"The mission of Tyndale Seminary is to provide Christ-centred graduate theological education for leaders in the church and society whose lives are marked by intellectual maturity, spiritual vigour and moral integrity, and whose witness will faithfully engage culture with the Gospel."

Course	**LEADERSHIP DEVELOPMENT** LEAD 0510 1A
Date and Time	SEPTEMBER 11 – DECEMBER 8, 2023 ASYNCHRONOUS ONLINE
Instructor	**BRIAN L. CRAIG., D.Min** Email: bcraig@tyndale.ca
Class Information	The class is web-based asynchronous with no fixed class time, to be accessed at the students' discretion. We may well offer occasional optional live conversations; these will be described within the online course material. Office Hours: By appointment only.
Course Material	Access course material at classes.tyndale.ca or other services at Tyndale One. Course emails will be sent to your @MyTyndale.ca e-mail account only.

I. COURSE DESCRIPTION

This course seeks to develop a biblical-theological, historical and cultural understandings of leadership in the church, ministry organizations and the marketplace. Students will gain insight into their leadership potential, gifts, values, preferences, style, and skill levels. They will grow in the ability to think and respond as leaders in whatever settings they serve. Students will implement their understanding of leadership and reflect on those implementations.

Updated: May 11, 2023

II. LEARNING OUTCOMES

At the end of the course, students will be able to:
1. Demonstrate familiarity with biblical texts concerning the nature of the church, servant leadership and understandings of our context for leadership/ministry
2. Examine significant works in the area of church and organizational leadership, determining approaches to be appropriated in your own leadership tasks
3. Appraise your own leadership skills and abilities in an intentional manner
4. Compose your own leadership framework/philosophy of ministry integrating course material
5. Demonstrate skills for assessing leadership effectiveness
6. Create a statement of a biblical vision for a ministry setting

III. COURSE REQUIREMENTS

A. REQUIRED READING:

Anderson, Leith. *Leadership that Works.* Minneapolis: Bethany House, 1999. (available only as e-book, from http://bakerpublishinggroup.com/search?terms=leadership+that+works)

McNeal, Reggie. *Practicing Greatness.* San Francisco: Jossey-Bass, 2006.

Nelson, Gary and Peter Dickens. *Leading in Disorienting Times: Navigating Church and Organizational Change.* Columbia, SC: TCP Books, 2015

Quinn, Robert. *Building the Bridge as You Walk On It.* San Francisco: Jossey-Bass, 2004.

Rath, Tom. *Strengths Finder 2.0.* New York: The Gallup Organization, 2007. (If you choose to use the book, rather than the on-line assessment, *a used book will likely not have the required unused access code.*)

> *OR*

Strengths Finder book and the assessment are available on-line at https://store.gallup.com/h/en-ca. Take the assessment that is called Top 5 CliftonStrengths, or you may obtain the access code for the assessment from either the e-book or regular book version from that site.

Tyndale recommends www.stepbible.org – a free and reputable online resource developed by Tyndale House (Cambridge, England) – for word searches of original-language texts, as well as for topical searches, interlinear texts, dictionaries, etc. Refer to the library for other online resources for Biblical Studies.

B. GUIDELINES FOR INTERACTIONS

Tyndale University prides itself in being a trans-denominational community. We anticipate our students to have varied viewpoints which will enrich the discussions in our learning community. Therefore, we ask our students to be charitable and respectful in their interactions with each other, and to remain focused on the topic of discussion, out of respect to others who have committed to being a part of this learning community. Please refer to "Guidelines for Interactions" on your course resource page at classes.tyndale.ca.

C. ASSIGNMENTS AND GRADING

This course is primarily designed to help students integrate material learned into a workable personal approach to leadership, based on the student's own gifts, skills, personality and context. As a result, each of the assignments will be marked on the basis of how well the course material is integrated, and how clearly the student has articulated their own understanding and approach to leadership.

1. Forum activity (30 % of final grade)
Each week, there will be discussion questions to which you will respond. You will also be asked to respond to other students' postings. These discussion postings will be assessed on the basis of participation (does the student respond to all of the discussion questions) and the quality of the postings and responses. Relates to Outcomes # 1, 2, 3, 5.

Attendance in this course is demonstrated by regular log-ins and up-to-date participation in forums.

2. Yourself as Leader. (35% of final grade)
Assess yourself as a leader reflecting concepts from Unit 2. Headings could include: traits, skills, styles, gifts and specific problems you face. Specifically incorporate your self-assessments drawn from: Quinn's 8 Practices, Strengths Finder assessment, 16 Personalities, and McNeal's 7 Disciplines. Conclude with suggestions of how you need to grow as a leader. Relates to Outcomes #1, 3, 4, 5. **10 pages. Due: November 25, 2023**

3. Choose _one_ of the following two options:

a. Case Study on Change. (35% of final grade)
Describe a situation in your ministry/work context either where a significant change recently occurred, or one where a significant change *needs* to occur (from your perspective). Employing the Terry Wheel model of Leadership as Action, Kotter's Eight-Stage Process for Leading Major Change, Nelson and Dickens' book and/or Quinn's eight practices, assess the situation. What

has happened, and what needs to happen? Work from the specific categories given by Terry, Kotter or Quinn. Relates to Outcomes #2, 3, 4, 5. **10 pages. Due: December 15, 2023**

<div align="center">***OR***</div>

b. A Biblical Model for Leadership in ministry. (35 % of final grade)
Develop a biblical philosophy for the ministry setting, reflecting the exile leader material, but not specifically limited to this. This assignment should integrate insights gleaned *throughout the course.* Also note that it is to be a *biblical* model. Relates to Outcomes #1, 3, 4, 6. **10 pages. Due: December 15, 2023**

D. EQUITY OF ACCESS

Students with permanent or temporary disabilities who need academic accommodations must contact the Accessibility Services at the Centre for Academic Excellence to register and discuss their specific needs. *New students* must self-identify and register with the Accessibility Office at the beginning of the semester or as early as possible to access appropriate services. *Current students* must renew their plans as early as possible to have active accommodations in place.

E. SUMMARY OF ASSIGNMENTS AND GRADING

Evaluation is based upon the completion of the following assignments:

Forum Activity	30 %
Yourself as Leader	35 %
Case Study on Change **or** Biblical Model of Leadership	35 %
Total Grade	100 %

F. GENERAL GUIDELINES FOR THE SUBMISSION OF WRITTEN WORK

For proper citation style, consult the tip sheet, "Documenting Chicago Style" (Tyndale e-resource) or the full edition of the *Chicago Manual of Style* Online, especially ch. 14. For citing scripture texts, refer to sections 10.44 to 10.48 and 14.238 to 14.241 from the *Chicago Manual of Style* or reference the tip sheet, "How to Cite Sources in Theology".

Academic Integrity
Integrity in academic work is required of all our students. Academic dishonesty is any breach of this integrity, and includes such practices as cheating (the use of unauthorized material on tests and examinations), submitting the same work for different classes without permission of the

instructors; using false information (including false references to secondary sources) in an assignment; improper or unacknowledged collaboration with other students, and plagiarism (including improper use of artificial intelligence programs). Tyndale University takes seriously its responsibility to uphold academic integrity, and to penalize academic dishonesty.

Students are encouraged to consult Writing Services. Citation and other tip sheets.

Students should also consult the current *Academic Calendar* for academic polices on Academic Honesty, Gender Inclusive Language in Written Assignments, Late Papers and Extensions, Return of Assignments, and Grading System.

Research Ethics
All course-based assignments involving human participants requires ethical review and may require approval by the Tyndale Research Ethics Board (REB). Check with the Seminary Dean's Office (aau@tyndale.ca) before proceeding.

G. COURSE EVALUATION

Tyndale Seminary values quality in the courses it offers its students. End-of-course evaluations provide valuable student feedback and are one of the ways that Tyndale Seminary works towards maintaining and improving the quality of courses and the student's learning experience. Student involvement in this process is critical to enhance the general quality of teaching and learning.

Before the end of the course, students will receive a MyTyndale email with a link to the online course evaluation. The link can also be found in the left column on the course page. The evaluation period is 2 weeks; after the evaluation period has ended, it cannot be reopened.

Course Evaluation results will not be disclosed to the instructor before final grades in the course have been submitted and processed. Student names will be kept confidential and the instructor will only see the aggregated results of the class.

IV. COURSE SCHEDULE, CONTENT AND REQUIRED READINGS

September 111-16
    Unit 1: A Leader's Framework: "The Nature of Things"
    The nature of the church from a biblical perspective, and the nature of society and
    culture in our day.

September 17-23

Unit 2: The Nature of Leadership

Myths of leadership, Images of leadership from popular culture and biblical sources, changing visions of leadership

September 24 – 30

Unit 3: The Nature of Your Own Church

Biblical descriptions of "polity," popular church models, church "types," assignment around applying these to local congregation.

October 1 – 7

Unit 4: The Traits, Skills and Challenges of Church Leaders: Traits of Leaders:

The Fundamental State of Leadership (suggested completion of reading of Quinn)

Understanding yourself with the MBTI assessment

October 8-14

Unit 5: Leading from your Strengths: Working with your Top Five Signature Themes. (Strengths Finder 2.0 inventory needs to be taken before this week.)

October 15-21

Unit 6: The Skills of Leaders

Seven Disciplines of Leaders (suggested completion of reading of McNeal)

Vision and Leading from One's Gifts (Paul Ford)

October 22 - 28

Reading Break

October 29 – November 4

Unit 7:   The Challenges of Leaders – Part 1

Expectations, Stress (suggested completion of reading of Leith Anderson), Conflict (Pat Keifert)

November 5 - 11

Unit 8: Challenges of Leaders – Part 2

November 12 - 18

Unit 9: When the World Turns Upside Down – Your "Flux" superpowers

Understanding Privilege and its impact on Leadership

November 19 - 25

Unit 10: Leading in Disorienting Times – Applying Nelson and Dickens to our current context of leadership.

November 26 – December 2

Unit 11: Leadership as Action: Strategies for effecting change Understanding the actions needed from leaders:

Robert Terry's six components of action: existence resources, structure, power, mission, meaning. Kotter's stages of Leading Change and Fullan's updates

December 3 - 9

      Unit 12: A Biblical Context for leadership – Exile and our current church and world situations

      Those God called to lead in the exile times

V. SELECTED BIBLIOGRAPHY

 (Tyndale Library supports this course with e-journals, e-books, and the mail delivery of books and circulating materials. See the Library FAQ page.)

A. General Reference

Allender, Dan B. *Leading with A Limp: Turning Your Struggles Into Strengths.* Colorado Springs, CO: WaterBrook Press, 2006.

Anderson, Leith. *Leadership that Works.* Minneapolis: Bethany House, 1999.

_____, Jack Hayford and Ben Patterson. *Who's In Charge: Standing Up to Leadership Pressures.* Sisters, OR: Multnomah, 1993.

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Berger, Jennifer Garvey. 2019. *Unlocking Leadership Mindtraps: How to Thrive in Complexity*. Stanford: Stanford Briefs, an imprint of Stanford University Press.

Blanchard, Ken and Don Shula. *Everyone's a Coach.* Grand Rapids: Zondervan, 1995.

Brake, Terence. *Managing Globally.* London: DK, 2002.

Briscoe, Stuart, Knute Larson and Larry Osborne. *Measuring UP: The Need to Succeed and the Fear of Failure.* Sisters, OR: Multnomah, 1993.

Carver, John. *Boards That Make a Difference.* San Francisco: Jossey-Bass, 1997.

Clapp, Rodney. *Border Crossings: Christian Trespasses on Popular Culture and Public Affairs.* Grand Rapids: Brazos Press, 2000.

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Cloud, Henry. *Necessary Endings: The Employees, Businesses, and Relationships that All of Us Have to Give Up in Oder to Move Forward.* New York: Harper Collins, 2011.

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George, Bill. *Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value.* San Francisco: Jossey-Bass, 2003.

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Gibbons, Dave. *The Monkey and the Fish: Liquid Leadership for a Third-Culture Church.* Grand Rapids: Zondervan, 2009.

Gibbs, Eddie. *Leadership Next: Changing Leaders in a Changing Culture.* Downers Grove: Intervarsity Press, 2005.

Goetz, David, ed. *Leadership Devotions: Cultivating a Leader's Heart.* Wheaton: Tyndale House Publishers, 2001.

Guder, Darrell L. *Be My Witnesses: The Church's Mission, Message and Messengers.* Grand Rapids: Eerdmans, 1985

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Hauerwas, Stanley and William Willimon. *Resident Aliens.* Nashville: Abingdon Press, 1989.

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