

LEADERSHIP IN COMMUNITIES

KCML Lecturer: Kevin Ward



**KNOX CENTRE
FOR MINISTRY
& LEADERSHIP**

Content

This course is designed to enable leaders to reflect critically on the nature of Christian communities and the kind of leadership that facilitates health and mission in a constantly changing context. It uses three basic foci to achieve this: biblical and theological concepts which underpin communities and leadership; the nature of communities as social/cultural systems and religious organisation; and social science understandings of leadership, with a focus on transformational leadership for adaptive change.

Outcomes

At the end of this course, students should be able to:

- 1) Demonstrate an understanding of the congregation as a system and the factors that promote health within it.
- 2) Identify the strengths and weaknesses of different approaches to congregational leadership and begin to identify their own style of leadership and factors that will lead to sustainability.
- 3) Discuss the tensions that exist within congregational life and the impact of those upon congregational leaders.
- 4) Identify significant causes of conflict within congregational systems and be aware of helpful approaches in dealing with these
- 5) Explain and utilise effective approaches to managing change in a congregation
- 6) Demonstrate an ability to integrate a sound biblical and theological understanding into their approach to congregational life and leadership.

Block Course Modules

Introduction 1. Leadership and Ministry <ul style="list-style-type: none"> • What is leadership? • Leadership, ministry and theology. • Ecclesiology and ordination • Leadership today: changes and challenges 	Summer 2017 Intern induction
A1. The dynamics of change and leading teams <ul style="list-style-type: none"> • Understanding the dynamics of change • Leading teams 	Summer 2019
A2. Congregational cultures <ul style="list-style-type: none"> • Understanding congregations as cultures. • Developing cultural intelligence for multicultural ministry 	Winter 2019
A3: The plumbing tasks of leadership <ul style="list-style-type: none"> • Strategic planning: where are we going? • Managing the church: how will we get there? 	Spring 2019

B1. Congregational systems and ethics in ministry <ul style="list-style-type: none"> • Understanding congregations as systems • Ethics in ministry 	Summer 2018
B2: Leading change and Book of Order <ul style="list-style-type: none"> • Leading the process of change • Book of Order and leadership 	Winter 2018
B3: Managing conflict <ul style="list-style-type: none"> • Understanding yourself in conflict • Preventing and managing congregational conflict 	Spring 2018

Assessments

(1) Essay

This is an essay on ordination and leadership. It has three parts.

- What do you understand by ordination, in the context of being a Minister of Word and Sacrament within the PCANZ?
- In this role how will you function to exercise the leadership which is a critical function of ministry in today's context?
- What biblical, theological and social science principles are important in informing your understanding and practice in this?

You should give evidence of using the readings in the course to inform your answer, and provide a bibliography

Length: 2000 words

Worth: 40% of final grade

Due date: 15 September, 2017

(2) & (3) Presentation of a personal case study on leadership.

These two assignments are based on the Leadership Intervention case studies presented at colloquia.

Definition: A leadership intervention is when, having assessed a particular situation or challenge affecting the group, organisation, activity, you take the initiative to act to influence, equip or mobilise others in their actions or responses.

- Describe the leadership intervention/action you took and who was involved
- Give an account of your actions and what you perceived happened as a result
- What went into your decision to act this way.
- Describe how you felt emotionally during this process and immediately afterwards.
- Reflect on this.
 - What theological factors can you identify as being at play.

- To what extent did your actions reflect or contradict your own theological convictions
- Analysing your own communication style how would you describe this. How effective was it?
- Are there any insights from some of the frameworks or readings used in the leadership course that you have found helpful in understanding and learning from the case.
- What is going on in the context that you need to take account of?
- Where can you identify the activity of God's grace being present?
- What are the main learnings for you from this case?
- Are there any particular areas that you think it would be valuable for you to work on in the future?

You should give evidence of using the readings in the course to inform your answer, and provide a bibliography

Length: 1500 words

Worth: 25% each

Due date: Within one month of colloquia in which it is presented. (2) in 2017, (3) in 2018.

(4) You are to lead two sessions (one each year) of an intern presenting a case in a colloquia. Afterward right a brief reflection on how you felt you did in leading this. What did you do well. What could you have done differently. What have you learned about leadership from the experience.

To be submitted to your **Field Work Coordinator**

Length: 500 words

Worth: 5% each

Due date: Within two weeks of colloquia in which it is presented. First in 2017, second in 2018.

Plagiarism statement

It is the responsibility of the intern to make sure that all work submitted to KCML is their own. Generally, we follow the University of Otago's definition and policy regarding plagiarism (refer to <http://www.otago.ac.nz/study/plagiarism>) where plagiarism is defined generally as:

1. copying or paraphrasing another person's work and presenting it as your own;
2. being party to someone else's plagiarism by letting them copy your work or helping them to copy the work of someone else without acknowledgement;
3. using your own work in another situation, such as for the assessment of a different paper or program, without indicating the source.

Plagiarism can be unintentional or intentional. Even if it is unintentional, it is still considered to be plagiarism. Where it is found that plagiarism has taken place, penalties will be applied (see process and penalties <http://knoxcentre.ac.nz/wp-content/uploads/2014/10/KCML-Internship-Programme-Handbook-2016.pdf>)

Indicative Bibliography

- Branson, Mark Lau & Martinez, Juan F. *Churches, Cultures & Leadership*, Downers Grove: IVP, 2011
- Branson, Mark Lau. *Memories, Hopes and Conversations*, Alban Institute, 2004
- Boers, Arthur, *Never Call Them Jerks* Alban Institute, 1999
- Carrol, Jackson. *As One with Authority: Reflective Leadership in Ministry*, Louisville: W/JKP, 1991.
- Carrol, Jackson. *God's Potters* Grand Rapids: Eerdmans, 2006
- Cladis, George. *Leading the Team-Based Church*. San Francisco: Jossey-Bass, 1999.
- Cole, Neil, *Organic Leadership*, Grand Rapids: Baker Books, 2009.
- Everist, Norma Cook & Nesson, Craig, *Transforming Church Leadership*, Minneapolis: Fortress, 2008
- Foster, Charles R. *Embracing Diversity. Leadership in Multicultural Congregations*. Alban Institute, 1997.
- Friedman, Edwin, *A Failure of Nerve Leadership in the Age of the Quick Fix*, Seabury Books, 2007
- Friedman, Edwin. *Generation to Generation: Family Process in Church and Synagogue*, Guildford, 1985.
- Galindo, Israel. *The Hidden Lives of Congregations: Discerning Congregational Dynamics*, Alban Institute, 2004.
- Gilbert, Roberta, *Extraordinary Leadership: Thinking Systems: Making a Difference*, Leading Systems Press, 2009
- Greenleaf, Robert K. *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. Mahwah: Paulist, 1977.
- Hirsch, Alan & Catchim, Tim, *The Permanent Revolution: Apostolic Imagination and Practice for the 21st Century Church*, San Francisco: Jossey-Bass, 2012.
- Heifetz, Ronald & Linsky, Marty *Leadership on the Line: Staying Alive Through the Dangers of Leading*, Cambridge: Harvard, 2002.
- Heifetz, Ronald, *Leadership Without Easy Answers*, Cambridge: Harvard, 1994.
- Herrington, Jim, Creech, Robert & Taylor, Trisha. *The Leader's Journey: Accepting the Call to Personal and Congregational Transformation*, San Francisco: Jossey Bass, 1993.
- Herrington, Jim, Mike Bonem, and James H. Furr. *Leading Congregational Change*. San Francisco: Jossey-Bass, 2000.
- Keel, Tim. *Intuitive Leadership*, Grand Rapids: Baker, 2007.
- Kotter, John. *Leading Change*. Boston: Harvard, 1996.
- Leas, Speed B. *Discover Your Conflict Management Style*. Alban Institute, 1996.
- Lewis, Douglass. *Meeting the Moment: Leadership and Well-being in Ministry*, Abingdon: Nashville, 1997
- Lott, David. *Conflict Management in Congregations*. Alban Institute, 2001.
- Mann, Alice *Can Our Church Live?* Alban Institute, 1999.

- McNeal, *Revolution in Leadership*, Nashville: Abingdon, 1998.
- McFayden, Kenneth, *Strategic Leadership for a Change*, Alban Institute, 2009
- Nessan, Craig. *From Maintenance to Mission*. Fortress, 1999
- Olsen, Charles. *Transforming Church Boards into Communities of Spiritual Leaders*, Alban Institute, 1995.
- Oswald, Roy. *Clergy Self Care*, Alban Institute, 1991.
- Rendle, Gilbert R. *Leading Change in the Congregation*, Alban Institute, 1998.
- Richardson, Ronald W. *Creating a Healthier Church*. Minneapolis: Fortress, 1996.
- Richardson, Ronald W. *Becoming a Better Pastor*, Fortress, 1985.
- Robinson, Anthony. *Leadership for Vital Congregations*. Cleveland: Pilgrim Press, 2006.
- Robinson, Anthony *Changing the Conversation*, Grand Rapids: Eerdmans, 2008.
- Roxburgh, A *The Missional Leader* San Francisco: Jossey-Bass, 2006.
- Savage, S & Boyd-MacMillan, E, *The Human Face of Church: A Social Psychological and Pastoral Theology Resource for Pioneer & Traditional Ministry*, Norwich: Canterbury, 2007.
- Sisk, Ronald *The Competent Pastor* Alban Institute, 2005
- Sacone, Steve, *Relational Intelligence*, San Francisco: Jossey-Bass, 2009
- Senge, Peter. *The Fifth Discipline: The Art & Practice of the Learning Organisation*, New York: Random House, 1990.
- Senge, Peter. *The Dance of Change: The Challenges to Sustaining Momentum in Learning Organisation*, New York: Doubleday, 1999.
- Steinke, Peter *Congregational Leadership in Anxious Times* Alban Institute, 2006
- Steinke, Peter L. *Healthy Congregations: A Systems Approach*. Alban Institute, 1996, 2006.
- Stevens, R. Paul and Collins, Phil, *The Equipping Pastor*, Alban Institute, 1993
- Thompson, George B. Jr. *How to Get Along with your Church: Creating Cultural Capital for Doing Ministry*. Cleveland: Pilgrim, 2001.
- Van Gelder, Craig, *The Ministry of the Missional Church*, Grand Rapids: Baker, 2007.
- Ward, Kevin, *The Church in Postsixties New Zealand: decline, growth and change*, Auckland: Archer Press, 2013.
- Willimon, W. *The Theology and Practice of Ordained Ministry*, Nashville: Abingdon Press, 2002