritual vitality is ineffective for the Kingdom of God.
3. Mission Focus- The mission focus of the course will center on pastoral leadership in the local church.
4. Characteristic Excellence- The professor will teach that leadership is a service to Christ and therefore should be rendered with characteristic excellence.
5. Servant Leadership- The professor will teach that servant leadership is the supreme model of leadership.

### **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. Develop an understanding of strategic leadership principles and their application to a church or ministry organization context.
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.

### **Required Textbooks**

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

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

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.

### **Seminar Requirements and Assignments**

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

**Format for Assignments 1 and 3:** Single-spaced, a space between each single-spaced paragraph, no paragraph indentions, informal writing style. However, the title page, margins, pagination, and heading/subheadings should utilize Turabian 8<sup>th</sup> edition. **Students may use first person in Assignments 1 and 3.**

**Format for Assignment 2:** The Case Study is to be 10-12 pages, double-spaced, utilizing formal style according to Turabian 8<sup>th</sup> edition, regarding title page, margins, pagination, headings/subheadings, etc. Textbook and Scripture references must utilize footnotes in Turabian form. **Students may NOT use first person in Assignment 2.**

**NOTE:** Assignment 2 (Case Study) will be evaluated by the **Writing Assessment Coordinator** for Turabian 8th edition form and style.

1. Each student will read *Becoming a Strategic Leader* by Hughes, Beatty, and Dinwoodie and compose 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 discussion of the application of the chapter content to a Congregational or Ministry organization context.
  - c. Select two significant components from the chapter, and give a one paragraph discussion for each component regarding how to improve or enhance that component in the student's ministry context

2. Each student will read *Strategic Leadership* by John Adair. Utilizing the Seven Functions of Strategic Leadership in Part Two of the textbook, develop a **Case Study** of the assigned biblical leader listed below. The Case Study should include: (1) a brief description of the strategic personality of the biblical leader, (2) two examples from the life of the biblical leader for EACH of the Seven Functions of Leadership, and (3) a brief discussion of three applications from the case study to a Congregational or Ministry Organization context.

Noah – Bengé	Joshua – Hess	Ezra – Strickland	Daniel – Laden
Abraham – Bowden	Samuel – Holley	Nehemiah – Young	Jesus – Linder
Jacob – Eiland	Elijah – Phillips	Esther – Blount	Peter – McCluskey
Joseph – Franks	Gideon – Sheridan	Solomon – Gwartney	Paul – Newell
Moses – Guerry	David – Steen	Hezekiah – Hodges	Barnabas -- Voorhees

3. Each student will read **ONE** (1) of the textbooks 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 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. (Total page count for this assignment = 8 pages).

**NOTE: Each student has been assigned a book for the Annotated Analysis (see below). Please complete the assignment individually and upload to Blackboard as noted elsewhere in the syllabus. During the seminar, instructions will be given for group presentations utilizing a PowerPoint presentation or talking points list.**

Kouzes, James M. and Barry Z. Posner. *Everyday People, Extraordinary Leadership: How to Make a Difference Regardless of Your Title, Role, or Authority*. Hoboken, New Jersey: John Wiley and Sons, 2021.

**(Benge, Bowden, Eiland)**

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

**(Franks, Guerry, Hess)**

Olson, Aaron K. and B. Keith Simerson. *Leading with Strategic Thinking: Four Ways Effective Leaders Gain Insight, Drive Change, and Get Results*. Hoboken, New Jersey: John Wiley and Sons, 2015.

**(Holley, Phillips, Sheridan)**

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.

**(Steen, Strickland, Young)**

Stowell, Stephen J. and Stephanie S. Mead. *The Art of Strategic Leadership: How Leaders at all Levels Prepare Themselves, Their Team, and Organizations for the Future*. Hoboken, New Jersey: John Wiley and Sons, 2016.

**(Blount, Gwartney, Hodges, Laden)**

Williams, Pat. *Character Carved in Stone: The 12 Core Virtues of West Point That Build Leaders and Produce Success*. Grand Rapids: Revell, 2019.

**(Linder, McCluskey, Newell, Voorhees)**

**Assignments 1, 2, & 3 are to be submitted to BLACKBOARD no later than 10:00 pm, Sunday, January 10, 2022.**

### *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 Strategic Leadership** 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, February 18, 2022.**

### **Course Evaluation:**

Case Study	25%
Critical Analysis	25%
Annotated Analysis	25%
Strategy	25%

## 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.
- Ashhenas, Ron, Dave Ulrich, Todd Jich, and Steve Herr. *The Boundaryless Organization: Breaking the Chains of Organizational Structure*. San Francisco: Jossey-Bass Publishers, 1995.
- Barna, George. *Master Leaders: Revealing Conversations with 30 Leadership Greats*. Carol Stream, IL: Tyndale, 2009.
- \_\_\_\_\_. *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. *Leadership Handbook of Management and Administration*. Revised and Expanded Edition. Grand Rapids: Baker Books, 2008.
- 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 Territory*. Downers Grove, IL: Intervarsity, 2015.
- 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.

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.

\_\_\_\_\_. *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*. Second Edition. Revised and Updated. Colorado Springs: NavPress, 2012.

Cockerell, Lee. *Creating Magic: 10 Common Sense Leadership Strategies from a Life at Disney*. New York: The Doubleday Publishing Group, 2008.

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.

\_\_\_\_\_. *Strategic Church: A Life-Changing Church in an Ever-Changing Culture*. Grand Rapids: Baker Books, 2012.

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

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

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.
- Geiger, Eric and Kevin Peck. *Designed to Lead*. Nashville, TN: B & H Publishing Group, 2016.
- 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.
- Gordon, Jon. *The Power of Positive Leadership: How and Why Positive Leaders Transform Teams and Organizations and Change the World*. Hoboken, New Jersey: John Wiley and Sons, 2017.
- 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.
- 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. *The Leader's Journey: Accepting the Call to Personal and Congregational Transformation*. San Francisco: Jossey-Bass, 2003.
- 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.

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

\_\_\_\_\_. *Leading Change.* Boston: Harvard Business School Press, 1996.

\_\_\_\_\_. *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.

\_\_\_\_\_. *Everyday People, Extraordinary Leadership: How to Make a Difference Regardless of Your Title, Role, or Authority.* Hoboken, New Jersey: John Wiley and Sons, 2021.

\_\_\_\_\_. *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: How to Make Extraordinary Things Happen in Organizations.* Sixth Edition. Hoboken, New Jersey: John Wiley and Sons, 2017.

\_\_\_\_\_. *Learning Leadership: The Five Fundamentals of Becoming an Exemplary Leader.* San Francisco: The Leadership Challenge, 2016.

\_\_\_\_\_, Editors. *Christian Reflections on the Leadership Challenge.* San Francisco: The Leadership Challenge, 2004.

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

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

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