

ED 503 – Leadership and Leadership Formation (3 Hours)
Winter – 2008
CTS (3 Hours Credit)

Terry Young, Adjunct Professor, PhD

Class Times: Tuesday 1:00 – 3:45 pm

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Class Location: Room 517

Office Location: Room – 7th Floor – Adjunct Office (Next to Charlie Cook) (Office

Hours – 3:45 to 4:30 pm on class days)

Course Description (Catalogue)

Students will grow in their responsibility, spirituality, and identity as leaders. They will develop their personal and organizational skills in vision, character development, self-management, motivation, and leadership style. They will increase their ability to manage the following: change, strategy, conflict, time, finances, institutional and contextual culture, power, recruitment, placement, diversity and giftedness, delegation, meetings, and self-managing teams. Students will be able to develop leaders using equipping and multiplication strategies.

Course Objectives:

The learner will:

- Develop an understanding of leadership theories and gain exposure to practices for more effective leadership
- Develop an awareness of the leadership field and dominant movements
- Gain an appreciation for the head, hands, and heart essentials for personal leadership development with the added dimensions of arms (connection making) and eyes and ears (sense-making)
- Develop a particular point of view towards leadership that includes – defining current reality / clarifying preferred future / shaping strategic process / facing the challenge of change and the courage to make the journey
- Gain insights into how to diagnose your leadership context using powerful diagnostic lenses
- Develop a higher degree of literacy for generic and organizational change – change management, change resistance
- Explore and begin to shape a posture of leadership that is marked by clarity and calmness
- Explore with co-learners several case studies on leadership – personal, biblical and historical
- Deepen awareness and understanding of how we grow and develop as leaders over a lifetime – principles and practices of leadership formation and training
- Sharpen perspective on what it means to lead in any and all leadership contexts

Textbooks & Readings Required:

Lowney, C. (2004). Heroic Leadership: Best practice from a 450 year old company that changed the world. Chicago: Loyola Press.

Nanus, B & Dobbs, S. M. (1999). Leaders who make a difference: Essential strategies for meeting the nonprofit challenge. San Francisco: Jossey-Bass.

Stanely, A. (2003). The next generation leader: Five essentials for those who will shape the future. Sisters, Oregon: Multnomah.

Readings will also be handed out of selected articles. Class discussion will be focused on the content of these and referenced in the syllabus in terms of when these are to be read and made ready for class discussion.

Assignment Summary – In Order of Due Date

Personal Case Study – 5%

Due – Jan 29

Write a one page, single spaced case study of your own personal experience of leading. This experience is to be one in which you led a project, a ministry group, a work team, or some effort that sought to make a real difference. The key is that this case study must focus on a time when your leadership (in your own assessment) failed or worked out in less than glowing terms. Describe the effort and what happened without providing an assessment of why things turned out as they did. This case study will serve as a rich discussion point for your team in the weeks to come. (Sample Provided)

Personal Reflection Paper #1 on Reading - Heroic Leadership – 15%

Due – Mar 4

Write a personal reflection paper on this book with particular attention to and application of one of the four characteristics of heroic leadership. This may be a reflection of your interest in this particular characteristic or represent an area of your greatest development need. Reflect on why this characteristic is needed in your life and on how you would take practical steps in deepening this dimension in your future.

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

Critical Reflection Paper #2 on Reading – Nanus & Dobbs **OR** Stanley – 15%

Due – Mar 25

Write a critical reflection paper on one of these two books interacting with the content and principles of the author(s). Where do you agree / disagree? What is missing, incomplete, or ranks in the category of GMAB! (give me a break!) in the principles and practice of leadership as portrayed by the author(s)? In the final piece (one page) of your paper – what represents your greatest development need or the most impacting principle as a result of reading and reflecting on the book chosen for this paper?

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

Team Presentation and Case Study Contribution – 25%

Due – Mar 11/18/25 (As Scheduled)

In a team of 2-3 other class colleagues develop a Leadership Case Study on one leader (biblical, historical, or contemporary) of your choosing. You will be required to develop and deliver (in 20-25 minutes) an overview of this historical leader – outlining the current reality he or she faced / the preferred future or vision they pursued / the strategic process and pathway they engaged / the real risks encountered and the courage required to prevail in their leadership. There will be 10-15 minutes for class interaction. You are also responsible to provide a two page summary of your case study for all class participants. This can be formatted in a creative format and can be single spaced.

Personal Case Study Revisit – 15%

Due – April 1

You have had time to unpack your one pager case study on a personal experience of a rough leadership experience. This paper is a follow up reflection on why, with the gift of time and distance, this experience unfolded as it did. Where do you see evidence of a lack of clarity on your part concerning current reality? As you get on the balcony and look back – what was really going on? How clear was the vision or purpose of what you were hoping to accomplish? What in the plan or strategy was lacking? Was there a lack of courage or a failure of nerve? How much of the blame is yours to own? What can be laid at the feet of other forces? In conclusion, write about how your work team helped you in processing this story, how did they not help you? What did the team time contribute to your understanding of this situation? Make this part of the paper no more than two pages.

This Case Study revisit is to be no more than 6 pages – double spaced - but freedom is given to expand on this if space is needed to more fully explore your learning. This case study and re-visit is based on the premise that the richest encyclopedia for our learning leadership is the encyclopedia of our own experience!

Tool Kit Contribution – 10%

Due – April 8

You are required to provide an Annotated Bibliography on a selected leadership theme from the list provided. We will choose/assign our Tool Kit contribution topics by January 22, 2008. The annotated bibliography must include 6-8 references with the proper citing of the source and a one paragraph summary of content. (An example is provided – Support Systems for Leaders)

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. Take time to hunt for the best of resources, not just any resources!

Required Reading / Class Participation – 15%

Due – April 15

A reading report will be handed in detailing your reading of the required texts and the weekly 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 weekly articles will be handed out during class time and serve as the basis for the opening segment of the session noted.

Determination of Final Grade:

Personal Case Study	5%	January 29th
Personal Reflection Paper on Reading #1	15%	March 4th
Critical Reflection Paper on Reading #2	15%	March 25th
Team Presentation	25%	March 11/18/25
Tool Kit Contribution	10%	April 8th
Personal Case Study Revisit	15%	April 15th
Course Readings / Class Participation	15%	April 15th

Lean In!
Stretch!
Wrestle!
Have Fun!

Class Schedule – Tuesdays 1:00pm to 3:45pm

- January 8** **Getting Started**
Navigating the Maze - What is leadership really all about?
- January 15** *Read: Simple Ideas, Complex Organizations & Nanus and Dobbs Chapter 3*
Unpacking What It Means To Lead – Developing a Leadership Point of View
Defining Current Reality
- January 22** *Read: If You Don't Know Where You're Going, Anywhere Will Do & So You've Got A Vision, Now What? & Nanus and Dobbs Chapter 4*
Unpacking What It Means To Lead
Determining and Declaring a Preferred Future
- January 29* *No Lecture Session*
Working on Team Presentations – 2 Hours
Sharing of Personal Cases – 1 Hour – See Assignment Helps
- February 5** *Review: The Summary Notes on Building the Bridge As You Walk On It & Nanus and Dobbs Chapter 5*
Unpacking What It Means To Lead
Doing the Real Work of Strategic Process
- February 12** *Read: Overcoming Resistance & Nanus and Dobbs Chapter 6*
Unpacking What It Means To Lead
Facing the Real Risks / Change and Courage
- February 19* *No class during Winterim Week*
- February 26* *No Lecture Session*
Working on Team Presentations – 2 Hours
Sharing of Personal Cases – 1 Hour – See Assignment Helps
- March 4** *Read: Leadership and Self in a Congregational Family & Lowney Chapter 5*
The Art of Calm Leadership
- March 11** **Team Presentations – Case Studies**
Discussion around Heroic Leadership – Self Awareness & Ingenuity
- March 18** **Team Presentations – Case Studies**
Discussion around Heroic Leadership – Love & Heroism

- March 25** **Team Presentations – Case Studies**
Discussion around Stanley Text
- April 1** *Read: Monday Morning Restoration & Moving From Solitude to Community to Ministry*
Leadership Development / Growing as a Leader / Personal Sustainability or Self Care
- April 8** *Read: The Dark Side of Leadership*
Leadership Development / Your First Leadership Assignment / Acknowledging the Dark Side
- April 15** **Leadership Development / Practical Stuff – The Art of Getting Things Done / The Breakfast of Champions / Tools for Focus**
- April 21-26** **Final Exam Zone – No Final Exam in this Course! Sorry!**

ASSIGNMENT HELPS:

Sharing of Personal Cases

**January 29 – Take an hour of your time in your teams to . . .
Present to each other your one page case on a personal leadership challenge**

Allow your team members to provide for you a safe space to hear your story, providing a holding environment for you as you honestly let them into a leadership moment that may be difficult to retell, and then let them ask whatever questions that they wish.

Keep a personal record of your initial interaction around each case and within 24 hours write down some thoughts on the question bank provided of your group process.

February 26 – Pull out your cases again – briefly review each case and explore each one from the standpoint of the leadership point of view that serves as the foundation for this class. What further insights have you gained in the process of looking at your case with others?

In your re-visit (6 page paper) of your personal case study use the question bank once again to reflect on the group process related to your specific case.

Team Presentations – Your choice of a biblical, historical, or contemporary leader.

4 Pieces: **What was the current reality being faced by this leader?**
 What was the preferred future being pursued?
 What was the strategic process or map being followed?
 What kind of courage, risks, and change challenges were involved?

In a 20-25 minute presentation you will need to be precise and hit the key points under each question.

Be creative / feel free to use power point / visuals / party hats.

Provide a two page handout with the key points of your presentation and at least three of the best bibliographic resources on this leaders life.

Tool Kit Topics – Annotated Bibliography (SAMPLE PROVIDED)

Leadership & Change
Leadership & Team Work
Leadership & Vision
Leadership & Strategic Process
Leadership & Self Leadership
Leadership & Innovation
Leadership & Conflict
Leadership & Communication
Leadership & Creativity
Leadership & Ethics/Integrity
Leadership & Focus / Execution
Leadership & Prayer
Leadership & Complexity
Leadership & Courage
Leadership & Culture
Leadership & Non-Profit Organizations
Leadership & Spirituality
Leadership & Psychology
Leadership & Post-modernism
Leadership & Ego
Leadership & Fitness

Leadership & . . . (a topic not covered above)

Leadership and Leadership Formation
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