

**ED 645 – Leadership and Culture (3 Hours)**  
**Spring – 2014**  
**Ambrose University**

Terry Young, Associate Professor of Pastoral Theology, PhD  
Class Times: April 28 to May 2 (Monday to Friday) – 9:00am to 4:00pm  
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Class Location: To Be Determined  
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**Course Description (Catalogue)**

Culture has been defined by Edgar Schein (1990) as *a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, is to be taught to new members as the correct way to perceive, think, feel, and act in relation to those problems.* In other words – culture is to a group what personality is to an individual. The challenge is how to lead in the midst of an established culture. This course is designed to explore this challenge and to give practical tools for diagnosing, navigating, and shaping culture in the full range of organizational settings, including local church leadership.

**Course Objectives:**

The learner will:

- Develop an understanding of the biblical mandate to shape culture
- Develop a higher degree of literacy for generic and organizational culture
- Develop an awareness of what shapes culture and how it functions in any group of people
- Gain an appreciation for the tools and skills in navigating culture with the added dimensions of connection making and sense-making.
- Gain insights into how to diagnose an organizational culture using several powerful diagnostic tools
- Explore with co-learners several case studies on culture
- Discover strategies for sensitively and effectively changing a culture

**Required Reading:**

Crouch, A. (2008). *Culture Making: Recovering our creative calling.* Downers Grove, IL: Intervarsity Press.

Malphurs, A. (2013). *Look before you lead: How to discern and shape your church culture.* Grand Rapid, MI: Baker Books.

Livermore, D. (2010). *Leading with cultural intelligence: The new secret to success.* New York: Amacom.

Readings will also be handed out from selected articles and books to meet the requirements of this three hour course. 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):**

Cameron, K. & Quinn, R. E. 3<sup>rd</sup> Ed. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. San Francisco: Jossey-Bass.

Lewis, R. & Cordeiro, W. (2005). *Culture shift: Transforming your church from the inside out*. San Francisco: Jossey-Bass.

McCracken, B. (2009). *Chief culture officer: How to create a living, breathing corporation*. New York: Basic Books.

Schein, E. (2004). *Organizational culture and leadership*. San Francisco: Jossey-Bass.

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

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

#1- Culture Observation and Insights Project – 30%

**Due –May 23, 2014**

A template will be provided for you on Day One of our course that will guide your observation of one specific environment that you are familiar with. This could be the current congregation you are a part of or an organization that you have close familiarity with. It will include thorough observation of the culture in all of its facets and then conclude with a one-page strategy for bringing about a cultural change in some crucial aspect of this congregation or organization. The template will provide a simple form of what this one page strategy might look like.

Length – As long as is required to do a thorough assessment and observation of the cultural elements.

#2 - Personal Reflection Paper on – Culture Making – 30%

**Due –May 30, 2014**

Write a reflection paper on the Crouch book that captures four specific insights from the author that have shifted or challenged your thinking about culture. Note each insight gained and then reflect on how this has altered your thinking about our role in shaping and changing culture. Take the final page to then reflect on how this book will impact your future leadership.

Length – No more than 6 pages / appropriate formatting / references properly cited if references other than the book in focus are used.

#3 - Personal Reflection Paper on – Look Before You Lead – 30%

**Due – June 20, 2014**

Write a 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 church presently or a church that you have known in the past. In the final one page or so of your paper reflect on which metaphor fits you best when it comes to working with culture – Are you an architect, a sculptor, or a blender? What are the implications of your leaning for your future leadership?

Length – No more than 6 pages / appropriate formatting / references properly cited if references other than the book in focus are used.

#4 - Course Reading / Class Participation – 10%

**Due – July 18, 2014**

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 articles will be handed out during class on our first day together.

**Determination of Final Grade:**

#1 – Culture Observation and Insights Project	30%	May 23
#2 – Personal Reflection Paper on Crouch	30%	May 30
#3 – Personal Reflection Paper on Malphurs	30%	June 20
#4 - Course Readings / Class Participation	10%	July 18

**OUR WEEK TOGETHER –**

On our first day we will lay out the plan for the week.

Each day will include teaching segments, reflection segments, group discussion, and creative elements. We will seek to vary our rhythm through each day so as to keep interest and energy for this five-day journey. Mid-week will involve a break in the afternoon for a field trip that will involve an actual interaction with a business that manifests a strong and vibrant culture.

Leadership and Culture

References and Bibliography – To be handed out on the first day of our module.