THE CHRISTIAN LEADER AS COMMUNICATOR CL650
(Personally and Organizationally)
Gordon-Conwell Theological Seminary—Jacksonville
Fall term, 2013

Instructor. Sid Buzzell, Ph.D.
Contact Information. sbuzzell@ccu.edu, Office Phone 303-963-3421 Mobile 303-241-0422

<table>
<thead>
<tr>
<th>Course Schedule. 8:30-4:30</th>
<th>September 21,</th>
<th>October 19,</th>
<th>November 16</th>
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**Course Description.** A leader’s goal is mobilizing people in the strategic pursuit of a compelling idea. In this course we combine the two disciplines of leading and communication in a synergistic relationship where communication stimulates leadership and leadership creates desire and need for communication. We discuss ways to mobilize people to pursue a ministry’s mission, values and strategy by combining the powerful forces of leading and communicating.

**Gordon-Conwell Mission**
CL650 relates to Gordon-Conwell’s mission by preparing the student to provide leadership for shaping a healthy culture within the church which will in turn impact the community in which the church is a witness. This course will also help the student in formulating a vision for God’s redemptive work through the church by equipping the church to maintain its core values while changing methodologically to impact the changing world around it.

**Relation to Curriculum**
CL 650 relates to the curriculum in that it will equip the student to think biblically about the change process within the church context as well as discerning the difference to bring about change for change sake or whether to avoid change in some areas to maintain the purpose of the church. The student will be able to think strategically, biblically and bring about and communicate change wisely as well as builds a healthy culture in doing so.

**Course Objectives.** By the end of this course students will be equipped to:

1. Define leadership and explain its meaning.
2. Explain what sets leadership apart as “Servant Leadership” and “Strategic Leadership.”
3. Write a Core Values, a Mission and a Vision statement for their organization and explain
   a. Why each is essential to strategic leadership;
   b. The contribution of each statement to strategic leadership;
   c. The differences between the three statements;
   d. The relationship between the three statements;
4. Develop skills needed to “Communicate” these statements to followers in a way that followers “Own” and therefore, pursue them.
   a. Cultivate the “Well of Communication;”
   b. Cultivate an Emotional Intelligence Framework
   c. Develop a climate of “Straight Talk:”
   d. Use public communication (teaching, preaching, meetings) as a leadership tool.
5. Integrate leading and communicating into a symbiotic unit with the C-O-R-E Model of leading.
Course Resources: The books and articles selected are foundational tools for a life of effectively cultivating leadership and communication skills that complement and enhance each other.

Leadership Texts and Articles:


Articles from the Harvard Business Review (Go to hbr.com to find these online – an amazing resource!).
Goleman, Daniel. “Leadership That Gets Results,” March-April 2000, Product #4487

Communication Texts


Course Strategy: On the first Saturday we will focus on the Leader and Leadership. Some of you have already had a course, or courses in leadership. Others have not. We will explore a common understanding of how we use the term in this course; will drill down into the topic of Servant Leadership from Matthew 20 and Luke 6 and focus a bit more heavily on Strategic Leadership. These two leadership models are where leadership and communication most powerfully come together.

Course Assignments: The assignments are designed so that you will reflect on and respond to the readings with brief papers. The reading and reflection will prepare you for intelligent participation in the class sessions. We will discuss, explain and apply the reading material to our lives as persons and to our roles as leaders. Your preparation is essential to your anticipated ability to contribute to the other class participants. I pray you take this stewardship as seriously as I do.

First Saturday of Class
No Assignments due, but we will draw on your existent Bible knowledge and life and ministry experience in this first session.

Due at the Beginning of the Second Saturday of Class
Reflection on Week 1 – How Leadership and Communication Integrate
1. Read Kouzes and Posner’s Leadership Challenge. and in 1 page for each of the “Five Practices” summarize what the Practice is and either
   a. how you CAN most effectively implement it in your current ministry or
   b. How you WOULD most effectively implement it in a ministry (Dream a little here).
For each practice, address both of the “steps” Kouzes and Posner present i.e. Practice 1, “Model the Way” includes, the two skills of “Clarify Your Values (Chapter 2) and “Set the Example” (Chapter 3). Scan the Table of Contents to see how the Practices and their supporting skills relate.

2. Read Collins’ HBR Article, “Level 5 Leadership” and in two paragraphs explain how you are MOST LIKE the a Level 5 Leader and how your are MOST UNLIKE the Level 5 Leader. Document your observations by interacting with the book.

3. In a single page write your personal philosophy of leadership – including Servant and Strategic components.

**Preparation for Week 2 –**

1. Read Goleman’s HBR Article, “Primal Leadership” and in one page explain your own Emotional Intelligence. Strengths, weaknesses, how your EI Helps you and/or Hurts you as a person and a leader. Document your observations by interacting with the article.

2. Study Goleman’s HBR Article, “Leadership That Gets Results” and write one paragraph each that explains your understanding of the following variables and their contribution to effective leading.
   - Self-Awareness
   - Self-Management
   - Social Awareness
   - Social Skill
   In a brief paragraph for each, explain your understanding of each of the “Six Climates” leaders contribute to AND each of the “Six Leadership Styles” leaders use.
   Document your observations by interacting with the article.

3. Read Nouwen’s *Way of the Heart* and in one page, explain why – as a servant-leader it is crucial to cultivate your heart and how you plan to cultivate your own heart. Document your observations by interacting with Nouwen.

4. Read Straight Talk and in one page explain how you will apply its message to your effectiveness as a leader-who-communicates. Document your observations by interacting with the book.

**Due at the Beginning of the THIRD Saturday of Class**

**On Values:**
   a. Review chapters 2 and 3 on Values in Kouzes and Posner
   b. Read Malphurs, *Values-Driven Leadership*
   c. Name 3-5 “Core Values” that you would like to see active in your life and ministry and explain in a brief paragraph for each value, why you chose it.

**On Vision:**
   a. Review Chapters 4 and 5 in Kouzes and Posner
   b. Read Nanus’s *Visionary Leadership*
   c. Write our your PERSONAL vision statement. Describe your ideal self in five years. Include a vision for your personal life, your family, your profession and community (church) life.

On both the Values and the Vision papers Document your observations by interacting with the books.

**Grading:**
Course work consists of readings with brief reflection papers. The papers are brief by design. This is a course on communication, so well-crafted communication is what we are going for. Because
you will spend less time writing “amount,” I want to see thoughtful, reflective “Quality.” I will grade on the depth and quality of the ideas you express. Say more by writing less.

**Late Work** – Aint no such Thing! (See what I mean by saying more with less?) Since your work is designed to prepare you for class sessions, doing the work after class don’t feed the bulldog.

### Assignment Summary

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<thead>
<tr>
<th>Assignment</th>
<th># Pages</th>
<th>Points</th>
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<tbody>
<tr>
<td>Kouzes and Posner Paper</td>
<td>5-8</td>
<td>20</td>
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<tr>
<td>Level 5 Leader Paper</td>
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<td>10</td>
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<tr>
<td>Personal Philosophy of Leading</td>
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<td>10</td>
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<tr>
<td>Primal Leadership</td>
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<td>10</td>
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<tr>
<td>Leadership That Gets Results</td>
<td>5-8</td>
<td>25</td>
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<tr>
<td>Nouwen – Way of the Heart</td>
<td>1</td>
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<td>Straight Talk</td>
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<tr>
<th>Assignment</th>
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<tbody>
<tr>
<td>Core Values Choices</td>
<td>3-5</td>
<td>25</td>
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<tr>
<td>Visions</td>
<td>3-5</td>
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<td><strong>Total</strong></td>
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**Grading Scale**

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<td>B</td>
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<td>C</td>
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<td>D</td>
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Grading Philosophy for this course. Since the nature of the assignments is difficult to measure precisely, there are no + or – grades. That suggests a precision of measurement that doesn’t exist in the type of assignment used in the course.

**Attendance Policy**

Since we only meet three times, a day’s absence constitutes mission 1/3 of the course. Therefore, if a student (or instructor) misses a session, they will be dropped from the course.