

The Resilient Leader

ED 645 – Seminary Syllabus

Shaping a sustainable life in the complexity and challenges of life & leadership

May 22-26, 2012 – Spring Module

Start – 9am – Tuesday May 22nd

Adjunct Professor – Terry Young, PhD

In these turbulent times, nearly everyone is facing the need for greater resilience. Resilience is the ability to adapt and then thrive in the face of multiple, ongoing changes and challenges. Resilient leaders and organizations develop skills to persevere and focus their efforts when the going gets tough. The biblical calls to endurance and perseverance will be studied, followed by an examination of historical and contemporary research and case studies, in order to increase our skills in coming back from the many pressures and adversities we encounter in diverse leadership contexts.

General Objectives:

1. To understand resilience and the research in the field that has shaped our current understanding of the concept
2. To establish a biblical template for endurance in the midst of adversity
3. To assess one's own resiliency through the use of personal reflection and assessment tools
4. To shape a clear resilience model for future leadership that will allow the individual student to leave this course with a personal plan for shaping a more resilient life
5. To possess a working model for mastering practical strategies for strengthening resilience

A. The Cognitive Gains

1. Participants will become aware of the inherent challenges and essential choices in shaping personal and team resilience.
2. Participants will understand the skills required to assess, influence, and maintain personal and team resilience.
3. Participants will understand the patterns and processes that contribute to collapse and/or burnout AND those that contribute to health and/or flourishing.
4. Participants will understand the vital dimensions of the spiritual, mental emotional, and practical disciplines essential to personal and team resilience.

B. The Affective Gains

1. Participants will come to appreciate and value the benefits and outcomes of a resilience life.

2. Participants will come to value the disciplines essential to healthy life management and hopefully long for a more resilient life
3. Participants will feel increased comfort in leading with strategic resilience.
4. Participants will hopefully gain a level of comfort regarding modeling, encouraging, and practically shaping greater levels of resilience in others. This entails greater confidence in promoting a balance of spiritual, mental, emotional, and practical disciplines which shape a resilient journey.

C. The Action Gains

1. Participants will begin to master the skills for shaping greater personal resilience regardless the circumstances.
2. Participants will begin to shape the skills for leading others in pursuing a more resilient and sustainable life journey.
3. Participants will possess a personal action plan for shaping resilient leadership.

REQUIRED TEXTS:

A Resilient Life by Gordon MacDonald, Nelson Books.

Resonant Leadership – Renewing Yourself and Connecting With Others by Richard Boyatzis & Annie McKee. Boston: Harvard Business School Press.

Leading on Empty – Refilling Your Tank and Renewing Your Passion by Wayne Cordeiro, Minneapolis: Bethany House.

Developing Resilience – A Cognitive Behavioural Approach by Michael Neenan, New York: Routledge.

The Resilient Leader Reader – A compilation of articles and materials on the theory and practice of resilience. This will be made available on the first day of the Spring Session

RECOMMENDED TEXTS:

Resilience at Work by Salvatore Maddi & Deborah Khoshaba, AMACOM.

Sink, Float, Or Swim by Scott Peltin & Jogi Rippel, Redline Verlag, Munich.

The Resilience Advantage by Al Siebert, Berrett-Koehler

Assignment Summary – In Order of Due Date

#1 – My Resilience Story – 10%

In **three pages** reflect on a personal story of resilience in your own life. Pick an experience of challenge, trauma, or great pressure and describe what happened and then how you handled it mentally, emotionally, physically, and spiritually. This need not be a success story – it may be a story of a challenge handled poorly. This will be due on Wednesday morning of our week.

Due – May 23, 2012

#2 – Resilience Model Generation – 10%

Each of us will be given a specific concept/author to read and research in order to shape a summary of their particular Resilience Model. These assignments will be made on the first day of our module and will be unique for every student. Your objective is to summarize the model in a **two page format**. These summaries will then be shared among the class as a compendium of various approaches to the topic of resilience.

Due – June 15 , 2012

#3 - Personal Reflection Paper on *A Resilient Life by Gordon MacDonald* – 15%

Write a personal reflection paper on this book with particular attention to and application of five dimensions of a Resilient Life as detailed by MacDonald. This may be a reflection of your interest in these particular characteristics or represent the areas of your greatest development need. Reflect on why these characteristics are needed in your present or future leadership and how it relates to a more resilient life.

Length – No more than **7 pages** / appropriate formatting / references properly cited if references other than the book in focus are used.

Due – June 29, 2012

#4 – Personal Reflection Paper on *Leading On Empty* – 15%

Write a personal reflection paper on this book with particular attention to your own application of Cordeiro’s concepts. In particular focus on those elements in Cordeiro’s book that apply most poignantly to your own development. In the final page summarize what you will practically need to do in your life and leadership to avoid the “leading on empty” syndrome.

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

Due – July 13, 2012

#5 – Another Resilience Story – 15%

Find someone in your circle of relationship that has a story of endurance through challenge, trauma, or great pressure. Interview them in order to get a sense of how they endured, carried on, came back from the brink, and/or came out stronger than ever. Give a sense of their story and then what characteristics of mind, emotion, body, and spirit made it possible for them to be so resilient.

Length – No more than **5 pages** / appropriate formatting. Assure them of anonymity if desired and use a pseudonym with key details masked. A taped session will help you in reviewing the interview so also ask permission to do so and then destroy the audio record upon completion of the exercise.

Due – July 27, 2012

#6 – My Resilience Strategy - My Personal Plan for Crafting a More Resilient Life – 25%

As a result of our class discussions/deliberations, your readings and reflections – shape your own template for framing the ingredients of a resilient life. This template must honestly assess your current reality in each ingredient and then your sense of next steps for strengthening each aspect of resilience. Summarize by pinpointing your three greatest take-aways from this course.

Format is left open – you may want to write in journal form, craft a story of the future, set up a table format. Key is being concise with your plan – remember “less is more”.

Due - Aug 10, 2012

#7 - *Course Reading** / *Class Participation* – 10%

A reading report will be handed in detailing your reading of the required texts and the daily articles to be distributed at the start of this course. 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 daily articles will be handed out on day one of our week and serve as the basis for the opening segment of the session noted.

*** Graduate Level Students have an additional reading component focused on the Reader for this course.**

Due - Aug 10, 2012

Determination of Final Grade:

		Due Date
#1 – My Resilience Story	10%	May 23
#2 – Resilience Model Generation	10%	June 15
#3 - Personal Reflection Paper on <i>A Resilient Life</i>	15%	June 29
#4 - Personal Reflection Paper on <i>Leading On Empty</i>	15%	July 13
#5 – Another Resilience Story	15%	July 27
#6 – My Resilience Strategy	25%	Aug 10
#7 - Course Readings / Class Participation	10%	Aug 10

The Resilient Leader
Resources

- Adams, Marilee. *Change Your Questions Change Your Life: 7 Powerful Tools for Life and Work*. San Francisco: Barrett-Koehler, 2004. ISBN 13-978-1-57675-241-8.
- Allen, David. (2001). *Getting things done: The art of stress free productivity*. Penguin Books: Toronto.
- Allen, D. (2003). *Ready for anything: Fifty-two productivity principles for work and life*. London: Penguin Books.
- Allender, D. (2006). *Leading with a limp: Turning your struggles into strengths*. Colorado Springs: Waterbrook.
- Amabile, T. & Kramer, S. ((2011). *The progress principle: Using small wins to ignite joy, engagement, and creativity at work*. Boston: Harvard Business Review Press.
- Argyris, C. (1976). *Increasing leadership effectiveness*. New York: Wiley-Inter-science.
- Anderson, Fil. (2004). *Running on Empty*. Waterbrook Press.
- Argyris, C. & Schon, D. (1974). *Theory in practice: increasing professional effectiveness*. San Francisco: Jossey-Bass.
- Au, Wilkie. (2008). *The enduring heart: Spirituality for the long haul*. Novolis.
- Boyatzis, Richard & McKee, Annie. (2005). *Resonant leadership: Renewing yourself and connecting with others*. Boston: Harvard Business School Press
- Burns, David. (1990). *The feeling good handbook*. New York: Penguin Books.
- Burke, Dale. (2007). *Take Back Your Life: 10 choices to give you more time, more energy, and better relationships*. Eugene, OR: Harvest House.
- Burke, Dale. (2004). *How to lead and still have a life: The 8 principles of less is more*. Eugene, OR: Harvest House.
- Butler, Gillian & Hope, T. (2007). *Managing your mind: The mental fitness guide*. Second Edition. New York: Oxford University Press.
- Csikszentmihalyi, M. (1996). *Creativity: Flow and the psychology of discovery and invention*. New York: Harper Collins.

- 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.
- Colvin, Geoff. (2009). *The upside of downturn: Ten management strategies to prevail in the recession and thrive in the aftermath*. New York: Portfolio Penguin.
- Covey, Stephen R. (1989). *The seven habits of highly effective people: Powerful lessons in personal change*. Toronto: Simon & Schuster.
- Corderio, W. & Lewis, R. (2005). *Leading on empty*. San Francisco: Jossey-Bass
- Cordeiro, Wayne. (2007). *The divine mentor: Growing your faith as you sit at the feet of your Savior*. Minneapolis: Bethany House. 2007.
- Erikson, K. (1994). *A new species of trouble: The human experience of modern disasters*. New York: Norton.
- Friedman, E. H. (2007). *A failure of nerve: Leadership in the age of the quick fix*. New York: Seabury.
- Hamel, Gary. (2002). *Leading the revolution: How to thrive in turbulent times by making innovation a way of life*. Toronto: Penguin Books, 2002.
- Heifetz, R.A. (1994). *Leadership without easy answers*. Cambridge, MA: The Bellknap Press of Harvard University Press.
- Heifetz, R. A. & Linsky, M. (2002). *Leadership on the line: Staying alive in the dangers of leading*. Cambridge, MA: The Bellknap Press of Harvard University Press.
- Hughes, Richard L. & Katherine Beatty. (2005). *Becoming a strategic leader: Your role in your organizations enduring success*. San Francisco: John Wiley.
- Kauffman, J., Ed. (2002). *Loss of the assumptive world: A theory of traumatic loss*. New York: Brunner-Routledge.
- Klein, M. & Napier, R. (2003). *Courage to act: Five factors of courage to transform business*. Palo-Alto, Ca. Davies-Black.
- Kouzes, J. & Posner, B. (1999). *Encouraging the heart*. San Francisco: Jossey-Bass.
- Kouzes, J. & Posner, B. (1990). *The leadership challenge*. San Francisco: Jossey-Bass.

- Lencioni, Patrick. (2008). *The three big questions for a frantic family: A leadership fable*. San Francisco: Jossey Bass.
- Levinson, Harry. (2006). *The Psychology of Leadership*. Boston: Harvard Business School Press.
- Loehr, Jim & Tony Schwartz. (2003). *The power of full engagement: Managing energy, not time, is the key to high performance and personal renewal*. Toronto: Free Press.
- Lucado, Max. (2005). *Cure for the common life: Living in your sweet spot*. Nashville: Thomas Nelson.
- Maddi, Salvatore & Khoshaba, Deborah. (2005). *Resilience at work: How to succeed no matter what life throws at you*. New York: AMACOM.
- Martin, Roger. (2009). *The opposable mind: Winning through integrative thinking*. Boston: Harvard Business Press, 2009.
- MacDonald, Gordon. (2009). *A resilient life*. Nashville: Nelson Books
- Maxwell, John. (2009). *How successful people think*. Nashville: Centre Street.
- Neck, Christopher & Charles Manz. (2010). *Mastering self-leadership: Empowering yourself for personal excellence*. Fifth Edition. Toronto: Pearson.
- Neenan, M. (2009). *Developing resilience: A cognitive behavioural approach*. New York: Routledge
- Noer, D.M. (1997). *Breaking free: A prescription for personal and organizational change*. San Francisco: Jossey-Bass.
- O'Toole, J. (1995). *Leading change: Overcoming the tyranny of custom and the power of tradition*. San Francisco: Jossey-Bass.
- Palmer, Parker. (2004). *A hidden wholeness: The journey toward an undivided life*. San Francisco: Jossey Bass, 2004.
- Palmer, Russell. (2008). *Ultimate leadership: Winning execution strategies for your situation*. Toronto: Pearson, 2008.
- Palus, C. & Horth, D. (2002). *The leader's edge: Six creative competencies for navigating complex challenges*. San Francisco: Jossey-Bass.
- Peltin, Scott & Rippel, Jogi (2012). *Sink, float, or swim*. Munich: Redline Verlag.

- Quinn, R. (1996). *Deep change: Discovering the leader within*. San Francisco: Jossey-Bass.
- Quinn, R. (2004). *Building the bridge as you walk on it: A guide for leading change*. San Francisco: Jossey-Bass.
- Scazzerio, Peter. (2006). *Emotionally healthy spirituality: Unleashing a revolution in your life in Christ*. Nashville: Integrity.
- Schwartz, P. (1991). *The art of the long view: Planning for the future in an uncertain world*. New York: Doubleday.
- Segal, Jeanne. (2008). *The language of emotional intelligence: The five essential tools for building powerful and effective relationships*. Toronto: McGraw Hill. 2008.
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- Siebert, Al (2005). *The resiliency advantage: Master change, thrive under pressure, and bounce back from setbacks*. San Francisco: Berrett-Koehler.
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- Useem, M. (1998). *The leadership moments: Nine true stories of triumph and disaster and their lessons for us all*. New York: Random House.
- Weick, K. E., K. M. Sutcliffe. 2001. *Managing the unexpected*. San Francisco, CA: Jossey-Bass.