



# HARDING

## SCHOOL OF THEOLOGY

---

**BMIN 7540 – PATHWAYS OF TRANSFORMATION (D.MIN. ONLY)**  
**SUMMER SEMESTER, 2018 – JUNE 11-15(16)**

### **INSTRUCTOR CONTACT**

---

**Dr. Carlus Gupton**

Professor of Ministry

1000 Cherry Road

Memphis, TN 38117

Web: <http://www.lifeandleadership.com>

Web: <http://discpersonalitysource.com>

**Office phone:** 901-432-7724

**Email:** [cgupton@harding.edu](mailto:cgupton@harding.edu)

**Office:** Mansion, Room 224

**Class Meets:** Daily Intensive Schedule

**Dates:** June 11 – June 15, 8:15 a.m. – 4:45 p.m.

**Format:** On Campus, Lecture/ Discussion, with online interactions before and after intensive week

---

**Please read your syllabus carefully, and refer to it frequently.**  
**Any questions or concerns need to be addressed to Dr. Gupton.**

### **COURSE DESCRIPTION**

In-depth consideration of the experience of change, transition, and conflict along the path of intentional spiritual formation and strategic development. This includes inculcating spiritual practices for individuals and groups, cultivating biblical community among generations and other diverse groups, conducting diagnostic and asset-based analyses, designing and executing planning processes, clarifying identity and purpose, creating and embedding missional cultures, and conducting cyclical assessments and adjustments. The course also covers concepts and strategies for self-differentiated leadership through change and conflict as experienced in the transformation of ministry contexts.

### **COURSE TEXTS**

***Overview of Resolution Strategies***

- **Required:** Speed B. Leas, *Moving Your Church Through Conflict*. Rowman and Littlefield, 2012. [167 pages, ASIN B019K9D0H6].

***Congregational Decision-Making on Complex Issues***

- **Required:** Deborah Van Deusen Hunsinger and Theresa F. Latini, *Transforming Church Conflict: Compassionate Leadership in Action*. Westminster/John Knox Press, 2013. [184 pages, ISBN: 978-0664238483]
- **Not required but highly recommended:**
  - Luke Timothy Johnson, *Scripture and Discernment: Decision Making in the Church*. Abingdon Press, 1996. [168 pages, ISBN: 978-0687012381]
  - Frances Taylor Gench, *Faithful Disagreement: Wrestling With Scripture in the Midst of Church Conflict*. Westminster/John Knox Press, 2009. [176 pages, ISBN: 978-0664233389]

***Navigating Congregational Change (all required)***

- Peter Coutts, *Choosing Change: How to Motivate Congregations to Face the Future*, Rowman and Littlefield, 2013. [240 pages, ISBN: 978-1566994378]

- Kenneth McFayden, *Strategic Leadership for a Change: Facing Our Losses, Finding Our Future*, Rowman & Littlefield, 2009. [126 pages, ISBN: 978-1566993920]
- Gary V. Nelson and Peter M. Dickens. *Leading in Disorienting Times: Navigating Church and Organizational Change*. Chalice Press, 2015. [176 pages, ISBN: 978-0827221765]
- Daniel P. Smith and Mary K. Sellon, *Pathway to Renewal: Practical Steps for Congregations*, Rowman and Littlefield, 2008. [198 pages, ISBN: 978-1566993715]

### ***Missional Strategies***

- Required: Loren B. Mead and Billie T. Alban, *Creating the Future Together: Methods to Inspire Your Whole Faith Community*, Rowman and Littlefield, 2008. [166 pages, 978-1566993647]

### ***Understanding the Importance of Self-Differentiation in Transformational Leadership***

Note: *Generation to Generation* is the standard. Read it if you have not already. If you have read it, then read the other, *Failure of Nerve*. Alternative assignments will be given for each text.

- Required: Edwin H. Friedman, *Generation to Generation: Family Process in Church and Synagogue*. Guilford Press, 2011. [319 pages, ISBN: 978-1609182366]
- Alternative (only if you have already read *Generation to Generation*): Edwin H. Friedman, *A Failure of Nerve: Leadership in the Age of the Quick Fix, Revised Edition*. Church Publishing, 2017. [288 pages, 978-1596272798]

### ***Other highly recommended but not required***

Note: Some enrollees in this DMin course are taking it as part two of a sequence which began with BMIN 5883 (as an elective). The DMin course will cover the needed information for those who did not take 5883. For example, we will refer to the Peacemaker principles, DISC Profile, Leas' *Discover Your Conflict Management Style*, the Halverstadt Flow Chart, and the basic findings of Brubaker's *Promise and Peril*.

- Arbinger Institute. *The Anatomy of Peace: Resolving the Heart of Conflict*. Berrett-Koehler, 2008. [288 pages; ISBN: 978-1626564312].
- David R. Brubaker, *Promise and Peril: Understanding and Managing Change and Conflict in Congregations*. Rowman & Littlefield, 2009. [186 pages; ISBN: 978-1566993821]
- DISC Profile, Concise Version: Go to <http://www.personalityservice.com/portal/RNBM/store>. The cost is \$12.95. **Save a .pdf copy.** Disclosure: if you purchase this way, instructor receives a commission that helps with the expense of maintaining the website. Another way to get the same profile at the same cost is to click the following link and follow the instructions: <http://www.personality-insights.com/shop/adult-disc-personality-profile-concise-mini-version-6-pages-english-discovery-report/>
- Hugh F. Halverstadt, *Managing Church Conflict*. Westminster/John Knox Press, 1991. [236 pages; ISBN: 978-0664251857]
- Speed Leas, *Discover Your Conflict Management Style*. Revised edition. Rowman and Littlefield, 1998. [44 pages; ISBN: 978-1566991841]
- Peacemaker Ministries, *Guiding People Through Conflict*.
- Peter L. Steinke, *Congregational Leadership in Anxious Times: Being Calm and Courageous No Matter What*. Rowman and Littlefield, 2006. [183 pages; ISBN: 978-1566993289]

*Other excellent resources that will be mentioned in the course:*

- William Bridges, *Managing Transitions: Making the Most of Change. 3<sup>rd</sup> Edition*. Da Capo Press, 2003. [192 pages; ISBN 978-0738213804]
- Ann M. Garrido, *Redeeming Conflict: 12 Habits for Christian Leaders*. Ave Maria Press, 2016. [288 pages; ISBN: 978-1594716133]
- Jonathan Haidt, *The Righteous Mind: Why Good People Are Divided by Politics and Religion*. Vintage, 2013. [528 pages; ISBN: 978-0307455772].
- Jim Herrington, Mike Bonem, and James H. Furr. *Leading Congregational Change: A Practical Guide for the Transformational Journey*. Jossey-Bass, 2000. [208 pages, ISBN 978-1118446201]
- Roy M. Oswald, *Managing Polarities in Congregations: Eight Keys for Thriving Faith Communities*. Rowman and Littlefield, 2009. [266 pages; ISBN: 978-1566993906]

- Ronald W. Richardson, *Polarization and the Healthier Church: Applying Bowen Family Systems Theory to Conflict and Change in Society and Congregational Life*. CreateSpace Independent Publishing Platform, 2012. [170 pages; ISBN: 978-1475006094]
- Craig E. Runde and Tim A. Flanagan, *Building Conflict Competent Teams*. Jossey-Bass, 2008. [256 pages; ISBN: 978-0470189474]
- Gil W. Stafford, *When Leadership and Spiritual Direction Meet: Stories and Reflections for Congregational Life*, Rowman and Littlefield, 2014. [232 pages, ISBN 978-1566994415]
- N. Graham Standish, *Becoming A Blessed Church: Forming a Church of Spiritual Purpose, Presence, and Power, 2nd Edition*, Rowman and Littlefield, 2016. [300 pages, ISBN: 978-1566997928]
- Peter L. Steinke, *A Door Set Open: Grounding Change in Mission and Hope*. Rowman and Littlefield Publishers, 2010. [156 pages; ISBN: 978-1566994033]
- Douglas Stone, Bruce Patton and Sheila Heen, *Difficult Conversations: How to Discuss What Matters Most*. Revised Edition. Penguin Books, 2010. [352 pages; ISBN: 978-0143118442]
- Douglas Stone and Sheila Heen, *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*. Penguin Books, 2015. [368 pages; ISBN: 978-0143127130].

**NOTE ON TEXTBOOK ORDERING:**

Textbooks can now be ordered through a link on the [HST website](#). The Textbooks tab can be viewed on the navigation bar on any page of the website. Check the book list provided under the Textbooks tab (<http://hst.edu/students/textbook-services/>) for correct ISBN's and editions to insure correct ordering. A link provided there will take you to Amazon where you will only need to enter the ISBN to order your books. By going through our website, HST will receive some credit from the order. Thanks for your support.

**OTHER BIBLIOGRAPHY** – Reference these sections of LifeandLeadership.com

- Congregational Change - <http://www.lifeandleadership.com/ministry-resources/change-and-transition-general-introduction.html>
- Congregational Conflict - <http://www.lifeandleadership.com/ministry-resources/church-conflict-introduction.html>
- Emotional Systems, Self-Differentiation - <http://www.lifeandleadership.com/ministry-resources/leadership-approaches-emotional-systems-self-differentiation.html>

**CLASS ASSIGNMENTS**

An extensive assignment guide will be ready and distributed to students by Monday, April 9. For those who wish to begin reading ahead before that time, below is the recommended reading sequence:

- Nelson and Dickens, *Leading in Disorienting Times*
- Coutts, *Choosing Change*
- Smith and Sellon, *Pathway to Renewal*
- McFayden, *Strategic Leadership for a Change*
- Mead and Alban, *Creating the Future Together*
- Edwin H. Friedman, *Generation to Generation or A Failure of Nerve*
- Hunsinger and Latini, *Transforming Church Conflict*
- Leas, *Moving Your Church Through Conflict*

Assignments will primarily apply assigned texts and Course Notebook. The notebook is extensive, and will be distributed in pre-intensive and intensive stages.

**SESSION ATTENDANCE**

The seminar will meet from 8:15 – 10:55 a.m. and 1:00 – 4:45 p.m., June 11-15. Note that we are adding one hour each day beyond the normal 3:45 p.m. ending time, allowing us to end on Friday, June 15, no later than 4:45 p.m.

**SCHEDULE of COURSE CONTENT** – Distributed on first class day of intensive sessions.

## **STANDARD SYLLABI NOTICES**

### **LIBRARY RESOURCES**

If you have not taken 5990 (Advanced Theological Research) or 5770 (Research in Counseling), or took either class more than a year ago, go to the HST Web site ([www.hst.edu](http://www.hst.edu)) for information concerning library services to students. Under the “library” tab you will find a link to and instructions for searching the HST online catalog. There are also instructions for using the following databases available through the library: OCLC FirstSearch, EBSCOhost, Infotrac, PsycINFO, and Religious and Theological Abstracts. Contact the library for passwords to these databases. Also available are the research guides distributed in 5990 and 5770. These annotated bibliographies list basic tools you will find helpful in your research.

### **ACADEMIC INTEGRITY**

Academic dishonesty in all its forms is inconsistent with Christian faith and practice, and will result in penalties which could include a failing grade for the assignment, a failing grade for the course, dismissal from the course, and even dismissal from the school.

### **STUDENTS WITH DISABILITIES**

It is the policy of Harding University to accommodate students with disabilities, pursuant to federal and state law. Any student with a disability who needs accommodation should inform the instructor at the beginning of the course. Students with disabilities are also encouraged to contact Steve McLeod, the Associate Dean, at 901-761-1353.

### **CREDIT HOUR WORKLOAD**

For every course credit hour, the typical student should expect to spend at least three clock hours per week of concentrated attention on course-related work, including but not limited to time attending class, as well as out-of-class time spent reading, reviewing, organizing notes, preparing for upcoming quizzes/exams, problem solving, developing and completing projects, and other activities that enhance learning. Thus, for a three-hour course, a typical student should expect to spend at least nine hours per week dedicated to the course.