



A M B R O S E
S E M I N A R Y

ED 645 – *Team Leadership in Multiple Staff Ministry*
January – April, 2011
Instructor: Bill McAlpine, PhD

Contacting the Instructor

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Class Times: W & Fr. 8:15 – 9:30 a.m.

Class Location: A1085-1

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Course Description

This course will examine the dynamics of interpersonal relationships within the context of a church multiple staff. Attention will be given to such areas as leadership styles, stages of staff team development, strategies for strong effective teamwork, dealing with changes in staff/team structure and conflict resolution. Consideration will also be given to staff orientation and termination. Members of various multiple staffs will be included as resource people during the course as available.

Course Objectives

Assuming a dependence on the Holy Spirit and a commitment to working hard together on the part of the instructor and learner alike, by the end of this course, the learner should be able to:

1. Provide a theological basis for multiple staff/team ministries
2. Describe the stages of team development
3. Paint a picture of what an effective team looks like
4. Explain some essential principles to effective communication in multiple staff situations

5. Describe some ways of dealing with areas of difference such as personality, leadership styles, differences of expectations etc.
6. Explain his/her biblical philosophical position on women serving on pastoral teams
7. Define various leadership styles
8. Explain some key principles in making effective decisions as a team
9. Describe some ways in which multiple staff members can approach and benefit from various forms of change

Required Texts

Lawson, Kevin E., *How to Thrive in Associate Staff Ministry*. The Alban Institute, Inc., Reprinted 2002.

Nuechterlein, "Anne Marie, *Improving Your Multiple Staff Ministry*. Minneapolis: Augsburg Press, 1989.

Cladis, George, *Leading the Team-Based Church*. San Francisco: Jossey-Bass Publishers, 1999.

Course Requirements

A. Reading Report and Response:

All three required texts (Lawson, Neuchterlein, and Gladis) are to be read in their entirety. In addition, the student is to read an additional 500 pages of collateral reading. Selection of material may be made from the reading list handed out in class or from other sources in consultation with the instructor. The reading report included in this syllabus is to be completed and submitted by the last day of classes, which is Wednesday, April 13, 2011. In addition write a three to five (6 to 8) page report in which you briefly describe how each book contributed to your understanding or appreciation of multiple staff ministry within the local church. Try to keep your review of each book to one to one and half pages. This is to be written in proper format in 12 point font. This assignment is in lieu of a final exam.

DUE DATE (Response Paper): WEDNESDAY, APRIL 6, 2011

B. *Personal ministry Profile*

Knowing what you do about yourself and having some idea of what pastoral team ministry involves, write a personal ministry profile in which you describe some of the following:

- Your personality type (you may want to use information from Myers-Briggs Type Indicator, but you are not limited to that)
- Your spiritual giftedness
- Your understanding of your leadership style
- What areas of ministry you both enjoy and are good at
- Areas in which you are *not* gifted or do *not* enjoy
- The kinds of people you would enjoy working with on a team

The purpose of this assignment is to encourage the student to think about her/himself in a realistic manner and to consider the kinds of ministry the student would find appealing/fulfilling.

Length: 3 to 5 pages

DUE DATE: FRIDAY, JANUARY 28, 2011

C. *Major Paper:*

Choose one of the following options for your major assignment

OPTION # 1 – *Preparing Church Ministry Teams for the Future.*

Conduct some research on current trends which seem to be having an impact on our society. These could include economic, sociological, religious or political trends. Draw some conclusions (predictions) relative to where you think our North American culture will be in the next several years. Describe what you think Churches are going to have to be like in order to maintain effective ministries within our society. Consider some of the following:

- What implications do such trends have for Church ministry in general and multiple staff situations in particular?
- Is there reason to believe that we are going to have to revisit the how we structure professional ministry teams? Why or why not?
- What kinds of ministries is the Church going to have to consider carrying out?
- What kinds of staff will be necessary to see such ministries accomplished?
- What role do you see the senior pastor having in the next several years?
- Is there going to be more need for part-time staff people? If so what are some of the implications of that possibility?
- Anything else you consider important to a paper of this nature.

Your paper should be approximately 10 to 12 pages in length.

OPTION # 2 – *Ministerial Staff Orientation Manual.*

Design and assemble a manual that could be used in assisting a new team member joining the Church staff. You may want to include some of the following:

- A philosophy of ministry statement or vision statement for the church
- An administrative flow chart or something similar that conveys the various lines of authority and responsibility
- A job description for at least three different staff positions
- A section on staff policies (including areas such as holidays, benefits, professional development, etc.)
- Anything you would consider important.

As part of your research, interview at least three people from more than one Church staff, asking them for input relative to their own personal orientation to their present position. You may want to ask them about aspects of their orientation which were well done, helpful, as well as those which were not.

The length of your paper is basically up to you, although 10 to 12 pages should be considered a minimum.

OPTION # 3 – *The Role of Women on Multiple Staffs*

This should be a paper in which you research some roles women have fulfilled on Church staffs historically. Explore and describe some of the contemporary options available to women on Church ministry teams. Describe your own personal view on the kinds of ministry options women should be able to pursue, giving as much scriptural support as possible. What kinds of ministries do you see women having on Church staffs in the future? You should feel free to interview women presently engaged in vocational Church ministries as part of your research.

Your paper should be approximately 10 to 12 pages in length.

DUE DATE: FRIDAY, FEBRUARY 11, 2011

E. Staff Member Interview

Each student is to arrange a personal interview with a member of a Church ministerial staff and write a three to four (3 to 4) page summary and response. Use the following questions as a guideline for the conversation:

1. What is your present role at this church?
2. How long have you been serving in this role?
3. Has your role changed in the time you have been here? If so, how was that decision made?
4. Could you describe the kind of orientation you received as a new member of the team?
5. How would you describe your relation with the senior/lead pastor? How about with other team members?
6. What are some of the benefits you have enjoyed as a result of being a part of this team?
7. Have you experienced any surprises or expectations for which you were not prepared? If so how have you handled that?
8. What kind of assessment/feedback do you receive? Are you satisfied with the level of review you are presently given?
9. How effectively would you say conflict is handled within the staff?
10. How would you describe the relationship between the staff and the board of Elders or lay leadership group of the church?
11. What advice or recommendations would you give to anyone anticipating becoming a member of a Church ministry team?

Assure the person you are interviewing that their name will not be mentioned in write up of this assignment. In your report provide an accurate account of the person's response and underscore elements you found particularly helpful as well as aspects with which you agreed and/or disagreed, explaining why.

DUE DATE: FRIDAY, MARCH 11, 2011

Course Grade

The Student's final grade will be assessed on the basis of the following

Personal Profile	10%
Major Project	30%
Final Exam	20%
Staff Interview	25%
Reading Response	10%
Reading Report	5%

Important Notes

It is the responsibility of all students to become familiar with and adhere to academic policies of as are stated in the Student Handbook and Academic Calendar.

Personal information, that is information about an individual that may be used to identify that individual, may be collected as a requirement as part of taking this class. Any information collected will only be used and disclosed for the purpose for which the collection was intended. For further information contact the Privacy Compliance Officer at privacy@ambrose.edu.

The last day to enter a course without permission and / or voluntary withdrawal from a course without financial penalty is 21 January 2011.

The last day to voluntarily withdraw from a course or change to audit without academic penalty is 18 March 2011.

The last day to request a revised time for a final examination is 4 April 2011.

The last day to apply for time extension for coursework is 4 April 2011.

Although extensions to coursework in the semester are at the discretion of the instructor, students may not turn in coursework for evaluation after the last day of the scheduled final examination period unless they have received permission for a "Course Extension." Alternative times for final examinations cannot be scheduled

without prior approval. Requests for course extensions or alternative examination time must be submitted to the Registrar's Office by the appropriate deadline. Course extensions are only granted for serious issues that arise "due to circumstances beyond the student's control."

We are committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from the university college. Students are expected to be familiar with the policies in the current Academic Calendar and the Student Handbook that deal with plagiarism, cheating, and the penalties and procedures for dealing with these matters. All cases of academic dishonesty are reported to the Academic Dean.

Moodle Course Logon Information: *Information on the course can also be found on moodle. Direct link to the course is found at:*

<http://moodle.ambrose.edu/course/view.php?id=415>

Enrolment code: 6451

To gain access to the course click on the link, enter your username and password, enter the enrolment code, and then be a member of the course as far as Moodle is concerned. If you have any problems accessing the course on Moodle, please go to the IT helpdesk.

Students are advised to retain this syllabus for their records.

- ✓ Paper Assessment: Your paper will be assessed a grade according to the following criteria:

Letter Grade	Description	Qualities
A+ A A-	Excellent	<ul style="list-style-type: none"> ▪ The thesis is well articulated ▪ The organization is clear and informed by the thesis ▪ Argumentation is convincing and well-reasoned ▪ Content is insightful and beyond superficial ▪ Paragraphs are coherent and effectively connected ▪ Statements and generalizations are backed with appropriate evidence ▪ Sources are clearly and properly identified ▪ Grammar and spelling are accurate and correct ▪ The opening paragraph is convincing and well-written ▪ The conclusion is clear, compelling and logically flows from the argument ▪ The assignment is completed according to the syllabus description ▪ There is evidence of hard work and even struggle with the topic
B+ B B-	Above Average	<ul style="list-style-type: none"> ▪ The central idea is presented, though an obvious thesis statement may be lacking ▪ The content shows a limited degree of originality ▪ The main ideas of the argument are clear although they may not be naturally connected ▪ Sources are clearly and properly identified ▪ Grammar and spelling are accurate and correct ▪ The opening paragraph is interesting ▪ The conclusion follows the overall argument ▪ The assignment is completed according to the syllabus description

C+	Average to Below Average	<ul style="list-style-type: none"> ▪ The central idea is undeveloped or absent ▪ The organization is random or poorly structured ▪ The style is dull or boring ▪ Claims are not supported adequately with appropriate evidence ▪ Sources are not properly identified ▪ Grammar and spelling are inaccurate ▪ There is little or no obvious link between the argument and conclusion ▪ The assignment does not properly follow the syllabus description
C		
C-		
D+		
D		
F	Unsatisfactory	

Lateness Policy

All assignments are due by 5:00 p.m. on the due date. Work received after that time will be assessed a penalty of 2% per day (as opposed to per class), including weekends. HOWEVER, there is such a thing as ‘an extension’ in this course. There is but one way in which an extension will be considered and that is by way of application. Should the NEED arise for a student to request an extension on any assignment (the one exception is the reading report. See above under Reading.), an application form must be completed and submitted to the instructor no later than 24 hours prior to the original due date. Verbal and e-mail requests will not be considered.

Course Outline

SECTION ONE: *THEORETICAL DYNAMICS*

- I A Theology of Multiple Staff Ministry
- II The Definition of a Multiple Staff
- III Models of Multiple Staffs
- IV The Stages of Team Development
- V Characteristics of Effective Teams

SECTION TWO: *INTERPERSONAL DYNAMICS*

- I Intimacy in the Team: Necessity, Luxury or Liability?
- II Communication
- III Dealing with Differences
- IV Resolving Conflict
- V Expectation and Role Clarification
- VI The Gender Mix: Women and Men in Ministry
- VII Caring for the Church Admin Assistant

SECTION THREE: *ADMINISTRATIVE DYNAMICS*

- I Leadership
 - A. Definition of Leadership
 - B. Styles of Leadership
 - C. The Role of the Lead Pastor
- II Decision Making as a Team
- III Dealing with Change as a Team
 - A. When a new team member comes
 - B. When a team member leaves

SECTION FOUR: *THE FUTURE OF MULTIPLE STAFF MINISTRIES*

- I Where do we go from here?
- II Some final parting shots

**TEAM LEADERSHIP IN MULTIPLE STAFF
MINISTRY – PT 601**

READING REPORT

DUE DATE: WEDNESDAY, APRIL 13, 2011

NAME: _____

I HAVE READ THE FOLLOWING IN ITS ENTIRETY	YES	NO
<i>How to Thrive in Associate Staff Ministry</i>		
<i>Improving Your Multiple Staff Ministry</i>		
<i>Leading the Team-Based Church</i>		
<i>500 pages collateral reading</i>		

Signed: _____ *Date:* _____