



ANSWERING GOD'S CALL

Conflict Resolution and Crisis Management

A Professional Doctoral Seminar - CEAM8302/PMLS8304

New Orleans Baptist Theological Seminary

Fall Trimester 2017: September 5-7, 2017

Tuesday, 1:00 – 9:00 pm.; Wednesday - Thursday, 8:00 a.m. - 4:00 p.m.

All times Central Standard Time

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Seminary 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.

Course Description

The purpose of this seminar is to address the issues and implications of conflict resolution and crisis management in congregations and ministry organizations. Utilizing biblical principles, textbook analyses, case studies, and role plays, students will examine conflict intensity levels, determine best practices, enhance leadership skills, and develop strategic actions related to conflict resolution and crisis management in churches and ministry contexts.

Purpose of the Course

This seminar will expose students to various areas of conflict in the church. Emphasis will be placed on strategies of conflict management and how “win-win” outcomes can be achieved by strategically addressing problems in the church.

Core Value Emphasis

The Core Value of emphasis for 2017-2018 is Servant Leadership.

Student Learning Outcomes

At the conclusion of the seminar students should be able to:

1. Appreciate the value of resolving church conflict.
2. Identify levels of intensity in the church.
3. Explore what scripture says concerning conflict resolution.
4. Demonstrate basic skills in conflict resolution and crisis management.
5. Evaluate appropriate strategies for conflict resolution and crisis management.
6. Develop a personal philosophy of confronting conflict.
7. Commit themselves to being ministers of reconciliation.

Required Textbooks

Bullard, George W. *Every Congregation Needs a Little Conflict*. St. Louis: Chalice Press, 2008.

Echols, Steven F. and Allen England. *Catastrophic Crisis: Ministry Leadership in the Midst of Trial and Tragedy*. Nashville: B & H Publishing, 2011. **(Note to Seminar Participants: This book is out of print, but can be ordered through Amazon.com or other book sellers.)**

Haugk, Kenneth C. Second Edition. *Antagonists in the Church: How to Identify and Deal with Destructive Conflict*. St. Louis, MO: Tebunah Ministries, 2013. **(Note to Seminar Participants: This book can be ordered ONLY through the StephenMinistries.org website. Browse “Our Store”/Books on Leadership. Be sure to differentiate between the book and the study guide)**

Hunt, Gregory L. *Leading Congregations Through Crisis*. St. Louis: Chalice Press, 2012. **(Note to Seminar Participants: This book can be ordered through Amazon.com, or through BullardJournal.org Book Store)**

Course Teaching Methodology

The seminar will center around the assignments and presentations by the students. The Professors will facilitate discussions and dialogue regarding the textbooks, case studies, and issues of congregational conflict. Small group interaction will also be employed.

Seminar Requirements

Before the Seminar

1. **Reflections from Bullard:** Seminar participants will read the Bullard textbook and provide a one-page Reflection to each of the twelve chapters of the book, for a maximum total of twelve (12) pages (format: single-spaced, a space between each single-spaced paragraph, with no paragraph indentions, chapter titles listed as headings for each page). For each chapter Reflection, give a one-paragraph content summary of the chapter. Then, select ONE (1) of the “squares” in the **Coaching Insights** section at the end of the chapter and answer the questions. (Sample Coaching “Square”, chapter one, page 15, “Before reading this chapter, how did you view conflict? In what ways did you see it as unnecessary and unhealthy? In what ways did you see it as necessary and healthy?") **Note #1: Please differentiate between the Coaching Break and the Coaching Insights sections.**

Note #2: This is not a formal Turabian style paper, but headings/subheadings, margins, pagination, footnotes, etc. should be according to Turabian, 8th edition. A cover page is required.)

2. An **Executive Summary** of the *Antagonists in the Church* textbook. An Executive Summary is a short document which summarizes a book in such a way that readers can become rapidly acquainted with it without having to read it all. The Executive Summary should include the following components, in this order:
 - a. An Annotated Bibliographic entry of the book (3 paragraphs).
 - b. Strengths and weaknesses of the book (3-4 paragraphs).
 - c. The Value of the book to the student’s ministry context (3-4 paragraphs).
 - d. Select any eight (8) of the chapters, and compose the following for EACH selected chapter: identify two (2) insights (takeaways) from the chapter and write a one-paragraph application of the significance of the insight/takeaway to conflict resolution in a church/ministry setting.

3. **Case Study Presentations:** Each student will read both textbooks dealing with crisis: *Catastrophic Crisis* by Echols and England and *Leading Congregations Through Crisis* by Hunt. Each student will give a verbal class presentation of an assigned case study, not to exceed 10-12 minutes (**Assigned case study chapters listed below**). The presentations will not present the details of the case study, since all students will already be familiar with the case studies. The case study presentations must answer the following questions:
- (1). Using Bullard's seven levels of conflict intensity, what is the level of intensity presented in the crisis?
 - (2). Using Echols' seven leadership competencies (chapter 9), which style, or styles, of leadership does this crisis call for?
 - (3). Using your best hindsight analysis, is there anything that you would recommend doing differently from what is presented in the case study, and/or is there an issue involved in this crisis that is not addressed in the case study?
 - (4). What are your three key insights/takeaways from the case study?

Note: A visual instrument should be utilized, either a PowerPoint presentations or a talking points list. Grade for this assignment will hinge solely on the student's interaction with the four questions listed above.

Assigned Case Studies from *Catastrophic Crisis*:

New Orleans Seminary (Ch. 1) = Sanders
 Bethel BC (Ch. 2) = Crawford
 FBC Shreveport (Ch. 3) = Dawson
 FBC Maryville (Ch. 4) = Friend
 Ashby BC (Ch. 5) = Hill
 FBC Oak Forest (Ch. 6) = Owen
 FBC Lindale (Ch. 7) = Robinson
 Frank Cox (Ch. 8) = Twilley

Assigned Case Studies from *Leading Congregations Through Crisis*:

Wedgwood BC (Ch. 4) = Vander Ploeg
 University BC (Ch. 5) = Burdick
 New Life Church (Ch. 6) = Edwards
 Crosspointe Meadows Church (Ch. 7) = Taylor
 Congregational United C of C (Ch. 8) = Whitaker
 Shady Run BC (Ch. 8) = Hinote

4. **Case Studies:** Seminar participants will submit two (2) case studies, each one single-spaced on one page, identifying examples of conflict and/or crisis. Students should attempt to submit two different case studies, involving different situational conflicts. (As an example of "different", a case study could deal with a staff/personnel issue, or a worship issue, or a ministry issue, or a financial issue, or a theological issue, a moral issue, etc. In addition to case studies within one congregation, case studies could involve a conflict or crisis involving an Association, State Convention, or SBC Entity, which could involve a local church/church plant or have an impact on local churches/church plants, etc.) Case studies can be a real situation in the life of the student, either current or in the past; a situation in another ministry context of which the student is knowledgeable; or a fictitious/imagined situation. (Please do not use the real names of the personalities in the case studies, for confidentiality reasons). The case studies should also involve a Level 2 Intensity, or higher, according to Bullard.

Two sample case studies are provided following the bibliography of the syllabus. Case studies will be discussed during the seminar.

Upload Assignments 1 – 4 to DROPBOX no later than 12 midnight, Monday, September 4, 2017.

Instructions for DROPBOX:

All assignments for this course will be submitted via a shared folder on dropbox.com. You will receive an email from Dr. Ogea prior to the assignment deadline requesting that you share the folder **Conflict Resolution and Crisis Management**. If you already have a dropbox account, then simply accept the shared folder. If you do not have a dropbox account, you will need to follow the instructions to create a free dropbox account and then accept the shared folder.

In the folder **Conflict Resolution and Crisis Management**, you will find *Subfolders* for each assignment. Save your assignment using your last name and the name of the assignment (i.e. ogea.bullard, ogea.casestudy), and upload the file into the appropriate folder. Dropbox will automatically update everyone's folder.

Important #1: Please do not alter anyone's file while it is in dropbox (e.g., save comments in the file) or remove anyone's file from the dropbox folder, as that will alter or remove the file for everyone. If you wish to download any of the files from the Dropbox folders to your computer, simply right click on the entry and "Save As" to your computer.

Important #2: In the Dropbox folder **Conflict Resolution and Crisis Management**, a subfolder labeled *Course Documents* will contain various documents for use in the seminar. Dr. Ogea and Dr. Sherrer will be updating this *Course Documents* subfolder periodically prior to and during the seminar. These are considered to be supplemental documents that will be utilized during the seminar.

During the Seminar

5. **Seminar Presentations and Participation:** Each student will be involved in seminar presentations and discussions involving Assignments 1 – 4. Students are expected to be active participants in all sessions of the seminar.

Following the Seminar

6. **Conflict Resolution and Crisis Management Proposal:** Seminar participants will develop a Conflict Management/Resolution Proposal for their ministry context. The Proposal should involve the following:
 - A. A comprehensive definition of conflict resolution and crisis management, delineated from textbook readings, seminar discussions, and further research. The comprehensive definition should be approximately one-page and should cite/reference at least five sources.
 - B. A discussion of three or four critical issues regarding conflict resolution and crisis management which need to be addressed in the student's ministry context (this discussion not to exceed six pages).
 - C. An evaluation of the student's attitude toward conflict resolution and crisis management and how this seminar has influenced that attitude (this evaluation not to exceed two pages)
 - D. Choose **ONE (1)** of the following components to include in the proposal:
 - a. a series of five Sermons dealing with conflict resolution and crisis management, involving a one-page sermon brief for each sermon, with the briefs to include sermon titles, sermon texts, sermon propositions/objectives, sermon outlines, a one-paragraph Introduction and a one-paragraph Conclusion.
 - b. a series of five Bible Studies, involving a one-page lesson plan for each Bible Study, with the lesson plans to include topics, biblical texts, lesson objectives, and teaching outlines.

Note: This assignment is a formal Turabian style paper, utilizing Turabian, 8th edition, and will be graded by the NOBTS Writing Center (www.nobts.edu/writing) The Writing Center webpage contains excellent Helps to assist you in formal writing: Writing Guidelines, Writing Tips, and

Resources. The ProDoc website “Resources” page also contains helps and samples. Instructions will be given at the end of the seminar regarding the process of utilizing the Writing Center for this assignment.

Upload the Conflict Resolution and Crisis Management Proposal into the appropriate Dropbox subfolder, no later than midnight, Monday, October 13, 2017.

IMPORTANT #3: Please save all assignment documents in a PDF format before uploading into Dropbox. A PDF format takes up less folder space than a WORD or WordPerfect document.

Directed Study Students:

Modification of Primary Assignments:

1. Complete Assignments 1 & 2 as stated in the syllabus (Bullard **Reflections** and Haugk **Executive Summary**, **due date as listed in syllabus**).
2. Regarding Assignment #3, do a one-page, single-spaced **Executive Summary** of all of the case studies listed from both textbooks (a total of fourteen). The Executive Summaries are to answer the four questions listed in Assignment #3. (Due Date: October 13, 2017)
3. Complete the post-seminar assignment (**Conflict Resolution and Crisis Management Proposal**, **due date as listed in syllabus**).

Additional Assignment for Directed Study Students:

Annotative Bibliography: Students will compile an annotative bibliography of at least thirty (30) sources addressing the subject of conflict resolution and crisis management, to include books (excluding the seminar textbooks), journal articles, and Ph.D. dissertations/D.Min. projects. (Due date: same as #3 above).

Seminar Grading and Evaluation

Bullard Reflections	20%
Haugk Executive Summary	20%
Case Study Presentations	15%
Case Studies	15%
Resolution/Management Proposal	30%

Directed Study:

Bullard Reflections	20%
Haugk Executive Summary	20%
Case Study Executive Summaries	25%
Resolution/Management Proposal	25%
Annotated Bibliography	10%

Selected Bibliography

Augsburger, David. *Caring Enough to Confront*. Ventura, CA: Regals Books, 1986.

Barthel, Tara Klena and David V. Edling. *Redeeming Church Conflicts: Turning Crisis into Compassion and Care*. Grand Rapids: Baker Books, 2012.

Brubaker, David R. *Promise and Peril: Understanding and Managing Change and Conflict in*

- Congregations*. Herndon, VA: The Alban Institute, 2009.
- Bullard, George W. *Every Congregation Needs a Little Conflict*. St. Louis: Chalice Press, 2008.
- Bowling, Daniel and David Hoffman (eds.) *Bring Peace in the Room: How the Personal Qualities of the Mediator impact the Process of Conflict Resolution*. San Francisco: Jossey-Bass, 2003.
- Cosgrove, Charles H. and Dennis D. Hatfield. *Church Conflict: the Hidden Systems Behind the Fights*. Abingdon Press, 1994.
- Echols, Steven F. and Allen England. *Catastrophic Crisis: Ministry Leadership in the Midst of Trial and Tragedy*. Nashville: B & H Publishing, 2011.
- Everist, Norma Cook. *Church Conflict: From Contention to Collaboration*. Nashville: Abingdon, 2004.
- Fisher, Roger and William Ury. *Getting to Yes: Negotiating Agreement Without Giving In*. New York: Penguin Books, 1991.
- Friedman, Edwin. *Generation to Generation: Family Process in Church and Synagogue*. The Guilford Press, 1985.
- Furlong, Gary T. *The Conflict Resolution Toolbox*. Ontario, Canada: John Wiley and Sons, 2005.
- Gangel, Kenneth O. and Samuel L. Canine. *Communication and Conflict Management in Churches and Christian Organizations*. Eugene, OR: Wipf and Stock, 2002.
- Gramson, Robert M. *Coping With Difficult People*. New York: Ballantine Books, 1981.
- Haverstadt, Hugh F. *Managing Church Conflict*. Louisville, KY: Westminster, John Knox Press, 1991.
- Haugk, Kenneth C. Second Edition. *Antagonists in the Church: How to Identify and Deal with Destructive Conflict*. St. Louis, MO: Tebunah Ministries, 2013.
- Hunt, Gregory L. *Leading Congregations Through Crisis*. St. Louis: Chalice Press, 2012.
- Jaech, Richard E. *Transforming Church Conflict: A Guide for Pastors and Leaders*. Camas, WA: Aachen Press, 2011.
- Kale, David W. *Managing Conflict in the Church*. Kansas City: Beacon Hill Press, 2003.
- Kliwer, Stephen. *How to Live With Diversity in the Local Church*. Washington, DC: Alban Institute, 1987.
- Leas, Speed B. *Church Fights*. Philadelphia: The Westminster Press, 1973.
- _____. *Discover Your Conflict Management Style*. New York: Alban Institute Publishing, 1984.
- _____. *Leadership and Conflict*. Nashville, TN: Abingdon Press, 1982.
- Lester, Andrew D. *Coping With Your Anger*. Philadelphia: The Westminster Press, 1983.
- Lott, David P., ed. *Conflict Management in Congregations*. Herndon, VA: The Alban Institute, 2001.

- Lyon, K. Brynolf and Dan P. Moseley. *How to Lead in Church Conflict: Healing Ungrieved Loss*. Nashville: Abingdon, 2012.
- Mayer, Bernard S. *Beyond Neutrality: Confronting the Crisis in Conflict Resolution*. San Francisco: Jossey-Bass, 2004.
- McSwain, Larry L. and William C. Treadwell, Jr. *Conflict Ministry in the Church*. Nashville, TN: Broadman Press, 1981.
- Moore, Christopher W. *The Mediation Process: Practical Strategies for Resolving Conflict*. San Francisco: Jossey-Bass, 1996.
- Newberger, Kenneth. *Hope in the Face of Conflict: Making Peace With Others the Way God Makes Peace With Us*. Three Sons Publishing, 2009.
- Noble, David. *Church Conflict by the Book: Discover Inner Healing, Renewed Hope and Powerful Fellowship Through Challenging Times*. Kansas City: BHC Publishing, 2013.
- Poirier, Alfred. *The Peacemaking Pastor: A Biblical Guide to Resolving Church Conflict*. Grand Rapids: Baker, 2006.
- Saarinen, Martin F. *Life Cycle of a Congregation*. Washington, DC: Alban Institute, 1986.
- Sande, Ken. *The Peacemaker: A Biblical Guide to Resolving Personal Conflict*, 3rd edition. Grand Rapids, MI: Baker Book House, 2004.
- Sawyer, David R. *Hope in Conflict: Discovering Wisdom in Congregational Turmoil*. Cleveland: Pilgrim Press, 2007.
- Schaller, Lyle E. *Survival Tactics in the Parish*. Nashville, TN: Abingdon Press, 1977.
- Shelley, Marshall. *Well-intentioned Dragons: Ministering to Problem People in the Church*. Minneapolis: Bethany House, 1994.
- Steinke, Peter L. *Congregational Leadership in Anxious Times: Being Calm and Courageous No Matter What*. Herndon, VA: The Alban Institute, 2006.
- _____. *Healthy Congregations*. Washington, DC: The Alban Institute, 1993.
- _____. *How Your Church Family Works*. Washington, DC: The Alban Institute, 1993.
- Susek, Ron. *Firestorm: Preventing and Overcoming Church Conflicts*. Grand Rapids, MI: Baker Books, 1999.
- Ury, William L. *Getting Past No*. New York: Penguin Books, 1993.
- Ury, William L., Jeanne M. Brett, and Stephen B. Goldberg. *Getting Disputes Resolved*. San Francisco: Jossey-Bass, 1988.
- Van Yperen, Jim. *Making Peace: A Guide to Overcoming Church Conflict*. Chicago: Moody, 2002.
- Wagner, C. Peter. *Your Church Can be Healthy*. Nashville, TN: Abingdon Press, 1979.
- Welch, Robert. *Serving by Safeguarding Your Church*. Grand Rapids, MI: Zondervan Publishers,

Part of the Zondervan Practical Ministry Guides, Paul Engle general editor, 2002.

White, James E. and Robert L. Sheffield. *Equipping Deacons to Confront Conflict*. Nashville, TN: Convention Press, 1987.

Woods, C. Jeff. *We've Never Done it Like This Before*. Washington, DC: Alban Institute, 1994.

The Associate Pastor Who Desires to be Pastor Case Study

First Baptist Placeville (FBP) experienced consistent growth during the 40-year pastoral tenure of Rev. John Steady. Attendance averages 600 in Sunday School and 800 in Worship. Leadership consists of five full-time ministerial staff members, in addition to the pastor, a strong deacon body, and well-trained, functioning committees. Rev. Steady retires as pastor of FBP, but remains as Pastor Emeritus. During the pastoral transition period, the ministerial staff, led by the

Associate Pastor (AP), convince church leaders that they can lead the church without the employ of an Interim Pastor. In less than 12 months, a former Youth Minister at the church, Rev. Youthful, is called to be the next pastor of FBP. Rev. Youthful has been serving as pastor of a church since leaving FBP.

Eighteen months later, Rev. Youthful is caught having an affair with the financial secretary. When confronted, he refuses to resign. The deacons and personnel committee terminate him, but he stays in the community, divorces his wife, and marries the financial secretary. Again, the ministerial staff, led by the AP, offer to lead the church without the employ of an Interim Pastor. After an eight-month period of turmoil and chaos in the church, the pastor search committee and the deacons decide to employ Dr. Veteran as Interim Pastor. Dr. Veteran is an experienced denominational leader, who brokers a contractual understanding, affirmed by the church, defining his leadership role and responsibility to involve preaching, staff direction, and consultant to the deacons and the pastor search committee.

Dr. Veteran encounters and uncovers several issues of conflict early in the interim tenure:

1. Unresolved and unsettled emotions from Rev. Youthful's infidelity and termination.
2. Tension and resistance from the Associate Pastor.
3. Confusion and competition within the ministerial staff.
4. Hesitancy and tentativeness within the pastor search committee.

Less than three months into Dr. Veteran's tenure as Interim Pastor, he begins to hear rumbles of the AP's "behind the scenes" strategy to be the next pastor. Dr. Veteran immediately consults with several key leaders of the church, including the Chairpersons of the Deacons, Personnel Committee, and Pastor Search Committee. Their consensus of agreement informs Dr. Veteran that: a) the AP should not be a pastoral candidate, b) but the AP, and particularly his wife, have developed strong group constituency with divisive potential within the congregation, and c) the AP will continue to leverage intentionally his pastoral candidacy within the congregation.

What plan of action should Dr. Veteran utilize in resolving this conflict?

The Case Study of Oldest Baptist Church

Oldest Baptist Church (OBC) is the oldest church in Central County Baptist Association, and one of the oldest in the State Convention. The community surrounding the church remains a rural area, but is situated in one of the fastest growing areas of Central County. The most recent demographic data validates 7,395 people living within an 8-mile ring of OBC. The Associational Church Profile reveals:

- Church membership increased from 250 in 1980 to 650 in 2014

- Sunday School attendance increased from 50 in 1980 to 125 in 2010-2011. Since then, S.S. attendance has declined to 70 in 2016.
- In 1990, worship attendance averaged 150. A steady decline produced an average worship attendance of 90 in 2002. Between 2002 and 2010, worship attendance increased to 250. Much of this was due to the solid pastoral leadership of two seasoned veteran pastors. However, beginning in 2010, worship attendance began a steady decline to an average of 90 in 2016.
- Baptisms fluctuated between 5 and 10 from 1980 to 2001. Baptisms then spiked upward from 2002 – 2010, peaking at 32 in 2010. From 2010 – 2013, baptisms declined sharply from 32 to 6. An unusual spike occurred in 2013-2014 back to 21.
- Budget receipts increased from \$50,000 in 1980 to \$280,000 in 2014, with a high of \$330,000 in 2011.

OBC profited from a long-tenured pastor in the 1980s and early 1990s. Except for a short-tenure pastor (1999 – 2001), from 1980 to 2014, OBC's pastors were experienced leaders who led the church to its "glory days."

The sharp decline in Sunday School attendance, Worship attendance, and baptisms, can be attributed to two church decisions. In 2010, when worship attendance peaked at 250, the church voted down a plan to move to two Sunday morning worship services. Two years later, the pastor left for a church in another state, and in 2014, after a two-year interim period, the church called a pastor who had no prior pastoral experience (to say it another way, after serving as youth minister, this was his first pastorate).

After an 18-month pastoral tenure, measured by numerous conflicts and crises, the pastor resigned suddenly in March 2016, triggered when Pete, one of the former key deacon leaders (who had resigned as a deacon one year earlier) threatened to bring a motion to call for the pastor's resignation. On the day before the Business Meeting, the pastor submitted a letter of immediate resignation to the Chairman of Deacons. At the Business Meeting the next night, Pete never got to make his motion because the Chairman of Deacons called the Business Meeting to order, and then proceeded to read the Pastor's letter of immediate resignation. Chaos and division erupted as members began to ask questions and express emotions of confusion and hurt. When the intent of Pete and his "counterparts" was revealed, chaos and conflict immediately escalated. The Chairman of Deacons, not an experienced Moderator, did his best to maintain order. However, when the meeting dismissed, anger, hurt, and divisiveness permeated the congregation.

After consultation with the Associational Missions Director, OBC contracted with and called an experienced Interim Pastor, with the purpose stated in the call that the Interim Pastor would counsel and advise the deacons through an intentional conflict resolution process, followed by an intentional plan of pastoral transition.

What steps should the Interim Pastor take in resolving this congregational conflict so that a healthy pastoral transition can occur?