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# CL 614 Leading Groups and Organizations

Thomas F. Tumblin

# CL614  Leading Groups and Organizations
Thomas F. Tumblin, Ph.D.
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## Purpose:

Transforming large and small groups, including associations of multiple groups (organizations), requires exceptional insight and skill.  This course will examine the social psychological aspects of leadership from both the classic literature and from Christian parallels.  Organic systems and the impact of belief structures will frame the discussion.

**Objectives:**  Upon completion of this course the student will be able to:

1.  Articulate the common objectives provided in the leadership orientation tutorial:

    * Demonstrate an understanding of the four classic organizational frames and contingency leadership.
    * Recognize selected organizational change processes and how to resolve the inherent conflict that accompanies change.
    * Practice the basic disciplines for personal leadership development and demonstrate a comprehension of key strategies for developing other servant leaders.
    * Use biblical and theological criteria for evaluating leadership style and practice.

2.  Articulate the basic concepts of organizational psychology, especially as they apply to Christian organizations.

3.  Evaluate social psychological models through the lense of ecclesiology.

4.  Implement leadership development strategies through groups and teams.

**Required Reading:**

*Reframing Organizations: Artistry, Choice and Leadership, 2nd ed.* by Lee G. Bolman and Terrence E. Deal (San Francisco: Jossey-Bass, 1997)  ISBN: 0787908215 (450 pages).

*Leading Congregational Change: A Practical Guide for the Transformational Journey* by Jim Herrington, Mike Bonem and James H. Furr.  (San Francisco: Jossey Bass, 2000) ISBN: 0787947652  (186 pages).

*Organizational Culture and Leadership, 2nd ed.*, by Edgar H. Schein (San Francisco: Jossey-Bass, 1997)  ISBN: 0787903620 (448 pages).

*After Our Likeness: The Church as the Image of the Trinity* by Miroslav Volf (GrandRapids, MI: Eerdmans, 1998) ISBN: 0-8028-4440-5 (314 pages).

Articles on Electronic Reserve (see page 5)


**Suggested Resources:**

*FaithQuest: A Journey Toward Congregational Transformation* (Bible Study) by Dan R. Dick (Nashville: Discipleship Resources, 1998)  ISBN: 0881772399  (168 pages).

*Making Sense of the Organization* by Karl E. Weick. (Cambridge, MA: Blackwell, 2000)  ISBN: 0631223193 (496 pages).

*Images of the Church in Mission* by John Driver.  (Scottdale, PA: Herald Press, 1997) ISBN: 0836190580  (240 pages).

*Managing with Power: Politics and Influence in Organizations* by Jeffrey Pfeffer (Boston: Harvard Business School Press, 1992)   ISBN: 087584314X  (392 pages).

*Birth of the Chaordic Age* by Dee Hock.  (NY: Berrett-Koehler, 1999)  ISBN: 1576750744  (350 pages).

*Faith-based Management: Leading Organizations That Are Based on More Than Just Mission* by Peter C. Brinckerhoff.  (NY: John Wiley & Sons, 1999).  ISBN: 0471315443 (272 pages)

*Small Group and Team Communication* by Thomas E. Harris and John C. Sherblom. (Boston: Allyn and Bacon, 1999)  ISBN: 0205289894  (271 pages).

*Leading and Managing a Growing Church* by George C. Hunter III.  (Nashville: Abingdon Press, 2000)  ISBN: 0687024250  (160 pages)

**Assignments:**

1.  Create and monitor an interactive group or team for a minimum of 10 weeks.  At the end of the semester submit a field notebook (using the small group observation tool in the Course Center) on the group dynamics demonstrating proficiency in organizing, diagnosing and enhancing a team or group.

2.  Select a case study from [www.christianleaders.org](http://www.christianleaders.org) (it has a saga of ongoing ministry experiences starring a pastor and her congregation – choose one of the scenes, not all of them) and write a 10 page analysis of the organizational elements, including frame, issues, and development plan.

3.  Team project report (10-15 pages; one report per team): integrate the organizational psychology and ecclesiology literature to describe a healthy model of a Christian organization and the leader's role in that organization's development.

4.  Write a detailed analysis (20-25 pages) of your church or Christian organization and include issues such as organizational frame, ecclesiology, group dynamics, leadership patterns, social structures, future challenges, and change and conflict.

    a.  This is a study of an organization with which you are currently involved or have been involved.  So, I assume you will have some emotional engagement.

    b.  Indeed, do make the paper as anonymous as possible by using pseudonyms and no identifying labels.  In the meantime, I will hold them in confidence.

    c.  The general outline of the paper might be:

        1.  intro of the context/scenario(s) and issues
        2.  links to course (and other) materials
        3.  identify 3 +/- key issues that seem pivotal
        4.  how would you advise the organization to move forward over the next 2-3 years

[Doctoral students should write a 30-40 page paper.]

5. Doctoral students will also do a 10 page critique of Katz and Kahn's *The Social Psychology of Organizations* or *Making Sense of the Organization* by Karl E. Weick.

6. Write three reading summaries, one each for Bolman/Deal, Volf and Schein. These are one page (single-typed) concise summaries and are intended to help anchor what you have been learning from the readings. This is intended to be primarily a summary, not a critique. If you have critique and/interaction, I recommend putting it in as footnotes or endnotes.

## Grading (total of 100 points possible):

| | |
|---|---|
| Course Interaction (including reading reviews) | 20 |
| Group Dynamics Field Notebook | 20 |
| Case Study Analysis | 15 |
| Team Project Report | 15 |
| Organizational Analysis | <u>30</u> |
| TOTAL | 100 |

Grading will be based on the criteria found in the ATS Catalog as revised by the Faculty in 12/00. Grade increments (+/-) fall within the standards below.

A = Exceptional work: surpassing, markedly outstanding achievement of course objectives
B = Good work: strong, significant achievement of course objectives
C = Acceptable work: basic, essential achievement of course objectives
D = Marginal work: inadequate, minimal achievement of course objectives
F = Unacceptable work: failure to achieve course objectives

## Rubric for Papers:

Exceptional: Clear, precise and creative writing that interacts both with the course material and outside sources (ten or more outside citations) and experiences. Shows unusual integration and application of the course to one's own development. Adheres to Slade's guidelines for form and style. Outstanding model of theological reflection and critical thinking.

Good: Strong writing that interacts with the course material and draws upon life experiences. Show genuine points of application of the course to one's own development with some use of outside sources. Strong form and style. Impressive theological reflection and critical thinking.

Acceptable: Average writing that interacts with the course material and occasional links to life experiences. Few, if any, outside sources. Little application to one's own development. Generally consistent form and style. Moderate theological reflection and critical thinking.

| Week | Topic | Reading | Assignments |
|------|-------|---------|-------------|
| 1<br>9/8-12 | Team Building | ER: Katzenbach | Post a 50-100 word personal introduction to the Discussion Center; All View: FaithQuest #1 |
| 2<br>9/15-19 | Intro to Social Psychology | Bolman & Deal | All View: FaithQuest #2 |
| 3<br>9/22-26 | Group Dynamics | Schein, ER: Harris, HBR | For next week, fill out the Turning Points Matrix in the Course Center and post to the course mailbox by 6/28;<br>All View: FaithQuest Session 3 & GroupThink |
| 4<br>9/29-10/3 | Developing Yourself and Others | ER: Spears | Mast./Doct.: Reading Summary (Bolman) (Assignment #6)<br>Doct.: Personal dev plan<br>All View: FaithQuest Session 4 & October Sky Clip |
| 5<br>10/6-10 | Wesley on Groups & Organizations | ER: Henderson, Watson | Mast.: Begin reading Volf, including the article on Volf in the Course Center<br>Doct.: coaching plan<br>All View: FaithQuest Session 14 |
| 6 | Ecclesiology | Volf | Mast.: n/a |

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|---|---|---|---|
| 10/13-17 | | | Doct.: Link with other ecclesiologies<br>View: FaithQuest Session 5 |
| 7<br>10/20-24 | Church as Organization | Harrington | Mast./Doct.: Case Study Analysis (Assignment #2)<br>All View: FaithQuest Session 6 & It's So Simple |
| 8<br>10/27-31 | Change & Innovation | ER: Conger | Mast./Doct.: Mid-term Interviews<br>All View: FaithQuest Session 8 & Nightline: Ideo |
| 9<br>11/3-7 | Conflict | ER: Friedman | Mast./Doct.: Reading Summary (Volf) (Assignment #6)<br>All View: FaithQuest Session 10 & Who Moved My Cheese |
| 10<br>11/10-14 | Leading Systems & People | ER: Senge, | All View FaithQuest Session 12 |
| 11<br>11/17-21 | Leading Organizations | ER: Carroll, Mintzberg | Mast./Doct.: Organizational Analysis (Assignment #4)<br>All View: FaithQuest Session 9 |
| 12<br>11/24-28 | Reading Week | | |
| 13<br>12/1-5 | Scenario Planning | ER: Biehl, Morris | Mast./Doct.: Reading Summary (Schein) (Assignment #6)<br>All View: FaithQuest Session 17 |
| 14<br>12/8-12 | Global Models | | Mast./Doct.: Field Notebooks (Assignment #1) & Team Projects (Assignment #3)<br>All View: FaithQuest Session 13 |

**Electronic Reserves (ER) Abbreviated Bibliography:**

Biehl, Bob. *Masterplanning* excerpt

Carroll & Johnson. *Decision Research* excerpt

Conger, et al. *The Leaders Change Handbook* excerpt

Friedman, Edwin. *Generation to Generation* excerpt

Harris & Sherblom. *Small Group & Team Communication* excerpt

Henderson, Michael. *John Wesley's Class Meeting* excerpt

Katzenbach & Smith. *The Wisdom of Teams* excerpt

Levy, Paul. "The Nut Island Effect"

Mintzberg & Westley. "Decision Making: It's Not What You Think"

Morris & Olsen. *Discerning God's Will Together* excerpt

Senge, Peter, et al. *The Dance of Change* excerpt

Spears, Larry. *Reflections on Leadership* excerpt

Watson, David Lowes. *The Origins and Significance of the Early Methodist Class Meeting* dissertation excerpt

**Class Structure:**

The Course Center will contain a copy of the syllabus as well as all class modules.

The Discussion Center will be used for all public communications. Anytime you have a question or comment about the course, the modules, the assignments, or anything else which would be of interest to your classmates and me, you should post to the Discussion Center.

The CL614XL Office is for private correspondence between you and me. This will contain items that you do not want to appear publicly before all of your classmates or items that you think may embarrass me if they were to appear publicly.

The Archives Center will be used for storing conversations that have already taken place during the course of the semester. This keeps the Discussion Center from becoming too unmanageable.

The Chat Center is intended primarily for real-time interaction among students. You can get together with other members to study, ask questions, or to explore topics. None of the conversations carried on in this location are ever saved.

The Resource Center provides access to a number of specific tools available to all ExL students. These include access to the B.L. Fisher Library, the Services in Estes Chapel, ExL Updates, Guidelines for Success, Helpful Hints, Interesting Links, a Powerpoint Viewer as well as a Real Audio player. I encourage you to take advantage of all these resources, and particularly to utilize the chapel access in order to connect with the seminary's on-campus opportunities for spiritual growth.


**Support:**

The following individuals can provide important help to you should the need arise:

**Jared Porter** (ExL_Support@asburyseminary.edu) can provide technical support should you encounter any difficulties.
**Kevin Osborn**, the ExL Director (Exl_Director@asburyseminary.edu) can handle any number of questions or concerns you might have relating to the ExL program.
**Hannah Kirsch** (Hannah_Kirsch@asburyseminary.edu) is the ExL reference librarian.
**Dorothy ("Dot") James** (Dorothy_James@asburyseminary.edu) is the ExL contact for inter-library loans.