

## **EXECUTIVE PASTOR & ASSISTANT PASTOR COHORT CHRISTIAN LEADERSHIP CASE STUDY SYLLABUS**

### **I. COURSE DESCRIPTION**

A “walk-through” of the development of a Christian Leadership Case Study. This includes theoretical grounding, literature review, biblical-theological foundation, conception, creation, drafting and effective presentation of a case study. A key aspect of this course is the development of one case study on church leadership issues, from inception to presentation.

A study of the leadership issues, challenges, and opportunities confronting Executive and Associate Pastors.

This course will use case studies, developed by each participant and others, as a means to discuss issues of Christian leadership. The background reading in leadership can be used to supplement the case study and class discussion.

### **II. COURSE OBJECTIVES AND RATIONALE**

#### **A. Case Study Goals:**

1. Understand the nature, scope, process, limitations and standards of a case study. Design a Christian leadership case study with a clearly formulated problem, a specific biblical foundation and a defined scope of research. Organize and conduct doctoral-level library and field research. Understand the development and then conduct field research of the case study. Evaluate results of the field research and write the case study. Present the case study in the class.
2. This course will prepare the student for research leading to the D.Min. Applied Research Project. The student will be able to select from among topics of potential interest, those which are suitable for D.Min. research. Locate and read with understanding, published reports of research on topics relevant to an Applied Research Project topic. Appreciate the need for adherence to research design and the creative freedom to resolve issues in personal ministry, both of which are inherent in D.Min. research.

#### **B. Leadership Goals:**

1. Cognitive Objectives
  - a. The student will be able to analyze a leadership situation with a deeper understanding of leadership principles.
  - b. The student will recognize the current social and cultural trends that impact ministry now and in the future.
2. Affective Objectives
  - a. The student will affirm and appreciate the value of interactive learning.
  - b. The student will become more aware of how his own personal issues impact his leadership.
3. Behavioral Objectives
  - a. The student will develop enhanced leadership skills related to the focus of the course.
  - b. The student will be able to apply the case study method to future leadership issues in his own ministry.

### **III. COURSE TEXTBOOKS**

#### **A. Required**

1. Case Studies:

*Learning by the Case Method*

John S. Hammond III

[www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)

Product#: 376241

\$6.50 online

Publication Date: April 01, 1976

Length: 4 pages

*Helps students fully capitalize on the case method. Succinctly introduces the benefits, format, and process while offering lots of "how-to" advice. Widely used as an introductory handout for executive, MBA, and undergraduate courses. Describes how case discussion enables the exchange of managerial experience and knowledge. Emphasizes the need to identify the real issues and do rigorous analysis in the course of reaching a management decision and that there is typically more than one "right" answer.*

***Willow Creek Community Church (A)***

Leonard A. Schlesinger, James Mellado

[www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)

Product#: 691102

Publication Date: June 18, 1991

\$6.50 online

Length: 31 pages

*Describes the historic evolution and current positioning of a Christian church which focuses on the attraction of "unchurched" individuals. Describes the church's strategic service vision and its current growth and leadership problems.*

***Willow Creek Community Church (B): Cracks In the Foundation***

Leonard A. Schlesinger

[www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)

Product#: 9-899-123

Publication Date: Jan 21, 1999

\$3.50 online

Length: 3 pages

***Willow Creek Community Church (C): Rebuilding the Foundation***

Leonard A. Schlesinger

[www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)

Product#: 9-899-124

Publication Date: Jan 21, 1999

\$3.50 online

Length: 11 pages

***Financial Reporting in the Catholic Church***

Gregory S. Miller, Thomas Doyle

[www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)

Product#: 9-104-057

Publication Date: Feb 4, 2004

\$6.50 online

Length: 12 pages

*The Catholic Church is a large and complex international organization with several layers of management spread across a diverse range of services and geographical areas. In 2003, the Catholic Church suffers from financial withholding by many external stakeholders, possibly impairing its ability to continue to provide services.*

*The following case studies are available from XPastor.org at no cost. Case studies are first to be skimmed—see the instructions with each case on how to read a case study.*

***Christ Community Church:***

***Stacey Campbell: From Pastor to XP—Close Encounters of the Sexual Kind***

January 2006

24 pages

***Fellowship Bible Church North:***

***Exit of a Founding Pastor—Jeff Jones to 'Replace' Gene Getz***

January 2006

24 pages

***Irving Bible Church: The XP as Catalyst***

December 2004

21 pages

***Liberty Church Tulsa: The Perfect Storm***

December 2004

21 pages

***Oak Cliff Bible Fellowship: To XP or Not to XP—that is the Question!***

December 2004

13 pages

*Stonebriar Community Church: The XP & Church Growth, Parts 1 & 2*

November 2004                      33 pages

*Woodinville Alliance Church: Mary Jammerman—From Executive to XP*

January 2006                      25 pages

2. Leadership Books: The student will fulfill his/her reading requirement by choosing from the list of books attached as Appendix 1 at the end of this document.

**B. Supplementary Bibliography**

A more complete bibliography is available upon request.

**IV. COURSE REQUIREMENTS**

**A. Pre-Resident Assignments**

1. Read all the required case studies and be prepared to discuss them in class.
2. Select books from Appendix I. A total of 500 pages must be read pre-resident and 1500 pages post-resident.
3. Construct a rough draft of a Christian Leadership Case Study.
  - a. Contact David Fletcher by e-mail ([drf@xpastor.org](mailto:drf@xpastor.org)) to discuss potential leadership issues for your case study. This should be done no later than July 1, 2006. Your topic should be of vital interest to you and to the Christian community. Select a topic that is both narrow enough to be examined in a case study and important enough to merit your attention. Successful case studies do not necessarily have answers imbedded in them but provide springboard for deeper thought.
  - b. Draft a 6-10 page case study on your topic. Bring paper copies of your case study for all students, to be distributed on the first day of class. Be ready to present your case during one of the afternoon sessions of the class.

**B. Resident Assignments**

1. Be prepared to *actively* discuss each assigned case study during class. You will be called on to present your positions regarding each case study. Note: this is quite different than most seminary work—you will be asked to defend your positions with facts of the case study.
2. Present your Christian Leadership Case Study. Lead the discussion, seeking to engage the other students. The quality of your thinking and analysis will be key.

**C. Post-Resident Assignments**

1. Select books from Appendix I. A total of 500 pages must be read pre-resident and 1500 pages post-resident. Due October 15, 2006.
2. Review, revise and add to your pre-resident case study. The final version should be 10-20 pages and sufficiently document a significant ministry problem in the local church. E-mail in MSWord or Adobe Reader your final case study to David Fletcher ([drf@xpastor.org](mailto:drf@xpastor.org)).

**V. COURSE POLICIES**

**A. Weight Given to Course Requirements for Grading**

- |                                      |     |
|--------------------------------------|-----|
| 1. Pre-Resident Assignments          | 40% |
| 2. Class Assignments & Participation | 40% |
| 3. Post-Resident Assignments         | 20% |

**B. Class Participation**

One of the major benefits of D.Min. study is interaction with other class members. Each member of the class brings the experience of years of ministry as well as their own personal study and training. The

success of the class depends upon the willing contribution of all members, therefore all members are expected to participate.

**C. Late Assignments**

Late assignments must receive the prior approval of the professor. A reduction of grade may be involved.

**D. Absences**

Because of the intensive format of the course, students are expected to attend every class session. Exceptions for emergencies must be cleared beforehand with the professor.

**E. Letter/Numerical Grade Scale**

<b>A+</b>	<b>99-100</b>	<b>B+</b>	<b>91-93</b>	<b>C+</b>	<b>83-85</b>	<b>D+</b>	<b>75-77</b>	<b>F</b>	<b>0-69</b>
<b>A</b>	<b>96-98</b>	<b>B</b>	<b>88-90</b>	<b>C</b>	<b>80-82</b>	<b>D</b>	<b>72-74</b>		
<b>A-</b>	<b>94-95</b>	<b>B-</b>	<b>86-87</b>	<b>C-</b>	<b>78-79</b>	<b>D-</b>	<b>70-71</b>		

**VI. COURSE SUPPLEMENTAL INFORMATION**

DTS does not discriminate on the basis of disability in the operation of any of its programs and activities. To avoid discrimination the student is responsible for informing the Coordinator of Services for Students with Disabilities and the course instructor of any disabling condition that will require modifications.

**VII. COURSE LECTURES AND ASSIGNMENT SCHEDULE**

**SEE NEXT PAGE.**

DATE TIME	MONDAY JULY 24	TUESDAY JULY 25	WEDNESDAY JULY 26	THURSDAY JULY 27	FRIDAY JULY 28
MORNING	Introduction Lecture and Discussion: <b>Leadership Issues</b>	<b>Case Study and Research Methods</b> (Combined w/ Sr. Pastor Cohort)	Lecture and Discussion: <b>The Church and Mission</b> (Combined w/ Sr. Pastor Cohort)	Site Visit and Group Discussion	Discussion of On-site experiences
Lunch Break					
AFTERNOON	Discussion of Willow Creek Case Study (Combined w/ Sr. Pastor Cohort)	Site Visit and Group Discussion	Presentation of Case Studies  Library Research (Combined w/ Sr. Pastor Cohort)	Presentation of Case Studies	Presentation of Case Studies
DATE TIME	MONDAY JULY 31	TUESDAY AUGUST 1	WEDNESDAY AUGUST 2	THURSDAY AUGUST 3	FRIDAY AUGUST 4
MORNING	Lecture and Discussion: <b>Vision and Strategy</b> (Combined w/ Sr. Pastor Cohort)	Lecture and Discussion: <b>Organizational Culture and Change</b> (Combined w/ Sr. Pastor Cohort)	Lecture and Discussion: <b>Staffing and Organization</b> (Combined w/ Sr. Pastor Cohort)	Lecture and Discussion: <b>External Culture and Future Trends</b> (Combined w/ Sr. Pastor Cohort)	Lecture and Discussion: <b>Leadership Development</b> (Combined w/ Sr. Pastor Cohort)
Lunch Break					
AFTERNOON	Presentation of Case Studies	Site Visit and Group Discussion	Presentation of Case Studies	Site Visit and Group Discussion	Presentation of Case Studies

## Appendix 1: Reading Requirement:

### Required:

The Arbinger Institute. *Leadership and Self-Deception*. San Francisco: Berrett-Koehler Publishers, Inc., 2000. ISBN:1-57675-094-9

### Required:

**The remainder of the required reading will come from the books noted below. You may choose the books you will read based on your interest and current felt need in ministry. Follow these two guidelines:**

- a. You must choose books from at least 4 of the 6 categories below.
- b. You must read at least a total of 2000 pages from the list below.

## 1. Leadership, Staffing, and Organization (How do we lead, organize and work together to fulfill the mission of the church?)

### Leadership

Blanchard, Ken, Hybels, Bill, and Hodges, Phil. *Leadership by the Book*. New York: Waterbrook Press, William Morrow and Company, Inc., 1999.

Carter, Les; Jim Underwood. *The Significance Principle: The Secret Behind High Performance People and Organizations*. Nashville: Broadman & Holman Publishers, 1998.

Getz, Gene A. *Elders and Leaders: God's Plan for Leading the Church*. Chicago: Moody Publishers, 2003.

Kouzes, James M. & Posner, Barry Z. *The Leadership Challenge, Third Edition*. San Francisco, CA: Jossey-Bass Publishers, 2002.

McIntosh, Gary L. & Rima, Samuel D., Sr. *Overcoming the Dark Side of Leadership: The Paradox of Personal Dysfunction*. Grand Rapids, MI: Baker Books, 1997. ISBN 0-8010-9047-4

Means, James E. *Leadership in Christian Ministry*. Grand Rapids, MI: Baker Book House, 1989.

Miller, Calvin. *The Empowered Leader: 10 Keys to Servant Leadership*. Nashville, TN: Broadman & Holman, 1995.

Nelson, Alan E. *Leading Your Ministry*. Nashville, TN: Abingdon Press, 1996.

Weems, Lovett H. *Church Leadership: Vision, Team, Culture, Integrity*. Nashville, TN: Abingdon Press, 1993.

### Boards

Anthony, Michael J. *The Effective Church Board*. Grand Rapids, MI: Baker Book House, 1993.

Biehl, Bobb, and Ted W. Engstrom. *Increasing Your Boardroom Confidence*. Sisters, OR: Questar Publishers, Inc., 1988.

\_\_\_\_\_. *The Effective Board Member*. Nashville, TN: Broadman & Holman Publishers, 1998.

Carver, John. *Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*. 2nd ed. San Francisco: Jossey-Bass Publishers, 1997.

Malphurs, Aubrey. *Leading Leaders: Empowering Church Boards for Ministry Excellence*. Grand Rapids: Baker Books, 2005.

### Teams

Barna, George. *Building Effective Lay Leadership Teams*, Ventura, CA: Issachar Resources, 2001.

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

Cordeiro, Wayne. *Doing Church as a Team*. Ventura, CA: Regal, 2001.

Lencioni, Patrick. *The Five Dysfunctions of a Team*. San Francisco: Jossey-Bass, 2002.

MacMillan, Pat. *The Performance Factor*. Nashville, TN: Broadman & Holman Publishers, 2001.

Mallory, Sue. *The Equipping Church*. Grand Rapids MI: Zondervan. 2001

McIntosh, Gary L. *Staff Your Church for Growth; Building Team Ministry in the 21<sup>st</sup> Century*. Grand Rapids, MI: Baker Books, 2000

## 2. Organizational Culture and Change (How do we move the church in the direction God wants it to go?)

- Anderson, Leith. *Dying for Change*. Minneapolis, MN: Bethany House, 1990.
- Bridges, William. *Managing Transitions*. Reading, MA: Addison-Wesley Publishing Company, 1991.
- Conger, Jay A & Spreitzer, Gretchen M. & Lawler, Edward E. *The Leader's Change Handbook*. San Francisco, CA: Jossey-Bass Publishers, 1999.
- Conner, Daryl R. *Managing at the Speed of Change*. New York: Villard Books, 1992.
- Herrington, Jim, Bonem, Mike & Furr, James H. *Leading Congregational Change: A Practical Guide for the Transformational Journey*, San Francisco: Jossey-Bass Publishers, 2000.
- Johnson, Spencer. *Who Moved My Cheese?* New York: G.P. Putnam's Sons, 1998.
- Kotter, John P. *Leading Change*. Boston, MA: Harvard Business School Press, 1996.
- Lewis, Robert and Cordeiro, Wayne. *Culture Shift: Transforming Your Church From the Inside Out*. San Francisco: Jossey-Bass, 2005.
- Nelson, Alan and Appel, Gene. *How to Change Your Church (without killing it)*. Nashville, TN: W Publishing Group, 2000. (345 pp.)
- O'Toole, James. *Leading Change*. New York, NY: Ballantine Books, 1995.
- Schein, E. H. *Organizational Culture and Leadership*. San Francisco, CA: Jossey-Bass Publishers, 1987.
- Southerland, Dan. *Transitioning: Leading Your Church Through Change*. Grand Rapids, MI: Zondervan Publishing House, 1999.

**3. Church and Mission (How do we get outside ourselves? Becoming a missional church.)**

- Emerson, Michael and Christian Smith. *Divided by Faith: Evangelical Religion and the Problem of Race in America*. Oxford University Press, 2001
- Guder, Daryl L. *Missional Church: A Vision for the Sending of the Church in North America (The Gospel and Our Culture Series)*. Grand Rapids, MI: William B. Eerdmans, 1998
- Jenkins, Phillip. *The Next Christendom: The Coming of Global Christianity*. Oxford Press: 2003
- Lewis, Robert. *The Church of Irresistible Influence*. Grand Rapids, MI: Zondervan, 2003
- Linthicum, Robert C. *Transforming Power: Biblical Strategies for Making a Difference in Your Community*. InterVarsity Press. 2003
- Newbigin, Lesslie. *The Gospel in a Pluralist Society*. Grand Rapids, MI: William B. Eerdmans, 1989
- Pope, Randy. *The Intentional Church: Moving from Church Success to Community Transformation*. Chicago: Moody Publishers, 2006.
- Rushaw, Rick, Eric Swanson. *The Externally Focused Church*. Denver, CO: Group Publishing, 2004
- Volf, Miroslav. *Exclusion & Embrace: A Theological Exploration of Identity, Otherness and Reconciliation*. Abingdon Press, 1996

**4. Vision and Strategy (Where does God want us to go, and how do we get there?)**

- Barna, George. *Without a Vision, the People Perish*. Glendale, CA: Barna Research Group, Ltd., 1991.
- \_\_\_\_\_. *Turning Vision Into Action*. Ventura, CA: Regal Books, 1996.
- Collins, James C. and Porras, Jerry I. *Built to Last*. New York: Harper Collins Publishers, 1997.
- Malphurs, Aubrey. *Developing a Vision for Ministry in the 21st Century*. Grand Rapids, MI: Baker Books, 1999.
- Nanus, Burt. *Visionary Leadership*. San Francisco, CA: Jossey-Bass Publishers, 1992.
- Orr, R. *How to Set a Clear Direction for Your Church*. Monrovia, CA: Church Growth, Inc., 1989.
- Stanley, Andy. *Visioneering*. Sisters, OR: Multnomah Publishers, 1999.
- Stanley, Andy, Lane Jones, and Reggie Joiner. *Seven Practices of Effective Ministry*. Sisters, OR: Multnomah Publishers, 2004.

**5. Leadership Development (How do we develop the leaders we need to get where God wants us to go?)**

- Barna, George. *The Second Coming of the Church*. Nashville, TN: Word Publishing, 1998.
- Clinton, J. Robert. *The Making of a Leader*. Colorado Springs, CO: Navpress, 1988.
- Conger, Jay A. & Benjamin, Beth. *Building Leaders: How Successful Companies Develop the Next Generation*. San Francisco: Jossey-Bass Publishers, 1999.
- Forman, Rowland; Jeff Jones; Bruce Miller. *The Leadership Baton: An Intentional Strategy for Developing Leaders in Your Church*. Grand Rapids: Zondervan, 2004.

- Garvin, David A. *Learning in Action*. Boston: Harvard Business School Press, 2000.
- McCauley, Cynthia D. (Ed.). *The Center for Creative Leadership Handbook of Leadership Development*. San Francisco, CA: Jossey-Bass Publishers, 1998.
- Seidel, Andrew B. *Charting a Bold Course: Training Leaders for 21st Century Ministry*. Chicago: Moody Publishers, 2003. ISBN: 0-8024-3422-3

**6. The External Culture and the Future (How do we relate to the cultural trends in which we live and minister?)**

- Friedman, Thomas L. *The Lexus and the Olive Tree: Understanding Globalization*. New York: Anchor Books, a Division of Random House, Inc., 2000.
- \_\_\_\_\_. *The World Is Flat: A Brief History of the 21st Century*. New York: Farrar, Straus, and Giroux, 2005.
- Hunter, James Davison. *Culture Wars: The Struggle to Define America*. New York: Basic Books, a division of HarperCollins Publishers, 1991. (325 pp.)
- Kimball, Dan. *The Emerging Church*. Grand Rapids: Zondervan Publishing Co., 2003.
- McLaren, Brian D. *A New Kind of Christian: A Tale of Two Friends on a Spiritual Journey*. San Francisco: Jossey-Bass Inc., 2001.
- \_\_\_\_\_. *More Ready Than You Realize: Evangelism as Dance in the Postmodern Matrix*. Grand Rapids: Zondervan Publishing Co., 2002.
- \_\_\_\_\_. *The Story We Find Ourselves In: Further Adventures of a New Kind of Christian*. San Francisco: Jossey-Bass Inc., 2003.
- \_\_\_\_\_. *The Church on the Other Side: Doing Ministry in the Postmodern Matrix*. Grand Rapids: Zondervan Publishing Co., 2000.
- Miller, M. Rex. *The Millennium Matrix: Reclaiming the Past, Reframing the Future of Church*. San Francisco: Jossey-Bass, 2004.
- Regele, Mike. *Death of the Church*. Grand Rapids: Zondervan Publishing House, 1995. (279 pp.)
- Sweet, Leonard. *Carpe Manana: Is Your Church Ready to Seize Tomorrow?* Grand Rapids: Zondervan, 2001.
- \_\_\_\_\_. *Post-Modern Pilgrims: First Century Passion for the 21st Century World*. Nashville: Broadman & Holman Publishers, 2000.
- Sweet, Leonard, Gen. Ed. *The Church in Emerging Culture: Five Perspectives*. Grand Rapids: Zondervan Publishing Co., 2003. ISBN: 0-7644-2151-4