

ED 645 – Leading in Times of Rolling Crises
May Module 2013
May 21-25, 2013
Ambrose (3 Hours Credit)
GRADUATE LEVEL

Terry Young, Adjunct Professor, PhD

Class Times: May 21-25 Module – Tuesday to Saturday – 9am – 4 pm

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Class Location: TBD

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Course Description

What is a pastor or leader to do in a time of crisis? What happens when the crisis of the moment is followed by the crisis of the next moment and then the next . . .? Increasingly, leaders and organizations are facing times in which problems and messes and crises are rolling up on our shores like the incessant waves of the sea. This Spring module will be a journey in shaping a biblical framework for facing crisis and strengthening your skills in crisis readiness, crisis management, and crisis resiliency. In particular we will discover the gift of secure base leadership - a way to build trust and influence with others by providing a sense of protection, safety, and caring while providing a source of inspiration that produces energy, exploration, and the seeking of growth in times of great challenge.

Course Objectives:

- To consider a theology of crisis and its application to 21st century leadership, ministry, and organizational contexts
- To understand the nature and increasing presence of rolling crises
- To recognize the common patterns of organizational crisis
- To explore the challenges of leading in contexts marked by cascading problems and to explore real world examples of those who have done this with distinction
- To explore the role of secure base leaders in providing support and care for people in times of crises
- To frame a personal and organizational template for crisis readiness, management, and resiliency
- To learn how to embrace a healthy leadership posture in times of crisis
- To be better able to lead a team, organization, or local church towards hardiness and resilience in the face of increasing complexity and uncertainty

Required Texts:

Hurst, David. (2012). ~~*The new ecology of leadership: Business mastery in a chaotic world.*~~ Columbia Business School Publishing.

Sherwood, Ben. (2009). *The survivors club: The secrets and science that could save your life.* New York: Grand Central Publishing.

Perkins, Dennis. (2000). *Leading at the edge: Leadership lessons from the extraordinary saga of Shackleton's Antarctic expedition.* Amacom.

Mitroff, Ian. (2005). *Why some companies emerge stronger and better from a crisis.* Amacom.

PLUS

Other Reading Materials – A compilation of materials that will complement the required texts. This reader will be shaped to meet the required reading goal for a three hour undergraduate / **graduate** level course.

Recommended Texts for Your Crisis Readiness Library:

Erikson, Kai. (1994). *A new species of trouble: The human experience of modern disasters.* Norton Publishing.

Heffernan, Margaret. (2011). *Willful blindness: Why we ignore the obvious at our peril.* Doubleday Canada .

Kohlriser, George. (2006). *Hostage at the table: How leaders can overcome conflict, influence others, and raise performance.* San Francisco: Jossey-Bass.

Kohlriser, George. (2012). *Care to dare: Unleashing astonishing potential through secure base leadership.* San Francisco: Jossey-Bass.

Mitroff, Ian & Alpaslan, Can M. (2011). *Swans, swine, and swindlers: Coping with the growing threat of mega-crises and mega-messes.* Stanford University Press.

Ramos, Joshua Cooper. (2009). *The age of the unthinkable.* Little, Brown Publisher.

Assignment Summary:

#1 – **Our Theology of Crisis** – Your “top 10” biblical principles / perspectives on living in and with crisis. This is to be a one page single spaced, concise listing of 10 truth statements about the biblical treatment of problems, crisis, trouble, and suffering. Please bring a copy of your “top 10” for each of your class mates **ONE PAGE – Point form!** These will be shared with the group on Thursday.
DUE – May 23, 2013 – 10%

#2 – **Secure Base Leader Project** – You will be given a template detailing the characteristics of a “secure base leader” based upon the work of George Kohlriser in *Care to Dare*. The template needs your thought and attention. This is intended as a quick summary tool for you to evaluate the environment in which you serve for the vital ingredients of a secure base. Work on this during course week and submit in the week following via email.
DUE – May 31, 2013 – 10%

#3 - Tool Kit Contribution

You are required to provide a thorough Book Summary on a selected text from the list provided. We will choose/assign our Tool Kit contribution topics on day one (May 21st). The Book Summary is your overview of the content and key themes or principles. (An example is provided based from Robert Quinn’s – Building The Bridge As You Walk On It). The Book Summary is to be **no more than 2 pages** singled spaced – Formatting can be creative! The Tool Kit contributions will be collected and collated as a resource for all students in this course. Therefore do what you do with your fellow students in mind and contribute to their longer term leadership journey by doing this work with excellence.
DUE – June 14, 2013 – 15%

#4 – Shackleton Paper

Pick two of the ten principles/practices in Perkin’s book on Shackleton and apply them at two levels – one level is tying these practices to a biblical example of your choice / at another level reflect on its application to your own leadership (why do you need to work on this and what do you plan to do to master this practice).
Length – No more than 5 pages / appropriate formatting / references properly cited if references other than the book in focus are used.
DUE – June 28, 2013 – 15%

#5 –Mitroff Reflection Paper

Ian Mitroff, in his work, *Why Some Companies Emerge Stronger and Better from a Crisis*, lays out seven essential lessons for facing the challenges of crisis management. Write a reflection paper on two of these lessons as applied to a crisis situation you are familiar with. To what extent was the lesson in play OR not in play? What difference did it make? Then note which form(s) of IQ were highest in this situation / and lowest in this situation.

Length – No more than 5 pages / appropriate formatting / references properly cited if references other than the book in focus are used.

DUE – July 12, 2013 – 20%

#6 – Sherwood Reflection Paper

The Sherwood text is about survival. In this paper select out four concepts or principles that grabbed your attention. Describe the concept, explain its importance to leading in a crisis situation, and then seek to apply it to your own context of leadership.

Length – No more than 5 pages / appropriate formatting / references properly cited if references other than the book in focus are used.

DUE – July 26, 2013 – 15%

#7 – Reading Report

A reading report will be handed in detailing your reading of the required texts and the required articles to be distributed throughout the course of the class. The report form is provided with all texts and articles referenced. Your full value for credit will be based on a thorough reading of all assigned materials. The articles will be handed out during class time in our first session together on May 21st.

DUE – July 26, 2013 – 15%

Determination of Final Grade: Graduate Level

1. Our Theology of Crisis Overview – 10%	May 23, 2013
2. Secure Base Leadership Project – 10%	May 31, 2013
3. Tool Kit Contribution – 15%	June 14, 2013
4. Shackleton Principles Paper – 15%	June 28, 2013
5. Mitroff Reflection Paper – 20%	July 12, 2013
6. Sherwood Reflection Paper – 15%	July 26, 2013
7. Reading & Participation – 15%	July 26, 2013

NOTE: Late submission of assignments will lead to a two point deduction. For example, the Tool Kit Contribution is worth 15 points towards your final grade and a late submission will deduct 2 points.

Class Schedule – May 21-25, 2013

MAY 21 – Tuesday

Orientation to our Week / Introduction to “crisis” / The nature of problems in life and organizations / Welcome to the age of the unthinkable

MAY 22 – Wednesday

The characteristics of “rolling crises” / When our assumptions are shattered / The Essentials for Surviving a Crisis / Apollo 13

MAY 23 – Thursday

A biblical case study in crisis / Framing a Theology of Crisis / Becoming a Secure Base Leader – A journey through the characteristics of the “secure base” leader

MAY 24 – Friday

The essence of care giving organizations in times of crisis The Shackleton Case Study – Leading at the Edge / *When one bad thing leads to another...*

MAY 25 – Saturday

Catch Up Segment / The five characteristics of personal and organizational resilience / Clear Leadership / Surviving and thriving in times of crisis

LEADING IN TIMES OF ROLLING CRISES

References

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- Boyatzis, R. & McKee, A. (2005). *Resonant leadership*. Boston: Harvard Business School Press.
- Briskin, Alan. (1996). *The Stirring of Soul in the Workplace*. San Francisco: Jossey-Bass.
- Bushe, G. (2001). *Clear leadership: How outstanding leaders make themselves understood, cut through the mush, and help everyone get real at work*. Palo Alto, CA: Davies-Black.
- Casti, John. (2012). *X-Events: The collapse of everything*. New York: Harper Collins Publisher.
- Conner, D. (1992). *Managing at the speed of change: How resilient managers succeed and prosper where others fail*. New York: Random House.
- Conner, D. (1998). *Leading at the edge of chaos: How to create the nimble organization*. New York: John Wiley & Sons.
- Davis, Lanny. (2013). *Crisis tales: Five rules for coping with crises in business, politics, and life*. New York: Simon and Schuster.
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- Heifetz, R. A., Grashow, A. & Linsky, M. (2009). *The practice of adaptive leadership: Tools and tactics for changing your organization and the world*. Boston: Harvard Business School Publishing.

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- Hurst, David K. (2002). *Crisis and renewal: Meeting the challenge of organizational change*. Boston: Harvard Business School Press.
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- Kahane, A. (2004). *Solving tough problems: An open way of talking, listening, and creating new realities*. San Francisco: Berrett-Koehler.
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- Palus, C. & Horth, D. (2002). *The leader's edge: Six creative competencies for navigating complex challenges*. San Francisco: Jossey-Bass.

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