

**ASSEMBLIES OF GOD THEOLOGICAL SEMINARY**  
**In conjunction with Church Life Resources**  
**PTHB 528 VISION-CENTERED LEADERSHIP AND MANAGEMENT**  
**(3 credits for Fall Semester, 2008)**

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**November 11-14, 2008**

**COURSE SYLLABUS**

**COURSE DESCRIPTION**

A thorough examination of church organizational structure with emphasis given to several key management challenges.

**OBJECTIVES**

The completion of this course should:

- Result in a clear understanding of the church as a social organization
- Introduce student to management as a measure of spiritual stewardship
- Provide on-site participation in models for management of key church management issues
- Help student acquire skill in evaluation of church organizational systems.

**TEXTBOOKS**

Please read the following textbooks (Listed in suggested reading order).

Anderson, Ray. *Minding God's Business*. Fuller Seminary Press, 1986.

Collins, James C. *Good to Great and the Social Sectors*. James Collins, 2005.

Shawchuck, Norman and Roger Heuser. *Managing the Congregation: Building Effective Systems to Serve Others*. Nashville: Abingdon Press, 1996.

Sumner, Sarah. *Leadership Above the Line*. Carol Stream, IL: Tyndale House Publishers, Inc., 2006.

Douglass, Philip D. *What is Your Church's Personality? Discovering and Developing the Ministry Style of Your Church*. Philipsburg, NJ: P&R Publishing, 2008.

**ADDITIONAL COURSE RESOURCES**

Bible (Any contemporary translation or paraphrase)

## **COURSE REQUIREMENTS**

### **A. Pre-session (Raising the Issues)**

1. Complete assigned reading.

Prior to coming to the course, participants must read each book from the textbook list (approximately 1,100 pages). The purpose of the pre-session reading is to heighten the participant's awareness of the ways theology and ministry practice can inform each other. These books are meant to serve as course "content," as models of interpretation, and as sources for reflection. *[Participants must complete the attached reading report and submit it no later than the last day of the course. Completion of the reading is required to receive a passing grade.]*

Note: It is a violation of academic policy to include in the required reading any books previously read for credit. If you have read any of the required texts for credit, please substitute another book from the course bibliography.

### **B. During the course sessions (Wrestling with the Issues)**

1. Attend all class sessions and take an active role in classroom interaction.
2. Participate in case studies and in field assignments during class period.
3. Submit the *Reading Report* by the last day of class.

#### **Preliminary Daily Schedule**

##### **Tuesday, November 11**

AM: Management as Stewardship (Shawchuck and Heuser)

PM: Minding God's Business (Anderson)

##### **Wednesday, November 12**

AM: Leadership Above the Line (Sumner)

PM: Management Models

##### **Thursday, November 13**

AM: Church Personality (Douglas)

PM: Management Models

##### **Friday, November 14**

AM: Case Studies

PM: Management Models

### **C. Post-session (Articulating a Response to the Issues)**

1. Local Evaluation

**OPTION A**—Sumner: Leadership Above the Line Evaluation

(See [www.ChristianBookGuides.com](http://www.ChristianBookGuides.com) for support resources)

**Step 1**

Administer all three People Model tests

- a. Self
- b. Observer
- c. Organization with a membership of 75 should have 10 participants (75 to 150—20; 150 to 300—25; Above 300—30)

**Step 2**—Use the following guidelines taken from the People Model workbook (at end of book or available online) to facilitate an analysis based on the inventory. Your narrative should acknowledge and respond to the following items:

- Opening Discussion #1
- Opening Discussion #3
- Sessions 3, numbers 1, 2, 3, 4
- Session 4 numbers 1, 2, 5, 7
- Session 5, numbers 1, 2, 7
- Session 6, numbers 1, 6
- Session 8, numbers 1, 2, 3

**Step 3**—Have a discussion with the person who completed the observer section on you.

- Compare your self-evaluation using the People Model Test with your observer's.
- What are the similarities and differences between the two evaluations?
- If the discrepancies are significant, what discussion ensued between you and the observer? Helpful? Painful? Threatening?
- What confirmation of information or new information arose in the conversation that you now will have to respond to as a leader?

**Step 4**—What were the results of how your organization was evaluated? Did the new information surprise you or confirm your hunches?

- How did the participants respond after seeing the results? (Have a meeting with them that asks what surprised you.)
- What continued your hunches?
- Does this diagnostic explain challenges we face and effective ministry we are experiencing?

**Step 5**—So what? What did this evaluation contribute to your understanding of your local context? What changes might need to take place?

**OPTION B**—Douglass: What is Your Church's Personality? Evaluation  
(See [www.douglassandassociates.com](http://www.douglassandassociates.com))

**Step 1**—See Appendix, starting on page 349

- Select the members of your church who meet the criteria in Step One, page 350
  - 75 and less in congregation—15 participants
  - 75-150—20
  - 150-300—25
  - Above 300—30
- Have each complete the survey either online or on paper. (Online gives immediate scoring and verification).

**Step 2**—Plot your responses on a chart similar to that in Figure 7, page 356.

- What church personality type is predominate? Secondarily predominate?
- Read the corresponding chapters in text to see if your respondents and the descriptions in the chapters correlate.
- As you evaluate the results, compare your perceptions before the inventory with what the inventory revealed. You may wish to use the on-line services offered at [www.douglassandassociates.com](http://www.douglassandassociates.com) to further give you insights.

**Step 3**—Convene your participating group

- Create materials and graphics that will help the group understand their responses and what the characteristics of the “type” of church personality they have clustered around.
- Are there discrepancies? Are they significant?
- Are these differences helpful, painful, or threatening?
- What confirmations did you experience in this process? Did the new insights surprise you?

**Step 4**—So what? What did this evaluation contribute to your understanding of your local context? What changes might need to take place?

2. Choose Collins or Anderson text. Write a reflective paper on management of the church as stewardship showing how the premises of Collins or Anderson give a helpful framework for you in “managing God’s business”. (5-6 pages)

All written work is to be formatted according to the *Turabian* style manual 6<sup>th</sup> edition, [http://www.amazon.com/exec/obidos/ASIN/0226816273/qid=1025032200/sr=1-/ref=sr\\_1\\_1/103-8003118-1534215](http://www.amazon.com/exec/obidos/ASIN/0226816273/qid=1025032200/sr=1-/ref=sr_1_1/103-8003118-1534215). Writing from previous academic work may not be recycled.

*Post-session project due date:* **February 16, 2009**

- A hardcopy or electronic copy of the post-session paper must be delivered to the AGTS President’s Office dated no later than **February 16, 2009**.

- All papers should include a cover sheet with title, course information, name, address, and email.

### *Late Work*

Any participant may have a two-week extension simply by requesting it. After that, the maximum paper grade will decline by one letter grade for each week beyond the extended due date.

## **GRADING PROCEDURE**

1. Course grades will be given based on completed work as follows:
 

Textbook assignments	30 points
Class session work and attendance	10 points
Post-Session Assignments	60 points
2. Students are expected to actively participate in classroom discussions and activities. Each student is a valuable resource to other students and the professor. Peer learning is vital for effective personal growth.
3. It is important for all to model Christian integrity and show respect and support for others in the class. The class provides a wonderful opportunity to demonstrate Christian character and relationships that are the foundation of all true leadership.
4. Students are expected to be present and on time for each class session.
5. All major assignments are to be typed and represent quality graduate level work.
6. Late work will receive a lower grade.

## **Post Session Project Grading**

1. *Cogency*  
Are the major assertions clear, specific, adequately supported, and well organized? **20 points**
  2. *Creativity*  
Do the major ideas represent original and insightful thinking? **10 points**
  3. *Depth*  
Are the ideas in the paper important and substantial, being the product of high-quality reflective thinking with clear ministry application? **20 points**
  4. *Quality*  
Is the writing clear, compelling, professional, and consistent with *Turabian* standard? **10 points**
- Total: 60 points**

*\*Completion of the reading is required to receive a passing grade.*

### **Grade Scale**

92+ points = A  
 82+ points = B  
 72+ points = C, etc.

## **SELECTED BIBLIOGRAPHY**

Argyris, Chris. *Overcoming Organizational Defenses: Facilitating Organizational Learning*. New Jersey: Prentice Hall, 1990.

Batstone, David. *Saving the Corporate Soul*. San Francisco: Jossey-Bass, 2003.

Becker, Carole E. *Leading Women: How Church Women Can Avoid Leadership Traps and Negotiate the Gender Maze*. Nashville, Abingdon Press, 1996.

Bennis, Warren G. *On Becoming A Leader*. Reading, MA: Addison-Wesley, 1989.

Bennis, Warren G. & Robert J. Thomas. *Geeks and Geezers: How Era, Values, and Defining Moments Shape Leaders*. Boston: Harvard Business School, 2002.

Bloch, Deborah P. and Lee J. Richmond, eds. *Connections Between Spirit and Work in Career Development*. Palo Alto, CA: Davies-Black, 1997.

Block, Peter. *Stewardship: Choosing Service over Self-Interest*. San Francisco: Berrett Koehler Publishers, 1993.

Bondi, Richard. *Leading God's People: Ethics for the Practice of Ministry*. Nashville: Abingdon Press, 1989.

Ciulla, Joanne B., ed. *Ethics: The Heart of Leadership*. Belmont, CA: Wadsworth/Thomson Learning, 2003.

Cladis, George. *Leading the Team-Based Church*. San Francisco: Jossey-Bass, 1999.

Collins, Jim. *Good to Great: Why Some Companies Make the Leap...and Others Don't*. New York: Harper Business, 2001.

Drucker, Peter F. *The Effective Executive*. New York: Harper & Row, 1967.

\_\_\_\_\_. *Innovation and Entrepreneurship*. New York: Harper & Row, 1985.

Friedman, Edwin H. *A Failure of Nerve: Leadership in the Age of the Quick Fix*. Bethesda, MD: The Edwin Friedman Estate/Trust, 1999.

Granberg-Michaelson, Wesley. *Leadership from the Inside Out: Spirituality and Organizational Change*. New York: Crossroad, 2004.

Hersey, Paul, Kenneth H. Blanchard, and Dewey E. Johnson. *Management of Organizational Behavior: Utilizing Human Resources*. Prentice-Hall, 1996.

Heuser, Roger, ed. *Leadership and Team Building: Transforming Congregational Ministry Through Teams*. Matthews, NC: Christian Ministry Resources, 1999.

Judge, William Q. *The Leader's Shadow: Exploring and Developing Executive Character*. Thousand Oaks, CA: Sage, 1999.

Shapiro, Eileen C. *Fad Suring in the Boardroom: Managing in the Age of Instant Answers*. Reading, MA: Addison-Wesley, 1996.

Shawchuck, Norman and Roger Heuser. *Managing the Congregation: Building Effective Systems to Serve Others*. Nashville: Abingdon Press, 1996.

Wheatley, Margaret J. *Leadership and the New Science*. San Francisco: Berrett-Koehler, 1992.

*Bibliography adapted from bibliography by Dr. Roger Heuser, Professor of Leadership Studies, Vanguard University*

### **SPECIFIC DATA**

Prepared by Dr. Byron Klaus, July 1, 2008.

**Vision Centered Leadership and Management  
PTHB 528**

**Reading Report**

**Name:** \_\_\_\_\_

Please verify the books from the assigned "Required Textbook List" which you have read in preparation for this course. (Where substitutions have been made, note accordingly. Total pages read should be approximately 1,100.) *This form is to be turned in on the last day of the course.*

<b>Author</b>	<b>Title</b>	<b>Pages read</b>
Anderson	<i>Minding God's Business</i>	_____
Collins	<i>Good to Great and the Social Sectors</i>	_____
Sumner	<i>Leadership Above the Line</i>	_____
Douglass	<i>What is Your Church's Personality?</i>	_____
Shawchuck & Heuser	<i>Managing the Congregation</i>	_____
Substitute:		_____
Substitute:		_____
<b>Total number of pages read</b>		_____

This verifies that I have read the above listed pages.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date