CL 610 Theology of Servant Leadership

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Purpose: The biblical narrative provides ample understanding of what makes leadership Christian. Whether one follows the models of the kings and prophets or the kenosis of Christ and the ensuing Christ followers, the Christian leader is called to a distinctly different style of leadership. This course will expose Christian leaders to the principles and practices that nurture life-long servanthood. We will also examine and seek to practice Christian community as the crucible for authentic Christian leadership.

Readings:


5. Articles:
   - Pfeffer: “On Power”
   - Palmer: “Leading from Within”
   - Excerpts from Wesley re: Methodist Societies and Leaders
   - Excerpts from *Being as Communion* by John Zizioulis
   - Excerpts from *Ascension and Ecclesia* by Douglas Farrow
   - Excerpts from *Community 101* by Gilbert Bilzeman

Learning Outcomes: Upon the completion of the course, the student will be able to:

1. Articulate the general biblical and theological understandings of servant leadership.
2. Identify various leadership styles, contexts and preferences of key biblical figures.

3. Use biblical and theological criteria for evaluating leadership style and practice.

4. Demonstrate an understanding of servant leadership from the Wesleyan perspective.

5. Demonstrate an understanding and practice of shared power.

6. Articulate models of accountability and staying “under authority” as a leader.

7. Demonstrate leadership values which reflect the priority of “The One Thing” – Christ.

8. Practice habits and attitudes that nurture healthy personal vision.

9. Implement understandings of personality and the fruit of the Spirit.

Assignments:

1. Participate in a cross-cultural outreach ministry during the semester and keep a journal of your experiences (facts and feelings). [Objectives #3, #4, #5, #7, #8, #9]

2. You will be placed in teams for the course and your team will create a paper or project (20 pages or equivalent), drawing on a case study presented during the course. Assume your team is a consulting firm brought into the case and detail a biblical and theological understanding of servant leadership in the politically charged context described in the case study. [Objectives #1, #2, #3, #4, #5, #9]

3. Integrative paper or project (20 pages or equivalent) responding to the following questions:
   - Who are you as a servant leader – leadership style, personality, gifts, temperament, passion?
   - What is your communal interaction style?
   - What are your personal values as a servant leader?
   - What disciplines are either in your repertoire now, or need to be, to excel as a servant leader?
• What are the shadow sides of your leadership and how will you remain “under authority” as a leader? [All objectives]

4. A ten page paper integrating your text readings using the 4MAT system (described below) that demonstrates understanding and application of the material to your leadership growth. [Objectives #1, #2, #3, #4, #5, #6]

The 4-MAT System Instructions

(Adapted from The 4MAT System by Bernice McCarthy)

Pages 1-4:

Write one page per text as follows:

1. In the first paragraph, list the author, book title, publisher, and date of publication.
2. In the next paragraphs, write a tight/clear summary or abstract. Not a review, but the essence of the book or issue(s) as the author or originator of the issue would describe it. You may choose to write as if you were the author or originator, in first person voice instead of third person. No bullets or quick lists. Give a deep, insightful summary or abstract.

Pages 5-10:

1. From the summaries, write concrete stories or your own memories in anecdote: What personal life story or memory did the books spark in you. Tell it in first person as a self-authored parable. To quote Dr. Don Joy on this item, “If you can not connect the reading, lecture or movie to your own past and present life experience, you will likely never be able to teach or to use what you have paid your tuition and invested time to learn.”

2. Reflection/Questions: What questions popped to mind as I read the books? What bothered me about them? Where do my experiences disagree with or confirm the insights? What questions are left unanswered?

3. Actions required: What do I need to do about these questions and learnings. Beyond praying, thinking, reading or reflecting, what actions do I need to take? Maybe it means changing a habit. Possibly it demands a phone call or conversation with someone. Maybe it
means making an accountability covenant with a soul mate to ensure application of the principle(s) gleaned.

**Grading:**

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<tr>
<td>Team Paper/Project</td>
<td>20% of grade</td>
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<tr>
<td>4MAT</td>
<td>20% of grade</td>
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<tr>
<td>Outreach Journal</td>
<td>10% of grade</td>
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<tr>
<td>Integrative Paper</td>
<td>40% of grade</td>
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<td>Course Interaction</td>
<td>10% of grade</td>
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<td><strong>TOTAL</strong></td>
<td>100% of grade</td>
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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

Submissions will be due by 5 p.m. on the date indicated in the syllabus. Late submissions will lose a third of a grade per day late.

**Course Outline:**

<table>
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<tr>
<th>Module 1 – Introduction to Biblical and Theological Issues in Servant Leadership</th>
<th>Read Palmer &amp; Zizioulis</th>
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<tr>
<td>Module 2 – Power and Servant Leadership</td>
<td>Read Greenleaf &amp; Pfeffer</td>
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<tr>
<td>Module 3 – Leadership Styles and Personality</td>
<td>Read Nouwen; Team Paper or Project due</td>
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<td>Module 4 – Suffering Servant and Kenosis</td>
<td>Read Bellinger &amp; Farmer</td>
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<td>Module 5 – Wesley, Accountability</td>
<td>Read Wesley &amp; your choice of either</td>
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<td>and Submission</td>
<td>Hesse or Peterson; Integrative Paper due</td>
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<td>Module 6 – The Shaping of Servant Community</td>
<td>Read Bilzekian &amp; Farrow</td>
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<td>Module 7 – Serving in First Position</td>
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