

464.615 Leadership Dynamics
Course Assessment and Delivery Outline

Campuses: Henderson, Christchurch and CDL

NQF Level 6
15 Credits

CONTENT OVERVIEW:

1. Approaches to Leadership – Biblical foundations and practical implications
2. Team Dynamics
3. Principles of communication – The art of listening
4. Challenges in communication
5. Inter-cultural communication
6. Conflict Management

ASSESSMENT TASKS AND DUE DATES:

1. Ministry Development – Part A: Learning Covenant

Learning Outcome 1
Due Date End of Week 3
Percentage Weighting Ungraded Pass/Fail

NB – all learning objectives should be signed off by your on-site supervisor prior to submission

Download and complete the **Learning Covenant** worksheet provided in Additional Course Resources folder:

From the potential growth areas identified formulate 4 learning objectives you would like to work toward this semester.

Refer to Learning Guide for worksheet and instructions

Ministry Development - Part B: Ministry Review

Learning Outcomes 1, 2, 3, 8.
Due Date End of Week Exam Week
Percentage Weighting 30% of Grade
Length Self-Review – one page
Mentor/Supervisor reviews – unspecified.

Toward the end of the semester the mentor, student and on-site supervisor should complete the supplied review forms with a view to identifying how and where development has occurred.

The reviews should then be collated by the mentor and discussed with the student prior to submission to the Internship Coordinator who will complete a coversheet and award an overall

grade based on the initial learning covenant and all reviews. Please check that each review has been signed by the author.

Student Self-Review Guidelines

Using the template provided, write a one page report highlighting what has been significant learning. Include reflection on the following elements:

1. Revisit your ministry objectives – to what extent were these achieved? What did you learn in relation to your field of ministry? What strengths/ challenges did you discover? How did you utilise or address these?
2. Describe 1-2 key learning points about the way leadership dynamics shapes mission and ministry.
3. Describe 1-2 key learning points from your wider academic classroom learning – give clear examples revealing how you have integrated this understanding into your ministry practice.
4. Identify and discuss any areas of learning and experience needing attention in order for you to continue to grow and develop both personally and in your ministry effectiveness.

Following this, self-grade yourself in relation to each continuum.

Once complete - email a copy to your internship coordinator and take your report to your final meeting with your mentor for discussion.

Refer to Learning Guide for instructions

2. Theological Reflection

<i>Learning Outcomes</i>	3, 4
<i>Due Date</i>	Auckland Students: End of Weeks Four & Seven Group work as set by Coordinator Christchurch & CDL Students: End of Weeks Four, Six and Eight
<i>Percentage Weighting</i>	30% of Grade (One overall combined grade)
<i>Length</i>	5-600 words per reflection

Auckland Students Only

During this semester you will need to choose two ministry incidents for examination utilising a formal reflective process.

A copy of one is to be presented for peer-group reflection.

A copy of at least one should be submitted to your mentor for further discussion.

Refer to learning guide for instructions

Christchurch and CDL Students Only

During this semester you will need to choose three ministry incidents for examination utilising a formal reflective process.

A copy of at least two should be submitted to your mentor for further discussion

Refer to learning guide for instructions

3. Integrated Project: Team Leadership

<i>Learning Outcomes</i>	5, 6, 7, 8
<i>Due Date</i>	End of Week Eleven
<i>Percentage Weighting</i>	40% of Grade
<i>Length</i>	2000 words + observation sheets
<i>Expected Sources</i>	2 Required texts + a minimum of four additional sources

Write a **2000 word essay** that explores the theological foundations of team leadership, offers a critical analysis of the skills required to shape team culture and of your own leadership attributes and skills in light of a series of six reports.

STEPS:

1. Over a four – six week period arrange for and **complete a series of six observation reports** using the templates provided.
2. Having completed the series of reports, draw together your biblical and theoretical understandings of team leadership then reflect on your findings in the form of an **essay**.
 - a) Offer a biblical/ theological foundation for team leadership
 - b) Outline and critically analyse the principles of team leadership provided by Cladis and others *in relation to* what you believe are the key skills required to shape an open and productive team culture
 - c) Analyse each of the six reports and offer a reflective response to the insights gleaned.

Refer to learning guide for templates and instructions

CRITERIA FOR ASSESSMENT

1. Ministry Development: Parts A & B combined.
 - Commitment to personal and professional development
 - Self-awareness regarding own attitudes, values and beliefs
 - Values and beliefs consistent with the gospel and evident in relationships with others
 - Understanding of contextual factors that affect the shape of ministry in an organisational setting
 - Growth in capacity for leading self and others in assigned area(s) of ministry practice
 - Openness to input and critique in relation to ministry practice.
 - Ability to communicate effectively and handle conflict appropriately
 - Intentional about setting boundaries and engaging in self-care
 - Growth in capacity to connect theology and ministry theory with life and faith
 - Growth in understanding personal call and giftedness
2. Theological Reflection
 - Clear description of ministry scenarios
 - Ability to reflect on and evaluate contextual and interpersonal factors impacting a specific incident
 - Ability to recognise the inherent value of a range of resources
 - Identification of an appropriate response or strategy for ongoing learning
 - Contribution to group learning process (Auckland Students Only)

3. Integrated Contextual Project

- Clearly articulated biblical foundation for team leadership
- Critical engagement with appropriate ministry theory
- Constructive analysis of observation reports of others
- Constructive analysis of personal capacity for team leadership in light of own philosophy of team leadership
- Presentation style, footnoting and bibliography

LEARNING HOURS

Elements of learning	Learning hours
Supervised Ministry Practice	96 hours
Ministry Development: Learning Covenant	3 hours
Mentoring	6 hours
Ministry Development: Ministry Review	2 hours
Theological Reflections (& group work where applicable)	8 hours
Integrated Contextual Project	<u>35 4hours</u>
	150 hours

BIBLIOGRAPHY:

Required Text (Integrated Project)

Cladis, George. *Leading the Team-Based Church: How Pastors and Church Staffs Can Grow Together into a Powerful Fellowship of Leaders*. San Francisco: Jossey-Bass, 1999.

If unavailable you can download the kindle app to your laptop/PC from Amazon <http://www.amazon.com/gp/feature.html?docId=1000426311> and purchase the kindle version <http://www.amazon.com/Leading-Team-Based-Church-Fellowship-Publication/dp/0787941190>

Key Texts (draw on at least one for your Integrated Project)

Seamands, Stephen. *Ministry in the Image of God: The Trinitarian Shape of Christian Service*. Downers Grove: IVP, 2005.

Plueddemann, James. *Leading Across Cultures: Effective Ministry and Mission in the Global Church*. Downers Grove: IVP, 2009.

Recommended Texts

Learning Covenant and Reflective Practice

Bond, M. and S. Holland. "Reflective Skills of the Supervisee" in *Skills of Clinical Supervision for Nurses* (Buckingham: Open University, 1998), 101-129.

Carroll, Jackson W. *God's Potters: Pastoral Leadership and the Shaping of Congregations*. Grand Rapids: William B. Eerdmans Publishing Company, 2006.

Covey, Stephen R., Roger A. Merrill and Rebecca R. Merrill. *First Things First*. New York: Simon and Schuster, 1995. 136-153.

Hillman, George. *Ministry Greenhouse: Cultivating Environments for Practical Learning*. Herndon: Alban, 2008.

_____. Ed. *Preparing for Ministry: A Practical Guide to Theological Field Education*. Grand Rapids: Kregel, 2008.

Floding, Matthew. Ed. *Welcome to Theological Field Education*. Herndon: Alban, 2011.

Jones, Jeffrey D. *Heart, Mind, and Strength: Theory and Practice for Congregational Leadership*. Herndon: Alban, 2008.

McAlpin, Kathleen. *Ministry That Transforms: A Contemplative Process of Theological Reflection*. Collegeville: Liturgical, 2009.

Nash, Sally and Paul Nash. *Tools for Reflective Ministry*. London: SPCK, 2009.

Pyle, W. and Mary Seals, eds. *Experiencing Ministry Supervision: A Field-Based Approach*. Nashville: Broadman and Holman, 1995.

Thompson, Judith. *SCM Studyguide to Theological Reflection*. London: SCM, 2008.

Team Leadership and Communication

Arasaratnam, Lily. "Communication and Expectations: Differences Between Men and Women Explored" in *Raising Women Leaders*, ed. by Shane Clifton and Jacqueline Grey. Sydney: Australasian Pentecostal Studies, 2009.

Boers, Arthur Paul. *Never Call Them Jerks: Healthy Responses to Difficult Behavior*. Herndon: Alban Institute, 1999.

DeyMaz, Mark *Building a Healthy Multi-Ethnic Church: Mandate, Commitments, and Practices of a Diverse Congregation*. San Francisco: Jossey-Bass, 2007.

Eguizabal, Orbelina and Kevin E. Lawson. "Leading Ministry Teams, Part I: Theological Reflection on Ministry Teams" *Christian Education Journal* 6, no. 2 (2009): 250-264.

Galindo, Israel. *The Hidden Lives of Congregations: Discerning Church Dynamics*. Virginia: Alban Inst, 2004.

Goleman, Daniel. "Leadership That Gets Results" *Harvard Business Review* (Mar – Apr, 2000).

Horseman, Colin, *Ministering with Emotional Intelligence*. Cambridge: Grove, 2011.¹

Lewis, G. D. *Meeting the Moment: Leadership and Well-Being in Ministry*. Nashville: Abingdon, 1997.

Kibbie, Simmons and McLintock, Ruth. "Cleaning up Bad Communication Habits" Alban Institute, 2008.

Lawson, Kevin E. and Orbelina Eguizabal. "Leading Ministry Teams, Part II: Research on Effective Teams with Implications for Ministry Team Leadership." *Christian Education Journal* 6, no. 2 (2009): 265-281.

Macchia, Stephen A. *Becoming a Healthy Team: Five Traits of Vital Leadership*. Grand Rapids: Baker, 2005.

¹ Available as an ebook at www.grovebooks.co.uk.

- Malphurs, Aubrey. *Values-Driven Leadership: Discovering and Developing Your Core Values for Ministry*. Grand Rapids: Baker, 1996.
- Mooney, Alison. *Pressing the Right Buttons: People Skills for Business Success*. Auckland: Random House NZ, 2007.
- Nouwen, Henri. "Moving from Solitude to Community to Ministry." *Leadership*, 16 no 2 Spr 1995
- Ott, E. Stanley. *Transform your Church with Ministry Teams*. Grand Rapids: Eerdmanns, 2004.
- Patterson, Colin. *How to Learn Through Conflict: A Handbook for Leaders in Local Churches*. Cambridge: Grove, 2003.²

² Available as an ebook at www.grovebooks.co.uk.