

# Church Leadership

EP 156  
Wednesdays, 4 – 6 p.m.

Fall 2018  
The Episcopal Church of Our Saviour, San Gabriel

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## Course Description

A basic course in understanding the nature of leadership, and especially the nature of leadership within the context of a church community. A special focus will be placed upon the function of leadership in the process of creating substantive and meaningful transformation in parish systems, and in the lives of parishioners. Intentional reflection on leadership issues and images which are found in the Holy Scriptures, and their applicability to present-day experience, is a regular part of the course design. The course will strike a balance between the theoretical understanding of leadership theories and models, and their practical application in a congregational setting.

## Student Learning Objectives

At the completion of this course, the students will:

1. Identify leadership styles and skills beyond the church setting which inform leadership within the congregation.
2. Identify their own styles of leadership which will be effective for them in a congregational setting.
3. Develop a clear understanding of the role and function of lay and ordained leaders within a congregational setting.
4. Ground their understanding of leadership in a scriptural context.
5. Develop a set of leadership skills for addressing particular situations unique to congregational life.
6. Develop an understanding of how effective congregational leadership can provide opportunities for transformation of congregations and individuals.

## Required Texts

Bolsinger, Tod: *Canoeing the Mountains*, IVP Books, 2015

Heifetz, Ronald; Grashow, Alexander; and Linsky, Marty: *The Practice of Adaptive Leadership*, Harvard Business Press, 2009

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

Zscheile, Dwight, *The Agile Church*, Morehouse Publishing, 2014

One outside book of the student's choice

Access to denominational by-laws or canons, by-laws or canons for your own particular diocese or equivalent denominational jurisdiction.

Additional readings as distributed in class or on-line

## Course Requirements

1. Regular attendance and active participation in class, demonstrating the timely completion of each session's reading assignments.
2. One 3-page reflection paper (due August 29), entitled "The Essential Leadership Qualities of Jesus."
3. One 3-page paper (due September 26), reviewing a book of your choice from a non-"Parish Leadership"-related field, examining its applicability to Parish Leadership. (Various titles will be discussed in class as examples.) **Please provide copies of your paper equal to the number of students, plus one additional copy for the instructor.**
4. One 12-15 page case-study model (due November 28) of a particular congregation in southern California, assessing specific characteristics present in the life of that community. Further description of the case-study model will be provided in class. Short presentations of the case-studies will be offered in class during the final class session.
5. All assignments are due by 4 p.m. (the beginning of class time) on the assigned date. One letter grade will be deducted for each day that the assignment is submitted after the due date. (In other words, an assignment received between 4:01 p.m. on Wednesday [the due date] and 4:00 p.m. Thursday [the day following the due date] will be penalized one letter grade. An assignment received between 4:01 p.m. on Thursday and 4:00 p.m. on Friday will be penalized two letter grades.)
6. Auditors for this class are expected to complete all outside reading for the course, and to participate fully in class discussions. Auditors are invited, but not required, to complete all written assignments.

## Writing Guidelines

Papers are to be typed using one-inch margins, double-spaced, using 12 pt. Times New Roman font (or its equivalent). Papers may either be submitted electronically (attached as a .doc or .docx file) or in hard-copy form.

## Basis for Evaluation

Class participation	30%
Two short papers	30% (15% each)
Congregational Case-study	40%

## Hours of Availability for Student Contact

I am on campus at Church of Our Saviour on Wednesdays, and am available, by appointment, either before or after regular class hours. I am also on campus at Bloy House on Saturday afternoons, and am available, by appointment, either before or after regular class hours. I am also available by email or telephone (see information at top of syllabus) as needed.

## Course Outline

- 8/22 Scripture: John 6:56-69  
The Big Picture: Introductions; Gospel Based Discipleship  
Life on the Ground: **Exploring Different Models of Leadership**
- 8/29 Scripture: Mark 7:1-8, 14-15, 21-23  
The Big Picture: Leadership Models in Society and Culture
- Drucker, Peter, "Management's New Paradigms," from *Forbes Magazine*, 10/05/1998, pp. 152 - 175
  - Fries, Kimberley, "Eight Essential Qualities that Define Great Leadership," from *Forbes.com*, 2/8/2018
  - Rothman, Joshua, "Shut Up and Sit Down," from *The New Yorker Magazine*, 2/19/2016.
  - Silver, Kate, "Turning Pink" from *Spirit Magazine*, 2008
  - Wheatley, Margaret, *Leadership and the New Science*, pp.17 - 25
  - Wills, Gary, *Certain Trumpets*, pp. 11 – 22
- Life on the Ground: Heifetz: Ch. 1-3 (pp. 1-46)  
Assignment Due: **Congregational Life Cycles**  
**3-page paper: "The Essential Leadership qualities of Jesus"**
- 9/5 Scripture: Mark 7:24-37  
The Big Picture: Leadership Models for a new Church
- Board for Transition Ministry, "What is the Future for Episcopal Clergy?", Episcopal Café, 11/30/2016, <https://www.episcopalcafe.com/what-is-the-future-for-episcopal-clergy/>
  - Borgeson, Josephine and Lynne Wilson, eds., "The Dream" by Wesley Frensdorff, from *Reshaping Ministry*, pp 1-6
  - Howard, Ken, "Ten Things Churches Could Learn from Starbucks (Hint: It's not about making coffee)", posted on Paradoxical Thoughts, 3/16/2015.
  - Hudson, Jill, "Twelve Characteristics for 21<sup>st</sup> Century Leadership", from *Alban Weekly*, No. 90, 4/10/2006.
  - Glasspool, Mary, "Some Random Thoughts on Culture", from An Unofficial Letter from Bishop Suffragan Mary D. Glasspool, V.5, No. 8 (8/21/2015).
  - McLaren, Brian, "Dorothy on Leadership", originally published in *Rev. Magazine*, Nov/Dec 2000
  - Roske-Metcalf, Andrea, "Do and Don't", <https://youngclergywomen.org/do-dont-an-open-letter-to-older-male-senior-pastors-regarding-your-working-relationships-with-younger-women-femme-non-binary-associate-colleagues/>, 6/5/2018
- Life on the Ground: Heifetz: Ch. 4-7 (pp. 47-108)  
**Addressing a Congregation's Emotional Processes in Times of Change – Systems Theory**

- 9/12 Scripture: Mark 8:27-38  
The Big Picture: Heifetz: Ch. 8-12 (pp. 109-175)  
Steinke: Ch. 1-6 (pp. 1-95)  
Life on the Ground: **It's Gonna Happen – Managing Conflict in the Congregation**
- 9/19 Scripture: Mark 9:30-37  
The Big Picture: Heifetz: Ch. 13-18 (pp. 177-230)  
Steinke: Ch. 7-Postscript (pp. 97-175)  
Life on the Ground: **Will It Never End? - Managing Conflict, part 2**
- 9/26 Scripture: Mark 9:38-50  
The Big Picture: Heifetz: Ch. 19-23 (pp. 231-297)  
Life on the Ground: **Negotiating “The Transition Process” – Resumes, Clergy Contracts, etc.**  
Assignment Due: **3-page paper applying book to Parish Leadership qualities. Please provide copies of your paper equal to the number of students, plus one additional copy for the instructor.**
- 10/3 Scripture: Mark 10: 2-16  
The Big Picture: **Parish Leadership Book Reviews**  
Life on the Ground: **Review of books related to Parish Leadership  
Leading Vestries – Church Boards as Spiritual Communities**
- 10/10 Scripture: Mark 10: 17-31  
The Big Picture: Bolsinger; Ch. 1-6 (pp. 11-83)  
Life on the Ground: **Understanding the Rulebook – Denominational and Congregational by-laws**
- 10/17 **NO CLASS**
- 10/24 **NO CLASS**
- 10/31 Scripture: John 11:32-44  
The Big Picture: Bolsinger; Ch. 7-11 (pp. 87-149)  
Life on the Ground: **Understanding the Numbers – Stewardship and Clergy and Congregational Tax Issues**
- 11/7 Scripture: Mark 12:38-44  
The Big Picture: Bolsinger: Ch. 12-Epilogue (pp. 153-223)  
Zscheile: Ch. 1-4 (pp. 1-85)  
Life on the Ground: **Calling Forth Gifts for Ministry – The Parish as a Community of Discernment**

11/14 Scripture: Mark 13:1-8  
The Big Picture: Zscheile: Ch. 5-6 (pp. 87-150)  
Life on the Ground: **Leading Churches in Changing Times**

11/21 **NO CLASS**

11/28 Scripture Luke 21:25-36  
The Big Picture:  
Life on the Ground: **Case Study Reviews, Loose Ends, and Course Valuation**

Current as of 08/22/2018