



## **P 885 Transformative Pastoral Leadership**

### **Course Information**

\* Course Semester/ Year: January Term 2018

\*Course Location: BLC 308

\*Course Time: Online: Nov. 27, 2017--Jan. 26, 2018

On Campus: Monday-Friday Jan. 8-12, 2018, 8:30 am-12:30 pm

### Optional:

\*Prerequisites: Doctor of Ministry Introductory Seminar (I 721, I 722 or I 723) or permission of Instructor

\*Course format: Hybrid)

### **Instructor Information**

\*Name: Dr. Jeffery L. Tribble, Sr.

\*Office location: BLC 213

\*Office phone: 404-687-4586

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### **Course Description**

Explores the role of the pastor as spiritual leader embracing key adaptive issues for personal, congregational, and communal transformation. Acknowledging that leading a congregation through processes of deep change may be risky and costly, we explore current interdisciplinary ministry approaches for pastors leading congregations through processes of transition involving time and learning where identity, mission, culture, and operating procedures are fundamentally altered. This class is a seminar for students to work on actual case studies from their church and ministry contexts.

### **Learning Outcomes/Course Objectives** (enumerated)

1. The student will develop an advanced understanding of the nature and purposes of ministry by demonstrating a working knowledge of theories of leadership and rules of art that contribute to transformative pastoral leadership.

2. The student will develop skills in pastoral research by demonstrating competence in writing and leading discussion of a case study of a challenging, unresolved, problematic situation at a particular point in time from their church and ministry context.
3. The student will utilize the opportunities in the ministry context and the resources of the course to develop deeper spiritual awareness and practice reflective leadership. The student will demonstrate their work towards integration of the knowing, being, and doing of transformative pastoral leadership amid a situation of leading change with one's partners in ministry through a planned intervention, assessment, and reflection exercise.

Course addresses Doctor of Ministry degree program learning outcomes 1 and 2.

### Course Materials

#### Required Resources

Ascough, Richard S. and Charles A. Cotton, *Passionate Visionary: Leadership Lessons from the Apostle Paul*. Peabody, Massachusetts: Hendrickson Publishers, 2006. ISBN 978-1-59856-017-6

Heifetz, Ronald A. Alexander Grashow, and Marty Linsky, *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and World*. Boston, Massachusetts: Harvard Business Press, 2009. ISBN 978-1-4221

Hunsinger, Deborah van Deusen and Theresa F. Latini, *Transforming Church Conflict: Compassionate Leadership in Action*. Louisville, KY: Westminster John Knox Press, 2013. ISBN 978-0-664-23848-3

Tribble, Jeffery L. *Transformative Pastoral Leadership in the Black Church*. 2013. **1st paperback ed.**, New York: Palgrave-McMillan, 2005. ISBN 9781137287786

#### Resources Posted on Moodle

Osmer, Richard R. "Servant Leadership/ Pragmatic Strategic Task" in *Practical Theology: An Introduction*. Grand Rapids, Michigan: Wm B. Eerdmans Publishing Co., 2008, p. 175-218

Schiele, Dwight J. "Failing Well, or What the Church Can Learn from Silicon Valley" and "Disciplines from a Learning Church" in *The Agile Church: Spirit Led Innovation in an Uncertain Age*. New York: Morehouse Publishing, 2014, pp. 59-111

Everist, Norma Cook and Craig L. Nesson, "Living in Trust," "Honoring the People" and "Leading for Mission" in *Transforming Leadership: New Vision for a Church in Mission*. Minneapolis, MN: Fortress Press, 2008, pp. 1-28, 40-51.

Carroll, Jackson W. "Leading with Authority: The Dynamics of Reflective Leadership" and "Elements of Reflective Leadership" in *As One with Authority: Reflective Leadership in Ministry, Second Edition*. Eugene, Oregon: Cascade Books, 2011, pp 114-176.

### **Course Requirements (enumerated)**

- 1. Online participation** --Discussion forum of "models of practice" and "rules of the art" of transformative pastoral leadership discovered in the required reading in dialogue with situations and contexts of ministry. The discussion forum is intended to foster group learning --key insights, critical questions explored, insights generated, experiments in leadership in everyday life as well as in congregational ministry, emergent diagnoses, possible actions, reflections on actions, etc. **Complete Discussion Board Posting by January 6, 2017. 25% of course grade**
- 2. Seminar Attendance and Participation. January 8-12. 25% of course grade**
- 3. Write and lead case study discussion for peer consultation.** What are the implications for the leader's learning trajectory? Task competencies to continue working on? Transactional issues to be negotiated? Adaptive issues to be transformed? **Due Date: Post in discussion board for classmates as well as in drop box by 5 p.m. the day before case study is to be discussed, January 9 or 10. 25% of course grade.**
- 4. Integrative learning trajectory final paper.** Use Carroll's meta-method of reflective leadership to propose an intervention strategy to address a situation where deep change is needed. The paper will also include a framework for assessment of what is working/not working and for adjusting through mistakes, learning and growth, and exploration. Reflection on learning and growth in the practice of transformative pastoral leader in your context is included. **Due Date Friday Jan. 26. 25% of course grade**

### **Course Schedule (Schedule Subject to Change with Instructor Notice)**

#### **Pre-Residence Study: Nov. 27-January 6.**

Developing toolkit of models of practice and rules of art of transformative pastoral leadership. Relating these tools to self, congregational systems/culture, and broader social-cultural contexts.

Nov 27-Dec 2. Online pre-residence study. Lesson Module One. Introductions and discussion forum based upon student reading and reflection of models of leadership, theology of servant leadership, and theories of open systems organizational change in Osmer, "Pragmatic Task: Servant Leadership"

Dec 4 -Dec 9 Online Pre-residence study. Lesson Module Two. Discussion forum on student reading and reflection on "theories in process" (case studies), strategies, and prescriptive guidelines in *Transformative Pastoral Leadership in the Black Church* (emphasis on chapters 2-4 and epilogue)

Dec 11 -16. Online Pre-residence study. Lesson Module Three. Discussion forum on student reading and reflection on the Apostle Paul as exemplar of transformational leadership in *Passionate Visionary*.

Dec 18-Dec 23 Online Pre-residence study. Lesson Module Four. Discussion forum on student reading and reflection on theory and practice of adaptive leadership in *The Practice of Adaptive Leadership*.

Dec. 24-Dec 30 Christmas Holiday Break

Jan 1-6. Online Pre-residence study. Lesson Module Five. Discussion forum on student reading and reflection on Non-Violent Compassionate Communication in *Transforming Church Conflict*

**Residential Study: Jan. 8-12**

Integration of self, models/ competencies in toolkit, situational factors in congregation, and broader social-cultural contexts. Peer learning and consultation with instructor by appointment.

Monday Jan 8, 8:30 am-12:30 pm (with mid-morning break)

"The Quest for a Practical Theological Approach for Teaching and Learning the Praxis of Transformative Pastoral Leadership"/ Concept Review of Lesson Module 1-3 material

Afternoon: Writing of Case Study/ Consultation with instructor by appointment in afternoon

Tuesday Jan 9, 8:30 am-12:30 pm

Concept Review of Lesson Module 4-5 Material

Afternoon: Complete any remaining writing of Case Study/Consultation with Instructor by appointment in afternoon. Post Case Studies by 5 p.m.

Wednesday Jan 10, 8:30-12:30 p.m.

Student Case Study Presentations and Discussions

Thursday Jan 11, 8:30-12:30 p.m.

Student Case Study Presentations and Discussions

Friday Jan 12, 8:30-12:30 p.m.

Class Leads Chapel. Emerging Insights for Final Paper. Course Wrap-up

**Post Residential Study: Jan 15-26**

Continued study, further reading, reflection, and practice with ministry partners in context

Refining final paper in consultation with ministry partners.

Instructions: In your final paper, you will revisit the case that you presented and the wisdom received from your presentation from your peers and the instructor to practice the iterative experiential learning process of reflection, analysis and research, and action. You are encouraged to reflect on your case with **trusted** partners in your ministry context to assist you in deepening of our diagnosis and intervention strategy. As an exercise in reflective pastoral leadership, the paper will demonstrate your ability to read the situation, to distinguish the technical and adaptive challenges that the congregation and/or individual is facing, to critically interpret from your congregation's heritage and religious traditions elements that must be preserved and those elements that must be discarded or "rearranged" in relationship to this situation; your appropriate use of the knowledge from class texts; your personal and professional experience; and your faith to construct faithful and appropriate responses to the issues raised by your case. The post-residential study, practice, and reflection period of the course is designed to create more space for embodied learning of the practice of transformative pastoral leadership: "experiencing the practice, practicing it, telling about it, asking questions about it, reading (further) about it, writing about it, practicing it, doing it, and empowering others to do it." Include in your paper some final reflections on your learning trajectory of the 3 forms of leadership: task competence, transactional leadership, and transformational leadership. Suggested length is 10 pages. **Due Date: Jan. 26**