



**Building and Managing an Effective Organization**  
Professional Doctoral Seminar – CEAM 8303  
New Orleans Baptist Theological Seminary

Winter 2017 Trimester December 6-8, 2016

(This seminar will be conducted CIV at the following campus: Montgomery AL)

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**Mission Statement**

*The mission of New Orleans Baptist Theological Seminary is to equip leaders to fulfill the Great Commission and the Great Commandments through the local church and its ministries.*

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**Purpose of the Course**

The purpose of this course is to study organizational theories and practice applicable to the local church or ministry context. Topics of discussion include volunteer enlistment, leader training, church staffing, administrative guidelines and managing change. Special attention is given to organizational purpose and design.

**Mission Statement**

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**NOBTS Core Values and Core Value Focus**

*Doctrinal Integrity* – Knowing that the Bible is the Word of God, we believe it, teach it, proclaim it, and submit to it. The doctrinal statements used in our evaluations are our Articles of Religious Belief and the Baptist Faith and Message Statement.

*Spiritual Vitality* – We are a worshipping community, with both personal spirituality and gathering together as a Seminary for the praise and adoration of God and instruction in His Word.

*Mission Focus* – We are not here merely to get an education or to give one. We are here to change the world by fulfilling the Great Commission and the Great Commandments through the local church and its ministries.

*Characteristic Excellence* – What we do, we do to the utmost of our abilities and resources as a testimony to the glory of our Lord and Savior Jesus Christ.

*Servant Leadership* – We follow the model of Jesus and exert leadership and influence through the nurture and encouragement of those around us.

Annually, the President will designate a core value that will become the focus of pedagogy for the year. For 2016-2017 academic year that Core Value is *Characteristic Excellence*.

## **Course Description**

This seminar offers useful and practical guidance in understanding church structure, diagnosing ministry effectiveness, and managing organizational change. Critical skills necessary for managing the organizational design, values, beliefs, and attitudes in the 21<sup>st</sup> century church will be discussed.

## **Course Objectives**

By the completion of the course, each student will have had an opportunity to ...

1. To diagnose the organizational system of their church or ministry context
2. To formulate an organizational design to facilitate a change process
3. To utilize different organizational designs for application into a church/ministry setting.
4. To assess the strength and weaknesses of a church/ministry and its potential for development and growth

## **Textbooks**

NOTE: Review the list of assignments before purchasing textbooks. Not all textbooks will be required by each participant in the class. Some books are assigned to specific groupings.

Each student is to read the following textbooks and to be prepared to integrate their content into seminar discussions and presentations:

- (1) Anthony, Michael J., and James Estep, Jr. *Management Essentials for Christian Ministries*. Nashville: Broadman and Holman, 2005. (ISBN: 0805431233)
- (2) Gostick, Adrian, and Chester Elton. *The Carrot Principle: How the Best Managers Use Recognition to Engage Their Employees, Retain Talent, and Drive Performance*. New Press, Re-issue Edition, 2009. (ISBN: 1439149178)

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**And one of the following as assigned:**

- (3a) Bossidy, Larry and Ram Charan. *Execution: The Discipline of Getting Things Done*. New York: Crown Publishing, 2002, 2009 (ISBN 978-0-609-61057-2)
- (3b) Collins, Jim. *Good to Great: Why Some Companies Make the Leap ... and Others Don't*. New York: HarperCollins, 2001. (ISBN 0-06-6620996) AND, Jim Collins's *Good to Great and the Social Sectors: A Monograph to Accompany Good to Great*. New York: Harper Collins, 2005. (ISBN 0977326403)
- (3c) Heath, Chip and Dan Heath *Switch: How to Change Things When Change is Hard*. New York: Random House, 2010. (ISBN 978-0-385-52875-7)

**And one of the following as assigned:**

- (4a) Browning, Dave. *Deliberate Simplicity: How the Church Does More by Doing Less*. Grand Rapids: Zondervan, 2009. (ISBN 978-0-310-28567-0)
- (4b) Lencioni, Patrick. *The Advantage: Why Organizational Health Triumphs Everything Else*. San Francisco: Jossey Bass, 2012
- (4c) Welch, Robert H. *Church Administration*, Second Edition, Nashville: Broadman & Holman Academic Books, 2011. (ISBN: 978-1-4336-7377-1)

**Seminar Requirements**

*Before the Seminar*

- 1. Content Outline:** Each student is to prepare a **Content Outline** of assigned chapters in the book *Management Essential for Christian Ministries*.

It is appropriate to single-space the outline. Use complete sentences and develop the content to the third level (i.e. -- I. A. 1.). Be sure to present key points identified in the book. In addition the student is to provide illustrations from actual church or ministry practice of how key points may be utilized. The illustrations may be of appropriate or inappropriate application. (Note: This assignment does not require a formal book critique.)

Students will highlight assigned material in class presentations.

## To be assigned after registration

**Assignment 1: Planning (chapters 3-5)**

**Assignment 2: Planning (chapters 6-8)**

**Assignment 3: Organizing (chapters 9-11)**

**Assignment 4: Organizing (chapters 12,13)**

**Assignment 5: Staffing (chapters 14-16)**

**Assignment 6: Directing (chapters 17-19)**

**Assignment 7: Evaluating (chapters 20-23)**

**Due Date:** Students are to post the Content Outline on Blackboard no later than Friday, Dec. 2, 2016, according to the instructions in the syllabus, for availability to the other students in the seminar. Please bring a hard copy for the professor.

- 2. Book Summary:** Each student will complete a 3 page summary and review and a two page application handout of the book they were assigned. You will utilize a template supplied by the professor for the handout portion. (Located on Blackboard) Assignments will be made three weeks before the seminar

Bossidy, Larry and Ram Charan. *Execution: The Discipline of Getting Things Done.*

Collins, Jim. *Good to Great: Why Some Companies Make the Leap ... and Others Don't. Good to Great and the Social Sectors: A Monograph to Accompany Good to Great.*

Heath, Chip and Dan Heath. *Switch: How to Change things When Change is Hard.*

Each summary should include a brief summary of the book, key ideas and principles, strengths and weaknesses of the author's position, points of agreement and disagreement. The application insert should be related to the student's personal ministry context and should identify at least five potential application points. Headlines and bullet points should be cited on the reverse side with adequate space for notes by class members. Summaries should submitted to via Blackboard (assignment tab) and posted in the discussion board on Blackboard for retrieval by other students.

**Due Date:** Students are to bring a hard copy of the Book Summary to the professor on the first day of class (December 6, 2016). Students are to post the application summary on Blackboard no later than Monday December 5, 2016, according to the instructions in the syllabus, for availability to the other students in the seminar.

- 3. Reaction Paper.** Each student will be assigned either *Deliberate Simplicity*, *The Advantage*, or *Church Administration* as a practical application text book. Students will prepare a two-page, single-spaced **Reaction** to the assigned book. The reaction should

involve a discussion of five (5) **key insights** from the book as applied to church organizational structure and five (5) **implications** for church organizations. (Note: This assignment does not require a formal full-book critique.)

**Due Date:** Students are to submit their paper in Blackboard and bring a hard copy of the Reaction Paper for the professor and student in the seminar on the first day of class and be prepared to discuss the insights and applications during the seminar.

- 4. Organizational Assessment and Improvement.** Each student will write a one page case study of a specific organizational issue or area of needed improvement in their current or previous ministry setting. Copies of the case study will be made available to seminar participants. Please do not include names of individuals. Be prepared to present in 7-10 minutes.

### *During the seminar*

**Seminar Presentations:** Each student will be involved in seminar presentations and discussions involving Assignments 1-4.

**Seminar Participation:** Students are expected to be active participants in all sessions of the seminar. Note: The seminar actually begins with the receipt of the syllabus and continues through the material completed after the three day component. The seminar does not consist only of the three day session time component.

### *Following the seminar*

**Application of Organizational Principles.** Each student will evaluate his current church or ministry organizational structure utilizing the ideas and principles discovered and discussed during the seminar. A 5-7 page application paper outlining appropriate actions to address the issue or improvement prepared and presented as a **case study (assignment 4)**. This paper should be double-spaced, written according to Turabian 8<sup>th</sup> edition regarding footnotes, headings/subheadings, margins, pagination, cover page, etc. **Date Due: January 3, 2017.**

**Evaluation of Church/Ministry Organizational Structure** Each student will evaluate his current church or ministry organizational structure utilizing the ten strategies discussed in the book *Creating Magic*. In this post-seminar assignment the student will discuss one organizational change for their church or other ministry context for each of the ten Strategies. For each change briefly suggest an implementation plan. The valuation should conclude with approximately two pages of reflection by the student of how incorporating seminar content will impact their ministry performance. The evaluation will be approximately 6-7 pages, double-spaced, written according to Turabian 8<sup>th</sup> edition regarding footnotes, headings/subheadings, margins, pagination, cover page, etc. **Date Due: January 3, 2017.**

**Staff Leadership Reflection.** After reading *The Ministry Staff Member* each student will write a reflection paper integrating a self evaluation based on the information presented in the

text. Students are expected to present an honest appraisal of personal strengths and weaknesses. Students should offer at least 3 possible action plans to increase value to the organization and/or improve leadership skills. The paper should be 4 pages in length. The use of personal pronouns is acceptable for this assignment. **Date Due: January 3, 2017.**

## Evaluation

Anthony/Estep Content Outline	15%
Book Summary (Assigned Text)	15%
Case Study	15%
Reaction Paper (Assigned Text)	10%
Case Study Application Report	15%
<i>Creating Magic</i> Evaluation Report	20%
Staff Leadership Reflection	10%

**Class Schedule:** (specific assignments are subject to change)

The seminar is scheduled to meet from 1:00 to 6:30 p.m. (Central Daylight Saving Times) on Tuesday December 6, 2016. Wednesday and Thursday, December 7-8, the seminar will meet 8:00 a.m.- 5:00 p.m. (Central Daylight Saving Times), with an appropriate Lunch Break.

## Tuesday

1:00-1:20pm	Introductions and Seminar Overview
1:20-1:45pm	Biblical/Theological Backgrounds
1:45-2:10pm	<i>Management Essentials</i> Group Coordination.
2:10-3:00pm	Planning & Organizing
3:00-3:15 pm	Break
3:15-4:15pm	Staffing & Evaluating
5:00-5:15pm	Break
5:15-6:15pm	Case Study Presentations
6:15 to 6:30 pm	Wrap Up

### **Wednesday**

8:00-8:30am	Devotion & Review
8:30-9:15am	Presentation Preparation (group work)
9:15-10:00am	Presentation <i>Good to Great</i>
10:00-10:15am	Break
10:15-11:45am	Presentations: <i>Execution</i> and <i>Switch</i>
11:45-1:00pm	Lunch
1:00-1:30pm	<i>Start With the Why</i> (TED talk by Simon Senik)
1:30-2:30pm	Discussion and Dialogue
2:30-2:45pm	Break
2:45-4:00pm	Talking Points

### **Thursday**

8:00-8:30 am	Devotion & Review
8:30-9:45am	Presentation: <i>Deliberate Simplicity</i> and <i>The Advantage</i>
9:45-10:15am	Break
10:15-11:00am	Presentation <i>Church Administration</i>
11:00-11:45am	Discussion and Dialogue
10:45-11:45am	Lunch
1:00-2:30pm	Strategic Planning- <i>Creating Magic</i>
2:30-2:45pm	Break
2:45-4:00pm	Wrap up, unfinished business, follow up assignments.

Directed Study