Reformed Theological Seminary - Atlanta
04DM803 Leadership: Herding Sheep or Herding Cats?
COURSE SYLLABUS
(3 Credit Hours)
Summer, 2014
Bob Burns
July 28 – August 1 (8:30am – 4:30 pm)

Course Description
The purpose of this course is to explore both the personal and interpersonal dynamics of leadership. We begin by looking at self-leadership and from that base examine the responsibility of leading others. Leadership always happens in relational and organizational systems. Therefore, we will place significant emphasis on personal health, as well as what it takes to lead toward organizational health.

Course Objectives
1. To take the Right Path 4 & 6 and Leadership 360. To honestly review our own leadership strengths and struggles based on the feedback we receive from this instrument.
2. To understand the five aspects of resilient ministry and use them as a personal evaluation filter.
3. To grow in our understanding of organizations as relational systems.
4. To understand the dynamics of ministry politics and how to navigate/survive them.
5. To explore what it takes to lead change in systems.

Course Outline
Course Introduction and Principles of Leadership
Right Path 4 & 6 and the Leadership 360
Five Characteristics of Resilient Ministry applied to my life and leadership
The Politics of Ministry
Leading in Systems
Teaming
Leading Change

Course Requirements

Reading Assignments
There will be 2,000 pages of new reading (not having been previously read by the participant) assigned for the course. The required reading for all participants is designated on the Reading List below. If participants have already read a required book, they can either re-read it for better comprehension or a substitution can be made from the Recommended
Reading list. However, participants must receive approval from the professor (by phone or email) for the choice of the substitute reading.

Reading Reports
Doctor of Ministry (credit) participants are required to report each book read by using the standard “Reading Report” format. The Reading Report should be submitted in a MS Word document and sent via email to bobb@sevenhillsfellowship.com. Non-credit (audit) students do not submit reports.

Class Attendance and Participation
This course follows a lecture, discussion and small group format that requires attendance and participation at all classes. Class lectures and group discussions will be based on the assumption that participants have completed the assigned readings and assignments given during the course. Individual and small group work sessions will be conducted during class time. Students will be required to create, present and participate in class presentations.

Post-Class Integration Paper
Participants are required to write a 15-20 page (double-spaced, 12 point font) course integration paper. This paper must reflect new work done by the participant as a result of this course. The paper will focus on one theme of leadership discussed in the class. By the end of the week participants will choose an area that they would personally benefit from reflecting more deeply upon - most likely an area that does not come easily to you.

Your paper should:
1. Have an introduction to the topic and paper (1 page)
2. Provide a biblical/theological reflection on the area you chose. Where do you find didactic passages on the topic? Or (positive/negative) examples in Scripture? (3-4 pages) Based on this review, state why you consider this topic has warrant from Scripture.
3. Interview two persons active in ministry. Discuss the leadership theme you are writing about with these persons, asking them to give specific stories of how they have managed in this area. NOTE: You want stories of their experiences. You do not want them to wax eloquent on their views of this theme. Integrate insights you gleaned from this interview with the readings from class, as well as the class notes and discussions. Be specific about the sources of your insights. Your primary focus is to share the life experience of the persons interviewed and then use the reading and class materials to comment and reflect on this story. (6-10 pages)
4. Consider your own current practices in the area you have chosen. What aspects do you struggle with or think you might struggle with in the future? What have you learned that can help you be proactive in attending to this
area of your life? How could you adapt helpful practices you identified to your own particular personality and tendencies? What would your life look like in 5 years if you neglect this area? How might your life and the lives of those you minister to (including your family) be impacted if you are able to regularly utilize what you have learned in this area? (5-10 pages)

**The integration paper is due BY October 29 via email. If it is necessary to extend your time to December 1, the participant will need to submit a written extension request to the RTS Atlanta DMin registrar and the professor and also pay an extension fee of $120 prior to the initial due date.**

**Required Reading**

**Recommended Readings**
- Patrick Lencioni, *The Five Dysfunctions of a Team* or *The Advantage*
- Doris Kearns Goodwin, *A Team of Rivals*
- John Kotter, *The Heart of Change*
- Chip and Dan Heath, *Switch*
- Ken Sande, *The Peacemaker*
Patterson, Greeny, McMillian, and Switzler, *Crucial Conversations*
Jim Collins, *Good To Great*
Jim Collins, *Good To Great and the Social Sectors*
Jim Loehr and Tony Schwartz, *The Power of Full Engagement*
Eugene Peterson, *Working the Angles*
Michael Marquardt, *Leading With Questions*
Roger Gill, *The Theory and Practice of Leadership*
Edwin Friedman, *A Failure of Nerve: Leadership in the Age of the Quick Fix*
Henri J.M. Nouwen, *In The Name of Jesus.*
Dean Williams, *Real Leadership.*

**Course Assessment**

RTS Grading Scale

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<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
<th>GPA</th>
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<tbody>
<tr>
<td>A</td>
<td>(97-100)</td>
<td>4.00</td>
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<tr>
<td>A-</td>
<td>(94-96)</td>
<td>3.66</td>
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<tr>
<td>B+</td>
<td>(91-93)</td>
<td>3.33</td>
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<tr>
<td>B</td>
<td>(88-90)</td>
<td>3.00</td>
</tr>
<tr>
<td>B-</td>
<td>(86-87)</td>
<td>2.66</td>
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<tr>
<td>C+</td>
<td>(83-85)</td>
<td>2.33</td>
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<tr>
<td>C</td>
<td>(80-82)</td>
<td>2.00</td>
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<tr>
<td>C-</td>
<td>(78-79)</td>
<td>1.66</td>
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<tr>
<td>D+</td>
<td>(75-77)</td>
<td>1.33</td>
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<tr>
<td>D</td>
<td>(72-74)</td>
<td>1.00</td>
</tr>
<tr>
<td>D-</td>
<td>(70-71)</td>
<td>0.66</td>
</tr>
<tr>
<td>F</td>
<td>(below 70)</td>
<td>0.00</td>
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I (incomplete) – indicates that the work for the course was not completed, given only when special extenuating circumstances (such as illness) prevent the student from completing the work or taking the examination. "I" grade must be removed from within the extension time granted; otherwise it will be changed to "F."

W (withdraw) – indicates that the student has withdrawn from a course after the drop deadline. This grade is granted by the Academic Dean only in extenuating circumstances.

Dr. Bob Burns
bobb@sevenhillsfellowship.com
314-225-9718
Meetings by appointment
Reading Report for 04DM803 Leadership: Herding Sheep or Herding Cats?

Your Name
For Bob Burns
Date

Summary Report

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th># of Pages</th>
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<tbody>
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I, __________________ have read a total of _____ pages
Sample Book Report

Title of Book
Complete Bibliographic Reference

Overview—Give a brief overview of the book, including its theme, perspective and approach.

Critique—Offer a brief critique of the book, including elements of strength and weakness.

Application—Offer some specific application to your own ministry—demonstrating the value and relevance of the material in this book.

Best Quote—Be sure to include the page number where the quote can be found.

Suggestion: Before you begin the reports, 1- copy the following page; 2- go to the bottom (after last word) of this page and insert a page break; and 3- paste the form for your next report. And don’t forget to insert a Page Break after each report before you next report.
# Course Objectives Related to DMin* Student Learning Outcomes

**Course:** 04DM803 Leadership: Herding Sheep or Herding Cats?
**Professor:** Dr. Bob Burns
**Campus:** Atlanta
**Date:** July 28 – Aug 1, 2014

## DMin* Student Learning Outcomes

*In order to measure the success of the DMin curriculum, RTS has defined the following as the intended outcomes of the student learning process. Each course contributes to these overall outcomes. This rubric shows the contribution of this course to the DMin outcomes.*

<table>
<thead>
<tr>
<th>Biblical/Theological Foundations:</th>
<th>Rubric</th>
<th>Mini-Justification</th>
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</thead>
<tbody>
<tr>
<td>Significant knowledge of biblical and theological foundations for pastoral ministry. (This includes interaction with Biblical texts, as well as awareness of Reformed Theology.)</td>
<td>Moderate</td>
<td>Course will examine the five aspects of resilient ministry, the dynamics of ministry politics, and explore what it takes to lead change in a system.</td>
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<thead>
<tr>
<th>Historical/Contemporary Practices:</th>
<th>Rubric</th>
<th>Mini-Justification</th>
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</thead>
<tbody>
<tr>
<td>Significant knowledge of historical and contemporary practices of pastoral ministry.</td>
<td>Strong</td>
<td>Course will survey and discuss historical and contemporary practices of leadership in ministry through readings and in-class peer interaction.</td>
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<tr>
<th>Integration:</th>
<th>Rubric</th>
<th>Mini-Justification</th>
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<tr>
<td>Ability to reflect upon and integrate theology and practice, as well as implementation in a contemporary pastoral setting.</td>
<td>Strong</td>
<td>Course will explore personal and interpersonal dynamics of leadership to understand theory/theological principles and develop skills for application.</td>
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<tr>
<th>Sanctification:</th>
<th>Rubric</th>
<th>Mini-Justification</th>
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<tr>
<td>Demonstrates a love for the Triune God that aids in the student’s sanctification.</td>
<td>Strong</td>
<td>Course will help students honestly review their own leadership strengths and struggles, the responsibility of leading others, with emphasis on personal health for organizational health.</td>
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