Brisbane School of Theology offers high quality, Bible-centred theological training in a diverse and supportive community, shaping the whole person for God’s purpose. Aiming for more than simply growing students’ knowledge of theology, BST is developing passionate, capable disciples who use what they know about God’s word to serve him in the church and the world.
# INFORMATION ABOUT THIS UNIT

**Description**

This unit enables students to enhance ministerial effectiveness through the development of a theoretical base for understanding the dynamics of the leadership development process, leading the candidates to analyse his or her personal development patterns. It will also familiarise students with tools for a better understanding of personality types and an understanding of the significance of these tools for recruiting, team building, counselling, conflict management, and other interpersonal dynamics, so that they can better manage people.

**Teaching staff**

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer</td>
<td>Kara Martin</td>
</tr>
</tbody>
</table>

| Phone      | Ph: (07) 3870 8355 (BST) |
| Email      | To be supplied |

**Additional information**

| Credit points | 8 (PC761i); 4 (PC689i & 489i) |
| Teaching weeks | 1 week intensive |

**Assessment Summary**

**PC761i**

<table>
<thead>
<tr>
<th>Item</th>
<th>Details/Due Date</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Reading and Critical Review</td>
<td>500 pages / 1,500 words Due: Feb 15</td>
<td>20%</td>
</tr>
<tr>
<td>Survey &amp; Analysis</td>
<td>2,000 words Due: Feb 22</td>
<td>30%</td>
</tr>
<tr>
<td>Major Assignment</td>
<td>4,500 words Due: May 27</td>
<td>50%</td>
</tr>
</tbody>
</table>

**PC689i**

<table>
<thead>
<tr>
<th>Item</th>
<th>Details/Due Date</th>
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</thead>
<tbody>
<tr>
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<td>30%</td>
</tr>
<tr>
<td>Major Assignment</td>
<td>3,500 words Due: May 27</td>
<td>50%</td>
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**PC489i**

<table>
<thead>
<tr>
<th>Item</th>
<th>Details/Due Date</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Reading and Critical Review</td>
<td>250 pages / 1,000 words</td>
<td>20%</td>
</tr>
<tr>
<td>Survey &amp; Analysis</td>
<td>1,500 words Due: Feb 22</td>
<td>30%</td>
</tr>
<tr>
<td>Major Assignment</td>
<td>3,000 words Due: May 27</td>
<td>50%</td>
</tr>
</tbody>
</table>
STUDENT LEARNING OUTCOMES AND UNIT CONTENT

Learning Outcomes
At the end of the unit, students should be able to

**Learning Outcomes**

**Knowledge and understanding**
Know and understand:
- Biblical and theoretical understanding of leadership development
- Key components of managing organisations
- Personality types and impact on working relationships

**Skills**
Be able to:
- Refine a personal leadership development plan
- Be able to demonstrate conflict management skills
- Strategic analysis of neighbourhood context
- Articulate and evaluate vision, mission and values

**Application**
And be in a position to:
- Program a detailed personal leadership development plan
- Analyse and program changes to structure and management of a Christian activity/organisation
**UNIT TIMETABLE**

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>8.30-10.30am</td>
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<td></td>
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</tr>
<tr>
<td>10.30-11.00am</td>
<td></td>
<td><strong>Morning Tea</strong></td>
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<tr>
<td>11am-1pm</td>
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<tr>
<td>1-2pm</td>
<td></td>
<td><strong>Lunch</strong></td>
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<tr>
<td>2-3pm</td>
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<tr>
<td>3pm</td>
<td></td>
<td><strong>Finish</strong></td>
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</table>

*Times may vary according to arrangements made between the lecturer and the class.*

**Lecture Program**

<table>
<thead>
<tr>
<th>Session</th>
<th>Topics</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>SECTION A: PRINCIPLES OF LEADERSHIP</strong></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Introduction, Biblical principles and patterns of leadership</td>
<td>29 February</td>
</tr>
<tr>
<td>3</td>
<td>Leadership qualities, gifts and abilities</td>
<td>29 February</td>
</tr>
<tr>
<td>4</td>
<td>Operating as a leader: appropriate styles for different situations and people; mentoring, delegating, motivating and communicating</td>
<td>1 March</td>
</tr>
<tr>
<td>5</td>
<td>Power, authority, responsibility and influence</td>
<td>1 March</td>
</tr>
<tr>
<td>6</td>
<td><strong>SECTION B: PRINCIPLES OF LEADERSHIP DEVELOPMENT</strong></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>The process of leadership development; resources and tools</td>
<td>2 March</td>
</tr>
<tr>
<td>8</td>
<td><strong>SECTION C: MANAGING PEOPLE</strong></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Personality types and interpersonal dynamics</td>
<td>2 March</td>
</tr>
<tr>
<td>10</td>
<td>Managing conflict and implementing change, giving feedback and problem-solving</td>
<td>3 March</td>
</tr>
<tr>
<td>11</td>
<td><strong>SECTION D: MANAGING ORGANISATIONS</strong></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Establishing vision, mission and values in context</td>
<td>4 March</td>
</tr>
<tr>
<td>13</td>
<td>Principles of organisation: alternative structures, job descriptions, decision-making, committees, accountability, time management</td>
<td>4 March</td>
</tr>
<tr>
<td>14</td>
<td>Institutional lifecycles and ageing; bureaucracy and devitalisation</td>
<td>4 March</td>
</tr>
</tbody>
</table>
ASSESSMENT OUTLINE
PC761
Pre-Reading
Students are to complete the pre-reading requirements of 500 pages. These are to be taken from the recommended texts in the bibliography below. Please see Assessment 1 before you begin for how you are required to account for your reading.

Assessment
The assessment has been designed with the following principles in mind:

- To meet the academic requires of the ACT for a 700-level unit.
- To make the assessment as useful as possible for you in your ministry context.

**N.B. — Assessments 1 & 2 must be prepared BEFORE the intensive begins.**

1. **Pre-Reading** of any 3 of the books marked as recommended with a 500-word critique on each. 1,500 words (20%)
   Using the attached outline, write a book review on each book, critiquing it biblically and theologically, and contrasting it with the other two books read.
   Due: Via online submission; **11.55pm on Monday, 15 February, 2016**

2. **Survey and analysis** of your church/organisation and its community/operating context 2,000 words (30%)
   **For church leaders:**
   Survey your church’s approximate age, gender, vocational breakdown; its leadership structure and decision-making; as well as the activities the church initiates to connect with its community. Submit a **1,500-word analysis** of the results of the survey plus a **500-word reflection** on what you have learned. Note: This survey will form the basis for analysing leadership initiatives.
   Due: Via online submission; **11.55pm on Monday, 22 February, 2016**
   
   NOTE: If utilising a congregational/institutional survey, it might be distributed by hand or you may choose to set up an automated survey instrument, such as Survey Monkey. In distributing the survey, please use the following words on a cover letter, or on the email with the online survey.
   - This survey is part of a requirement for the Brisbane School of Theology MA Unit PC761 Leadership & Management in Christian Ministry.
   - Please complete the anonymous survey which will be used to conduct an analysis of the demographics and vocational groupings of the congregation.
   - A short report will be completed, analysing the survey results. Please indicate if you would like a copy of the report.
   - The individual surveys will not be published.
   - If you would like clarification or have concerns, please contact the person indicated on this survey.
   - If you would like to speak to a Brisbane School of Theology representative, please contact Kara Martin via Alan Stanley (astanley@bst.qld.edu.au)

   **For organisational leaders:**
   Outline your organisation’s mission, vision and values as well as its organisational structure and Strengths/Weaknesses/Opportunities/Threats analysis. Submit a **1,500-word outline** plus a **500-word analysis/reflection** on what you have learned. Note: This material will form the basis for analysing leadership initiatives.
   Due: Via online submission; **11.55pm on Monday, 22 February, 2016**

3. **Major assignment** 4,500 words (50%)
   Choose from the following options:
   (a) A detailed personal leadership development plan outlining your career goals and aspirations, your personal opportunities and constraints, your denominational or institutional opportunities and constraints; as well as a detailed theological reflection on the basis for your plan.
   (b) A detailed action plan for integrated leadership development in your congregation/organization, including a biblical reflection on leadership priorities.
(c) A strategic plan for your church/organisation outlining vision, mission and values, as well as key areas of strategic initiative, based on solid contextual research. Include a 500-word theological reflection justifying your plan.

**Due: Friday, 27 May, 2016**

**PC689**

**Pre-Reading**

Students are to complete the pre-reading requirements of 500 pages. These are to be taken from the recommended texts in the bibliography below. Please see Assessment 1 before you begin for how you are required to account for your reading.

**Assessment**

The assessment has been designed with the following principles in mind:

- To meet the academic requires of the ACT for a 700-level unit.
- To make the assessment as useful as possible for you in your ministry context.

**N.B. — Assessments 1 & 2 must be prepared BEFORE the intensive begins.**

1. **Pre-Reading** of any 3 of the books marked as recommended with approx. a 350-word critique on each.

   1,000 words (20%)

   Using the attached outline, write a book review on each book, critiquing it biblically and theologically, and contrasting it with the other two books read.

   **Due: Via online submission; 11.55pm on Monday, 15 February, 2016**

2. **Survey and analysis** of your church/organisation and its community/operating context

   2,000 words (30%)

   **For church leaders:**

   **Survey** your church’s approximate age, gender, vocational breakdown; its leadership structure and decision-making; as well as the activities the church initiates to connect with its community. Submit a **1,500-word analysis** of the results of the survey plus a **500-word reflection** on what you have learned. Note: This survey will form the basis for analysing leadership initiatives.

   **Due: Via online submission; 11.55pm on Monday, 22 February, 2016**

   **NOTE:** If utilising a congregational/institutional survey, it might be distributed by hand or you may choose to set up an automated survey instrument, such as Survey Monkey. In distributing the survey, please use the following words on a cover letter, or on the email with the online survey.

   - This survey is part of a requirement for the Brisbane School of Theology MA Unit PC761 Leadership & Management in Christian Ministry.
   - Please complete the anonymous survey which will be used to conduct an analysis of the demographics and vocational groupings of the congregation.
   - A short report will be completed, analysing the survey results. Please indicate if you would like a copy of the report.
   - The individual surveys will not be published.
   - If you would like clarification or have concerns, please contact the person indicated on this survey.
   - If you would like to speak to a Brisbane School of Theology representative, please contact Kara Martin via Alan Stanley (astanley@bst.qld.edu.au)

   **For organisational leaders:**

   **Outline** your organisation’s mission, vision and values as well as its organisational structure and Strengths/Weaknesses/Opportunities/Threats analysis. Submit a **1,500-word outline** plus a **500-word analysis/reflection** on what you have learned. Note: This material will form the basis for analysing leadership initiatives.

   **Due: Via online submission; 11.55pm on Monday, 22 February, 2016**

3. **Major assignment**

   3,500 words (50%)

   Choose from the following options:

   (a) A detailed personal leadership development plan outlining your career goals and aspirations, your personal opportunities and constraints, your denominational or institutional opportunities and constraints; as well as a biblical reflection on the motivation for your plan.
(b) A detailed action plan for leadership development in your congregation/organisation. Include a 500-word outline of your definition of biblical leadership.

(c) A strategic plan for your church/organisation outlining vision, mission and values, as well as key areas of strategic initiative, based on solid contextual research. Include a 500-word theological reflection.

Due: Friday, 27 May, 2016

PC489j

Pre-Reading

Students are to complete the pre-reading requirements of 250 pages. These are to be taken from the recommended texts in the bibliography below. Please see Assessment 1 before you begin for how you are required to account for your reading.

Assessment

The assessment has been designed with the following principles in mind:

- To meet the academic requires of the ACT for a 700-level unit.
- To make the assessment as useful as possible for you in your ministry context.

N.B. — Assessments 1 & 2 must be prepared BEFORE the intensive begins.

1. **Pre-Reading** of any 2 of the books marked as recommended with a 250-word critique on each.
   
   500 words (20%)

   Using the attached outline, write a book review on each book, critiquing it biblically and theologically, and contrasting it with the other two books read.

   Due: Via online submission; **11.55pm on Monday, 15 February, 2016**

2. **Survey and analysis** of your church/organisation and its community/operating context
   
   1,500 words (30%)

   **For church leaders:**

   **Survey** your church’s approximate age, gender, vocational breakdown; its leadership structure and decision-making; as well as the activities the church initiates to connect with its community. Submit a **1,250-word analysis** of the results of the survey plus a **250-word reflection** on what you have learned. Note: This survey will form the basis for analysing leadership initiatives.

   **Due:** Via online submission; **11.55pm on Monday, 22 February, 2016**

   **NOTE:** If utilising a congregational/institutional survey, it might be distributed by hand or you may choose to set up an automated survey instrument, such as Survey Monkey. In distributing the survey, please use the following words on a cover letter, or on the email with the online survey.

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   **For organisational leaders:**

   **Outline** your organisation’s mission, vision and values as well as its organisational structure and Strengths/Weaknesses/Opportunities/Threats analysis. Submit a **1,250-word outline** plus a **250-word analysis/reflection** on what you have learned. Note: This material will form the basis for analysing leadership initiatives.

   **Due:** Via online submission; **11.55pm on Monday, 22 February, 2016**

3. **Major assignment**
   
   3,000 words (50%)

   Choose from the following options:
(a) A detailed personal leadership development plan outlining your career goals and aspirations, your personal opportunities and constraints, your denominational or institutional opportunities and constraints; as well as detailed biblical reflection on the basis for your plan.
(b) A detailed action plan for leadership development in your congregation/organisation. Include a 250-word outline of your definition of biblical leadership.
(c) A strategic plan for your church/organisation outlining vision, mission and values, as well as key areas of strategic initiative, based on solid contextual research. Include a 500-word theological reflection.

Due: Friday, 27 May, 2016

BIBLIOGRAPHY (*RECOMMENDED)
NOTE: NO TEXT BOOK RECOMMENDED FOR THIS SUBJECT, BUT USEFUL BOOKS TO PURCHASE IN BOLD.

*Anthony, M. J., Management Essentials for Christian Ministries. (Broadman & Holman, 2005)
Bacher, R., Church Administration: Programs, Process and Purpose. (Fortress Press, 2007)
*Barton, R. H., Strengthening the Soul of Your Leadership: Seeking God in the Crucible of Ministry. (IVP, 2008)
*Batstone, D., Saving the Corporate Soul. (Jossey-Bass, 2003)
*Beach, L., The Church in Exile: Living in Hope after Christendom. (IVP, 2015)
*Bonem & Patterson, Leading from the Second Chair. (Jossey-Bass, 2005)
*Brain, P., Going the Distance: How to Stay Fit for a Lifetime of Ministry. (Matthais Media, 2006)
Cole, N., Organic Leadership: Leading Naturally Right Where You Are. (Baker, 2009)
*Collins, J., Built to Last: Successful Habits of Visionary Companies. (Random House, 2005)
Costa, K. God at Work. (Continuum, 2007)
Covey, S., Principle-Centred Leadership. (Fireside, 1992)
De Botton, A. The Pleasures and Sorrows of Work. (Hamish Hamilton, 2009)
*Harris, B., The Tortoise Usually Wins. (Authentic Media, 2013)
Hotchkiss, D., Governance and Ministry: Rethinking Board Leadership. (Alban Institute, 2008)
Johnson, B. C and A. Dreitcer, Beyond the Ordinary: Spirituality for Church Leaders. (Eerdmans, 2001)
Kaiser, J. E. Winning on Purpose: How to Organize Congregations to Succeed in their Mission. (Abingdon Press, 2006)
*Keel, T., *Intuitive Leadership: Embracing a Paradigm of Narrative, Metaphor and Chaos.* (Baker, 2007)
Nelson, J., *How to Become a Creative Church Leader.* (Canterbury Press, 2008)
Prosser, S. *To be a Servant Leader.* (Paulist, 2007)

Tidball, D. J., *Builders and Fools: Leadership the Bible Way.* (Inter-Varsity Press, 1999)
Welch, R. H., *Church Administration: Creating Efficiency for Effective Ministry.* (Broadman & Holman, 2005)
*Wright, W., *Relational Leadership.* (Biblica, 2009)
Wright, W., *Mentoring: The Promise of Relational Leadership.* (Paternoster, 2004)
LECTURE ATTENDANCE

Please note the ACT policy (see also BST Student Handbook) on lecture attendance in the Undergraduate Handbook and the Graduate and Postgraduate Handbook. You are required to attend at least 80% of lectures. This means you can miss a maximum of two lectures. If you know that you will not be at a lecture, please phone or email the lecturer beforehand. If you miss more than two lectures, your enrolment for this unit may be ended.

HOW TO STUDY THIS UNIT

You should allocate approximately 7 hours outside of class each week to this unit.

LATE SUBMISSION OF WORK

Please note the ACT Late Penalties Policy (including extensions; see also BST Student Handbook). Failure to submit any individual assignment on time may result in either a late penalty or a zero mark for the assignment.

PASSING THIS UNIT

To pass this unit you must complete and submit each assessment item. You must also attain an overall percentage mark of 50% or more.

PLAGIARISM

Please note the ACT Academic Misconduct Policy (see also BST student handbook) on plagiarism. This is a serious issue and it is your responsibility both to understand what plagiarism includes and to avoid it completely. If you are found to have plagiarised, there will be serious consequences as specified in the BST student handbook.

Penalties for plagiarism are as follows (from ACT Academic Misconduct Policy).

First offence:

Students will be subject to academic counselling, with the maximum penalty being to fail the item with no marks awarded. Where deemed appropriate, the minimum penalty available will be that students may be granted an opportunity to resubmit the assessment with a maximum of 50% for the assessment.

Second offence:

Fail unit, with no remedial opportunity.
Third or major offence:

Exclusion from any award of the ACT, or exclusion from the award for up to two years, or other outcome appropriate to the case but with an impact less serious than exclusion.

In the case of severe plagiarism and/or cheating, a student may be subject to a separate disciplinary process approved by the ACT Academic Board. Colleges are required to immediately report to the ACT Director of Academic Services all offences of wilful academic misconduct, for recording on TAMS.
BST GRADUATE ATTRIBUTES

1) They will be passionate disciples of Jesus Christ. Graduates will maintain a vibrant relationship with God, be passionate about following Jesus and walk by the Spirit in every area of life. They will seek to love God above all else and others as themselves in attitudes, words and deeds. They will be imitators of Jesus, obey His Word, deny themselves, take up their cross and follow Jesus wherever He may lead (Mark 8:34).

2) They will have a sound knowledge of the Bible. Graduates will have an in-depth and comprehensive knowledge of the Bible. They will be committed to the infallibility and authority of the Bible as God’s Word in everything pertaining to salvation and the Christian life (2 Tim 3:14-17). They will do their best to be good teachers of the Bible who correctly explain the word of truth (2 Tim 2:15).

3) They will have genuine humility and demonstrate faithfulness in life and ministry. Graduates will live lives of holiness, humility and faithfulness. They will be willing to acknowledge their shortcomings and mistakes, and be open to receive constructive criticism and advice. They will do nothing out of selfish ambition, but in humility will consider others better than themselves (Phil 2:3). They will be prepared to suffer for the sake of Christ, knowing that “we must go through many hardships to enter the kingdom of God” (Acts 14:22).

4) They will be effective communicators of the Gospel. Graduates will know the Gospel and will be eager and able to communicate the Gospel, especially in word, but also through writing and other media, in ways that are culturally sensitive and intelligible to others. They will have compassionate hearts, listening empathetically to people in their particular contexts. They will be ready to preach the Word at any time with patience and care (2 Tim 4:2), trying to persuade people to believe the Gospel and to become followers of Jesus (2 Cor 5:11).

5) They will have a great commitment to God’s mission. Graduates will be aware of the needs and opportunities of local and global mission. They will endeavour to see the coming of God’s kingdom in every sphere of life, strive for justice for the poor and work towards community transformation. They will be passionately committed to and will be active in working towards the fulfilment of the Great Commission, to make disciples of all nations (Matt 28:18-20).

6) They will be committed to team ministry and servant leadership. Graduates will be committed to the local church as the family of God and as their context for ministry and base for mission (Heb 10:24-25). They will work enthusiastically and cooperatively with others in ministry teams. They will be open to Christians across various evangelical denominations and churches (Luke 9:49-50). As leaders they will be disciple-makers, following the Lord Jesus in serving, leading by example, and training and mentoring other leaders (Mark 10:43-45).

7) They will be competent in basic ministry skills. Graduates will be competent in basic ministry skills, including preaching, teaching, leading and caring for people. They will use their gifts to implement constructive change in the church and community (1 Tim 4:6-16). They will be culturally attuned and flexible in dealing with a range of issues (1 Cor 9:19-23). They will embrace accountability and maintain professional standards in various contexts. They will be "salt and light" in the world (Matt 5:13-14) and be able to "prepare God's people for works of service, so that the body of Christ may be built up" (Eph 4:12).

8) They will be committed to lifelong learning and personal growth. Graduates will be proactive in expanding their knowledge and abilities. They will be open to new challenges, be willing to face unfamiliar problems and accept wider responsibilities. They will continue to grow in faith, knowledge and maturity, “forgetting what is behind and pressing ... toward the goal for the prize of the upward call of God in Christ Jesus” (Phil 3:13-14)