



PMLS8301 Leading Congregational Change

A Professional Doctoral Seminar

New Orleans Baptist Theological Seminary

Spring Semester 2024

Feb 5-7, 2024

(Monday 1-9 pm, Tuesday 8 am – 5 pm, Wednesday, 8 am – 5 pm) Central Time

Dr. Don Wilton
Professor of Preaching and Pastoral Ministries
New Orleans Baptist Theological Seminary
3939 Gentilly Boulevard
New Orleans, LA 70126

Mission Statement

New Orleans Baptist Theological Seminary and Leavell College prepares servants to follow Christ, proclaim his truth and fulfill his mission.

Course Description

The purpose of this seminar is to identify and examine the leadership disciplines required to successfully initiate and implement congregational change. Attention will be given to creating a climate for change, discerning and communicating vision, developing strategic planning skills, and analyzing change theory and practice.

Student Learning Outcomes

By the completion of the course, each student will be able to:

1. Identify and examine the leadership disciplines required to successfully initiate and implement congregational change.
2. Develop an understanding of change process and its application to a church or ministry organization context.
3. Value strategic leadership and its function in a church or ministry organization context.
4. Increase knowledge and skill of creating a climate for change, discerning and communicating vision, developing strategic planning skills, and analyzing change theory and practice.

Required Textbooks

The following texts and resources are required reading for class discussions and are to be read in their entirety unless otherwise specified.

Iorg, Jeff. *Leading Major Change in Your Ministry*. Nashville: B & H Publishing, 2018.

Malphurs, Aubrey. *Look Before You Lead: How to Discern & Shape Your Church Culture*. Grand Rapids: Baker Books, 2013.

Seminar Requirements and Assignments

Before the Seminar:

1. Each student will read *Look Before You Lead*, by Aubrey Malphurs, and compose an **Executive Summary**. An Executive Summary is a document which summarizes a book in such a way that readers can become rapidly acquainted with it without having to read the entire contents. *Look Before Your Lead* is divided into three parts: Part 1 – The Basics of Congregational Culture; Part 2 – Reading Congregational Culture; and Part 3 – Shaping Congregational Culture. For **EACH** Part, compose:
 - a. A three-paragraph summary of the contents.
 - b. Select three significant insights or take-aways from the content and give a one paragraph discussion of how you (the student) will utilize that insight or take-away in your ministry skill-set.

The Executive Summary is to be double-spaced, Turabian 8th edition format regarding page, headings/subheadings, page numbers, etc. No Table of Contents is required. Because the Executive Summary involves only one source, use parenthetical end notes instead of bottom-of-the-page footnotes for page references.

Note: In addition to the Executive Summary, students are required to complete all of the audits, assessments and inventories in the Appendixes and be prepared to discuss any personal surprises or improvements in the seminar discussions.

2. **Congregational/Ministry Case Study.** Each student will read *Leading Major Change in Your Ministry* by Iorg. Utilizing the 6-fold model for Leading Major Change by Iorg (Part 2 of the book), each student will write a case study of their current congregation or ministry. The case study will involve the following components: (1) A four-page description of the state of the church/ministry, i.e. growing, plateaued, declining – citing statistics, demographics, and historical data; significant church ministries or ministry initiatives and their impact upon the congregation/ministry; and critical issues of concern needing to be addressed. (2) Select four key elements of change to be addressed, challenges to be met, and/or problems to be solved, compose a two-page discussion of each one. Include for each element of change which components of Iorg's Model would be engaged in addressing the change, meeting the challenge, and/or solving the problem. (3) A one-page, bullet-list summary of the case study should be attached as an Addendum at the end of the case study.

The Congregational/Ministry Case Study is to be written in narrative format, double-spaced, Turabian 8th edition format, regarding cover page, margins, pagination,

headings/subheadings, footnotes, etc. First person allowed in this assignment, but strong effort must be made to minimize the use of first person.

Note: Students must be prepared to present their congregational/ministry case study verbally during the seminar, utilizing either the bullet-list summary or a brief PowerPoint.

3. Each student will read **the assigned textbook** listed below, and compose an **Annotated Analysis**, to involve the following components: (1) a two-page summary of the contents of the book, (2) the identification of five [5] key insights and/or issues addressed in the book related to congregational/ministry change and a one-page discussion for EACH insight, relating the importance of the insight in the student's ministry context, and (3) a one-page reflection on the two significant strengths of the book for leading change in a Congregational or Ministry Organization context. Book assignments will be posted on Canvas.

The Annotated Analysis is to be single-spaced, a space between each single-spaced paragraph, no paragraph indentions, Turabian 8th edition format, regarding cover page, margins, pagination, headings/subheadings, etc. Because the Annotated Analysis involves one source, use parenthetical end notes instead of bottom-of-the-page footnotes for references. First person is allowed.

Bolsinger, Tod. *Tempered Resilience: How Leaders are Formed in the Crucible of Change*. Downers Grove, IL: IVP, 2020.

Bonem, Mike. *The Art of Leading Change: Ten Perspectives on the Messiness of Ministry*. Minneapolis: Fortress Press, 2022.

Bridges, William. *Managing Transitions: Making the Most of Change*. 4th Edition. Philadelphia: Da Capo Press, 2016.

Groeschel, Craig. *The Power to Change: Mastering the Habits That Matter Most*. Nashville: Zondervan, 2023.

Maxwell, John C. *Leadershift: The 11 Essential Changes Every Leader Must Embrace*. Nashville: Harper Collins Leadership, 2019.

Pasmore, Bill. *Leading Continuous Change: Navigating Churn in the Real World*. Oakland, CA: Berrett-Koehler Publishers, 2015.

Assignments 1, 2, & 3 are to be uploaded to CANVAS no later than 10:00 am, Monday, Feb 5, 2024.

Learning Management System (Canvas)

You will be enrolled in the Canvas class. Pre-seminar and Post-seminar assignments should be uploaded on or before the assigned due date. Course schedule, documents, and other presentations will be shared on Canvas by the professors.

Student Canvas Resources

Student Guide to Canvas:

<https://community.canvaslms.com/t5/Student-Guide/tkb-p/student>

Canvas Tutorial Videos: <https://community.canvaslms.com/t5/Video-Guide/tkb-p/videos#student-videos>

Technical Assistance

For assistance regarding technology, consult ITC (504-816-8180) or the following websites:

1. Selfserve@nobts.edu - Email for technical questions/support requests with the Selfserve.nobts.edu site (Access to online registration, financial account, online transcript, etc.)
2. Canvas.NOBTS.com Click on the “Help” button for technical questions/support requests regarding the NOBTS Canvas System. You can also email questions to Canvas@nobts.edu.
3. ITCSupport@nobts.edu - Email for general technical questions/support requests.
4. www.NOBTS.edu/itc/ - General NOBTS technical help information is provided on this website.

Plagiarism on Written Assignments

NOBTS has a no tolerance policy for plagiarism. Plagiarism in certain cases may result in expulsion from the seminary. See the NOBTS Student Handbook for definition, penalties, and policies associated with plagiarism.

During the Seminar

Seminar Presentations: Each seminar participant will be involved in seminar presentations and discussions involving all three Pre-seminar assignments.

Seminar Participation: Seminar participants are expected to be active participants in all sessions of the seminar. Absences from any of the sessions must be approved by the professors.

After the Seminar:

Each student will develop a **Strategy for Implementing Change** in their Congregation or Ministry Organization context. The Strategy must utilize all of the seminar textbooks and class discussions. Specific instructions regarding the format, structure, and components of the Strategy will be given by the professor prior to the end of the seminar. **The Strategy paper is to be uploaded in CANVAS no later than Tuesday, April 2, 2024.**

Course Evaluation:

Executive Summary	25%
Case Study	25%
Annotated Analysis	25%
Strategy	25%

Directed Study Requirements and Assignments

1. Complete Assignment #1 (Malphurs **Executive Summary**) and Assignment #2 (**Congregational Case Study**) as defined in the Seminar Requirements above – due date same as listed above.
2. Regarding Assignment #3 in the Seminar Requirements above, compose an **Annotated Analysis** for all five books – due date as listed above.
3. Complete the *After the Seminar Assignment* – **Strategy for Implementing Change**, as defined in the Seminar Requirements above – due date as listed above.

Seminar Bibliography

Adair, John. *Strategic Leadership: How to Think and Plan Strategically and Provide Direction*. Philadelphia: Kogan Page, 2010.

Anderson, Leith. *Leadership That Works: Hope and Direction for Church and Parachurch Leaders in Today's Complex World*. Minneapolis: Bethany House Publishers, 1999.

Anderson, Robert J. and William A. Adams. *Scaling Leadership: Building Organizational Capability and Capacity to Create Outcomes That Matter Most*. Hoboken, New Jersey: John Wiley & Sons, 2019.

Ashhenas, Ron, Dave Ulrich, Todd Jich, and Steve Herr. *The Boundaryless Organization: Breaking the Chains of Organizational Structure*. San Francisco: Jossey-Bass Publishers, 1995.

Augsburger, David. *Caring Enough to Confront*. Pennsylvania, Scottdale: Herald Press, 1981.

Barna, George, ed. *Leaders on Leadership: Wisdom, Advice and Encouragement on the Art of Leading God's People*. Ventura, CA: Regal Books, 1997.

_____. *The Habits of Highly Effective Churches: Being Strategic in Your God-given Ministry*. Grand Rapids: Regal, 1999.

_____. *The Power of Vision: Discover and Apply God's Plan for Your Life and Ministry*.

Revised Updated Edition. Grand Rapids: Baker Books, 2009.

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

Bennis, Warren and Patricia Ward Bierderman. *Organizing Genius: The Secrets of Creative Collaboration*. Massachusetts: Addison-Wesley Publishing Company, Inc., 1989.

Bennis, Warren and Joan Goldsmith. *Learning to Lead: A Workbook on Becoming a Leader*. Reading: Addison-Wesley, 1994.

Bennis, Warren and Burt Nanus. *Leaders*. Toronto: Fitzhenry and Whiteside, 1985.

Berkley, James D. ed. *Leadership Handbook of Management and Administration: Practical Insight from a Cross Section of Ministry Leaders*. Grand Rapids, MI: Baker Books, 1994.

Blackaby, Henry T. and Richard Blackaby. *Spiritual Leadership: Moving People on to God's Agenda, Revised and Expanded*. Nashville: B & H, 2011.

Bolsinger, Tod. *Canoeing the Mountains: Christian Leadership in Uncharted Territories*. Downers Grove, IL: Intervarsity Press, 2015.

_____. *Tempered Resilience: How Leaders are Formed in the Crucible of Change*. Downers Grove, IL: IVP, 2020.

Bonem, Mike. *The Art of Leading Change: Ten Perspectives on the Messiness of Ministry*. Minneapolis: Fortress Press, 2022.

Bridges, William. *Managing Transitions: Making the Most of Change*. 4th Edition. Philadelphia: Da Capo Press, 2016

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

_____. *Transforming Leadership*. New York: Grove Press, 2003

Callahan, Ken. *Effective Church Leadership: Building on the Twelve Keys*. New York: Harper Collins, 1990.

Cameron, Kim S. and Robert E. Quinn. *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. 3rd Edition. San Francisco: Jossey-Bass, 2011.

Carmode, Scott. *The Innovative Church: How Leaders and Their Congregations Can Adapt in an Ever-Changing World*. Grand Rapids: Baker Academic, 2020.

Chand, Samuel R. *Cracking Your Church's Leadership Code: Seven Keys to Unleashing and Inspiration*. San Francisco: Jossey-Bass, 2010.

Clinton, Robert J. *Leadership Series: A Short History of Leadership Theory*. Altadena CA: Barnabas Publishers, 1992.

Daft, Richard L. *Leadership Theory and Practice*. Fort Worth, Texas: Harcourt, 1999.

Dale, Robert O. *Pastoral Leadership*. Nashville: Abingdon Press, 1986.

Damazio, Frank. *The Making of a Leader: Biblical Leadership Principles for Today's Leaders*. Portland: City Bible Publishing, 1988.

DePree, Max. *Leadership is an Art*. New York: Doubleday, 1989.

_____. *Leading Without Power: Finding Hope in Serving Community*. San Francisco: Jossey-Bass, 1997.

Dickerson, John S. *The Great Evangelical Recession: 6 Factors That Will Crash the American Church...and How to Prepare*. Grand Rapids: Baker Books, 2013.

Drucker, Peter F. *Managing the Nonprofit Organization: Practices and Principles*. New York: Harper Collins Publishers, 1990.

Echols, Steven and Allen England. *Catastrophic Crisis: Ministry Leadership in the Mist of Trial and Tragedy*. Nashville: Broadman and Holman, 2011.

Ertel, Chris and Lisa Kay Solomon. *Moments of Impact: How to Design Strategic Conversations That Accelerate Change*. New York: Simon and Schuster, 2014.

Finzel, Hans. *The Top Ten Mistakes Leaders Make*. Wheaton: Victor Books, 1994.

Ford, Leighton. *Transforming Leadership*. Downer's Grove: Intervarsity, 1991.

Gangel, Kenneth O. *Feeding and Leading: A Practical Handbook on Administration in Churches and Christian Organizations*. Wheaton, IL: Victor Books, 1997.

_____. *Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision*, revised edition. Chicago: Moody Press, 1997.

Gardner, Howard. *Leading Minds: An Anatomy of Leadership*. New York: Basic Books, 1995.

Gardner, John W. *On Leadership*. New York: The Free Press, 1990.

Getz, Gene A. *The Measure of a Healthy Church: How God Defines Greatness in a Church*. Chicago: Moody Pub., 2007.

Goethals, George R., Georgia J. Sorenson, and James McGregor Burns, editors. *Encyclopedia of Leadership, 4 Volumes*. Thousand Oaks, California: Sage Publications, 2004.

Goleman, Daniel. *Emotional Intelligence*. New York: Bantam Books, 1995.

_____. *Social Intelligence: Beyond IQ, Beyond Emotional Intelligence*. New York: Bantam, 2006.

Goleman, Daniel, Richard Boyatzis and Annie McKee. *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston: Harvard Business School Press, 2002.

Greenleaf, Robert K. *Servant Leadership: A Journey Into the Nature of Legitimate Power and Greatness*. New York: Paulist Press, 1977.

Greenberg, Jerald and Robert A. Baron. *Behavior in Organization: Understanding and Managing the Human Side of Work*. Upper Saddle River, New Jersey: Prentice Hall, 1999.

Grenny, Joseph, Kerry Patterson, David Maxfield, Ron McMillan, and Al Switzler. *Influencer: The New Science of Leading Change*. Revised and Updated Second Edition. Columbus: McGraw Hill Education, 2013.

Groeschel, Craig. *Lead Like It Matters: 7 Leadership Principles for a Church That Lasts*. Grand Rapids: Zondervan, 2022.

_____. *The Power to Change: Mastering the Habits That Matter Most*. Nashville: Zondervan, 2023.

HBR's 10 Must Reads: On Change Management. Boston: Harvard Business School Publishing, 2011

Heath, Chip and Dan Heath. *Switch: How to Change Things When Change is Hard*. New York: Broadway Books, 2010.

Heath, Dan. *Upstream: The Quest To Solve Problems Before They Happen*. New York: Avid Reader Press, 2020.

Hendricks, Howard G. *Color Outside the Lines: A Revolutionary Approach to Creative Leadership*. Nashville: Word Publishing, 1998.

Herrington, Jim, Mike Bonem and James H. Furr. *Leading Congregational Change: A Practical Guide for the Transformational Journey*. San Francisco: Jossey-Bass Publishers, 2000.

Herrington, Jim, R. Robert Creech and Trisha Taylor. *Learning Change: Congregational Transformation Fueled by Personal Renewal*. Grand Rapids, Kregel, 2017.

Hughes, Richard L., Katherine Colarelli Beatty, and David L. Dinwoodie. *Becoming a Strategic Leader: Your Role in Your Organization's Enduring Success*. Second Edition. San Francisco: Jossey-Bass, 2014.

Hull, William E. *Strategic Preaching: The Role of the Pulpit in Pastoral Leadership*. St. Louis: Chalice Press, 2006.

Iorg, Jeff. *Leading Major Change in Your Ministry*. Nashville: B & H Publishing, 2018.

Kegan, Robert and Lisa Laskow Lahey. *Immunity to Change: How to Overcome it and Unlock the Potential in Yourself and Your Organization*. Boston: Harvard Business School Publishing, 2009.

Kotter, John P. *A Force for Change: How Leadership Differs from Management*. New York: Free Press, 1990.

_____. *Leading Change*. Boston: Harvard Business School Press, 2012.

_____. *A Sense of Urgency*. Boston: Harvard Business Press, 2008.

Kotter, John P. and Holger Rathgeber. *Our Iceberg is Melting: Changing and Succeeding Under any Conditions*. New York: St. Martin's Press, 2005.

Kouzes, James M. and Barry Z. Posner. *Credibility*. San Francisco: Jossey-Bass, 1993.

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_____. *The Leadership Challenge*. San Francisco: Jossey-Bass, 1990.

Krupp, Steven and Paul J.H. Schoemaker. *Winning the Long Game: How Strategic Leaders Shape the Future*. New York: Public Affairs, 2014.

Leas, Speed. *Discover Your Conflict Management Style*. Washington: Alban Institute, 1984.

Lewis, Philip V. *Transformational Leadership: A New Model for Total Church Involvement*. Nashville: Broadman and Holman, 1996.

Lewis, Robert and Wayne Cordeiro. *Culture Shift: Transforming Your Church From the Inside Out*. San Francisco: Jossey-Bass, 2005.

Lewis, Stephen, Matthew Wesley Williams, and Dori Grinenko Baker. *Another Way:*

Living and Leading Change on Purpose. St. Louis: Chalice Press, 2020.

Malphurs, Aubrey. *Advanced Strategic Planning: A 21st Century Model for Church and Ministry Leaders.* 3rd Edition. Grand Rapids: Baker Books, 2013.

_____. *Being Leaders: The Nature of Authentic Christian Leadership.* Grand Rapids: Baker Books, 2003.

_____. *Look Before You Lead: How to Discern and Shape Your Church Culture.* Grand Rapids: Baker Books, 2013.

_____. *Values-Driven Leadership: Discovering and Developing Your Core Values for Ministry.* Grand Rapids: Baker Book House, 1996.

Malphurs, Aubrey and Gordon E. Penfold. *Re:Vision: The Key to Transforming Your Church.* Grand Rapids: Baker Books, 2014.

Maxwell, John C. *Be a People Person.* Wheaton: Victor Books, 1989.

_____. *Developing the Leaders Around You.* Nashville: Thomas Nelson, 1995.

_____. *Developing the Leader Within You.* Nashville: Thomas Nelson, 1993.

_____. *Good Leaders Ask Great Questions.* Nashville: Center Street, 2014.

_____. *The 21 Indispensable Qualities of a Leader: Becoming the Person Others Will Want to Follow.* 2nd Edition. Nashville: Thomas Nelson, 2007

_____. *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You.* 10th Anniversary Edition. Nashville: Thomas Nelson, 2007.

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

Murren, Doug. *Leader Shift.* Ventura: Regal Books, 1994.

Nanus, Burt. *Visionary Leadership.* San Francisco: Jossey-Bass Pub., 1992.

Nieuwhof, Carey. *Leading Change Without Losing It: Five Strategies That Can Revolutionize How You Lead Change When Facing Opposition.* Cumming, GA: The rethink Group, Inc., 2012.

Pasmore, Bill. *Leading Continuous Change: Navigating Churn in the Real World.* Oakland, CA: Berrett-Koehler Publishers, 2015.

Perkins, Dennis N.T. *Leading at The Edge: Leadership Lessons from the Extraordinary Saga of Shackleton's Antarctic Expedition*. Second Edition. New York: AMACOM, 2012.

Rainer, Thom S. *The Post-Quarantine Church: Six Urgent Challenges + Opportunities That Will Determine the Future of Your Congregation*. Carol Stream, IL: Tyndale, 2020.

Rendle, Gil: *Quietly Courageous: Leading the Church in a Changing World*. Lanham, Maryland: Roman & Littlefield Publishing Group, 2019.

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

Tichy, Noel M. and Mary Anne Devanna. *The Transformational Leader*. New York: John Wiley and Sons, 1990.

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Yukl, Gary. *Leadership in Organizations*. 7th ed. Upper Saddle River, New Jersey: Prentice Hall, 2009.