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## CL 616 Leading Change

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## **CL616 Leading Change**

Professor: Thomas F. Tumblin, Ph.D.

Intensive Week: January 28 – February 1, 2008

8:30 a.m. – 5:00 p.m., Wilmore Campus

(Version11/07)

### **Purpose:**

Change inevitably comes, particularly when an organization experiences healthy growth. This course addresses dynamics including first and second order change, transition, innovation, chaotic 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.

**PLEASE NOTE:** This version of the course will be a mixed group of non-in-ministry students ("non-IM" – the more "traditional" folks at one of our three campuses) and a smaller group who are currently serving full-time in ministry and have joined a cohort for their degree program ("IM"). The assignments will be somewhat different for the two groups. The intensive week will be the same for both.

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

1. Articulate the common objectives provided in the leadership orientation tutorial:
  1. Demonstrate an understanding of the four classic organizational frames and contingency leadership.
  2. Recognize selected organizational change processes and how to resolve the inherent conflict that accompanies change.
  3. Practice the basic disciplines for personal leadership development and demonstrate a comprehension of key strategies for developing other servant leaders.
  4. 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, 5<sup>th</sup> ed. by Everett M. Rogers (New York: The Free Press, 2003), 512 pages. (ISBN: 0743222091)

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)  
Leading Congregational Change by Jim Herrington, et al. (San Francisco: Jossey-Bass Publishers, 2000), 240 pages. (ISBN: 0787947652)  
Managing Transitions: Making the Most of Change, 2<sup>nd</sup> 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.html)  
[http://www.fastcompany.com/magazine/94/open\\_change-or-die-fasttake1.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](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://www.hbsp.com/relay.jhtml?name=cp&c=c03533> 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)

[Doctoral participants should read all required texts plus at least 1500 pages of additional reading. Texts may be elected from the bibliography below or negotiated with the professor.]

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.  
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]

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.

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, December 31

1. FOR IM STUDENTS: Using either Roxburgh's Ecology Cycle or Rogers' Diffusion curve, map where you believe your 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)? Write a 3-5 page, double-spaced paper describing and defending your conclusions. Submit it to the course post office.
2. FOR NON-IM STUDENTS: Post a 100 words or less description of your current ministry context. It may be the marketplace, church or parachurch.

By Monday, January 21

1. Respond to the two queries posted in the course folder and interact with at least one other student around their response to the queries, e.g. "In response to your comments on question number one, I wonder if..."

By Friday, January 25

1. Complete all readings for the course. Also view YouTube video:  
<http://thefischbowl.blogspot.com/2006/08/did-you-know.html>
2. Come ready to discuss the video at class on Monday.

For Wednesday, January 30 (e-mail by midnight Eastern)

1. Using the case study sent to you a week before class begins, analyze the change and innovations dynamics at work at Global World Mission Ministries (GWMM). Who are the stakeholders? What are the change dynamics? What are the perceived risks and benefits? Write a ten page, double-spaced description of your findings. Thoroughly document your thinking using the course material.

For Wednesday, January 30

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

For Friday, February 1 (e-mail copy of presentation by 8:00 a.m. Eastern that day)

1. As a team of five to seven people, interview a church or para-church by Wednesday, January 30 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 Tuesday, February 5 (e-mail by midnight Eastern)

1. **FOR NON-IM STUDENTS:** Write a 10-15 page final paper integrating the course material to describe your personal change style. What is your theology of change? What models are viable and in what types of situations? What modes of change agency would you embrace in a change situation? It might be helpful to recount a change experience to apply the material, possibly describing what you did then and how you might lead differently now. Note the paper rubric below to guide your work.

For Friday, February 29 (e-mail by midnight Eastern)

1. **FOR IM STUDENTS:** Expanding on your December assignment, write a 10-15 page final paper integrating the course material to describe how you will integrate your personal change style, theology of change, understanding of change models and modes of change agency to help influence your ministry context forward in missional effectiveness. Note the paper rubric below to guide your work.

**Grading:**

Course interaction including 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	Assignments
1	A Theology of Change and Change Agency	Leading Congregational Change	
2	Introduction to Innovation	Diffusion of Innovations	
3	Adoption Strategies	The Missional Leader	Case Study Analysis
4	Emotional Dynamics	Managing Transitions	

5	Corporate Change Strategies		Church or para-church Interview
6	Personal Change	Deep Change	Final Paper