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CL 616 Leading Change

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CL616 Leading Change

Professor: Thomas F. Tumblin, Ph.D.

Intensive Week: August 11-15, 2008

8:30 a.m. – 5:00 p.m., Wilmore Campus

(Version 6/08)

Purpose:

Change inevitably comes, particularly when an organization experiences healthy growth. This course addresses organizational transformation dynamics including first and second order change, transition, innovation, systems and conflict. Emphasis will be given to the leader's roles as catalyst, coach and counselor at the individual, group, organizational and enterprise levels.

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

1. Articulate four common objectives of leadership:
 - 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. Create a biblical and theological framework for discernment and redemptive change.
3. Understand individual and organizational change dynamics.
4. Be able to identify and design change strategies for multiple types of organizations.
5. Identify a personal change agent model with the commensurate conflict resolution tools.

Required Reading:

Deep Change: Discovering the Leader Within by Robert E. Quinn (San Francisco: Jossey-Bass Publishers, 1996), 236 pages. (ISBN: 0787902446)

Diffusion of Innovations, 5th ed. by Everett M. Rogers (New York: The Free Press, 2003), 512 pages. (ISBN: 0743222091)

Leading Congregational Change by Jim Herrington, et al. (San Francisco: Jossey-Bass Publishers, 2000), 240 pages. (ISBN: 0787947652)

The Missional Leader: Equipping Your Church to Reach a Changing World by Alan Roxburgh and Fred Romanuk (San Francisco: Jossey-Bass Publishers, 2006), 220 pages. (ISBN: 078798325X)

Managing Transitions: Making the Most of Change, 2nd ed. by William Bridges (New York: Perseus Publishing, 2003), 144 pages. (ISBN: 0738208248)

The following articles from Fast Company magazine (free):

http://www.fastcompany.com/magazine/94/open_change-or-die.html

http://www.fastcompany.com/magazine/94/open_change-or-die-fasttake1.html

http://www.fastcompany.com/magazine/94/open_change-or-die-fasttake2.html

The following article on Senge's systems theory from Infed Encyclopedia (free):

<http://www.infed.org/thinkers/senge.htm>

The following article on Appreciative Inquiry: <http://www.appreciative-inquiry.org/AI-Life.htm> by David L. Cooperrider and Suresh Srivastva

The following articles from Harvard Business Online (for a fee): Click on <http://harvardbusinessonline.hbsp.harvard.edu/relay.jhtml?name=cp&c=c17063> to order the course materials. You will be asked to register for the "course" and will need to download a utility to receive the articles.

"Radical Change, the Quiet Way" by Debra Meyerson (HBR OnPoint Enhanced Edition) (Product #7923)

"Leadership for Change: Enduring Skills for Change Masters" by Rosabeth Moss Kanter (Product #9-304-062)

"Leading Change: Why Transformation Efforts Fail (HBR OnPoint Enhanced Edition) by John Kotter (Product # R0701J)

Suggested Resources:

Change the World by Robert E. Quinn (San Francisco: Jossey-Bass Publishers, 2000), 272 pages.

Creating the Innovation Culture by Frances Horibe (NY: John Wiley and Sons, 2001), 253 pages.

Culture Shift: Transforming Your Church From the Inside Out by Robert Lewis and Wayne Cordeiro with Warren Bird (San Francisco: Jossey-Bass Publishers, 2005), 229 pages.

Diagnosing and Changing Organizational Culture (Revised Edition) by Kim S. Cameron and Robert E. Quinn (San Francisco: Jossey-Bass, 2006), 87 pages. (ISBN 978-0-7879-8283-6)

Diagnosing Organizations: Methods, Models and Processes, 3rd ed. by Michael I. Harrison (Thousand Oaks, CA, Sage Publications, 2005).

Hit the Bullseye: How Denominations Can Aim the Congregation at the Mission Field by Paul D. Borden (Nashville: Abingdon, 2003), 144 pages.

How to Change Your Church (Without Killing It) by Jim Mellado, et al. (Waco, TX: Word Publishing, 2000) 200 pages.

How Your Church Family Works by Peter L. Steinke (Chicago: Alban Institute, 1993), 128 pages. [Adaptation of Bowen & Friedman]

Leadership on the Line: Staying Alive Through the Dangers of Leading by Ronald A. Heifetz and Martin Linsky (Boston: Harvard Business School Press, 2002).

Leading for Innovation and Organizing for Results ed. by Frances Hesselbein et al. (San Francisco: Jossey-Bass Publishers, 2002), 300 pages.

Making Spiritual Sense: Christian Leaders as Spiritual Interpreters by Scott Cormode (Nashville: Abingdon Press, 2007), xxx pages.

Managing Corporate Lifecycles, Rev'd. Ed. by Ichak Adizes (NY: Prentice Hall Press, 1999), 460 pages.

Mastering Self Leadership by Charles Manz and Christopher Neck (New York: Prentice Hall, 2004), 176 pages.

Memories, Hopes and Conversations: Appreciative Inquiry and Congregational Change by Mark Lau Branson (Chicago: Alban Institute, 2004), 141 pages.

Organizational Change Theories: A Synthesis by Christiane Demers (Los Angeles, CA: Sage Publications, 2008).

Organizational Culture and Leadership, 3rd ed. By Edgar H. Schein (San Francisco: Jossey-Bass, 2004).

Resonant Leadership by Richard Boyatzis and Annie McKee (Boston: Harvard Business School Press, 2005), 286 pages. (ISBN: 1-59139-563-1)

Strategies for Change by Lyle Schaller (Nashville: Abingdon, 1993), 128 pages.

Tempered Radicals: How Everyday Leaders Inspire Change at Work by Debra E. Meyerson (Boston: Harvard Business School Press, 2003), 256 pages.

The Great Giveaway: Reclaiming the Mission of the Church... by David E. Fitch (Grand Rapids, MI: Baker Publishing, 2005), 272 pages.

The Heart of Change by John P. Kotter and Dan S. Cohen (Boston: Harvard Business School Press, 2002), 190 pages.

The Leader's Journey by Jim Herrington, et al. (San Francisco: Jossey-Bass Publishers, 2003), 193 pages.

The Web of Women's Leadership by Susan Wilhauck, et al. (Nashville: Abingdon Publishing, 2001), 174 pages.

The World is Flat: A Brief History of the Twenty-first Century (Updated and Expanded) by Thomas L. Friedman and Oliver Wyman (NY: Farrar, Straus and Giroux, 2006), 496 pages.

Assignments: (e-mailed soft copies only please)

By Monday, August 4

1. Using either Roxburgh's Ecology Cycle or Rogers' Diffusion curve, map where you believe your most recent organization or ministry is currently. For example, is it dragging its feet when it comes to innovation and change (Rogers' Late Adopters and/or Laggards) or is it on the cutting edge (Rogers' Innovators and/or Early Adopters)? Submit a 2-3 page, double-spaced paper describing and defending your conclusions.

By Monday, August 11

1. View YouTube video: <http://www.youtube.com/watch?v=pMcfrLYDm2U>

For Wednesday, August 13

1. Read and analyze the “Pastor Reach” case. Write a case description of that change event. Who were the stakeholders? What were the change dynamics (cultural and contextual elements)? What were the perceived risks and benefits (strategic value) of the change? Submit a ten page, double-spaced description of your findings. Thoroughly document your thinking using the course material.

For Wednesday, August 13

1. Field visit to a model church. Comp time for this evening activity will be built into the course schedule.

For Friday, August 15 (e-mail copy of presentation by 8:00 a.m. Eastern that day)

1. As a team of five people, interview a church or para-church by Wednesday, August 13 to understand a recent change initiative they have experienced. How did they identify the need for change, determine a change strategy to follow and manage the consequences of their decisions? What are the contrasts between divine direction and reason (natural and supernatural leadings)? What roles did the change agents play and what did they communicate during the change process? What emotional dynamics can you identify? How well was the change embedded in the organization? Prepare a 20-30 minute presentation for the class on what you discovered. Make strong links to the course material.

For Monday, August 25 (e-mail by midnight Eastern)

1. Write a 10-15 page final paper integrating the course material. Create a tightly reasoned case study of a major change or transformation effort that you have helped to lead. Along with describing the facts of the case, as you did in the earlier papers, discuss the change model you used in the case. What was your theology of change? Using the course materials and class discussions, what you do differently today? Note the paper rubric below to guide your work.

Grading:

Course interaction including pre-session paper, group participation and field trip – 10% of grade

Group Presentation (20-30 minutes) – 20% of grade

Case Study Analysis (10 pages) – 20% of grade

Final Paper – (10-15 pages) – 50% of grade

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 sources) 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.

Course Outline:

Module	Topic	Reading
1	A Theology of Change and Change Agency	Leading Congregational Change
2	Introduction to Innovation	Diffusion of Innovations
3	Adoption Strategies	The Missional Leader
4	Emotional Dynamics	Managing Transitions
5	Corporate Change Strategies	
6	Personal Change	Deep Change