Gordon-Conwell Theological Seminary
Course Syllabus

CL503 Leadership Development
2013 Intensive Week
November 4-8, 10:00 a.m.-5:30 p.m.
Dr. Pablo R. Diaz, Professor

Give your servant therefore an understanding mind to govern your people, able to discern between good and evil; for who can govern this your great people?" - 1 Kings 3:9 NRSV

CONTACT INFORMATION

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DESCRIPTION AND PURPOSE OF COURSE

This course deals with selected topics and issues in leadership drawing from different disciplines including business, organizational behavior and religious and theological studies. We will examine organizational culture and its relationship to leadership and mission impact. The influence of personal identity, values, principles and practices upon leadership will be discussed.

The following are the goals of the course:

1. To develop an awareness of the diverse perspectives and practices of leadership
2. To be able to integrate best practices of leadership and organizational development into ministry
3. To engage in self-reflection about principles, values and practices that influence your leadership
4. To increase your knowledge and skills for leading in a multifaceted changing world

COURSE COMPETENCIES/LEARNING OBJECTIVES

Upon the completion of the course, students should be able to do the following which will be assessed by reading and written assignments, reflection papers, oral presentations and class discussions.

1. Identify the fundamental elements in theories and practice of leadership and evaluate critically their strengths and weaknesses.
2. Draw upon the tools and resources for assessing the health and culture of the organization/congregation.
3. Understand the linkage between leadership and organization performance.
4. Integrate Biblical leadership concepts into leadership definition and practice.
5. Engage in assessing and fostering the skills and practice of leadership in others.
6. Develop knowledge and skills to lead in a diverse and global world.
7. Develop the capacity for self-understanding and self-reflective leadership that will enhance the mission of the congregation/organization.

REQUIRED MATERIALS
The following are the books required for this course. All students are expected to have purchased and read the books before the class begins.

ISBN: 9781422157978


ISBN: 1566991730

ISBN: 100827234635

COURSE PROCEDURES

**Common reading:** All required books should be read before the class begins. A reading log form is included in this syllabus for each student to return to the professor relative to how much he or she has read of the required books. This reading log is to be turned in the first day of class. Those who do not read all the required books before the first day of class will receive a 5% percent drop in their final grade.

**Book reviews:** Each student is to write two reviews of any two of the five books. Each analysis is to be two to three pages. Select at least one prime theme in each selected book which you believe will be helpful in your leadership ministry. Each book analysis should contain at least six references of the respective book. Both book reviews are to be turned in on the first day of class. Those who turn in reviews late will receive a 10% percent drop in their final grade.

**Course attendance and participation:** Students are required to attend all sessions of the course and be punctual. Unexcused absenteeism will result in a loss of grade points. If for reason of illness or family death or emergency, please contact Dr. Diaz regarding these events to determine appropriate make-up activities. This course will require an informed class interaction and timely completion of all class assignments. Each student must come prepared to participate in class room discussions based on readings and required assignments.
The final paper: The final paper is an academic paper, not a personal reflection on leadership. The final paper should be eight (10-12) pages excluding the front page, content page, end notes, and the bibliography. The final paper should be double spaced. The paper should reflect research, and incorporate the required readings, class lectures, DVD presentation, and your past and present ministry experience. You are to engage with the required books and other content, agreeing or disagreeing, and stating the reason for your position. The student should combine academic and practical views in his or her final paper. The final paper should contain no less than twenty references. The theme for the final paper will have to be approved by the professor. Transmission of Final Paper: The final paper should be sent by e-mail to Dr. Pablo Diaz, drpdiaz18@gmail.com The due date for the final paper is December 5, 2013.

GRADING: PERCENTAGES

- Required Reading 15%
- Course Participation and Attendance 15%
- Reflection papers and Book Review 30%
- Final Paper 40%

In addition, keep the following course requirements in mind:

Turn off your cell phone!!! You are not allowed to answer phone calls, text, web surf, or use your cell phone in any way during class.

All written material must follow the guidelines according to the 7th or 8th edition of Kate Turabian’s A Manual for Writers of Term Papers, Theses, and Dissertations (ISBN-10: 0226823377 or ISBN-13: 978-0226823379). Turabian’s manual is available in most bookstores. A shorter version of it can be found on-line at http://www.press.uchicago.edu/books/turabian/turabian_citationguide.html.

Papers that are poorly written will be turned back to be redone, and will need to be resubmitted within two weeks of having received it with corrections. There may be no third submissions allowed.

Syllabus Addendum

Academic Standards
Cheating and plagiarism are considered serious breaches of personal and academic integrity. Cheating involves, but is not necessarily limited to, the use of unauthorized sources of information during an examination or the submission of the same (or substantially same) work for credit in two or more courses without the knowledge and consent of the instructors. Plagiarism involves the use of another person’s distinctive ideas or words, whether published or unpublished, and representing them as one’s own instead of giving proper credit to the source. Plagiarism can also involve overdependence on other source material for the scope and substance of one’s writing. Such breaches in academic standards often result in a failing grade as well as other corrective measures. For more information, please consult the Student Handbook.
ADA Policy
The seminary complies with the provisions of the Americans with Disabilities Act. A student with a qualifying and authenticated disability who is in need of accommodations, should petition the seminary in accordance with the stated guidelines in the Student Handbook.

Cancellation of Class
In the event the seminary has to cancel a class meeting (impending storm, professor illness, etc.), the Registration Office will send out an email (via the GCTS email account) notification to all students registered in the respective course. If the cancelation occurs the day of the scheduled meeting, the Registration Office will also attempt to contact students via their primary phone contact on record. The professor will contact the students (via GCTS account) regarding make-up. If a weekend class is cancelled, the class will be made up during the scheduled Make-Up weekend (see the academic calendar for the designated dates). For more info, consult your Student Handbook.

Extension Policy
Arrangements for submission of late work at a date on or before the “last day to submit written work,” as noted on the seminary’s Academic Calendar, are made between the student and professor. Formal petition to the Registration Office is not required at this time. This includes arrangements for the rescheduling of final exams.

However, course work (reading and written) to be submitted after the publicized calendar due date, must be approved by the Registration Office. An extension form, available online, must be submitted to the Registration Office prior to the “last day to submit written work.” Requests received after this date will either be denied or incur additional penalty. For a full discussion of this policy, please consult the Student Handbook.

Grades
Faculty have six weeks from the course work due date to submit a final grade. Grades are posted on-line within twenty-four hours of receipt from the professor. Students are expected to check their CAMS student portal in order to access posted grades (unless instructed otherwise). Those individuals who need an official grade report issued to a third party should put their request in writing to the Registration Office.

Returned Work
Submitted hard-copy course work will be returned to the students if they provide a self addressed and postage-paid envelope with their final work. Work submitted without the appropriate envelope will be destroyed after the grade has been assessed and issued.
COURSE SCHEDULE & OUTLINE:

November 4th Leadership: Purpose, Perspective and Power

□ Session I

- Course Introduction and Expectations
- Leadership Defined
- What Makes a Leader?
- Practices of Effective Leadership

Morning Class Assignment
Read *The 5 Levels of Leadership* and complete the Leadership Assessment: How to Gauge Your Current Level of Leadership on pgs. 21-35 before reading Level 1: Position. Be prepared to share your learning.

□ Session II

- Power and Leadership
- Values in Leadership
- The Relationship between Leaders and Followers

Afternoon Class Assignment
What values (2-3) influence and guide your leadership? Describe how they shape the way you lead at your church or organization. Be prepared to discuss.

November 5th Leadership Development, Teams and Conflict Management

□ Session I

- DVD Presentation *5 Levels of Leadership* by John Maxwell
- Developing Authentic Leadership
- Leadership and Performance

Morning Class Assignment
Read the article Discovering Your Authentic Leadership (pgs. 163-178) in *Harvard Business Review’s 10 Must Reads on Leadership* and be prepared to discuss question #2 on pg. 172.

□ Session II

- Developing Others to become Leaders
- Team Leadership
- Managing Conflict
Afternoon Class Assignment
When you have experienced church conflict what factors were at work in the situation? How was the conflict handle? Prepare a two-three minute summary of the situation and how the conflict was managed.

November 6th Making Sense of Organizational Culture & Systems

☐ Section I

- Introduction to Organizational Culture
- Organizational Systems
- Healthy Organizational vs. Unhealthy Organization

Morning Class Assignment
Discussion: Describe your congregation/organization culture and systems. Base on your reading, how is your organization/congregation healthy or unhealthy? Be prepared to discuss.

☐ Section II Healthy Congregations: Systems Approach

- Understanding the Value of Organizational/Congregational Health
- Promoting Health in your Congregation
- The Role of the Leader in Building a Healthy Organization/Congregation

Afternoon Class Assignment
In the book Healthy Congregations by Peter L. Steinke review the chart that contrasts two types of congregations on pg. 44. Think about your own place of work/ministry. Where does your congregation/organization fit? What in your congregation/organization needs continued support or change? Be prepared to discuss.

November 7th Biblical Basis for Leadership

☐ Section I Biblical Basis for Leadership

- Leadership in the Synoptic Gospels: Who Leads with Jesus?
- Target Audience—Outcasts & The Poor
- Synoptic Gospel Leaders and Shortcomings

Morning Class Assignment
Read pgs.1-96 of Servant Leadership: Jesus & Paul by Efrain Agosto. What are the expectations of leadership that emerge from the synoptic gospels? How does it challenge today’s understanding of leadership within the church? Be prepared to discuss.

☐ Section II Biblical Basis for Leadership

- Strategy and Mission: Lessons From Paul
The Leader and Co-workers in Ministry

Afternoon Class Assignment
Read pgs.97-212 of Servant Leadership: Jesus & Paul by Efrain Agosto. What value does Paul give to sacrifice and service in the task of leadership? What did you learn new about leadership from Paul? Be prepared to discuss.

Section III Biblical Basis for Leadership

- Biblical Leadership in God’s Image
- Reflections on Christian Leadership—Open Discussion
- Final Remarks Concerning Final Paper

BIBLIOGRAPHY


*From time to time, the professor may be dealing in greater depth with particular concerns or issues that emerge during the course of the semester, and adjusting items in the syllabus whenever necessary. The instructor will keep you informed of any changes.*
Leadership Development Course

Reading Assignment Log Sheet

Course Requirements: There is required reading for the class. This sheet is to be turned in the first day of class. Indicate below what you have read as this is part of your final grade.


Pages read __________

Maxwell, John C. *The 5 Levels of Leadership: Proven Steps to Maximize Your Potential.*

Pages read __________


Pages read __________

Steinke, Peter L. *Healthy Congregations: A Systems Approach.*

Pages read __________

Agosto, Efrain. *Servant Leadership: Jesus & Paul.*

Pages read __________

Request to write the final paper in Descending Order

1

2

3

Name of Student

______________________________________________________________________________

Address:

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E-mail:

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Phone:

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