

**MAS 541 Leadership in the Ministry 2 credits / 3 ceus  
Tuesday, 1-4 p.m. Fall Term**

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Instructor Name</b>        | Rev. Claudell County M.A.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Office Hours</b>           | Room 105: Tuesday, Weds, Thurs. 9-11 am. Other times by appointment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Telephone</b>              | Office: 816-524-3550 ext. 2160<br>Home: 816 525-3205                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>E-Mail</b>                 | countych@unityonline.org<br>ccounty@kc.rr.com                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Required Texts</b>         | <p>Collins, J. (2005). <i>Good to great and the social sectors: Why business thinking is not the answer</i>. Bolder CO: self-published. www.jimcollins.com, ISBN 13:978-0-9773264-0-2</p> <p>Covey, S. (1989). <i>Seven habits of highly effective people: Restoring the character ethic</i>. New York: Fireside, Simon &amp; Schuster. (probably on your book shelf)</p> <p>Goleman D., Boyatzis, R., McKee, A. (2002). <i>Primal leadership: Realizing the power of emotional intelligence</i>. Boston: Harvard Business School Press.</p>                                                                                                                                                                      |
| <b>Other Required Reading</b> | Papers and handouts assigned in class.<br>Downloads from email.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Recommended Reading</b>    | <p>Bass, Richard, editor. (2007). <i>Leadership in Congregations</i>. Herndon, VA: Alban Institute. Article by White, E. <i>What kind of pastor will most likely empower laity</i>. P. 109 Originally published in <i>Congregations</i>, vol 20, no.3 (May/June 1994), pp. 12,13</p> <p>Cashman, K. (2003). <i>Awakening the leader within: A story of transformation</i>. Hoboken, NJ : John Wiley &amp; Sons, Inc.</p> <p>Collins, J. (2001). <i>Good to great</i>. New York: Harper Business</p> <p>Geoffrion, T. (2005). <i>The spirit-led leader: Nine leadership practices and soul principles</i>. Herndon VA: Alban Inst.</p> <p>George, Bill, (2003). <i>Authentic leadership: Rediscovering the</i></p> |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p><i>secrets to creating lasting value</i>. San Francisco: Jossey-Bass, Wiley Imprint</p> <p>Oakley, E. &amp; Krug, D. (1991). <i>Enlightened leadership: Getting to the heart of change</i>. New York: Fireside Book, Simon &amp; Schuster.</p> <p>Oswald, R. ( ). <i>Clergy Self-Care</i>. Herndon VA: Alban Institute Press.</p> <p>Shelton, C. (1999). <i>Quantum Leaps: 7 skills for workplace REcreation</i>. Boston: Butterworth-Heinemann</p> <p>Wheatley, M. (1999). <i>Leadership and the new science: Discovering order in a chaotic world</i>. San Francisco: Berrett-Koehler Publishers, Inc.</p> |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Course Description

In today's spiritual communities, the idea of ministry and church is changing. New generations are moving away from the hierarchical model with ministers as the top of a pyramid. In this new idea of ministry there is collaboration, shared ownership and responsibility and a more holistic sense of the "body of the church." In this new vision of ministry, we still need ministers who demonstrate clear leadership skills and abilities. Leadership is not about the position but about how the person shows up within a community.

This course seeks to develop the leadership competencies of an evolving leader. Spirit-led and intentional, each student will develop strategies for self-awareness, self-mastery, relationship and community awareness. Students will identify and be able to integrate practices of the physically, emotionally and spiritually healthy leader of a thriving, integral and congruent ministry. What are the dynamics of this new model of ministry and what leadership skills best equip the leader of this ministry?

### Learning Objectives

Students will be able to:

1. Assess on an ongoing basis their level of self-awareness, self-mastery, relationship and community awareness.
2. Identify and integrate into their daily activities the practices of the physically, mentally, emotionally, and spiritually healthy leader.
3. Identify the dynamics of a thriving, integral and congruent ministry and the role of the minister.
4. Apply and integrate spiritual principles to all areas and all levels of the ministry.

The above objectives partially fulfill the following program outcome for the Master of Divinity:

MD-2 Describe and integrate administrative and leadership abilities to create a productive and growing ministry.

MD-3 Recognize and practice personal habits that provide for a healthy ministry.

MD-4 Demonstrate appropriate knowledge needed for ministry.

The above objectives partially fulfill the following program outcome for the Certificate in Unity Ministry:

C-2 Describe and integrate administrative and leadership abilities to create a productive and growing ministry.

C-3 Recognize and practice personal habits that provide for a healthy ministry.

C-4 Demonstrate appropriate knowledge needed for ministry.

| Week | Tuesday | Topic                                                                                                                                                                                                  | Reading & Activity                                                                                              | Additional Material                                                                         |
|------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| 1.   | 10/9    | What is Leadership? Who is a leader?<br>What is the way of leadership?                                                                                                                                 | Class exercises<br><br>WWLD for the term<br>ask yourself, "What<br>would a leader do?"<br><br>Primal Leadership | Fillmore view of<br>ministry                                                                |
| 2.   | 10/16   | Overview of Integral Ministry Model                                                                                                                                                                    | Rev. Dr. Gary<br>Simmons<br><br>Goleman, et.al<br>Preface through<br>chapter 2                                  |                                                                                             |
| 3.   | 10/23   | Overview of Emotional Intelligence in<br>Leadership (Primal Leadership) adapted<br><br>Self-awareness<br>Leadership Awareness<br>Self-mastery<br>Social Awareness<br>Relationship management/Community | Goleman, Chapters                                                                                               | Define the integral,<br>thriving, coherent<br>LEADER.                                       |
| 4.   | 10/30   | Self Awareness<br>Who am I? Who did I come here to be?                                                                                                                                                 | Goleman p. 55 self-<br>assessment                                                                               | Spirit-Led Leadership                                                                       |
| 5.   | 11/6    | Leadership Awareness<br>How am I showing up as a leader?                                                                                                                                               |                                                                                                                 | Bass/White: Qualities<br>likely for empowering<br>laity.<br>George: Authentic<br>Leadership |

| Week | Tuesday | Topic                                                                                                                                                                                         | Reading & Activity      | Additional Material                                                                            |
|------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------------------------------------------------------------------------------------|
| 6.   | 11/13   | Self-Management<br>Personal self-care,<br>Thriving Leader<br>Self-care<br>Prioritizing<br>Integral leader AQAL<br>Time Management<br>Goal planning<br>Congruent Leader<br>Ethics & Integrity  |                         | Ellsworth: website<br><br>Oswald: Clergy Self-Care<br><br>Covey: Seven Habits<br><br>Heartmath |
| 7.   | 11/20   | Social Awareness<br>Building empathy: the inner work<br>Selfless service & self-caring<br>Who are my people?<br>What do they want?                                                            |                         |                                                                                                |
| 8.   | 11/27   | Social Awareness, con't<br>Why are w here?<br>Good to great<br>Level 5 leadership<br>Emotionally Intelligent Team<br>Competency:leadership,<br>board,member.                                  |                         | Collins<br><br>Goleman                                                                         |
| 9.   | 12/4    | Relationship / community management<br>Practicing Spiritual principles<br>Building community: global cafe<br><br>What is our Global role?<br>Spiritual social action<br>Making the difference |                         | Shelton:quantum skills<br><br>Goleman                                                          |
| 10.  | 12/11   | Relationship Management, con't<br>Moving from here to there.<br>Change                                                                                                                        | Who moved my<br>cheese? | Enlightened Leadership                                                                         |

### Assignments for the Master of Divinity program:

1. Under construction
- 2.
- 3.

### Grading

| Assignment | Possible Points | Meets Learning Objective |
|------------|-----------------|--------------------------|
|            |                 |                          |
|            |                 |                          |
|            |                 |                          |
|            |                 |                          |
|            |                 |                          |

**Final Grade Determination:**

- 90-100 Points = A
- 80-89 Points = B
- 70-79 Points = C
- Below 69 Pts = F

**Assignments for the Certificate program:**

Under construction

| Assignment | Possible Points | Meets Learning Objective |
|------------|-----------------|--------------------------|
|            |                 |                          |
|            |                 |                          |
|            |                 |                          |
|            |                 |                          |

**Final Grade Determination**

**Evaluation of the written assignment is based upon the following factors:**

- Compliance with assignment parameters.
- Depth of knowledge and insight.
- Comprehensiveness of response.
- Clarity in communicating ideas.
- Coherence and organization of ideas.
- Grammar, sentence structure, spelling. (Relaxed for ESL students.)

**Expectations of Students**

Students are expected to come to class having read the assigned material and being prepared to discuss it and integrate it in the assignments. My assignments are designed to be immediately applicable to you. Make them real.

**Classroom Protocol**

To maintain an atmosphere of learning, please be on time, respect each other's ideas, balance speaking and listening, share the center stage, prepare for each class, return from breaks on time,

take adult breaks if needed, and take everything to prayer. Most important: Treat each other as people, not objects. Practice authenticity, integrity, and respect.

### **Attendance Policy**

There will be in class activities and assignments. Please be there. Excessive absence will be noted.

### **Late Assignment Policy**

Late papers may lose points. Please speak to me if there are mitigating circumstances.

### **Incomplete grades**

Instructor has the option of assigning the grade of “I” (Incomplete) in situations involving serious illness or emergency. To receive the grade of Incomplete, a student must petition the instructor before the end of the course, stating the reasons for the incomplete grade. See student handbook for details.

### **Academic Honesty**

Unity Institute assumes that all students desire to pursue their academic and transformational work with honesty and scholarly integrity. Cheating, plagiarism, facilitating academic dishonesty and misrepresentation of self or other students are prohibited. Students may seek the assistance from others as long as the student submitting the assignment is actually doing the work.

If the faculty member discovers a student violating academic honesty, the following penalty may be applied, depending upon the severity of the infraction:

1. A reduced grade for the assignment.
2. A grade of zero for the assignment
3. An “F” for the course.
4. Remand the decision to the full faculty.

A report will be sent to the faculty, the Dean, as well as kept in the student’s permanent file.

For further information about academic honesty, students are directed to review the Unity Institute Catalog and Student Handbook.

### **Special Concerns**

If students have any special concerns and/or challenges that may affect their performance in this course, they are encouraged to speak with the instructor immediately so that any accommodations, if necessary, may be made. Please call, email, or talk to me before you to go anyone else.

## **Selected Bibliography**

- Boyatzis, R. & McKee, A. (2005). *Resonant leadership*. Boston: Harvard Business School Press.
- Cashman, K. (2003). *Awakening the leader within: A story of Transformation*. Hoboken, NJ : John Wiley & Sons, Inc.
- Shelton, C. (1999). *Quantum Leaps: 7 skills for workplace REcreation*. Boston: Butterworth-Heinemann
- Covey, S. (1991). *Principle-centered leadership*. New York: Fireside, Simon & Schuster.
- Finzel, H. (200). *The top ten mistakes leaders make*. Colorado Springs, CO: Nexgen, Cook Communications Ministries.
- Goleman D., Boyatzis, R. & McKee, A. (2002). *Primal leadership: Realizing the power of emotional intelligence*. Boston: Harvard Business School Press.
- Heider, J. (1985). *The Tao of leadership: Lao Tzu's Tao Te Ching adapted for a new age*. Atlanta: Humanics Limited.
- Lipman-Blumen, J. (1996). *Connective Leadership*. Oxford: Oxford University Press.
- Northouse, P. (2004). *Leadership: Theory and practice*. (3<sup>rd</sup> edition). Thousand Oaks, CA: Sage Publications.
- Oakley, E. & Krug, D. (1991). *Enlightened leadership: Getting to the heart of change*. New York: Fireside Book, Simon & Schuster.
- The Arbinger Institute (2002). *Leadership and self deception: Getting out of the box*. San Francisco: Berrett-Koehler Publishers, Inc.
- Wheatley, M. (1999). *Leadership and the new science: Discovering order in a chaotic world*. San Francisco: Berrett-Koehler Publishers, Inc.
- Zigarmi, D., O'Connor, M., Blanchard, K. & Edeburn, C. (2005). *The leader within: Learning enough about yourself to lead others*. Upper Saddle River, NJ :Prentiss Hall

