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CL 611 Foundations of Leadership

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CL 611ExL Syllabus

"Leadership is a Verb"

CL 611X FOUNDATIONS OF LEADERSHIP
ExL Summer 2004
Asbury Theological Seminary
Wilmore, Kentucky

Subject to revision!

Instructor: Coral Gray

Welcome to CL611X, Foundations of Leadership. Did you catch the significance of the opening statement? By asserting that leadership is a verb, we are saying that it involves action. The message for you and the intent of this course is to help you understand that we do not seek to _BE_ leaders, rather we work to _DO_ leadership. Understanding that leadership is a verb is crucial to ones growth and effectiveness in this area and it is my desire that I play a part in helping to grow you into the best leader that you can be.

Recent history has suggested that our society desperately needs our help as Christian leaders. My teenage son came to me not long ago and just blurted out "the world is going to hell." Kids are killing kids in schools, sex outside of marriage has become a leisure time activity that few resist, our leadership seems to lack moral character and drinking and drugs are a regular way of life for all but a few. In my son's words was hidden a plea for some reason to be hopeful. My son is not alone and I want to make sure that you are equipped to help as a servant leader to give our world the one sure hope -- Jesus Christ.

Teaching this course on this medium is becoming more and more comfortable for me. You and I will be learning and growing into this course together and I can almost promise that before the semester is over you will see that I am human and I'm sure that I will discover the same thing about you. Together, we will make this experience significant for both of us. Having said that, let me assure you that I understand when things begin to pile up and time just seems to get away from you. If you should run into difficulties as we navigate our way into a deeper understanding of leadership, communicate with me so that we can find a way to deal with the problem.

Where to find me

Please post your questions and inquiries which may be of general interest in the Discussion Center. If you have specific comments or questions for me, please send them to the "Office" and I will respond to your communications as quickly as possible. Don't be shy about asking questions -- others are probably as interested in the answers as you are. Please be aware of the limitations of trying to communicate through this medium and give others a chance to express themselves as well.

Foundations of Leadership is a three-hour course that meets for a total of fourteen weeks This course requires 107 hours of student involvement. If you can set aside approximately 8 hours per week for course work, you should do just fine. The way to succeed in a class like this is to try to spend time online (in class) at least every other day.

My home phone number is (859) 858-4729. We are on Eastern Standard Time. You can e-mail me at *coral_gray@asburyseminary.edu*. I will be checking this e-mail daily in case of emergencies.

Course Purpose

This course is designed to introduce you to the historical development of the leadership discipline. Special attention will be given to the theoretical constructs that under-gird the major leadership paradigms beginning with the Great Man Era and ending with the Age of Complexity. Because some are suspicious of the value of theory for usefulness in the church, this course will be intentionally sensitive to the interplay between management theory and its usefulness to a Christian context.

Some believe that anyone can do leadership. How many of us have had the misfortune of serving under someone who believed them self to be a leader only to end up frustrated and disillusioned about ourselves and our place in God's service. This course will help to prepare us to identify those individuals who should best be understood as managers and those individuals who should be tapped for service as leaders.

Finally, this course will provide practical help in areas such as delegation, conflict resolution and problem solving.

Learning objectives of the course are as follows: The student will be able . . .

1.   To articulate the most effective ways to attain proficiency in the art and practice of
        Leadership

2.   To employ classic leadership theory and the basic disciplines for personal Christian
        leadership development

3.   To practice management, decision-making, and leadership selection/development skills

4.   To articulate and practice how to accept and respond to management and leadership within
        the Church and various Christian ministries while utilizing key strategies for developing
        other servant leaders

5.   To articulate the relevance of leadership theory for the development and growth of the
        church

6.   To demonstrate an understanding of the four classic organizational frames

7.   To recognize selected organizational change processes and how to resolve the inherent
        conflicts that accompany change

REQUIRED READING:
Clinton, J. Robert. *The Making of a Leader*. Colorado Springs: NavPress, 1988. 272 pages

Crainer, Stuart. *The Management Century: A Critical Review of 20th Century Thought and Practice*. San Francisco, CA: Jossey-Bass Publishers, 2000. 262 pages

NOTE: THIS BOOK IS CURRENTLY OUT OF PRINT. However, it can be obtained through several online booksellers and should also be available in local libraries. Please let me know if you are unable to find a copy. (The ISBN is **0787952249**)

Wren, Thomas J. *The Leader's Companion: Insights on Leadership Through the Ages*. New York: The Free Press, 1995. 554 pages

RECOMMENDED READING:
Hersey, Paul and Ken Blanchard. *Management of Organizational Behavior, 8th ed*. Englewood Cliffs, NJ: Prentice Hall, 2000. 550 pages.
Shriberg, Lloyd, Shriberg. *Practicing Leadership*. New York: John Wiley & Sons, 1997.
Yukl, Gary A. *Leadership in Organizations*. Englewood Cliffs, NJ: Prentice Hall, 1982

Student Evaluation

We have found that the easiest way to be consistent with all students with regards to grading is to set up a scoring rubric. The rubric for this class is as follows:

5 = *Exceptional work*: *surpassing, markedly outstanding achievement of course objectives*

Exceptional work is constituted by such things as: substantive reflection that reveals engagement with the "big ideas" of scripture and/or the "big ideas" represented in the existing body of knowledge from the social sciences in a particular area of study and represented via assigned texts and presentations; thorough and penetrating personal insights gained from a sustained consideration of one's experience through; and excellence in grammatical, stylistic and communicative aspects of writing.

4 = *Good work: strong, significant achievement of course objectives*

Good work is constituted by: solid reflection on the assigned readings and presentations in response to the given questions for a particular unit; the capacity to utilize classroom discussions and readings to understand and critically engage one's own story; accurate ability to name specific ministry implications from one's processing of information; and carefulness in grammatical, stylistic and communicative aspects of writing.

3 = *Acceptable work: basic, essential achievement of course objectives*

Acceptable work is constituted by: obvious acquaintance with the assigned readings and classroom discussions at a level that allows for reflection and thought in response to the questions posed for a particular unit, references to one's own story at a level that makes application of truth and would interest another individual in the insights being expounded; capacity to communicate grammatically and stylistically without detracting from the presentation.

2 = *Marginal work: minimal or inadequate achievement of course objectives*

Cursory rendering of the assignment that fail to represent the instructor's intent; a flat restatement of the instructor's work void of any personal appropriation of the material; grammatical or stylistic errors that frustrate the reader and detract from the thought of the paper; or other failures to fulfill reasonable expectations flowing from a seminary course of this nature.

1 = *Unacceptable work: failure to achieve course objectives*

Unacceptable work is usually willful, unexplained, or inexcusable lack of fulfillment of class assignments

Course Requirements

Participate in on-line discussions, assignments and exercises as requested in the particular Module. Prepare a critical book review. Interview two leaders, one from church setting, the other from a para-church setting. Use library sources to prepare a Leadership Development Study. Develop a comparison chart. Prepare and share two reflection papers. One paper will deal with the subject of leadership identification and the other will focus on the difference between leadership and management.

We have found that students preferred assignments to be due after the weekend instead of being spread throughout the week. For this reason, all assignments will be due on a Monday unless otherwise noted. This gives you freedom to work throughout the week on assignments and provides ample time to fulfill dialogue requirements. Be sure to plan your time accordingly. Students should submit written materials on time; late papers will receive no written comments and the grade will be penalized one-third of a letter grade per day.
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Course Schedule

June 1 – June 14
MODULE ONE   **Perspectives on Leadership**

> *Create your resume and send a personal greeting to the discussion center
> *Prepare a reflection paper on your personal experience with a leader. Was it a positive or negative experience? Why? What made that person a leader?
> *Develop your own definition of "leader" and "leadership"
> *Compare and contrast the Evangelism Mandate and the Cultural Mandate
> * Create your LDS Generalized Timeline

June 14 – June 28
MODULE TWO   **Leadership Eras**

> *Prepare a three page review of *The Management Century* comparing it with the Leadership Paradigms
> *Working as a group, create a Paradigm Chart

June 28 – July 12
MODULE THREE   **Theoretical Foundations of Leadership**

> *Continue working on your LDS
> *Read and evaluate the article "Understanding Leadership"
> *Midterm Exam

July 12 – July 26
MODULE FOUR   **Leadership Styles**

        *Describe the difference between Hersey/Blanchard, Fiedler, and Blake/Mouton
        *Identify leadership styles and implications for ministry

July 26 – August 9
MODULE FIVE   **The Leader and Power**

        *Develop a chart that relates Hersey/Blanchard, Clinton and Wrong's Power
        *Discuss the sources of power in relation to leadership issues
        *Develop a profile of an effective Christian leader with regard to the use of power

August 9 – August 23
MODULE SIX   **Major Tasks and Counting the Cost of Leadership**

        *Develop a case study
        *Interview two leaders (one a church leader and one a para-church leader)
        *Share your findings with three class members
        *Complete and submit your LDS (note due date below)

All written materials that need to be mailed in relation to this course must be post marked no later than midnight TUESDAY, August 24. (But as much as possible try and send me the information electronically.)

Needful Things

The primary component of our classroom consists of a Course Center, a Discussion Center, a Chat Center and an Office. Additionally you will find an Archive and Resource Center. In the Course Center you will be able to access necessary information about course materials, modules and my instructions to you. Any interactions that need to take place between you and other class members will take place in the Discussion Center. The Chat Center is the place for live interactions with me and other class members. These conversations can only take place when we are on-line at the exact same time. Think about pre-arranging times to be together in the Chat Center. If you wish a private conversation with me, it needs to occur in the CL 611 Office. Conversations that take place in the Discussion Center can be retained and stored in the Archive Center but any conversation you have in the Chat Center is not stored and I will not have a record of it.

Most of our work will take place in the Course Center. This is because the Modules contain the basic information that you will need to successfully complete the requirements for this course and these Modules will be posted in the Course Center. Be sure to digest the information in the Module

fully before you begin working on specific assignments. If you don't understand the information or instruction you receive, e-mail me, contact me through the Office Center or through the Discussion Center. Any question you might have probably has troubled someone else, so don't hesitate to seek clarification. Also, develop the habit of checking the various Centers on a regular basis.

More Needful Things

When I respond to Discussion Center inquiries, I will note the name of the person to whom I am replying. In that way you can quickly scan for my replies to you. This will be especially helpful when you don't have the time to read everything.

At the beginning of each Module, I will direct you to the devotional thought or prayer. You should get into the habit of opening each Module with a prayer of your own. Also, take time to share with us your prayer requests and updates. I also want to encourage you to participate in the Wilmore campus chapels that you can access through the Resource Center.

Every effort should be made to stay within the Module time frames. This will help both of us maximize the course experience and ensure that you are not graded down for late work.

I will also "open" two Modules at a time for those of you who may want to work ahead. This means that I will open Modules 1 and 2 at the beginning of the course. When the time expires for Module 1, I will open Module 3 so Modules 2 and 3 will be open at the same time and so on.

Don't forget, this is not an independent study. It is important that you keep pace and not fall behind. I will be asking you to share at various times with others in the class. They are depending on you so look ahead and plan wisely. LET ME KNOW IMMEDIATELY if you start running into timing difficulties.

Even More Needful Things

A final thought, from time to time you might run into some difficulties of a technical nature. Should that happen, there is available to you excellent sources of help at Exl_support@asburyseminary.edu. For problems related to this course contact Exl_coach@asburyseminary.edu and for library assistance contact Hannah_Kirsh@asburyseminary.edu. She is the research librarian and will be the place to begin your preparation for any research paper.

Thank you for choosing this course. You might want to print out a hard copy of this syllabus and the instructions given within each module. Calendar the due dates and look at them often.