

# Asian College of Cultural Studies

## Leadership Development and Team Building Syllabus

Professor: Dr. Brian K. Rice  
January 15-20

### I. COURSE DESCRIPTION

This course will study the nature and function of teams from the vantage point of biblical, cultural, organizational and psychological dynamics. The course will especially focus on the work of the team leader in building and leading high performance teams. The course will provide a substantial theoretical base and train participants in the skills of team leadership and functioning.

The course professor is available during the week of the course for personal mentoring sessions, whether the focus is on the course material or on real time leadership situations. This is on a first come basis.

### II. COURSE OBJECTIVES

To learn the interpretive framework necessary to understand how high performance teams will function in a particular cultural location.

To learn the stages of team development and gain the skills to move embryonic teams through those stages to the highest levels of team performance.

To gain self-awareness of personal leadership style, strength and personality for the purpose of effective team leadership.

To develop the critical coaching competencies for effective team leadership.

To gain expertise in using core tools useful in developing high performance teams.

To have a developmental plan for ongoing growth (personal, professional and organizational) as a leader.

### III. COURSE REQUIREMENTS

#### TEXTS

- Wayne Cordeiro. *Doing Church as a Team.*
- George Cladis. *Leading the Team Based Church.*
- Justin Dennison. *Team Ministry – a Blueprint for Christian Leadership.*
- George Barna. *Building Effective Lay Leadership Teams.*
  
- One additional text to be provided during the week of class.
- A series of journal articles to be provided during the week of class.

## ASSIGNMENTS

### ***Class Participation: (10% of the final grade)***

Class participation means students contribute to the discussion times in ways that show a growing understanding of the course concepts and how to integrate and implement that theoretical understanding in to their real life functioning as leaders.

### ***Critical Reading Reviews: (20% of the final grade)***

You are expected to read the required texts and synthesize your learning out of that reading. I am not looking for "book reviews." I am looking to see how you assess, collate and frame your learning results from the books and articles. Suggested length, 8-12 pages, double spaced. ***DUE DATE: The last day of class.***

### ***Team Ministry Assessment and Developmental Plan: (30% of the final grade)***

You will choose your PRIMARY team (or group) where you are positioned to provide leadership to that group. You will assess the status of that group in the stages of team development. You will determine and analyze barriers to group performance. You will develop a strategic plan for moving the group into the position of becoming a High Performance Team. You will identify resources that are needed for this. You will carefully assess yourself in terms of leadership profile and how you will lead your team into high performance in light of your leadership profile. This plan will demonstrate an integration of theory and practice.

This is to be presented in the form of a tightly written strategic plan. Bulleted statements with succinct explanation is acceptable. A form/style will be presented in the course. ***DUE DATE: To be announced.***

### ***A Final Paper: (40% of the final grade)***

This paper will be a thorough study of a particular topic discussed in the class. You will choose a topic (to be approved by the professor) and study that topic in light of a biblical/theological analysis, a cultural analysis, and your own personal approach to that topic. This paper will demonstrate sound theology and biblical hermeneutics, missiological and cultural understanding, and developmental approaches to your topic. It will integrate theory and practice. In addition to required texts used in the course, you will to show substantial engagement with other relevant texts. If there are different approaches you will show an understanding of the merits and weaknesses of the different approaches.

This paper DOES NOT expect you to make an original contribution to your topic. It is expected that you will show a mature engagement with the primary issues related to your topic. The approach is for you to work with a narrow and specific topic and go deep. It will be important for you to avoid generalities. Suggested length. 15-20 pages, double spaced. This does not include bibliography or appendices.

Important Note: The final paper should follow the standard rules of scholarly writing of your educational institution, as applied to style, plagiarism, and documentation. ***DUE DATE: To be announced.***

### ***Submission of Work and Late Assignments:***

Submission procedures are to be determined by the professor prior to the end of the course. Students are required to retain their own copy of all submitted work.

Expectations and penalties are in accordance with the educational institutions policies. Exceptions are granted in exceptional cases.

## **IV. COURSE CONTENT**

The course will consist of 13 different sessions. A brief explanation of those sessions is as follows: Most of the sessions are approximately two hours in length. Several of the sessions are three to four hours in length.

Session #1: The interpretive paradigm of biblical interpretation, cultural analysis and existential self-assessment.

Session #2: An introduction to teams, including definitions, characteristics, types, importance and obstacles.

Session #3: An overview of the LCI Team Model, stages and developmental phases of team life and functioning.

Session #4: Team leadership, a self-assessment of leadership styles, strength, personality.

Session #5: Team leadership, a biblical approach to authority, power and servant leadership.

Session #6: Team leadership, the critical roles of high performance team leadership with special attention given to the coaching role.

Session #7: Launching a team, designing, enlisting, fitting.

Session #8: Early team functioning, interpersonal dynamics, the role of trust.

Session #9: Leading a team toward collective outcomes through strategic planning and supervision.

Session #10: Creating a learning culture, aligning with truth, challenging the process, resolving conflict.

Session #11: Maintaining learning teams, paying the price, accountability for performance and growth.

Session #12: High Performance Teams, moving from good to great.

Session #13: High Performance Teams, sustaining fruitfulness, dealing with change and organization life cycles, leaving a legacy, planning for succession and/or termination.

## V. SELECT BIBLIOGRAPHY

### Books On Teams

These books are not all equally important, good or useful, but they are listed as representative of the literature on teams. This list includes books by Christians and by non-Christians.

Bennis, Warren. *Organizing Genius: The Secrets of Creative Collaboration*. Addison-Wesley Publishing Company, Inc., 1997.

Biech, Elaine, ed. *The Pfeiffer Book of Successful Team-Building Tools*. Jossey-Bass, 2001.

Biehl, Bobb. *Master Planning: The Complete Guide for Building a Strategic Plan for Your Business, Church, or Organization*. Broadman & Holman Publishers, 1997.

Biblh, Bobb & Engstrom, Ted. *The Effective Board Member: Secrets of Making a Significant Contribution to Any Organization You Serve*. Broadman & Holman Publishers, 1998.

Carter, William J. *Team Spirituality: A Guide for Staff and Church*. Abingdon Press, 1997.

Cladis, George. *Leading the Team Based Church: How Pastors and Church Staffs Can Grow Together Into a Powerful Fellowship of Leaders*. Jossey-Bass Publishers, 1999.

Cordeiro, Wayne. *Doing Church as a Team*. Regal Books, 2001.

Heuser, Roger, ed. *Leadership and Team Building: Transforming Congregational Ministry Through Teams*. Christian Ministry Resources, 1999.

Katzenbach, Jon & Smith, Douglas. *The Wisdom of Teams: Creating the High-Performance Organization, rev.* Harper Business Book, 1999.

Katzenbach, Jon & Smith, Douglas. *The Discipline of Teams: A Mindbook-Workbook For Delivering Small Group Performance*. John Wiley and Sons, Inc., 2001.

Lencioni, Patrick. *The Five Dysfunctions of a Team: A Leadership Fable*. Jossey-Bass Publishers, 2002.

Maxwell, John C. *The 17 Essential Qualities of a Team Player: Becoming the Kind of Person Every Team Wants*. Thomas Nelson Publisher, 2002.

Maxwell, John C. *The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Your Team*. Thomas Nelson Publishers, 2001.

No author, Harvard Business Essentials Series. *Creating Teams With an Edge: The Complete Skill Set to Build Powerful and Influential Teams*. Harvard Business School Press, 2004.

Thrall, Bill and others. *The Ascent of a Leader: How Ordinary Relationships Develop Extraordinary Character and Influence*. Jossey-Bass, 1999.

## General (But Highly Significant) Secular Works on Leadership

There are hundreds of new books published every year on leadership. In light of the great number of available resources, there is a small number of “must have” books if you are going to be well-read in the field of leadership. They have the status of classics. They have fundamentally shaped how we understand leadership. Your ability to be a leader and to be a team leader will grow as you learn and apply the lessons in these books. Here are some of those “classics on leadership.”

Bennis, Warren & Nanus, Burt. ***Leaders: The Strategies for Taking Charge.***

Bennis, Warren. *On Becoming a Leader.*

Buckingham, Marcus. *First Break All the Rules.*

Buckingham, Marcus. *Now Discover Your Strengths.*

Collins, Jim. *Built to Last.*

Collins, Jim. *From Good to Great.*

Collins, Jim. *Good to Great in the Social Sector.*

Covey, Stephen. *The Seven Habits of Highly Effective People.*

Dotlich and Cairo. *Unnatural Leadership.*

Goleman, Daniel. *Emotional Intelligence.*

Goleman, Daniel. *Primal Leadership.*

Kouzes & Posner. *The Leadership Challenge.*

Senge, Peter. *The 5<sup>th</sup> Discipline.*

## General (But Highly Significant) Works on Leadership By Christians

Barna, George. *Leaders on Leadership* (collection of articles).

Blackaby, Henry. *Spiritual Leadership*

Clinton, Robert. *The Making of a Leader*

Ford, Leighton. *Transforming Leadership*

Hybels, Bill. *Courageous Leadership*

Martoaia, Ron. *Morph! The Texture of Leadership for Tomorrow's Church*

Roxburgh and Romanuk. *The Missional Leader*

Stanley and Clinton. *Connecting: The Mentoring Relationships You Need to Succeed*

Thompson, C. Michael. *The Congruent Life*