

**PST 300/ED 503 – Leadership and Leadership Formation (3  
Hours)  
Winter – 2012  
Ambrose University (3 Hours Credit)**

Terry Young, Adjunct Professor, PhD

Class Times: Tuesday 6:30pm – 9:15pm

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Class Location: To Be Determined

Office Location: Adjunct Office -2074 (Office Hours – 3:45 to 5 pm on class days)

**Course Description (Catalogue)**

Students will grow in their responsibility, spirituality, and identity as leaders. They will develop their personal and organizational skills in vision, character development, self- management, motivation, and leadership style. They will increase their ability to manage the following: change, strategy, conflict, time, finances, institutional and contextual culture, power, recruitment, placement, diversity and giftedness, delegation, meetings, and self-managing teams. Students will be able to develop leaders using equipping and multiplication strategies.

**Course Objectives:**

The learner will:

- Develop an understanding of leadership theories and gain exposure to practices for more effective leadership
- Develop an awareness of the leadership field and dominant movements
- Gain an appreciation for the head, hands, and heart essentials for personal leadership development with the added dimensions of arms (connection making) and eyes and ears (sense-making)
- Develop a particular point of view towards leadership that includes – defining current reality / clarifying preferred future / shaping strategic process / facing the challenge of change and the courage to make the journey
- Gain insights into how to diagnose your leadership context using powerful diagnostic lenses
- Develop a higher degree of literacy for generic and organizational change – change management, change resistance
- Explore and begin to shape a posture of leadership that is marked by clarity and calmness
- Explore with co-learners several case studies on leadership – personal, biblical and historical
- Deepen awareness and understanding of how we grow and develop as leaders over a lifetime – principles and practices of leadership formation and training
- Sharpen perspective on what it means to lead in any and all leadership contexts

**Required Reading:**

Barton, R. H. (2008). Strengthening the soul of your leadership: Seeking God in the crucible of ministry. Downers Grove, IL: Inter-varsity Press.

Cameron, K. (2008). Positive Leadership: Strategies for extraordinary performance. San Francisco: Berrett-Koehler Publishers.

Lowney, C. (2004). Heroic Leadership: Best practice from a 450 year old company that changed the world. Chicago: Loyola Press.

McNeal, R. (2006). Practicing greatness: Seven disciplines of extraordinary spiritual leaders. San Francisco: Jossey-Bass.

Readings will also be handed out from selected articles. Class discussion will be focused on the content of these and referenced in the syllabus in terms of when these are to be read and made ready for class discussion.

**Recommended (Not required reading):**

Barsh, Joanna. & Cranston, S. (2009). How remarkable women lead. New York: Crown Business.

Blanchard, K. & Hodges, P. (2005). Lead like Jesus: Lessons from the greatest leadership role model of all time. Nashville: Word Publishing.

Heifetz, R. & Linsky, M. (2002). Leadership on the line: Staying alive through the dangers of leading. Boston: Harvard Business Press.

We will also flag some important leadership texts from the Bibliography for this course.

**Assignment Summary – In Order of Due Date**

#1 - Personal Reflection Paper on - Heroic Leadership – 15%

**Due – February 7, 2012**

Write a personal reflection paper on this book with particular attention to and application of one of the four characteristics of heroic leadership. This may be a reflection of your interest in this particular characteristic or represent an area of your greatest development need. Reflect on why this characteristic is needed in your future leadership and how you would take practical steps in deepening this dimension in your own life.

Length – No more than 5 pages / appropriate formatting / references properly cited if references other than the book in focus are used.

#2 - Critical Reflection Paper on - Strengthening the Soul of Your Leadership – 15%

**Due – February 28, 2012**

Write a critical reflection paper on this book interacting with the content and principles of the author. Select at least three chapters and critically reflect on their application to your own life and present or how you see these principles affecting your future leadership. In the final one page or so of your paper – what represents your greatest takeaway from Barton's work and what change or changes are needed to strengthen the soul of your leadership?

Length – No more than 5 pages / appropriate formatting / references properly cited if references other than the book in focus are used.

#3 - Personal Reflection Paper – Lead Like Jesus – 15%

**Due – March 13, 2012**

Pick one of the seven disciplines in Reggie McNeal’s book and apply it to a biblical character of your choice. How did this person practice or neglect this discipline? What aspects of this discipline were most apparent? What was the outcome of the discipline at work OR the outcome due to it’s neglect? Why did you pick this discipline and how does it apply to your present and future leadership

Length – No more than 5 pages / appropriate formatting / references properly cited if references other than the book in focus are used.

#4 - Team Presentation and Case Study Contribution – 25%

**Due – March 20<sup>th</sup> and March 27<sup>th</sup>, 2012**

In teams of 4-6 you will develop a Leadership Case Study on one leader (biblical, historical, or contemporary) of your choosing. You will be required to develop and deliver (in 30-35 minutes) an overview of this historical leader – outlining the current reality he or she faced / the preferred future or vision they pursued / the strategic process and pathway they engaged / the real risks encountered and the courage required to prevail in their leadership. With the four characteristics of Heroic Leadership profiled by Chris Lowney, declare the characteristic most and least dominant in this leader’s story. There will be 10-15 minutes for class interaction. You are also responsible to provide a two page summary of your case study for all class participants. This can be formatted in a creative format and can be single spaced.

#5 - Book Summary (Tool Kit Contribution) – 10%

**Due – March 27<sup>th</sup>, 2012**

You are required to provide a thorough Book Summary on a selected leadership text from the list provided. We will choose/assign our Tool Kit contribution topics by January 31, 2012. The Book Summary is your overview of the content and key themes or principles. (An example is provided based on one of our Reference Texts for this Course, Robert Quinn’s – Building The Bridge As You Walk On It). The Book Summary is to be no more than 2 pages singled spaced – Formatting can be creative!

The Tool Kit contributions will be collected and collated as a resource for all students in this course. Therefore do what you do with your fellow students in mind and contribute to their longer term leadership journey by doing this work with excellence.

#6 - Course Reading / Class Participation – 10%

**Due – April 10, 2012**

A reading report will be handed in detailing your reading of the required texts and the weekly articles to be distributed throughout the course of the class. The report form is provided with all texts and articles referenced. Your full value for credit will be based on a thorough reading of all assigned materials. The weekly articles will be handed out during class time and serve as the basis for the opening segment of the session noted.

**Determination of Final Grade:**

#1 - Personal Reflection Paper on Lowney	15%	February 7
#2 - Critical Reflection Paper on Barton	15%	February 28
#3 – Personal Reflection Paper on McNeal	15%	March 13
#4 - Team Presentations – To be scheduled	25%	March 20 / 27
#5 - Book Summary (Tool Kit Contribution)	10%	March 27
#6 - Course Readings / Class Participation	10%	April 10
#7 – Final Exam	10%	April 10

**Class Schedule – Tuesdays 6:30pm to 9:15pm**

<b>January 17</b>	<b>Getting Started / Intro to the Journey / Old Story → New Story Navigating the Maze - What is leadership really all about? Sacred Text / Secular Text</b>
<b>January 24</b>	<b><i>Read: Simple Ideas, Complex Organizations</i> Unpacking What It Means To Lead – Developing a Leadership Point of View - Defining Current Reality</b>
<b>January 31</b>	<b><i>Read: If You Don't Know Where You're Going, Anywhere Will Do &amp; So You've Got A Vision, Now What?</i> Unpacking What It Means To Lead Determining and Declaring a Preferred Future</b>
<b>February 7</b>	<b><i>Read: Overcoming Resistance</i> Unpacking What It Means To Lead Doing the Real Work of Strategic Process</b>
<b>February 14</b>	<b><i>Read: The Dark Side of Leadership</i> Unpacking What It Means To Lead Facing the Real Risks / Change and Courage</b>
<b>February 21</b>	<b><i>No class during Winterim Week</i></b>
<b>February 28</b>	<b><i>Read: Leadership and Self in a Congregational Family &amp; Lowney Chapter 5</i> The Art of Calm Leadership / Servant Leadership and the New Story</b>
<b>March 6</b>	<b><i>Guest Lecturer – Topic to be announced</i></b>

<b>March 13</b>	<b>No Class Session – Use this evening to meet in your teams to prepare for your Team Presentations on the 20<sup>th</sup> or 27<sup>th</sup></b>
<b>March 20</b>	<b>Team Presentations – Case Studies</b>
<b>March 27</b>	<b>Team Presentations – Case Studies</b>
<b>April 3</b>	<b><i>Leadership By God’s Design – Dan Gaynor (to be confirmed)</i></b>
<b>April 10</b>	<b><i>Read: Monday Morning Restoration &amp; Moving From Solitude to Community to Ministry</i></b> <b>Personal Sustainability / Self Care as a Leader</b> <b>Practical Stuff – The Art of Getting Things Done / The Breakfast of Champions / Tools for Focus</b>
<b>April 17</b>	<b>Final Exam</b>

**ASSIGNMENT HELPS:**

**Team Presentations – Your choice of a biblical, historical, or contemporary leader.**

- 4 Pieces:**
- What was the current reality being faced by this leader?**
  - What was the preferred future being pursued?**
  - What was the strategic process or map being followed?**
  - What kind of courage, risks, and change challenges were involved?**

**In a 30-35 minute presentation you will need to be precise and hit the key points under each question.**

**Be creative / feel free to use power point / visuals / party hats / food.**

**Provide a two page handout with the key points of your presentation and at least three of the best bibliographic resources on this leader’s life.**

**Tool Kit Topics – Book Summary (SAMPLE PROVIDED)**

**A wide variety of some of the best books on leadership will be provided during the first three weeks of the course. These will be on loan until March 27<sup>th</sup> and are to be returned to the professor at that time. Please treat them with care!**

**Your work on these book summaries is a gift to 15 plus others students so - do your work as you would have your fellow students do their work for you!**

**Leadership and Leadership Formation**  
**ED 503 - Bibliography**

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- Amabile, T. & Kramer, S. ((2011). The progress principle: Using small wins to ignite joy, engagement, and creativity at work. Boston: Harvard Business Review Press.
- Argyris, C. (1976). Increasing leadership effectiveness. New York: Wiley-Inter-science.
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