

TEAM LEADERSHIP SYLLABUS

I. COURSE DESCRIPTION

A study of the principles and procedures that relate to leadership in a team environment. This course will focus on the essential elements necessary for effective teamwork on ministry leadership teams in church and parachurch settings.

II. COURSE OBJECTIVES AND RATIONALE

- A. The student will recognize the importance of team leadership as a biblical model of leadership.
- B. The student will recognize the different leadership styles and the situation in which each one is most productively used.
- C. The student will discern and will become more deeply aware of his or her own personal issues which impact the ability to provide effective team leadership.
- D. The student will gain insight into the team building and leading process in ministry.
- E. The student will analyze the role organizational culture plays in a church.
- F. The student will affirm the need for continuous leadership development in his or her personal life and ministry situation.
- G. The student will embrace the complexity of church and ministry leadership and reject the temptation to assume a passive role in ministry leadership.
- H. The student will begin to incorporate the recognized leadership practices into his or her current ministry situation.

III. COURSE TEXTBOOKS

A. Required Reading (Done Individually)

MacMillan, Pat. *The Performance Factor*. Nashville: Broadman & Holman, 2001.
Runde, Craig E. and Tim A. Flanagan. *Building Conflict Competent Teams*. San Francisco: Jossey-Bass, 2008.

B. Required Final Book (Done as a Team)

Barna, George. *The Power of Team Leadership*. Colorado Springs: WaterBrook, 2001.
Hartwig, Ryan T. and Warren Bird. *Teams That Thrive: Five Disciplines of Collaborative Church Leadership*. Downers Grove: InterVarsity Press, 2015.
McIntosh, Gary. *Staff Your Church for Growth*. Grand Rapids: Baker, 2000.
Osborne, Larry W. *The Unity Factor*. 4th Ed. Vista, CA: Owl's Nest, 2006.
Ott, E. Stanley. *Transform Your Church with Ministry Teams*. Grand Rapids: William B. Eerdmans Publishing Company, 2004.

Note: Each class team will read one of the above books and present an overview of the book in class, complete with a written summary of salient points. The summary may be done online before the class or by paper copies on the day of the class.

C. Supplementary Bibliography

- Bendaly, Leslie. *Games Teams Play*. New York: McGraw-Hill, 1996.
- Bennis, Warren, and Patricia Ward Biederman. *Organizing Genius*. Reading, MA: Addison-Wesley, 1997.
- Buchholz, Steve and Thomas Roth. *Creating the High-Performance Team*. New York: John Wiley, 1987.
- Carter, William J. *Team Spirituality*. Nashville: Abington, 1997.
- Cladis, George. *Leading the Team-Based Church*. San Francisco: Jossey-Bass, 1999.
- Cordeiro, Wayne. *Doing Church as a Team*. Ventura, CA: Regal, 2001.
- Fisher, Bob and Bo Thomas. *Real Dream Teams*. Boca Raton, FL: St. Lucie, 1996.
- Fretwell, Peter and Taylor Baldwin Kiland. *Lessons from the Hanoi Hilton: Six Characteristics of High Performance Teams*. Annapolis, MD: Naval Institute Press, 2013.
- Gangel, Kenneth. *Coaching Ministry Teams*. Nashville: Word, 2000.
- _____. *Team Leadership in Christian Ministry*. Rev. Ed. Chicago: Moody, 1997.
- Hackman, J. Richard. *Leading Teams*. Boston: Harvard Business School, 2002.
- Harrington-Mackin, Deborah. *The Team Building Tool Kit*. New York: American Management Association, 1994.
- Harvard Business School. *Leading Teams*. Boston: Harvard Business School, 2006.
- Katzenbach, Jon R. and Douglas K. Smith. *The Wisdom of Teams*. New York: Harper Collins, 1994.
- LaFasto, Frank and Carl Larson. *When Teams Work Best*. Thousand Oaks, CA: Sage, 2001.
- Leigh, Andrew and Michael Maynard. *Leading Your Team*. London: Nicholas Brealey, 2001.
- Lencioni, Patrick. *The Five Dysfunctions of a Team*. San Francisco: Jossey-Bass, 2002.
- Levi, Daniel. *Group Dynamics for Teams*, 2nd Ed. Los Angeles: Sage, 2007.
- Macchia, Stephen A. *Becoming a Healthy Team: 5 Traits of Vital Leadership*. Grand Rapids: Baker Books, 2005.
- Maxwell, John C. *The 17 Essential Qualities of a Team Player*. Nashville: Thomas Nelson, 2002.
- _____. *The 17 Indisputable Laws of Teamwork*. Nashville: Thomas Nelson, 2001.
- Parker, Glenn M. *Cross Functional Teams*. San Francisco: Jossey-Bass, 1994.
- _____. *Team Players and Teamwork*. San Francisco: Jossey-Bass, 1990.
- Stewart, Greg L., Charles C. Manz, and Henry P. Sims, Jr. *Team Work and Group Dynamics*. New York: John Wiley, 1999.
- Wheelan, Susan A. *Creating Effective Teams: A Guide for Members and Leaders*. Thousand Oaks, CA: Sage Publications, 2013.

IV. COURSE REQUIREMENTS

A. Virtual Meetings

The student will participate in three Zoom.us meetings. In consultation with class members, the professor will coordinate three “meeting” times during the semester. During the first meeting the professor will introduce the course, cover the syllabus, and answer any questions. The remaining two meetings will cover certain lecture topics, specific assignments, and any assignment questions. These meetings are a vital part of this course. It is here that students will meet their classmates, discuss the class material, and develop a sense of community. You are expected to participate in all virtual meetings.

Virtual Meeting #1: Monday, August 31st from 6:30-8:00pm CST / 7:30-9:00pm EST

Virtual Meeting #2: Monday, September 21st from 7-8:30pm CST / 8-9:30pm EST

Virtual Meeting #3: Monday, October 19th from 6:30-8pm CST / 7:30-9pm EST

Zoom meeting link is provided on the Canvas course homepage, passcode: 5340

B. Reading Assignments

1. Complete the reading *The Performance Factor*.
2. Complete the reading of *Building Conflict Competent Teams*.

C. Written Assignments (response papers or analysis papers: Turabian format)

1. Response Paper to *The Performance Factor* (5-page maximum) – This assignment will be done by the individual student, include the total % of pages read, and address the following topics:
 - a. How did the author define teams? Do you agree with this definition? Why/why not?
 - b. What is the difference between a team and any other type of group in an organization? How does this affect how one might lead a team?
 - c. List and explain the six characteristics of a high-performance team. Which one sticks out most to you? Why?
 - d. What is the boss of the team? How might this affect the way a person leads a team?
 - e. Describe the importance of a clear mission and team member roles.
 - f. How does a person's belief system affect their ability to assume the role of a servant team leader?
 - g. What are the characteristics of solid team relationships? Define them.
 - h. What is the role of communication in building a high-performance team?
 - i. Describe the path to high-performance teamwork.
 - j. Also, if there are other areas of personal interest that were addressed in your reading on which you would like to comment, please include them too.

2. Analysis Paper on a Biblical Illustration of Teams (3-page maximum) – This assignment will be done by the individual student and discuss how the six characteristics of a high-performance team, as outlined in *The Performance Factor*, were displayed in any one team of the students choosing from the Bible (ex: Adam and Eve, Jesus and the Disciples, Paul and Timothy, etc.).
 3. Response Paper to *Building Conflict Competent Teams* (5-page maximum) – This assignment will be done by the individual student and will analyze a team of the student's choosing according to the team assessment found in Chapter 7 "Getting Started on the Road to Conflict Competence." The assessments must be done with the team that is being analyzed; it is not to be a personal analysis of the team, but a team analysis of the team.
 4. Personal Assessment of Leadership Style – The instructions for completing this assignment will be emailed to each student on October 19th. This assessment (Flippen 360 Profile) requires 6 people to evaluate you. Normally, the 6 people include 2 people who are above you organizationally, 2 people beside you organizationally, and 2 people below you organizationally. **In preparation for this assignment, please start to identify these people as best you can now (you will need names and email addresses).** If your context does not divide up like this perfectly, not a problem! Just try to get as close as you can.
 5. Team Analysis Project – This interactive project will be done in class on the last day, and instructions will be given in class.
 6. Team Movie or Team Project Report (3-page maximum) and Presentation (Keynote, PowerPoint, video, or applicable media) – Each class team will either choose a movie to watch together OR a team project to complete together and provide a written overview of the movie/project, complete with a summary of salient leadership observations/points. After completing the report, each team will prepare a presentation to be presented during class (each team member must participate). Both the report and presentation will be distributed electronically to the members of the class.
 7. Final Team Book Reports (3-page maximum) and Presentation (Keynote, PowerPoint, video, or applicable media) – Each class team will read one of the books in **III. B.** above and provide a written overview of the book, complete with a summary of salient leadership observations/points. After completing the report, each team will prepare a presentation to be presented during class (each team member must participate). Both the report and presentation will be distributed electronically to the members of the class.
- D. Video Reflection** (one-minute max video of your main take away from the TED talks collectively and how it will apply in your own team leadership context)
1. Video Reflection #1
 2. Video Reflection #2
- E. Quizzes and/or Exams:** There will be no quizzes or exams.

V. COURSE POLICIES

A. Weight Given to Course Requirements for Grading

Class Participation and Virtual Meetings	10%
Assignment #1: Response Paper to <i>The Performance Factor</i>	15%
Assignment #2: Biblical Illustration of Teams	10%
Assignment #3: Response Paper to <i>Building Conflict Competent Teams</i>	10%
Assignment #4: Personal Assessment of Leadership Style	10%
Assignment #5: Team Analysis Project	15%
Assignment #6: Team Movie or Team Project Report	10%
Assignment #7: Summary Paper of Final Book	10%
Video Reflections	10%

B. Class Participation

Because of the nature of this class and its subject matter, student participation is highly encouraged. Class participation will contribute 10% to each student’s final grade.

C. Late Assignments

No late assignments will be accepted without prior approval from the Professor. Requests for extensions must be submitted in writing and approved by the Professor prior to the due date.

D. Absences

The attendance policy for this course is in accordance with the attendance policy found in the DTS Student Handbook.

E. Letter/Numerical Grade Scale

A+	99-100	B+	91-93	C+	83-85	D+	75-77	F	0-69
A	96-98	B	88-90	C	80-82	D	72-74		
A-	94-95	B-	86-87	C-	78-79	D-	70-71		

VI. COURSE SUPPLEMENTAL INFORMATION

DTS does not discriminate on the basis of disability in the operation of any of its programs and activities. To avoid discrimination the student is responsible for informing the Coordinator of Services for Students with Disabilities and the course instructor of any disabling condition that will require modifications.

VII. COURSE LECTURES AND ASSIGNMENT SCHEDULE

Wednesday (1:00 p.m.-5:00 p.m.) Thursday and Friday (8:00 a.m.-5:00 p.m.)

DATE	TOPIC	DESCRIPTION:
	Virtual Meeting #1	Meet & Greet and Syllabus
	Assignment Due	Video Reflection #1
	Assignment Due	Assignment #1: Response <i>Performance Factor</i>
	Assignment Due	Assignment #2: Biblical Illustration of Teams
	Virtual Meeting #2	Performance Factor interaction
	Assignment Due	Video Reflection #2
	Virtual Meeting #3	Servant Leadership
	Assignment Due	Assignment #4: Personal Assessment of Leadership Style
CLASS DAY	Team Dynamics and Team Models	
	1 Common Purpose	
	2 Crystal Clear Roles	
CLASS DAY	3 Accepted Leadership	Assignment #5: Team Analysis Project
	4 Effective Processes	
	Team Analysis Project	
CLASS DAY	5 Solid Relationships	Assignment #6: Team Movie or Team Project Presentation Assignment #7: Final Team Book Presentation
	6 Excellent Communication	
	Organizational Environment (Building, Training, and Issues/Problems)	
	Presentations	
	Assignment Due	Assignment #3: Response <i>Building Conflict Competent Teams</i>