

ASSEMBLIES OF GOD THEOLOGICAL SEMINARY
DOCTOR OF MINISTRY
PTH 901: RENEWING THE SPIRITUAL LEADER
COHORT 8, CORE COURSE 1
February 18-22, 2002

Roger Heuser, Ph.D.
Vanguard University of Southern California
55 Fair Drive
Costa Mesa, CA 92626
714 556-3610, x 400; rheuser@vanguard.edu

Edgar Lee, STD
Assemblies of God Theological Seminary
1435 N. Glenstone Avenue
Springfield, MO 65802
417 268-1014; elee@agseminary.edu

COURSE DESCRIPTION

Models of renewal are considered in view of each participant's own spiritual and leadership development. The experience is enriched through reading and reflection, peer interaction, and faculty mentoring.

Foundational to any study of leadership is learning the richness of the interior life that focuses upon one's own calling, mission, vision, spirituality and discernment. At the very core of our inner life lies buried what we often most strenuously avoid, though it is also the core of us that we long to nurture and sustain.

Our habit for ignoring the interior life, according to Michael E. Cavanagh "is analogous to ambulance driver[s] ignoring and mistreating the engine of [their] ambulance, even though [they do] so because [they are] busy transporting people to the hospital. Sooner or later, the ambulance is likely to run out of gas or fail mechanically and threaten the safety of the very people the driver is trying to help."¹

The care, feeding and renewal of the leader's interior life is not ancillary to ministry—it is the foundation of ministry. Without this all leadership effort is sterile and ultimately leads to boredom and insipidness. Participants will learn how personal renewal is the key to future effectiveness.

COURSE OUTCOMES

Concerning cognitive outcomes, participants will:

1. identify building blocks of their own theology of leadership for today's church and religious organization;
2. understand the differences and overlap between leadership and management;
3. examine selected approaches to the study of leadership and their application to the contemporary Christian leader;
4. explore selected historic and contemporary models of Christian spirituality—including reflection on Pentecostal-charismatic spirituality--and their application to the contemporary Christian leader;
5. explore the nature and sources of power in relation to the life journey of the leader;
6. understand how the unexamined life can lead toward the darksome side of obsessions, detachment, perfectionism, unhealthy stress, burnout, or undue emphasis on the leader's persona; and
7. determine how the leader can impact learning organizations, including the role of skilled incompetence and the organizational defenses that mitigate against learning.

Concerning character/attitude outcomes, participants will:

1. monitor the themes of the affective life through journaling and reflection;
2. discern the movements of Spirit that include consolation and desolation;

¹ Michael E. Cavanagh, *The Effective Minister* (Harper & Row, 1986), p. 1.

3. monitor the emotions that characterize enmeshment and that lead toward the leader's self-differentiation;
4. identify the passions and resistances that influence managing one's own effectiveness and development a plan to improve one's effectiveness; and
5. explore the mixed message between one's espoused theory of leadership and one's theory-in-use as defined by Chris Argyris.

Concerning skill outcomes, participants will develop a personal project including the following components:

- See post-session assignments.

COURSE OUTLINE

1. Course Introduction
2. A Practical Theology of Leadership
3. The Leader's Interior Life
 - Leadership and the unconscious (Parker Palmer)
 - Call to ministry
 - "Search for Glory" -- interior life influenced by family of origin
 - Difference between stress and burnout
 - The darksome side of leadership
4. Spirituality of Leadership
 - Definitions and pre-requisites
 - Discerning the Spirit
 - Examen of consciousness
 - Disciplines as a means of grace
 - Pentecostal-Charismatic spirituality
5. Spiritual Development and Renewal
 - Definitions: spirituality and mysticism
 - Contemporary Models of Spirituality: humanistic, Roman Catholic, Rational Evangelical Protestant, Pietistic Evangelical Protestant
 - Pentecostal-Charismatic Spirituality: character, charisma, community
6. Leader's interior life reflected in team building and relationships
 - Definitions
 - Espoused theory versus theory-in-use
 - Emotional intelligence
 - Self-differentiated leadership
 - Situational leadership theory
 - How teams develop
7. Leader's interior life reflected in corporate vision, mission and public roles
 - The strategic relationship between the corporate mission and the environment: vision, mission, organization design, boundaries of input and output, and feedback systems.
 - Power and leadership
 - Argyris: Skilled incompetence and organizational defenses
 - The learning organization

COURSE REQUIREMENTS

Pre-Session (20%)

Completion of 1500 pages of reading from the required pre-session assigned reading list.

1. A minimum of 500 pages from the "spiritual development and renewal" reading list
2. A minimum of 1000 pages from the "leadership development" reading list

During Session (30%)

An active participant in class including class discussion, small group exercises, and completion of self evaluation instruments distributed in class.

Post-Session (50%)

The post session assignment is two-fold:

Personal Model of Spirituality

In a 10-15 page paper based on the following guidelines, develop a personal model of spirituality that is capable of nurturing your life and ministry. The paper should:

1. Be personal and reflective in that it represents your personal needs and understanding and the unique demands of your own ministry.
2. Interact with course readings of classical and contemporary literature on spirituality and the spiritual disciplines but is not simply a research project in that literature.
3. Interact critically with the seminar presentations/discussions on models of spirituality.
4. Be grounded in Scripture with appropriate biblical references to authenticate your understanding of spirituality.
5. Be theologically informed in conceptualization, i.e. appropriate use of biblical and theological concepts such as regeneration, sanctification, Spirit-baptism, spiritual gifts, ordinances of the church, traditional spiritual disciplines, and so forth.
6. Be distinctively Pentecostal-charismatic in its consciousness of the work of the Holy Spirit in Christian life and ministry.
7. Be theoretical, but capable of practical application as a means of 1) assessing progress toward your spiritual goals (not to be written out here), 2) developing and enriching the personal spiritual disciplines, and 3) enhancing your ministry.
8. Not be a spiritual diary in that it gives your actual experiences of the past and present nor a chart of your anticipated future experiences.
9. As to form and style, be carefully reasoned and written. It must not be a spontaneous, off the top of the head document. A well-organized position paper might be a good example.

Leadership Development

Prepare a 15-20 page reflection paper focusing on the following:

1. A draft theology of leadership (What is becoming clearer to you about your own theology of leadership at this time in your life and ministry?).
2. A statement of personal mission in light of your identity, calling, giftedness, and passion. (For developing a personal mission statement, see Laurie Beth Jones, *The Path*).
3. A self-assessment of your leadership styles as articulated in situational leadership theory. (Include your range of styles and their impact upon the maturity level of groups with whom you work.)
4. An examination of your interior life and its impact upon the quality of your relationships and upon the effectiveness of your public leadership.
5. An assessment of pressure points in your ministry settings and how specific changes in your leadership will positively address your situation.
6. As to form and style, integrate course readings, exercises, instruments and ministry experiences with your own reflection.

PRE-SESSION READING LIST

Briefly review those you may have already read and report only those that are new to you, moving to the selected bibliography if necessary.

Required Reading in Spiritual Development and Renewal

Each student is required to read a minimum of 500 pages from this section. If you have already read enough books that you are unable to get the required pages, move to the recommended reading list:

Richard J. Foster, *Streams of Living Water: Celebrating the Great Traditions of Christian Faith*. San Francisco: Harper and Row, 1998.

Rueben Job and Norman Shawchuck, *A Guide to Prayer for Ministers and Other Servants*. Nashville: Upper Room Books, 1983. (Simply read the particular weeks that correspond to the current calendar).

Dallas Willard, *The Spirit of the Disciplines: Understanding How God Changes Lives*. San Francisco: Harper & Row, 1988.

Land, Steven J. *Pentecostal Spirituality: A Passion for the Kingdom*. Sheffield: Sheffield Academic press, 1993.

Required Reading in Leadership Development

Each student is required to read a minimum of 1000 pages from this section, preferably in the order listed. If you have already read enough books that you are unable to get the required pages, move to the recommended reading list:

Norman Shawchuck and Roger Heuser. *Leading the Congregation: Caring for Yourself While Serving the People*. Nashville: Abingdon Press, 1993.

Robert Quinn, *Change the World: How Ordinary People Can Accomplish Extraordinary Results*. San Francisco, 2000.

Complete Janet O. Hagburg, *Personal Power Inventory*. Then read: *Real Power: Stages of Personal Power in Organizations*. Revised edition. Sheffield Publishing Co., 1994.

Dennis N.T. Perkins, *Leading at the Edge: Leadership Lessons from the Extraordinary Sage of Shackleton's Antarctic Expedition*. New York: AMACON, 2000.

Reggie McNeal, *A Work of Heart: Understanding How God Shapes Spiritual Leaders*. San Francisco: Jossey-Bass Publishers, 2000.

Choose one of the following: Parker J. Palmer, *The Active Life: A Spirituality of Work, Creativity, and Caring*. San Francisco: Jossey-Bass, 1990; *The Courage to Teach: Exploring the Inner Landscape of a Teacher's Life*. San Francisco: Jossey-Bass, 1998; or *Let Your Life Speak: Listening for the Voice of Vocation*. San Francisco, CA: Jossey-Bass Inc., 2000;

Robert K. Greenleaf, *The Power of Servant Leadership*. San Francisco: Berrett-Koehler Publishers, Inc., 1998. OR Robert K. Greenleaf, *Servant Leadership: A Journey into the Nature of Legitimate Power & Greatness*. New York: Paulist Press, 1977. (NOTE: There are a variety of titles you can get that are produced by the Greenleaf Center for Servant-Leadership.

Recommended Readings in Spirituality:

Dallas Willard, *The Divine Conspiracy: Rediscovering Our Hidden Life in God*. San Francisco: Harper, 1998.

Saint Augustine, *The Confessions of Saint Augustine*. Springdale, PA: Whitaker House, 1996.

Dietrich Bonhoeffer, *The Cost of Discipleship*. Riverside, NJ: Macmillan, 1967.

Richard J. Foster, *Celebration of Discipline: The Path to Spiritual Growth*. Revised edition. New York, NY: Harper and Row, 1988.

Michael Green and R. Paul Stevens. *New Testament Spirituality*. Guildford, Surrey: Eagle, 1994.

Deere, Jack. *Surprised by the Spirit*. Grand Rapids: Zondervan, 1993.

Greig, Gary S. and Kevin N. Springer. *The Kingdom and the Power: Are Healing and the Spiritual Gifts Meant for the Church Today?* Ventura, CA: Regal Books, 1993.

Paul Meier and Robert Wise, *Windows of the Soul: A Look at Dreams and their Meanings*. Nashville: Thomas Nelson Publishers, 1995.

- Leanne Payne, *Listening Prayer: Learning to Hear God's Voice and Keep a Prayer Journal*. Grand Rapids: Baker Books, 1994.
- Dietrich Bonhoeffer, *Life Together: A Discussion of Christian Fellowship*. New York: Harper & Row Publishers, Inc., 1954.
- Richard J. Foster and James Bryan Smith, Eds., *Devotional Classics: Selected Readings for Individuals & Groups*. HarperSanFrancisco, 1993.
- Jeffrey H. Boyd, *Reclaiming the Soul*. Cleveland, OH: The Pilgrim, 1996.

If you can get a copy of the following:

- William A. Barry and William J. Connolly, *The Practice of Spiritual Direction*. San Francisco: Harper & Row, 1982.
- Katherine Marie Dyckman and L. Patrick Carroll, *Inviting the Mystic Supporting the Prophet: An Introduction to Spiritual Direction*. New York: Paulist Press, 1981.

Recommended Readings in Leadership:

- Nancy T. Ammerman, Jackson W. Carroll, Carl S. Dudley, and William McKinney, Eds., *Studying Congregations: A New Handbook*. Nashville: Abingdon Press, 1998.
- Chris Argyris, *Overcoming Organizational Defenses: Facilitating Organizational Learning*. New Jersey: Prentice Hall, 1990.
- Chris Argyris, *Flawed Advice and the Management Trap*. Oxford University Press, 2000.
- Robert Banks and Kimberly Powell. *Faith in Leadership: How Leaders Live Out Their Faith in Their Work and Why It Matters*. San Francisco, CA: Jossey-Bass Inc., 2000.
- Warren Bennis, *On Becoming a Leader*. Reading, Massachusetts: Addison-Wesley, 1989.
- Warren Bennis and Burt Nanus, *Leaders*. N.Y.: Harper & Row, 1985.
- Deborah P. Bloch and Lee J. Richmond, Eds., *Connections Between Spirit & Work in Career Development*, Palo Alto, CA: Davies-Black, 1997.
- Peter Block, *Stewardship: Choosing Service Over Self-Interest*. San Francisco: Berrett Koehler Publishers, 1993.
- Richard Bondi, *Leading God's People: Ethics for the Practice of Ministry*. Nashville: Abingdon Press, 1989.
- Lillie R. Brock and Mary Ann Salerno, *The Secret to Getting Through Life's Difficult Changes*. Washington, D.C., Bridge Builder Media, 1994.
- James MacGregor Burns, *Leadership*. Harper & Row Publishers, 1978.
- Martin M. Chemers, *An Integrative Theory of Leadership*. Mahwah, NJ: Lawrence Erlbaum Associates, 1997.
- Joanne B. Ciulla, Ed., *Ethics: The Heart of Leadership*. Westport, Connecticut: Praeger, 1998.
- George Cladis, *Leading the Team-Based Church*. San Francisco: Jossey-Bass, 1999.
- Robert Clinton, *The Making of a Leader*. NavPress, 1988.
- Jay A. Conger, *The Charismatic Leader: Behind the Mystique of Exceptional Leadership*. San Francisco: Jossey-Bass Publishers, 1989.
- Carolyn Corbin, *Great Leaders See the Future First: Taking Your Organization to the Top in Five Revolutionary Steps*. Chicago, IL: Dearborn, 2000.
- John W. Gardner, *On Leadership*. New York: The Free Press, 1990.
- Ronald A. Heifetz, *Leadership Without Easy Answers*, Cambridge, MA: The Belknap Press of Harvard University Press, 1994.
- Paul Hersey, Kenneth H. Blanchard, and Dewey E. Johnson, *Management of Organizational Behavior: Utilizing Human Resources*. Prentice-Hall, 1996.
- Roger Heuser, ed., *Leadership and Team Building: Transforming Congregational Ministry Through Teams*. Matthews, N.C.: Christian Ministry Resources, 1999.
- Roger Heuser and Samuel Southard, *Caregiving Leadership: Empowering Others to Care*. Matthews, NC: Christian Ministry Resources, 1999.
- Susan Howatch, *Glittering Images*. New York: Fawcett Crest, 1987.
- William Q. Judge, *The Leader's Shadow: Exploring and Developing Executive Character*. Thousand Oaks, CA: Sage, 1999.
- Laurie Beth Jones, *The Path: Creating Your Mission Statement for Work & for Life*. New York: Hyperion, 1996.
- James Kouzes and Barry Posner. *The Leadership Challenge*. Revised edition. Jossey-Bass, 1995.

- Richard Luecke, *Scuttle Your Ships Before Advancing: And Other Lessons from History on Leadership and Change for Today's Managers*. New York: Oxford University Press, 1994.
- Loren B. Mead, *Five Challenges for the Once and Future Church*. Bethesda, MD: The Alban Institute, 1996.
- Mary Benet McKinney, *Sharing Wisdom: A Process for Group Decision Making*. Allen, TX: Tabor Publishing, 1987.
- Donald E. Miller, *Reinventing American Protestantism: Christianity in the New Millennium*. Berkley: University of California Press.
- Danny E. Morris and Charles M. Olsen. *Discerning God's Will Together: A Spiritual Practice for the Church*. Bethesda, Maryland: Alban Publications, 1997.
- Roy M. Oswald, *Clergy Self-Care: Finding a Balance for Effective Ministry*. The Alban Institute, Inc., 1991.
- Robert E. Quinn, *Deep Change: Discovering the Leader Within*. San Francisco, CA: Jossey-Bass Inc., 1996.
- Christian A. Schwarz, *Natural Church Development: A Guide to Eight Essential Qualities of Healthy Churches*. Carol Stream, IL: ChurchSmart Resources, 1996.
- Peter M. Senge. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Doubleday/Currency, 1990.
- Norman Shawchuck and Roger Heuser, *Managing the Congregation: Building Effective Systems to Serve Others*. Nashville: Abingdon Press. 1996.
- Bill Thrall, Bruce McNicol and Ken McElrath. *The Ascent of a Leader: How Ordinary Relationships Develop Extraordinary Character & Influence*. San Francisco: Jossey Bass Publishers, 1999.
- Rick Warren, *The Purpose Driven Church*. Grand Rapids: Zondervan, 1995.
- Margaret J. Wheatley, *Leadership and the New Science*. San Francisco: Berrett-Koehler, 1992.
- William H. Willimon, *Calling and Character: Virtues of the Ordained Life*. Nashville: Abingdon Press, 2000.
- Robert Wuthnow, *After Heaven: Spirituality in America since the 1950s*. Berkley: University of California Press, 1998.
- Danah Zohar, *Rewiring the Corporate Brain: Using the New Science to Rethink How We Structure and Lead Organizations*. San Francisco: Berrett-Koehler, 1997.

Note: I personally recommend any book you find by Max DePree, Robert K. Greenleaf, Henri J.M. Nouwen, Dallas Willard, Eugene H. Petersen, Loren B. Mead, and Leonard Sweet.

SPIRITUALITY: SELECTED BIBLIOGRAPHY

Classical

- a' Kempis, Thomas. *The Imitation of Christ*. Westwood, NJ: Fleming H. Revell, 1963.
- Augustine, Saint. *The Confessions of Saint Augustine*. Grand Rapids: Baker, 1977.
- Brother Lawrence [Nicholas Herman]. *The Practice of the Presence of God*. Grand Rapids: Baker, 1975.
- Bunyan, John. *The Pilgrim's Progress*. New York. Thomas Nelson, nd.
- Edwards, Jonathan. *Religious Affections*. Ed. John E. Smith. [The Works of Jonathan Edwards, Vol. 2] New Haven: Yale University Press, 1959.
- Pascal, Blaise. ...*Pensees*... Trans. W. F. Trotter (Great Books) Chicago: Encyclopaedia Britannica, 1952.

Modern

- Bonhoeffer, Dietrich. *The Cost of Discipleship*. Riverside, NJ: Macmillan, 1967.
- Foster, Richard J. *Celebration of Discipline*. Revised edition. New York: Harper & Row, 1988.
- Green, Michael and R. Paul Stevens. *New Testament Spirituality*. Guildford, Surrey: Eagle, 1994.
- Houston, James. *The Transforming Friendship*. Batavia, IL: Lion Publishing Corporation, 1989.
- Lewis, C. S. *Surprised by Joy*. New York: Harcourt, Brace, and World, 1956.
- Lovelace, Richard F. *Dynamics of Spiritual Life: An Evangelical Theology of Renewal*. Downers Grove, IL: InterVarsity Press, 1978.
- Renewal as a Way of Life. Downers Grove, IL: Inter Varsity Press, 1985.
- McDermott, Gerard R. *Seeing God: Twelve Reliable Signs of True Spirituality*. Downers Grove, IL: InterVarsity, 1995.
- McGrath, Allister. *Spirituality in an Age of Change: Rediscovering the Spirit of the Reformers*. Grand Rapids: Zondervan, 1994.
- Murray, Andrew. *With Christ in the School of Prayer*. Old Tappan, NJ: Fleming H. Revell, 1953.
- Nee, Watchman. *The Normal Christian Life*. Fort Washington, PA: Christian Literature, n.d.
- Packer, James I. *Knowing God*. Downers Grove, IL: Inter-Varsity Press, 1973.
- Tozer, A. W. *The Pursuit of God*. Harrisburg, PA: Christian Publications, 1948.
- Willard, Dallas. *The Spirit of the Disciplines*. New York: Harper & Row, 1988.

Anthology

- Foster, Richard and J. B. Smith, eds. *Devotional Classics: Selected Readings for Individuals and Groups*. San Francisco: Harper San Francisco, 1993.

Studies

- Cox, Michael. *Handbook of Christian Spirituality*. San Francisco: Harper & Row, 1985.
- Hanson, Bradley C. *Modern Christian Spirituality: Methodological and Historical Essays*. Atlanta: Scholars Press, 1990.
- Jones, Cheslyn, Geoffrey Wainwright, and Edward Yarnold. *The Study of Spirituality*. New York/Oxford: Oxford University Press, 1986.
- McGinn, Bernard and John Meyendorff, eds. *Christian Spirituality: Origins to the Twelfth Century*. [World Spirituality, vol. 16] New York: Crossroad, 1985. In this series, see also Raitt, Jill, ed. *Christian Spirituality: High Middle Ages and Reformation*. [WS, 17] New York: Crossroad, 1987.
- Dupre, Louis and Don E. Saliers, eds. *Christian Spirituality: Post-Reformation and Modern*. [WS, 18] New York: Crossroad, 1989.
- Land, Steven J. *Pentecostal Spirituality: A Passion for the Kingdom*. Sheffield: Sheffield Academic Press, 1993.
- Senn, Frank C., ed. *Protestant Spiritual Traditions*. New York: Paulist Press, 1986.

LEADERSHIP: SELECT BIBLIOGRAPHY

Leadership Research

- Bass, Bernard M. *Stogdill's Handbook of Leadership: A Survey of Theory and Research*. Revised edition. New York: Free Press, 1981. 865 pages.
- DuBain, Andrew J. *Leadership Research Findings, Practices and Skills*. Second Edition. Boston: Houghton Mifflin Company, 1998.
- Yukl, Gary A. *Leadership in Organizations*. Englewood Cliffs, NJ: Prentice-Hall, 19XX.

Church Leadership

- Anderson, Leith. *Dying for Change*. Minneapolis: Bethany House, 1990.
- Anderson, Leith. *A Church for the 21st Century*. Minneapolis: Bethany House, 1992.
- Anderson, Ray S. *Self Care: A Theology of Personal Empowerment and Spiritual Healing*. Wheaton, ILL: Victor Books, 1995.
- Beihl, Bobb. *Mentoring*. Nashville: Broadman & Holman, 1996.
- Beihl, Bobb. *Increasing Your Leadership Confidence*. Sisters, OR: Questar Publishers, 1989.
- Clinton, J. Robert. *The Making of a Leader*. Colorado Springs: NavPress, 1988.
- Ford, Leighton. *Transforming Leadership*. Downers Grove, IL: InterVarsity Press, 1991.
- Goodman, Thomas. *The Intentional Minister: 4 Powerful Steps to Determining, Implementing, and Fulfilling Your Ministry Priorities*. Nashville, TN: Broadman & Holman Pub., 1994.
- Guber, Darrell L. *Missional Church: A Vision for the Sending of the Church in North America*. Grand Rapids, MI: W. B. Eerdmans, 1998.

Kallestad, Walt. *The Everyday Anytime Guide to Christian Leadership*. Minneapolis, Minn.: Augsburg, 1994.

Maxwell, John. *Developing the Leader Within You*. Nashville, Tenn.: Thomas Nelson, 1993.

Maxwell, John. *The Success Journey*. Nashville, Tenn.: Thomas Nelson, 1993.

Miller, Calvin. *The Empowered Leader*. Nashville: Broadman & Holman, 1995

Rush, Myron. *The New Leader*. Wheaton, IL: Victor Books, 1987.

Schaller, Lyle E. *Getting Things Done*. Nashville: Abingdon, 1986.

Shawchuck, Norman. *How to Be a More Effective Church Leader*. Downers Grove, IL: Spiritual Growth Resources, 1981.

Shawchuck, Norman and Roger Heuser. *Leading Your Congregation: Caring for Yourself While Serving Others*. Nashville: Abingdon, 1993.

White, John. *Excellence in Leadership: Reaching Goals with Prayer, Courage, and Determination*. Downers Grove, IL: InterVarsity Press, 1986.

Leadership: Social Science and Management Studies

Benfari, Robert. *Changing Your Management Style*. New York: Lexington Books, 1995.

Bennis, Warren. *On Becoming a Leader*. Reading, Mass.: Addison-Wesley Publishing, 1989.

Bennis, Warren & Joan Goldsmith. *Learning to Lead*. Reading, Massachusetts: Addison-Wesley, 1994.

Bennis, Warren & Robert Townsend. *Reinventing Leadership*. New York: William Morrow and Company, 1995.

Blanchard, Kenneth, and Spencer Johnson. *The One Minute Manager*. New York: William Morrow & Company, 1985.

Blanchard, Kenneth, and Norman Vincent Peale. *The Power of Ethical Management*. New York: William Morrow & Company, 1985.

Block, Peter. *The Empowered Manager*. San Francisco: Jossey-Bass, 1987.

Burns, J. M. *Leadership*. New York: Harper & Row, 1978.

Capezio, Peter and Debra Morehouse. *Secrets of Break-Through Leadership*. Franklin Lakes, NJ: Career Press, 1997.

Caplow, Theodore. *How to Run Any Organization*. New York: Holt, Rinehart & Winston, 1976.

Covey, Stephen R. *First Things First*. New York: Simon & Schuster, 1994. 334 pages.

Covey, Stephen R. *Principle-Controlled Leadership*. New York: Simon & Schuster, 1990.

DePree, Max. *Leading Without Power*. San Francisco: Jossey-Bass, 1997.

DePree, Max. *Leadership Is An Art*. New York: Dell, 1989.

Garfield, Charles. *Peak Performers: The New Heroes of American Business*. New York: William Morrow & Company, 1986.

- Greenleaf, R. K. *Servant Leadership*. New York: Paulist Press, 1977.
- Hall, Brian P. and Helen Thompson. *Leadership through Values: A Study in Personal and Organizational Development*. New York: Paulist Press, 1980.
- Hesselbein, Frances, Marshall Goldsmith and Richard Beckhard. *The Leader of the Future*. San Francisco: Jossey-Bass, 1996
- Hersey, Paul. *The Situational Leader*. San Diego, CA: Center for Leadership Studies, 1985.
- Kanter, R. *The Changemasters: Innovation and Entrepreneurship in the American Corporation*. New York: Simon & Schuster, 1983.
- Keirsey, David and Marilyn Bates. *Please Understand Me: Character and Temperament Types*. Del Mar, CA: Prometheus Nemesis Books, 1978.
- Koestenbaum, Peter. *Leadership: The Inner Side of Greatness*. San Francisco: Jossey-Bass, 1991.
- Kotter, John P. *Leading Change*. Boston: Harvard Business School Press, 1996
- Kouzes, James M. and Barry Z. Posner. *The Leadership Challenge*. San Francisco: Jossey-Bass, 1987.
- Peters, Thomas J. and Nancy Austin. *A Passion for Excellence*. NY: Warner Book, Inc., 1986.
- Sayers, Leonard R. *Leadership: What Effective Managers Really Do . . . and How They Do It*. New York: McGraw-Hill, 1979.
- Tichy, Noel M. *The Leadership Engine*. New York: Harper Collins, 1997.
- Vance, Mike and Diane Deacon. *Break Out of the Box*. Franklin Lakes, NJ: Career Press, 1996.

Vision

- Barna, George. *Turning Vision Into Action*. Ventura, California: Regal Books, 1996.
- Malphurs, Aubrey. *Values-Driven Leadership*. Grand Rapids, Michigan: Baker, 1996.
- Nanus, Burt. *Visionary Leadership*. San Francisco: Jossey-Bass, 1992.
- Quigley, Joseph V. *Vision: How Leaders Develop it, Share it, and Sustain it*. New York: McGraw Hill, 1993.

Group Dynamics & Meetings

- Leland P. Bradford, *Making Meetings Work*. San Diego: University Associates, 1976.
- John K. Brilhart, *Effective Group Discussion*. Wm. C. Brown, 1974.
- Gerald Egan, *Face-to-Face: The Small Group Experience and Interpersonal Growth*. Monterey, CA: Brooks/Cole, 1973.
- David W. Johnson and Frank P. Johnson, *Joining Together: Group Theory and Group Skills*. Englewood Cliffs, NJ: Prentice-Hall, 1975.
- Joseph Luft, *Group Processes: An Introduction to Group Dynamics*. Mayfield, 1970.
- J. William Pfeiffer and John E. Jones, *Structured Experiences for Human Relations Training* (yearly since 1971). San Diego: University Associates.

Thomas M. Scheidel and Laura Crowell, *Discussing and Deciding: A Desk Book for Group Leaders and Members*. New York: Macmillan, 1979.

John E. Tropman, *Meetings: How To Make Them Work For You*. New York: Van Nostrand Reinhold, 1985.

Leadership

John D. Adams, Ed., *Transforming Leadership: From Vision to Results*. Alexandria, VA: Miles Rivers Press, 1986.

Ray S. Anderson, *Minding God's Business*. Grand Rapids: William B. Eerdmans, 1986.

Chris Argyris, *Increasing Leadership Effectiveness*. New York: John Wiley & Sons, 1976.

Joseph L. Badaracco, Jr. and Richard R. Ellsworth, *Leadership and the Quest for Integrity*. Boston, MA: Harvard Business School Press, 1989.

Bernard M. Bass, *Stogdill's Handbook of Leadership*. New York: The Free Press, 1981.

Warren Bennis and Burt Nanus, *Leaders: Strategies For Taking Charge*. New York: Harper & Row, 1985.

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

_____, *Why Leaders Can't Lead*. San Francisco: Jossey-Bass, 1989.

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

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

James MacGregor Burns, *Leadership*. New York: Harper Torchbooks, 1978.

Kenneth E. Clark and Miriam B. Clark, Eds., *Measures of Leadership*. West Orange, NJ: Leadership Library of America, 1990.

J. Robert Clinton, *The Making Of A Leader*. Colorado Springs: NavPress, 1988.

Stephen R. Covey, *The 7 Habits of Highly Effective People*. New York: Simon & Schuster, 1989.

_____, *Principle-Centered Leadership*. New York: Summit Books, 1991.

Max DePree, *Leadership Is An Art*. New York: Dell Trade, 1989.

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

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

Katherine Marie Dyckman and L. Patrick Carroll, *Inviting the Mystic Supporting the Prophet*. New York: Paulist Press, 1981. Edgar J. Elliston, *Home Grown Leaders*. Pasadena: William Carey Library, 1992.

Edwin H. Friedman, *Generation to Generation*. New York: The Guilford Press, 1985. Leighton Ford, *Transforming Leadership: Jesus' Way of Creating Vision, Shaping Values and Empowering Change*. Downers Grove, IL: InterVarsity Press, 1991.

J.F.C. Fuller, *The Generalship of Alexander the Great*. New York: Da Capo Press, 1960.

C. Welton Gaddy, *A Soul Under Siege*. Louisville: Westminster/John Knox Press, 1991.

- John W. Gardner, *On Leadership*. New York: The Free Press, 1990.
- Thomas Gordon, *Leadership Effectiveness Training*. Toronto: Bantam Books, 1977.
- Robert K. Greenleaf, *Servant Leadership*. New York: Paulist Press, 1977.
- _____, *Teacher as Servant: A Parable*. New York: Paulist Press, 1979.
- Gary L. Harbaugh, *The Pastor as Person: Maintaining Personal Integrity in the Choices and Challenges of Ministry*. Minneapolis: Augsburg, 1984.
- Stanley Hauerwas and William H. Willimon, *Resident Aliens*. Nashville: Abingdon Press, 1989.
- Urban T. Holmes, *Spirituality for Ministry*. San Francisco: Harper & Row, 1982.
- Barbara Kellerman, *Leadership: A Multidisciplinary Approach*. Englewood Cliffs, NJ: Prentice-Hall, 1984.
- Rueben Job and Norman Shawchuck, *A Guide To Prayer for Ministers and Other Servants*. Nashville: The Upper Room, 1983.
- _____, *A Guide To Prayer for All God's People*. Nashville: The Upper Room, 1990.
- Robert Kelley, *The Power of Followership*. New York: Doubleday Currency, 1992.
- Manfred F. R. Kets de Vries and Danny Miller, *Unstable At The Top*. New York: New American Library, 1987.
- Donald E. Messer, *Contemporary Images of Christian Ministry*. Nashville: Abingdon Press, 1989.
- Manfred F. R. Kets de Vries, *Organizational Paradoxes: Clinical Approaches to Management*. London: Tavistock, 1980.
- _____, *Prisoners of Leadership*. New York: John Wiley & Sons, 1989.
- Manfred F. R. Kets de Vries and Danny Miller, *The Neurotic Organization*. San Francisco: Jossey-Bass, 1984.
- _____, *Unstable at the Top: Inside the Troubled Organization*. New York: NAL Books, 1987.
- John P. Kotter, *A Force for Change: How Leadership Differs From Management*. New York: The Free Press, 1990.
- James M. Kouzes and Barry Z. Posner, *The Leadership Challenge*. San Francisco: Jossey-Bass, 1987.
- Charles C. Manz and Henry P. Sims, Jr., *Super-Leadership*. New York: Berkley Books, 1989.
- Burt Nanus, *Visionary Leadership*. San Francisco: Jossey-Bass, 1992.
- Henri J.M. Nouwen, *In The Name Of Jesus: Reflections on Christian Leadership*. New York: Crossroad, 1989.
- Anne Marie Neuchterlein, *Improving Your Multiple Staff Ministry*. Minneapolis: Augsburg, 1989.
- Eugene H. Peterson, *Working the Angels*. Grand Rapids: Eerdmans, 1989. Donald T. Phillips, *Lincoln On Leadership*. New York: Warner Books, 1992.
- Edgar H. Schein, *Organizational Culture and Leadership*. San Francisco: Jossey-Bass, 1985.

- Donald A. Schon, *The Reflective Practitioner: How Professionals Think in Action*. New York: Basic Books, 1983.
- Norman Shawchuck and Roger Heuser, *Leading the Congregation: Caring for Yourself While Serving Others*. Nashville: Abingdon Press, 1993.
- Norman Shawchuck, *How To Be A More Effective Church Leader*. Chicago: Spiritual Growth Resources, 1981.
- _____, *What It Means To Be A Church Leader*. Chicago: Spiritual Growth Resources, 1984.
- R. Paul Stevens and Phil Collins, *The Equipping Pastor: A Systems Approach to Congregational Leadership*. Washington D.C.: Alban Institute, 1993. Dallas Willard, *The Spirit of the Disciplines*. San Francisco: Harper & Row, 1988.
- Anything you can get of Carlo Caretto, Henri J.M. Nouwen and Eugene Peterson!*

Team Relationships & Ministry

- Blanchard, Ken, John P. Carlos & Alan Randolph. *Empowerment Takes More Than a Minute*. San Francisco: Berrett-Koehler Publishers, 1996. 126 pages.
- Blanchard, Ken, et. al. *The One Minute Manager Builds High Performance Teams*. New York: William Morrow and Company, Inc., 1990.
- Bolton, Robert. *People Skills*. New York: Simon & Schuster, 1979.
- Brinkman, Rick and Rick Kirchner. *Dealing with People You Can't Stand*. New York: McGraw-Hill, Inc., 1994.
- Galloway, Dale E. *The Fine Art of Getting Along*. Portland, Oregon: Scott Publishing, 1984.
- Maxwell, *Be a People Person*. Wheaton, IL: Victor Books, 1994.
- Parker, Glenn M. *Team Players and Teamwork*. San Francisco, CA: Jossey-Bass, 1990.
- Quick, Thomas L. *Successful Team Building*. AMACOM, 1992.
- Robbins, Stephen R. and Phillip L. Hunsaker. *Training in InterPersonal Skills: Tips for Managing People at Work*. Second edition. Upper Saddle River, NJ: Prentice Hall, 1996.

Management

- John D. Adams, Ed., *Transforming Work*. Alexandria, VA: Miles River Press, 1984.
- Peter Block, *The Empowered Manager: Positive Political Skills at Work*. San Francisco: Jossey-Bass, 1987.
- _____, *Stewardship: Choosing Service Over Self-Interest*. San Francisco: Berrett-Koehler, 1993.
- Peter F. Drucker, *Managing the Non-Profit Organization*. New York: Harper Collins, 1990.
- _____, *Managing for Results*. New York: Harper & Row, 1964.
- _____, *Management: Tasks, Responsibilities, Practices*. New York: Harper & Row, 1974.
- Paul Hersey and Kenneth H. Blanchard, *Management of Organizational Behavior*. Englewood Cliffs,

NJ: Prentice-Hall, 1993.

Philip Kotler and Alan Anderson, *Strategic Marketing for Nonprofit Organizations*. Englewood Cliffs, NJ: Prentice-Hall, 1987.

Alvin Lindgren and Norman Shawchuck, *Management For Your Church*. Chicago: Spiritual Growth Resources.

_____, *Let My People Go: Empowering People For Ministry*. Chicago: Spiritual Growth Resources.

George S. Odiorne, *Management and the Activity Trap*. New York: Harper & Row, 1974.

_____, *The Human Side of Management*. Lexington, MA: Lexington Books, 1987.

Peter M. Senge, *The Fifth Discipline: The Art and Practice of Organizational Learning*. New York: Doubleday Currency, 1990.

Norman Shawchuck, Philip Kotler, Bruce Wren, and Gustave Rath, *Marketing for Congregations: Choosing to Serve People More Effectively*. Nashville: Abingdon Press, 1992.

Anything from Lyle Schaller!

Multi-cultural Issues

David W. Augsburger, *Conflict Mediation Across Cultures*. Louisville: Westminster/ John Knox Press, 1992.

Ray Bakke, *The Urban Christian*. Downers Grove, IL: InterVarsity Press, 1987.

Orlando Costas, *Christ Outside the Gate*. Maryknoll: Orbis, 1982.

Carley H. Dodd, *Dynamics of Intercultural Communication*. Dubuque, IA: Wm. C. Brown, 1991.

William B. Gudykunst and Young Hun Kim, *Communicating With Strangers*. New York: McGraw-Hill, 1992.

William B. Gudykunst and Stella Ting-Toomey, *Culture and Interpersonal Communication*. Newbury Park, CA: Sage, 1988.

Piri Thomas, *Savior, Savior, Hold My Hand*. Garden City, NY: Doubleday, 1972.

Sherwood G. Lingenfelter and Marvin K. Mayers, *Ministering Cross-Culturally: an incarnational model for personal relationships*. Grand Rapids: Baker, 1992.

Tannen, Deborah, *You Just Don't Understand*. New York: Ballantine Books, 1990.

Eldin Villafane, *The Social-cultural Matrix of Intergenerational Dynamics: An Agenda for the 90's. Apuntes*, Mexican American Program, Perkins School of Theology, Southern University, Spring, 1992.

Organizational Theory and Development

Chris Argyris, *Intervention Theory and Method*. Reading, MA: Addison-Wesley, 1970.

_____, *Personality and Organization: The Conflict Between Systems and the Individual*. Harper & Row, 1957.

Chris Argyris and Donald A. Schon, *Organizational Learning: A Theory of Action Perspective*. Reading, MA: Addison-Wesley, 1978.

- Robert R. Blake and Jane Srygley Mouton, *Consultation: A Handbook for Individual and Organizational Development*. Reading, MA: Addison-Wesley, 1983.
- G. West Churchman, *The Systems Approach*. New York: Delta, 1968.
- Amitai Etzioni, *Modern Organizations*. Englewood Cliffs, NJ: Prentice-Hall, 1964.
- _____, *A Comparative Analysis of Complex Organizations*. New York: The Free Press, 1975.
- Rosabeth Moss Kanter, *The Change Masters*. New York: Simon & Schuster, 1983.
- Daniel Katz and Robert Kahn, *The Social Psychology of Organizations*. New York: John Wiley, 1966.
- John Kimberly and Robert Miles, Eds., *The Organizational Life Cycle: Issues in Creation, Transformation, and Decline of Organizations*. New York: Jossey-Bass, 1980.
- Kim S. Lameron, Robert I. Sutton, and David A. Whetten, Eds., *Readings in Organizational Decline*. Cambridge, MA: Ballinger, 1988.
- Douglas McGregor, *The Human Side of Enterprise*. New York: McGraw-Hill, 1969.
- Henry Mintzberg, *The Structuring of Organizations*. Englewood Cliffs, NJ: Prentice-Hall, 1983.
- _____, *Power In and Around Organizations*. Englewood Cliffs, NJ: Prentice-Hall, 1983.
- David O Moberg, *The Church as a Social Institution*. Grand Rapids: Baker, 1984.
- Charles Perrow, *Organizational Analysis: A Sociological View*. Brooks/Cole, 1970.
- Edgar Schein, *Organizational Psychology*. Englewood Cliffs, NJ: Prentice-Hall, 1970.
- _____, *Process Consultation (VOI I & II)*. Reading, MA: Addison-Wesley, 1987.
- Ross P. Sherer, *American Denominational Organization: A Sociological View*. Pasadena: William Carey Library, 1980.

Research

- Earl Babbie, *The Practice of Social Research*. Belmont, CA: Wadsworth, 1989.
- Jackson W. Carroll, Carls S. Dudley and William McKinney, *Handbook for Congregational Studies*. Nashville: Abingdon, 1986.
- Richard E. Davies, *Handbook for Doctor of Ministry Projects*. Lanham: University Press, 1984.
- Carol Taylor Fitz-Gibbon and Lynn Lyons Morris, *How To Design A Program Evaluation*. Beverly Hills: Sage, 1987.
- Joan L. Herman, Lynn Lyons Morris, and Carol Taylor Fitz-Gibbon, *Evaluator's Handbook*. Beverly Hills: Sage, 1987.
- Stephen Isaac and William B. Michael, *Handbook in Research and Evaluation*. San Diego: EdITS Publishers, 1987.
- James R. Kennedy, Jr., *Library Research Guide to Religion and Theology*. Ann Arbor: Pierian Press, 1984.

Jean A. King, Lynn Lyons Morris, and Caroly Taylor Fitz-Gibbons, *How to Assess Program Implementation*. Beverly Hills: Sage, 1987.

Richard A. Krueger, *Focus Groups: A Practical Guide for Applied Research*. Beverly Hills: Sage, 1988.

Journals

Academy of Management Review
Administrative Science Quarterly
Applied Psychology: An International Review
Church Administration
Church Law and Tax Report
Group and Organizational Studie
Harvard Business Review
Human Relations
Journal of Applied Psychology
Journal of Management Development
Journal of Personality and Social Psychology
Journal of Scientific Study of Religion
Journal of Strategic Management
Leadership
Leadership and Organization Development Journal
Organizational Behavior and Human Performance
Organizational Dynamics
Personnel Psychology
Religious Studies
Training and Development Journal

Doctor of Ministry
Cohort 8, Core Course 1 Reading Report

Name (Please print) _____

Please verify the portions of the assigned “Pre-session Reading List” which you have read for this course. A minimum of 1500 pages is required. (Where substitutions have been made, note accordingly.) ***This form is to be turned in on the first day of the course.***

Spiritual Development Reading List (500 pages)

Pages Read

Richard J. Foster, *Streams of Living Water* _____

Rueben Job and Norm Shawchuck, *A Guide to Prayer for Ministers and...* _____

Dallas Willard, *The Spirit of the Disciplines* _____

Land, Steven J. *Pentecostal Spirituality*

Substitute: _____

Required Reading in Leadership Development (1000 pages)

Norman Shawchuck and Roger Heuser, *Leading the Congregation* _____

Robert Quinn, *Change the World* _____

Janet O. Hagburg, *Real Power* _____

Dennis N.T. Perkins, *Leading at the Edge* _____

Reggie McNeal, *A Work of Heart* _____

Robert K. Greenleaf, *The Power of Servant Leadership* _____

Parker J. Palmer, *The Active Life* _____

Substitute: _____

Substitute: _____

Total number of pages read: _____

Signature