ME 745 Leading the Church for the Unchurched

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School of World Mission and Evangelism,
Asbury Theological Seminary
Instructor: George Hunter

I. Course Description

A study of the driving “paradigm”, main agenda, and known dynamics of “Seeker,” “Missional” or “Apostolic” congregations, mainly in the Western world, with emphasis upon “outreach ministries,” building “apostolic congregations,” transitioning traditional congregations, and increasing the effectiveness of churches in their total mission; with substantial attention to the relevant leadership and management issues.

II. Course Objectives

1. To understand theories relevant to effective organization leadership and change.
2. To develop approaches for analyzing a church, and discerning its options.
3. To explore, from “paradigm theory,” the essential nature of the “apostolic congregation” and its contemporary forms.
4. To learn skills, interventions, and strategies for leading churches “from tradition to mission.”
5. To apply leadership and management lore to church turn-around and growth.
6. To contribute to what is known about effective leadership of the Christian movement.

III. Reading Assignments

Masters degree students are expected to read four assigned textbooks, and two collateral texts; doctoral students are expected to read the same four assigned texts, and four collateral texts, and (if they declare a Church and Mission Leadership major) the texts by Bennis and Nanus, Kouzes and Posner, Drucker, and Hunter’s Church for the Unchurched—for Qualifying
Exams. All students are also expected to study any readings for the course posted on the ESJ part of the ATS website. (If you have any difficulty accessing them, call Julee Bellar at 858-2259.)

IV. Requirements and Assignments

The instructor expects the student to accept responsibility for her/his own learning. This responsibility will normally be exercised through:

A. Regular and involved class attendance.
B. Thorough reading of assignments and collateral literature.
C. Submission to the ESJ office, by “high noon” on Friday December 5th, of one of the following six types of a research paper (sugg. 12 to 15 pages):

   *1. A study of an effective church leader (or leader group) of the present or past.

   *2. A study of an effective apostolic congregation (or movement) of the present or past.

   *3. A report, with analysis, of a specific local-church-based “outreach ministry;” feature the kinds of insights that would inform the “planting” of such a ministry in another church.

   *4. Delineation of a process, with the essentials of a strategic plan, for moving a specific traditional congregation “from tradition to mission.”

   5. A traditional term paper on some specific aspect of leadership theory or congregational mission theory.

   6. A study of representative writings from an important writer in one of the fields informing this course—such as Peter Drucker, Warren Bennis, Joel Barker, Lyle Schaller, Leith Anderson, Rick Warren, or the several writers from Willow Creek.

   In any of those options, the writer should interface the project with the relevant course resources.

   *In the first four options, you will proceed by gathering data on the chosen church, outreach ministry, movement, or leader(s) through field research and/or through library research in relevant sources, preferably multiple sources. The instructor does not want a verbatim of your interview(s), or any other mere data, submitted as a research paper. (It is acceptable to include, as an addendum, the raw data (your notes, quotations, etc.) that you gathered on the church or leader(s) that helped to inform your study; at the top of each sheet, put a) researcher's name at the top left, and b) church or leader's name at top right.)

   D. Completion of the course’s final exam on Wednesday December 10, 9:00 to 10:30 (11:00 for English-second-language students). The exam will consist of several questions, each requiring an essay in response. Please bring Blue Books for the final exam.

V. Evaluation

A student’s course grade will be based upon the research paper and the final exam, with the final exam given slightly greater weight. Secondary weight will be given to class involvement and contribution.

Literature
The course presupposes that the student is familiar with, and can draw from, the insights of established Church Growth lore, as reflected in:


**Required Textbooks for masters and doctoral students:**


**Required Textbooks for doctoral students who declare a Church and Mission Leadership Major:**


**Collateral Textbooks on the Emerging Church (masters students—read any two, doctoral students—any four):**

15. McIntosh, Gary L. *One Church, Four Generations: Understanding and Reaching All Ages*.
22. Scifres, Mary J. *Searching for Seekers: Ministry with a New Generation of the...*

**Class Sessions**
(Subject to Modification)

Note: Several circumstances require the instructor to be out of town on more class days than usual. Two modifications in the class schedule will enable us to completely fulfill the contact hours we expect for a class: A) We will plan to meet until 5:30 (instead of the pre-announced 5:15 end of class) each day the class does meet. B) Students may take the Alpha Conference (Sept. 11) here on campus OR the Willow Creek “Contagious Evangelism” seminar at Southland Christian Church October 10-11.

So, the class will meet **Wednesday afternoons**, from 2:30 to 5:30, normally in two sessions with break. Class sessions will vary in their manner of presentation. While some sessions will feature some version of the traditional lecture, others will be devoted to processing readings or case studies, and others will feature some of the videos that the management field and church publishers have produced to teach and dramatize the important ideas and paradigms.

**Part One: Orientation**

Sept. 3: Toward Rethinking Christianity’s Mission in the Western World.

1. The church’s Mission to Secular Pre-Christian People
2. The Emerging “Apostolic” Congregation

   Video: WGN’s "Chicago's Very Own" feature on Willow Creek

Sept. 10: The Issues Around the Emergence of “Seeker Churches” in North America and Beyond.

1. Video: The (Sept. 9, 2003) Wheaton College Debate on Seeker Churches
2. Processing and Discussion
(Students taking the Alpha Conference as part of this course may be excused from this class session. One can work out, with the media dept., (ext. 2100) an alternate time to view the video.)

Sept. 17: Theories for Understanding People in Organizations.
Come to class having read Warren, The Purpose Driven Church, part 1.

1. Theory X and Theory Y
2. Maslow’s Hierarchy of Human Needs
3 The Informal Organization

3. The "Open System" Theory of Organizations

Sept. 24: No class; instructor in Baker Lake, Nunavut, Canada

Part Two: Effectiveness
Come to class having read Warren, The Purpose Driven Church, part 2.

October 1: Effectiveness in the Church as an Organization

1. The Effective Group
2. The Effective Group Leader
3. The Effective Organization
4. The Effective Meeting

film: "Meetings, Bloody Meetings."

Oct. 8: The Effective Leader.
Come to class having read Warren, The Purpose Driven Church, part 3.

1. The Bennis Contribution to Leadership Theory
2. The Hersey and Blanchard Leadership Model
3. The Kouzes and Posner Leadership Model
4. Video: Joel Barker's "Leadershift"

October 15: The Effective Management of People and Organizations.
Come to class having read Hunter, Leading and Managing a Growing Church.
Submit to the instructor, by NOON, a single-spaced one-page reflection paper on One of the following topics, and come to class prepared to present 3 to 5 minutes on that same topic:

a. A case study, describing a time when you discovered that you had the same problem that Jethro identified in Moses.
b. (For second career people) How, like Moses, your first career helped prepare you for church leadership.
c. How your church does, or intends to, deploy laity in ministry.
d. A case study describing a “war story” of a church, or church organization, that built more (or less) facility, or amassed more (or less) staff, than they needed to fulfill their mission.
e. How your church does Job Descriptions, with one job description as a case.
f. A description of the one task where your church is strongest, and where it is weakest, in the management process.

1. Review: the Generic Principles of Management
2. Presentations (3 to 5 minutes) by randomly selected students on ONE of the six topics above:

October 22: No class; instructor speaking for the Beeson Institute in Chicago.

1. Decisions and Agreements
2. Video: “GroupThink”

Part Three: Understanding and Changing Churches for More Effective Mission and Ministry

Nov. 5: The Role of “Paradigms” and “Paradigm Shifts” in Moving Organization. Come to class having read Warren, The Purpose Driven Church, part 5.
2. Video: “Paradigm Principles”
3. Video: “Paradigm Pioneers”

Nov. 12: Discovering More “Apostolic” Ways to “Do Church:” Come to class having read Hunter, Radical Outreach: The Recovery of Apostolic Ministry and Evangelism
1. Presentation: Apostolic Ministry through an Empowered Laity
2. Presentations, including testimonies of class members, from “Experiences in Recovery Ministries.”

Nov. 19: No class; instructor at NCA.

Nov. 26: No class; Reading Week.

Dec. 3 Leading the Change from Tradition to Mission (Come to class having read Schaller, Strategies for Change)
1. Presentation: Turning the Ship Around: Leading the Change from Tradition to Mission
2. Video: “Tactics of Innovation”

Friday, December 5: Research Papers Due! Turn in to Pat Richmond, ESJ office.

Dec. 10: Final Exam, 9:00-10:30 (11:00 for English-as-Second-Language People) Please bring Blue Books for an essay exam.

Selected Bibliography On Contemporary Ways of “Being and Doing Church”


Braoudakis, Paul., ed. Willow Creek Community Church CHURCH LEADERS HANDBOOK. Willow Creek Association, 1997.


__________. *Five Challenges for the Once and Future Church*. Alban Institute, 1996.


Ogden, Greg. *The New Reformation: Returning the Ministry to the People of God*. Grand Rapids,


Selected Bibliography on Leadership, Management, and Organizations


Blanchard, Kenneth. The One Minute Manager. 1982


__________. Management: Tasks, Responsibilities, Practices. ch's. 11-14, 1974.
__________. The Nonprofit Drucker. five volumes of audiocassettes, available in ATS media.


Smith, Douglas K. *Taking Charge of Change.* Addison-Wesley, 1996.


