



HARDING SCHOOL OF THEOLOGY

7580 Leadership Development

Jan. 4-9, 2021

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Course Description

Jesus' ministry to those who became leaders in the early church began with a call to become his disciples, continued through mentoring within a community, launched disciples into ministry, and changed the world. The goal is to increase effectiveness in developing leaders within the church in ways that honor God and bless others. Jesus' lordship, the Holy Spirit, God's providential work, community, theology, mission, philosophy of ministry, giftedness, and mentoring will be explored as they influence the development of spiritual leaders.

D. Min. Seminar Outcomes

1. Discern key principle(s) that prompted and supported the student's development as a leader.
2. Apply theological insights in the development of leaders in one's ministry context.
3. Evaluate a ministry context and apply appropriate models/tools to develop leaders or overcome problems in leader development.
4. Articulate a philosophy of ministry as it applies to cultivating spiritual formation and leadership development in the student's context.
5. Practice the ability to learn from one's peers and respond appropriately to their critique of one's leadership development.
6. Develop a feasible and relevant strategy to raise and multiply healthy and effective leaders in the student's ministry context.
7. Demonstrate spiritual influence in a Christian community through practical ministry.
8. Experience the impact of one's life story within God's story to discern spiritual influence.

Prerequisites

The M. Div. Degree is required to be a candidate for the D. Min. degree because the seminars and research build on the equipping one received in their M. Div. program. In this seminar, it is assumed you have a grasp of the following:

- Know your DiSC profile.

- Know the “Leadership Emergence Theory” developed by Robert Clinton as found in *The Making of a Leader* (NavPress, 2012). If you have not taken *5901 Spiritual Leadership*, you can audit it or read Clinton’s book. In *5901* you would have written a Leadership Emergence Paper (LEP) reflecting on God’s providential work in your life. **If you have written an LEP, copy or rewrite one section of your paper where you identify a major boundary event. If you have not written a personal LEP then reflect on your life as it applies to Clinton’s “Generalized Timeline” (*The Making of a Leader*, 37-40) and write a brief, 3-5 page, paper identifying a major boundary event in your life. Discern what led up to that event and how life was different after that boundary event. Be prepared to read your boundary event (BE) in class on either Wednesday or Thursday.**
- Know your spiritual gifts. Gifts assessments are available at websites such as <http://churchgrowth.org> or <https://mintools.com/spiritual-gifts-test.htm>.
- You are in a context in which you can develop leaders.
- Come to class prepared to discuss your calling to ministry and your ministry context.

Requirement at Registration: Looking Toward the Dissertation

Throughout your D. Min. coursework, we want you to be thinking about and making progress on your doctoral project. These projects involve (1) identifying a ministry challenge in your context, (2) reflecting theologically on that challenge, and (3) constructing, implementing, and assessing a new ministry initiative to address that challenge. To facilitate connecting this course to your project send a short description of your dissertation, at least what you think your dissertation will address. This information is important as each student will be assigned a dissertation to read, summarize, and share.

Required Readings

- (H) Evertt W. Huffard, *LeaderLoop* [pdf available on Canvas] (identifies specific leadership development stages and leader characteristics) **Reading Report Form (RRF) 1**
- (R) Randy D. Reese and Robert Loane, *Deep Mentoring: Guiding Others on Their Leadership Journey*, InterVarsity Press, 2012. ISBN: 978-0-8308-3789-2 (236 pages) (provides a means for exploring God’s work in one’s life) **RRF 3**
- (DA) Dan. B. Allender, *To Be Told: Know Your Story, Shape Your Future*, Waterbrook Press, Colorado Springs, CO, 2005. ISBN: 978-1-5785-6948-9 (219 pages) (insight concerning one writing their story within God’s story) **RRF 4**
- (L) Robert E. Logan and Tara Miller, *From Followers to Leaders*, ChurchSmart Resources, 2007. ISBN: 1-889638-69-2 (221 pages) (provides a generalized map for leadership development) **RRF 5**
- (M) Aubrey Malphurs and Will Mancini: *Building Leaders: Blueprints for Developing Leadership at Every Level of Your Church*, Baker Books, 2004. ISBN: 978-0-8010-9171-1 (265 pages) (great tools for leadership development in a more programmatic setting) **RRF 6**
- (RH) Ronald Heifetz & Marty Linsky, “Becoming an Adaptive Leader,” *Lifelong Faith* (Spring 2011:26-33) [pdf available on Canvas] (brief discussion concerning the work of adaptive vs. technical change) In class discussion Tuesday.

(LH) Phillip V. Lewis and John P. Harrison, *Longevity in Leadership: Essential Qualities of Longtime Leaders*, Abilene Christian University Press, 2016. ISBN: 978-0-89112-665-2 (205 pages) (practical characteristics of leaders with case studies at the end of each chapter) **RRF 7**

(A) Keith R. Anderson, *Reading Your Life's Story: An Invitation to Spiritual Mentoring*, InterVarsity Press, 2016. ISBN: 978-0-8308-4621-4 (212 pages) (mentoring insights) **RRF 2**

****The letters with each book will be used to identify your reading assignments on the course schedule below.***

Note: If you have previously read any book on the required reading list for credit, consult your professor for other book options.

Course Format and Schedule

The seminar will **begin on Zoom on Monday, January 4, 2021, at 8 AM** and **conclude on Saturday, January 9, 2021, at 11:00 AM**. There will be no HST organized chapel for our week together. Instead, each day will begin with a devotional thought. The schedule for each day will be 8-11 AM and 1:30-4:30 PM, except for Friday and Saturday. Friday we will meet from 8-11 AM and the afternoon is free to prepare for the exam and do library work. Saturday will be from 8-11 AM to take the exam. Three three-hour Zoom meetings will be scheduled to occur after the seminar on campus to allow time during the semester to prepare your case study presentations and report on the progress of your projects.

Monday	<i>Theology and theory:</i> introductions, foundations, discipleship, and narratives.
Tuesday	<i>Us as leaders:</i> personal leadership, leadership identification, and <i>LeaderLoop</i>
Wednesday	<i>Developing leaders:</i> <i>LeaderLoop</i> , leadership emergence, leader development path, boundary event exploration, and cohort project sharing
Thursday	<i>Developing leaders:</i> leadership development tools, boundary event exploration, and cohort project sharing
Friday	<i>Us as leaders:</i> characteristics of leaders
Saturday	Exam
TBD	Three follow-up Zoom meetings (Case Study on Dissertation, project update, and final presentation)

Requirements and Grading

1. **In-class participation (by Zoom), seminar, and Zoom presentations (27 points).** Each participant will present the rough draft of their project in class (**P, 4 pts.**), conduct a 30-minute case study on a dissertation (**CS, 15 pts.**), provide a project update via Zoom (**PU**).

4 pts.), and share a significant boundary event (**BE, 4 pts.**) (Reference Clinton's, *The Making of a Leader* for putting together your boundary event. *Deep Mentoring* and *To Be Told* will also help in preparing to share a boundary event). [**NOTE: CS** assignments for your seminar case study presentation will be sent after everyone has registered. This assignment is designed to provide each student the opportunity to evaluate a dissertation and develop a deeper grasp of what it will take to finish the dissertation.]

2. **Reading Report Forms (RRF)** for the required readings (4 pts each, **total 28 pts**). Forms for the seven RRFs will be available on Canvas.
3. **Final exam (20 pts)**. Saturday, January 9, 2021, 8-11 AM
4. **Leadership Development Project (25 pts)**. This seminar is designed to bless your current ministry by developing you as a leader and enabling others to develop as leaders through your influence. The goal of your project for this class is to wed leadership development in your ministry context to your D. Min. project. You will be expected to present a 20-minute presentation of your project on either 1/7/21 or 1/8/21 followed by an opportunity for input from the class. A one-page rough draft of your project should be posted to Canvas by the end of the day on Monday, 1/4/21. This rough draft does not mean you are stuck with this specific project. The presentation and input time will likely shape your project further. This rough draft provides all of us a starting point for the presentation and following discussion. Your class project will be graded on the following rubric: well-designed project (4 pts), writing format and style (4 pts), theological application to the project (4 pts), application of theory, resources, and gifts to a specific ministry context (4 pts), evidence of personal development/challenges/collaboration (4 pts), and Zoom presentation (**FPU**) concerning the final project update (5 pts).

Grading scale: 100-90 (A), 89-80 (B), 79-75 (C), 74-70 (D), 69 and below (F).

NOTE: Late assignments will not receive credit without prior approval from the professor. All late assignments will be penalized one point (as referenced below in the grading rubric) per each week late.

Sessions	Topics	Reading Assignments	Post on Canvas	Due Date	Grading (points)
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Pre-Seminar Assignments

1	Submit short description of proposed D. Min. dissertation		Project	ASAP after registration	
	Submit a one-page proposal for your ministry project for this class.			1/4/21	

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2	8-11 AM Introductions, Blessing All Nations, and Leadership Theories			1/4/21	
3	1:30-4:30 PM Discipleship and Finishing Well	H RH	RRF-1	1/4/21	4
4	8-11 AM Personal Leadership, Context, and Leadership Identification			1/5/21	
5	1:30-4:30 PM <i>LeaderLoop</i> and Skill Development			1/5/21	
6	8-11 AM Logan's Path and LET			1/6/21	
7	1:30-4:30 PM Boundary Events (BE) and Projects (P) (1/2 students share)			1/6/21	BE 4 P 4
8	8-11 AM Process, Tools, and Attitudes in Spiritual Influence			1/7/21	
9	1:30-4:30 PM Boundary Events (BE) and Projects (P) (1/2 students share)			1/7/21	BE 4 P 4
10	8-11 AM Characteristics of a Leader			1/8/21	
11	8-11 AM Final Exam				20

Post-Seminar Assignments

12	<i>Reading Your Life's Story</i>	A	RRF-2	1/15/21	4
	<i>Deep Mentoring</i>	R	RRF-3	1/22/21	4
	<i>To Be Told</i>	DA	RRF-4	1/29/21	4
	Zoom #1: Case Study			2/8/21 or 2/9	CS 15
	<i>From Followers to Leaders</i>	L	RRF-5	2/19/21	4
	<i>Building Leaders</i>	M	RRF-6	2/26/21	4
	<i>Longevity in Leadership</i>	LH	RRF-7	3/5/21	4
	Zoom #2: Any Case Study Outstanding and Project Follow-up			3/15/21 or 3/16	CS 15 PU 4
	Final Draft of Project		Submitted	4/29/21	20
	Zoom #3: Present Project Reports (these 5 pts are added to final draft)			5/3/21 or 5/4	FPU 5
	Total				100

Accessibility

HST professors are accessible to local and distance students. Please use the following to arrange appointments with me (in person or by phone):

Email: slaird@harding.edu

Office Phone Number: 406-453-3379

Cell Phone Number: 406-781-2189 (Please leave message if I don't pick up. Thanks.)

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.

Textbooks

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.

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.

Library Resources

If you have not taken 5990 (Advanced Theological Research) or took that class more than a year ago, go to the HST Web site (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. 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.

CANVAS ONLINE LEARNING SYSTEM

In addition to the live video platform Zoom.us (see below), this course uses Harding's *Canvas Online Learning System*, which is accessed at <http://elearning.harding.edu>. If you have problems gaining access to Canvas, contact HU technical support (501) 279-4545. You will need your HST username and your password to log into Harding Pipeline. These are the same credentials you use to register for classes via Pipeline.

When you need to contact your professor via email, you may use the email system contained in the Canvas learning management system, although it is best to email directly to slaird@harding.edu.

Harding University gives each student an email address that also utilizes your user name. Many students use other email addresses as their preferred address. You can set your Harding G-mail account to forward messages to an alternative email address if you want; however, **it is your responsibility to check your Harding email account regularly because this is the official Harding email address to which all Harding-related email will be sent.**

HST LIVE INTERACTIVE VIDEO EDUCATION (HST LIVE) via ZOOM

In addition to Canvas (see above), this HST-Live course is supported with the video platform Zoom.us. For new Zoom platform users, go to <https://support.zoom.us/hc/en-us/categories/200101697-Getting-Started> for helpful video tutorials about using this platform. The HST Live/Zoom Meeting ID for this course is <https://zoom.us/j/8574159853>.

Students new to HST LIVE should attend the HST LIVE orientation session, scheduled for January 4 at 6:00-7:30 p.m. Since that is during our class week, you may choose to watch the recording at another time.

Equipment Requirements for LIVE Sections:

- Internet access using a latest version of a web browser such as Firefox (preferred).
- Latest version of Zoom software. This changes periodically without notification. If you already have Zoom, use that account. Basic Zoom.us is available free.
- Laptop or tablet with camera or desktop computer with camera.
- Ear buds with microphone - Apple MD827LL/A EarPods with Remote and Mic work well. Order on Amazon.com, <https://goo.gl/jLYfBG>.
- Additional monitor – Live video conferencing is best facilitated with two monitors.

Some Additional Related Resources

Barton, R. Ruth. *Strengthening the Soul of Your Leadership: Seeking God in the Crucible of Ministry*. Downers Grove, IL: IVP Books, 2008. Keys for being and remaining healthy as a leader.

_____. *Pursuing God's Will Together: A Discernment Practice for Leadership Groups*. Downers Grove, IL: IVP Books, 2012. Insight for personal and communal discernment leading to transformation.

Bass, Bernard M., and Ruth Bass. *The Bass Handbook of Leadership: Theory, Research, and Managerial Applications*. 4th ed. New York: Free Press, 2008. A primary resource concerning different leadership theories.

Biehl, Bobb. *Mentoring: Confidence in Finding a Mentor and Becoming One*. Nashville, TN.: Broadman & Holman Publishers, 1996. Practical and encouraging book on being a mentor.

Blackaby, Richard and Henry Blackaby. *Spiritual Leadership: Moving People on to God's Agenda*. Rev. and expanded. Broadmann and Holman Publishers, 2011. Good resource to evaluate one's preparedness for leading in ministry.

Bridges, William. *Managing Transitions: Making the Most of Change*. 3rd ed. Philadelphia, PA: Da Capo Press, 2009. Identifies what to expect through change and prepare those impacted by change.

Clinton, J. Robert. *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*. 2nd ed. Colorado Springs, CO: NavPress, 2012. Application of his "leadership emergence theory" as it applies to leaders witnessing and participating in God's work of developing new leaders.

_____. *A Short History of Modern Leadership Theory*. Altadena, CA.: Barnabas Publishers, 1992. Summary and timeline of leadership theories.

Cole, Neil. *Journeys to Significance: Charting a Leadership Course from the Life of Paul*. San Francisco: Jossey-Bass, 2011. Practical application of Clinton's "leadership emergence theory" as applied to the life of the Apostle Paul.

Coleman, Robert. *The Master Plan of Evangelism*. 2nd ed. Revell, 2006. Deals with the heart of being and making disciples.

Forman, Rowland, Jeff Jones, and Bruce Miller. *The Leadership Baton: An Intentional Strategy for Developing Leaders in Your Church*. Grand Rapids: Zondervan, 2004. Guide for church-based leadership training.

Hawkins, Greg L., and Cally Parkinson. *Move: What 1,000 Churches Reveal about Spiritual Growth*. Grand Rapids: Zondervan, 2011. Research on what churches have employed to encourage growth in their members.

- Harrington, Bobby and Josh Patrick. *The Disciple Maker's Handbook: 7 Elements of a Discipleship Lifestyle*. Grand Rapids: Zondervan, 2017. Reminder of what it means to be a disciple of Jesus and why it is important to make disciples.
- Heath, Chip, and Dan Heath. *Switch: How to Change Things When Change Is Hard*. New York: Broadway Books, 2010. Practical advice on helping people and organizations make changes.
- Heifetz, Ronald A., Alexander Grashow, and Martin Linsky. *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Boston, MA: Harvard Business Press, 2009. Excellent treatment on how to make difficult adaptive change within an organization.
- Herrington, Jim, Mike Bonem, and James Harold Furr. *Leading Congregational Change: A Practical Guide for the Transformational Journey*. San Francisco: Jossey-Bass Publishers, 2000. Explores the deliberate process of helping leaders learn the skills needed to assist a group engaging and navigating transformation.
- Lencioni, Patrick. *The Five Dysfunctions of a Team: A Leadership Fable*. San Francisco: Jossey-Bass, 2002. Explores the leadership keys of trust, conflict resolution, commitment, accountability, and results.
- Kouzes, James M., and Barry Z. Posner. *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. 5th ed. San Francisco, CA: Jossey-Bass, 2012. Research on practical realities of leadership; modeling, inspiring, challenging, enabling, and encouraging.
- Ledbetter, Bernice M., Robert Banks, and David C. Greenhalgh. *Reviewing Leadership: A Christian Evaluation of Current Approaches*. 2nd ed. Grand Rapids: Baker Academic, 2016. An exploration of different leadership theories.
- Maxwell, John C. *Developing the Leaders around You*. Nashville, TN: T. Nelson, 1995. Practical, step-by-step approach for selecting and developing leaders.
- McIntosh, Gary. *One Size Doesn't Fit All: Bringing out the Best in Any Size Church*. Grand Rapids: F.H. Revell, 1999. An evaluation tool using church size.
- McIntosh, Gary. *Taking Your Church to the next Level: What Got You Here Won't Get You There*. Grand Rapids: Baker Books, 2009. Identifying and interacting with differing stages in a church's life cycle.
- McIntosh, Gary and Rima Samuel. *Overcoming the Dark Side of Leadership: How to Become an Effective Leader by Confronting Potential Failures*. Baker Books, 2007. Great resource toward the back of the book for evaluating one's personal dark side.
- Northouse, Peter Guy. *Leadership: Theory and Practice*. 7th ed. Los Angeles: SAGE Publications, Inc, 2015. A summary treatment of leadership theory found in *The Bass Handbook of Leadership*.

- Olson, David T. *Discovering Your Leadership Style: The Power of Chemistry, Strategy and Spirituality*. Downers Grove, IL: InterVarsity Press, 2014. A tool for matching leadership style and church type.
- Rath, Tom, and Barry Conchie. *Strengths Based Leadership: Great Leaders, Teams, and Why People Follow*. New York: Gallup Press, 2008. Explores strengths of personal leadership.
- Robinson, Anthony B. *Transforming Congregational Culture*. Grand Rapids: W.B. Eerdmans Pub. Co, 2003. Overview of cultural change impacting congregational change. Applies Heifetz work on adaptive change to church life.
- Rouse, Richard W., and Craig Van Gelder. *A Field Guide for the Missional Congregation: Embarking on a Journey of Transformation*. Minneapolis, MN: Augsburg Fortress, 2008. Identifies shifts in church thinking to mission, discipleship, empowerment, hospitality, work, and being sent. Explores the keys of vision, a discipling community, and Spirit led leadership.
- Scazzero, Peter. *The Emotionally Healthy Leader: How Transforming Your Inner Life Will Deeply Transform Your Church, Team, and the World*. Zondervan, 2015. Great inventory of spiritual/emotional health in chapter 4. Chapter 7 has a helpful brokenness description. Overall, very helpful in becoming emotionally healthy.
- Shawchuck, Norman, and Roger Heuser. *Managing the Congregation: Building Effective Systems to Serve People*. Nashville: Abingdon Press, 1996. Contains a good evaluation tool for churches concerning their spirituality, relationships, vision/mission, and organizational structure.
- Steinke, Peter L. *Congregational Leadership in Anxious Times: Being Calm and Courageous No Matter What*. Herndon, VA: Alban Institute, 2006. Reminds leaders of the importance of our example. Especially in anxious times.
- Stoltzfus, Tony. *Leadership Coaching: The Disciplines, Skills and Heart of a Coach*. Virginia Beach, VA: T. Stoltzfus, 2005. Coaching and mentoring information.
- Thomas, Robert J. *Crucibles of Leadership: How to Learn from Experience to Become a Great Leader*. Boston, MA: Harvard Business Press, 2008. Explores a key to “leadership emergence theory;” the impact of crises and their opportunities for growth.
- Thrall, Bill, Bruce McNicol, and Ken McElrath. *The Ascent of a Leader: How Ordinary Relationships Develop Extraordinary Character and Influence*. San Francisco, CA: Jossey-Bass Publishers, 1999. Great ladder illustration demonstrating the importance of both the environment and relationships needed to grow as leaders.