**LEADERSHIP IN COMMUNITIES**

**KCML Lecturer:**

**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*** What is leadership?
* Leadership, ministry and theology.
* Ecclesiology and ordination
* Leadership today: changes and challenges
 | Summer 2022 Intern induction |
| **Congregational Systems and Building Resilience*** Understanding congregations as systems
* Building Resilient Leadership
 | Summer 2022 (Year B1) |
| **Leadership Styles and the Book of Order*** Leadership Styles and Communication
* Book of Order and Leadership
 | Winter 2022 (Year B2) |
| **Managing conflict*** Understanding yourself in conflict
* Preventing and managing congregational conflict
 | Spring 2022 (Year B3) |
| **The Dynamics of Change and Leading Teams*** Understanding change dynamics and leading the process of change
* Leading teams
 | Summer 2023 (Year A1) |
| **Congregational cultures*** Understanding congregations as cultures.
* Developing cultural intelligence for multicultural ministry
 | Winter 2023 (Year A2) |
| **Developing Good Governance in Leadership*** Managing the church: how will we get there?
* Strategic planning: where are we going?
 | Spring 2023 (Year A3) |

**Assignments**

**(1) Ordination**

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:** 6th May 2022

**(2) & (3) Leadership Skills Development**

You are to lead two sessions (one each year) of an intern presenting a case in a colloquia. Within 2 weeks of the colloquia, you are to have a brief reflective conversation/debrief on your leadership’s strengths and weaknesses (what you did well and what you could have done differently) and any personal learnings, with a faculty member who was present.

**Worth:** each conversation/debrief 5% of final grade

**Due date:** within two weeks of the colloquia, you lead a session in 2022 and 2023

**(4) Change Management**

Select and describe an area of change occurring within your internship context. Analyse the stages of change being experienced. How is it dealt with and what factors impact this response? Recognising your own leadership styles, what might you do similarly/differently if you were the minister?

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:** 24th March 2023

**(5) Year B Essay on Conflict Management**

Select and describe an area of conflict (above or below the surface) within your internship context. How is it dealt with and what factors impact this response? Recognising your own leadership styles, what might you do similarly/differently if you were the minister?

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:** 17th November 2023

**Plagiarism**

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 <https://knoxcentre.ac.nz/wp-content/uploads/2020/12/2021-KCML-Internship-Programme-Handbook.pdf>

**Indicative Bibliography**

Anderson, Leith. *Dying for Change,* Bethany House Publishers, 1998

 Adair, John Boers, Arthur, *Never Call Them Jerks* Alban Institute, 1999

Branson, Mark Lau & Martinez, Juan F. *Churches, Cultures & Leadership,* Downers Grove: IVP, 2011

Carrol, Jackson. *As One with Authority: Reflective Leadership in Ministry*, Louisville: W/JKP, 1991.

Cockram, Steve & Kubicek, Jeremie, *5 Voices: How to communicate effectively with everyone you lead*, John Wiley & Sons, 2016

Cockram, Steve & Kubicek, Jeremie, *5 Gears: How to be resent and productive when there is never enough time,* Audible Studios on Brilliance Audio, 2016

Doughty, Steve *Of Managers and Seers: An instrument to explore how we lead,* Alban 2006

Everist, Norma Cook & Nessan, Craig, *Transforming Church Leadership: New vision for a church in mission*, Minneapolis: Fortress, 2008

Friedman, Edwin. *Generation to Generation: Family Process in Church and Synagogue*, Guildford, 1985.

Friedman, Edwin, *A Failure of Nerve Leadership in the Age of the Quick Fix*, Seabury Books, 2007

Galindo, Israel. *The Hidden Lives of Congregations: Discerning Congregational Dynamics,* Alban Institute, 2004.

Herrington, Jim, Bonem, Mike and Furr, James H. *Leading Congregational Change*.  San Francisco: Jossey-Bass, 2000.

Herrington, Jim, Creech, Robert & Taylor, Trisha. *The Leader’s Journey: Accepting the Call to Personal and Congregational Transformation*, San Francisco: Jossey Bass, 1993.

Katz, Neil and McNulty Kevin, *Conflict Resolution*, 1994 -available online <https://www.maxwell.syr.edu/uploadedFiles/parcc/cmc/Conflict%20Resolution%20NK.pdf>

Kotter, John. *Leading Change.* Boston: Harvard, 1996.

Leas, Speed B.  *Discover Your Conflict Management Style.*  Alban Institute, 1996.

Lee, H. *Effective church leadership,* Nashville, Abingdon, 1989

Lencioni, Patrick, *The five dysfunctions of a team,* Jossey-Bass, 2002

Lewis, Douglass. *Meeting the Moment: Leadership and Well-being in Ministry*, Abingdon: Nashville, 1997

Livermore, David, *Improving your CQ to engage our multicultural world,* Grand Rapids: Baker. 2009

Nelson, John, *How to become a creative church leader,* Chaucer, 2008

Peterson, Eugene. *Working the Angles: the shape of pastoral integrity* Wm. B. Eerdmans Publishing Company, 1989

Richardson, Ronald W.  *Creating a Healthier Church: Family systems theory, leadership and congregational life*.  Minneapolis:  Fortress, 1996.

Rendle, Gilbert R. *Leading Change in the Congregation*, Alban Institute, 1998.

Roxburgh, A *The Missional Leader: Equipping your church to reach a changing world,* 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.

Senge, Peter. *The Fifth Discipline: The Art & Practice of the Learning Organisation,* New York: Random House, 1990.

Southern, Richard & Norton, Robert *Cracking your congregation’s code: mapping your spiritual DNA to create your future,* John Wiley &Sons, 2001

Steinke, Peter L.  *Healthy Congregations:  A Systems Approach*.  Alban Institute, 1996, 2006.

Steinke, Peter L. *How your church family works: Understanding congregations as emotional systems,* Herndon VA: Alban, 2006

Steinke, Peter L. *Congregational Leadership in Anxious Times* Alban Institute, 2006

Stevens, R. Paul and Collins, Phil, *The Equipping Pastor: A systems approach to congregational leadership*, Herndon VA: Alban, 1993

Thompson, George B. Jr. *How to Get Along with your Church:  Creating Cultural Capital for Doing Ministry.*  Cleveland: Pilgrim, 2001.

Walker, Simon *The Undefended Leader (trilogy).* Piquant, 2010

Willimon, W. *The Theology and Practice of Ordained Ministry*, Nashville: Abingdon Press, 2002

**Helpful Extra Reading**

Branson, Mark Lau. *Memories, Hopes and Conversations,* Alban Institute, 2004

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.

Foster, Charles R.  *Embracing Diversity*.   *Leadership in Multicultural Congregations.* Alban Institute, 1997.

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 the21st Century Church*, San Francisco: Jossey-Bass, 2012.

Heiftiz, 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.

Keel, Tim. *Intuitive Leadership*, Grand Rapids: Baker, 2007.

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.

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.

Sisk, Ronald *The Competent Pastor* Alban Institute, 2005

Saccone, Steve, *Relational Intelligence*, San Francisco: Jossey-Bass, 2009

Senge, Peter. *The Dance of Change: The Challenges to Sustaining Momentum in Learning Organisation,* New York: Doubleday, 1999.

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.