

Leadership & Leadership Formation
3 credits
Prerequisite(s): None

Class Information		Instructor Information		First day of classes:	Wed., Jan. 6, 2016
Days:	Thursday	Instructor:	Terry C Young, PhD	Last day to add/ drop/change to audit:	Sun., Jan. 17, 2016
Time:	2:30-5:15pm	Email:	teyoung@ambrose.edu	Last day to request revised exam:	Mon., Feb. 29, 2016
Room:	L2100	Phone:	403-410-2000 Ext 7900	Last day to withdraw from course:	Fri., Mar 18, 2016
Lab/Tut:	NA	Office:	L2079	Last day to apply for time extension for coursework:	Mon., Mar. 28, 2016
Final Exam: Final will be scheduled during the last class session		Office Hrs:	By Appointment	Last day of classes:	Wed., April 13, 2016

Textbooks:

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

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

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

Course Description: An exploration of the identity, responsibility, and character of leaders so as to develop skills in defining current reality, pursuing a preferred future, navigating through strategic process, and exercising courage and wisdom in leading change. These dimensions of leadership will be placed around the core issue of character and heart development as a leader – how to lead in a healthy, sustainable, and integral manner. The subjects of personal leadership development and how to develop leaders using equipping and multiplication strategies will also be explored .

Expected Learning Outcomes:

Cultivating a heart after God by:

- Shaping a heart posture of leadership that is marked by clarity, calmness, and confidence. What does it mean to strengthen the soul of your leadership?
- Deepening awareness and understanding of how we grow and develop as leaders over a lifetime – principles and practices of leadership formation and training – What does it mean to practice faithful and heroic leadership?

Fostering vocational clarity and effectiveness by developing:

- An understanding of leadership theories, fields, and dominant movements
- 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

Nurturing theological depth and breadth by:

- Exploring with co-learners several case studies on leadership from the sacred text of scripture
- Shaping a point of view on leadership informed by the sacred text of scripture

Inspiring redemptive engagement by

- 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)
- Developing a higher degree of literacy for organizational change – change management, change resistance, and change wisdom

Course Schedule:

January 07	Getting Started / Intro to the Journey / Old Story → New Story Navigating the Maze - What is leadership really all about?
January 14	Unpacking What It Means To Lead – Developing a Leadership Point of View - Defining Current Reality
January 21	Defining Current Reality – Part 2
January 28	<i>No class due to Seminary Retreat Days</i>
February 03	Determining and Declaring a Preferred Future
February 11	Doing the Real Work of Strategic Process
February 18	<i>No class during Winterim Week</i>
February 25	Facing the Real Risks / Change and Courage
March 03	Developing Your Leadership / Tending to Leadership Density
March 10	The Art of Calm Leadership / Servant Leadership and the New Story - Barton Paper Due by Midnight
March 17	Team Work – Use this class session to meet in your teams to prepare for your Team Presentations on the 26 th or April 2 nd - Tool Kit Contribution Due by Midnight
March 24	Team Presentations – Case Studies
March 31	Team Presentations – Case Studies
April 07	Final Class Session - Reading & Participation Report Due by Midnight Personal Sustainability / Self Care as a Leader Adaptive Leadership Concepts Exam

Requirements:

#1 - Personal Reflection Paper on - Heroic Leadership – 20%

Due –February 3, 2016

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 - Personal Reflection Paper on - Strengthening the Soul of Your Leadership – 20%

Due – March 3, 2016

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 how you see these principles affecting your present or 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 - Book Summary (Tool Kit Contribution) – 10%

Due – March 17, 2015

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 29, 2015. 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.

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

Due –March 24 / March 31 (Two dates for Presentations)

In teams of 3-5 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 – Adaptive Leadership Concepts Exam – 15%

On April 7th – Last Class – We will have an half hour exam during class that will test your grasp of the 28 metaphors that summarize adaptive leadership. This will be done in groups of two so you can combine your knowledge and recall with another classmate.

#6 - Course Reading / Class Participation – 10%

Due – April 7, 2016

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.

Attendance:

The nature of the class is such that attendance is mandatory at all classes. Students will interact with the instructor, the material, and with fellow class-mates regularly – and this interaction is crucial to the design of this course. If a student is absent for any other reason than health or emergency related reasons a 2% grade reduction will be made. Please inform the instructor if you are going to be absent.

Grade Summary:

#1 - Personal Reflection Paper on Lowney	20%	February 5
#2 – Personal Reflection Paper on Barton	20%	March 3
#3 - Book Summary (Tool Kit Contribution)	10%	March 17
#4 - Team Presentations – To be scheduled	25%	March 24/ March 31
#5 – Adaptive Leadership Concepts Exam	15%	April 7
#6 - Course Readings / Class Participation	10%	April 7

The available letters for course grades are as follows:

<u>Letter Grade</u>	<u>Description</u>
A+	Excellent
A	
A-	
B+	Good
B	
B-	
C+	Satisfactory
C	
C-	
D+	Minimal Pass
D	
F	Failure

Percentage Equivalent Table:

<u>Letter Grade</u>	<u>Description</u>	<u>% Equivalent</u>
A+		97-100
A	Excellent	94-96
A-		90-93
B+	Good	87-89
B		84-86
B-		80-83
C+	Satisfactory	77-79
C		74-76
C-		70-73
D+	Poor	67-69
D	Minimal Pass	60-66
F	Failure	0-59

Because of the nature of the Alpha 4.00 system, there can be no uniform College-wide conversion scale. The relationship between raw scores (e.g. percentages) and the resultant letter grade will depend on the nature of the course and the instructor's assessment of the level of each class, compared to similar classes taught previously.

Please note that final grades will be available on student registration system. Printed grade sheets are not mailed out.

Other

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 17th 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 12+ others students so - *do your work as you would have your fellow students do their work for you*

Policies:

Communication

All students have received an Ambrose e-mail account upon registration. It is the student's responsibility to check this account regularly as the Ambrose email system will be the professor's instrument for notifying students of important matters (cancelled class sessions, extensions, requested appointments, etc.) between class sessions. If students do not wish to use their Ambrose accounts,

they will need to forward all messages from the Ambrose account to another personal account.

Registration

During the **Registration Revision Period** students may enter a course without permission, change the designation of any class from credit to audit and /or voluntary withdraw from a course without financial or academic penalty or record. Courses should be added or dropped on the student portal by the deadline date; please consult the List of Important Dates. After that date, the original status remains and the student is responsible for related fees.

Students intending to withdraw from a course after the Registration Revision Period must apply to the Office of the Registrar by submitting a "Request to Withdraw from a Course" form or by sending an email to the Registrar's Office by the **Withdrawal Deadline**; please consult the List of Important Dates on the my.ambrose.edu website. Students will not receive a tuition refund for courses from which they withdraw after the Registration Revision period. A grade of "W" will appear on their transcript.

Exam Scheduling

Students wishing to withdraw from a course, but who fail to do so by the applicable date, will receive the grade earned in accordance with the course syllabus. A student obliged to withdraw from a course after the Withdrawal Deadline because of health or other reasons may apply to the Registrar for special consideration.

Students, who find a conflict in their exam schedule must submit a Revised Examination Request form to the Registrar's Office by the deadline date; please consult the List of Important Dates. Requests will be considered for the following reasons only: 1) the scheduled final examination slot conflicts with another exam; 2) the student has three final exams within three consecutive exam time blocks; 3) the scheduled final exam slot conflicts with an exam at another institution; 4) extenuating circumstances. Travel is not considered a valid excuse for re-scheduling or missing a final exam.

Electronic Etiquette

Students are expected to treat their instructor, guest speakers, and fellow students with respect. It is disruptive to the learning goals of a course or seminar and disrespectful to fellow students and the instructor to use electronics for purposes unrelated to the course during a class session. Turn off all cell phones and other electronic devices during class. Laptops should be used for class-related purposes only. Do not use iPods, MP3 players, or headphones. Do not text, read, or send personal emails, go on Facebook or other social networks, search the internet, or play computer games during class. Some professors will not allow the use of any electronic devices in class. The professor has the right to disallow the student to use a laptop in future lectures and/or to ask a student to withdraw from the session if s/he does not comply with this policy. Repeat offenders will be directed to the Dean. If you are expecting communication due to an emergency, please speak with the professor before the class begins.

Academic Policies

It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Academic Calendar. Personal information (information about an individual that may be used to identify that individual) may be required as part of taking this class. Any information collected will only be used and disclosed for the purpose for which the collection was intended. For further information contact the Privacy Compliance Officer at privacy@ambrose.edu.

Extensions

Although extensions to coursework in the semester are at the discretion of the instructor, students may not turn in coursework for evaluation after the last day of the scheduled final examination period unless they have received permission for a course Extension from the Registrar's Office. Requests for course extensions or alternative examination time must be submitted to the Registrar's Office by the deadline date; please consult the List of Important Dates. Course extensions are only granted for serious issues that arise "due to circumstances beyond the student's control."

Appeal of Grade

An appeal for change of grade on any course work must be made to the course instructor within one week of receiving notification of the grade. An appeal for change of final grade must be submitted to the Registrar's Office in writing and providing the basis for appeal within 30 days of receiving notification of the final grade, providing the basis for appeal. A review fee of \$50.00 must accompany the appeal. If the appeal is sustained, the fee will be refunded.

Academic Integrity

We are committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating.

Academic dishonesty is taken seriously at Ambrose University as it undermines our academic standards and affects the integrity of each member of our learning community. Any attempt to obtain credit for academic work through fraudulent, deceptive, or dishonest means is academic dishonesty. Plagiarism involves presenting someone else's ideas, words, or work as one's own. Plagiarism is fraud and theft, but plagiarism can also occur by accident when a student fails or forgets to acknowledge to another person's ideas or words. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from the university college. Students are expected to be familiar with the policies in the current Academic Calendar that deal with plagiarism, cheating, and the penalties and procedures for dealing with these matters. All cases of academic dishonesty are reported to the Academic Dean and become part of the student's permanent record.

Note: Students are strongly advised to retain this syllabus for their records.

Leadership and Leadership Formation References

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