

Andrews University - Seventh-day Adventist Theological Seminary
Doctor of Ministry Program
CHMN760 Advanced Leadership Competencies -2005 Cohort
Competencies of the Leadership Concentration

The competencies of the leadership concentration include a knowledge base, the six essentials listed below, and administrative skills. The knowledge base has the four following components:

1. A current understanding of leadership theory
2. A faithful theology of leadership
3. Systems thinking and organizational culture
4. Human development theory

In the process of the leadership concentration, participants will experience development in all of the following six leadership essentials. The process of understanding and demonstrating those essentials begins in the year of the first module and involves both activity within the intensive and in your learning context throughout the year. Development continues throughout the five years of the program. Those six essentials are:

1. A God Given Passion Stirring Shared Vision
2. Demonstrating Faith Based Hope
3. Exercising Solid Integrity
4. Courage to Challenge the Status Quo
5. Unswerving Commitment to Empowering People
6. Abundance Mentality

Participants in the leadership concentration also enhance administrative skills and demonstrate competency in chosen areas fitting their context. The third module in the concentration addresses selected administrative practices while expanding focus on other leadership development issues. The fourteen such administrative skills identified for the concentration are:

1. Fostering Participation
2. Facilitating Effective Planning
3. Emphasizing Quality
4. Managing Resources Responsibly
5. Communicating Effectively
6. Building Effective Teams
7. Affirming Others
8. Managing Change Well
9. Managing Conflict Effectively
10. Evaluating
11. Confronting
12. Following Through
13. Making Meetings Matter
14. Mentoring Others

Schedule
Andrews University
Berrien Springs, Michigan
Sunday Evening
 Day #1
 April 15, 2007

Time	Focus “Leadership Theory”	Person Responsible	Essentials/ Practices
7:00	Welcome, Prayer, Introductions, Turn in Reading Reports	Bell	
7:15	Group Exercise	Bell	
7:30	The Question of Authority and Leadership	Bell	
8:45	Dismiss	Bell	
	Evening Assignment: 1) Bring the Next Day’s Book		

Monday
 Day #2
 April 16, 2007

Time	Focus “Leadership Theory and Theology”	Person Responsible	Essentials/ Practices
8:15	Devotional	Bell	
8:30	Leadership Theory: Motivation-I	Bell	
9:30	Break		
9:40	Book Discussion: Connecting: The Mentoring Relationships You Need to Succeed in Life	Bell	
10:40	Break		
10:55	Leadership Theory: Motivation-II	Bell	
12:00	Lunch		
1:30	Toward a Theology of Leadership: Kingship and Authority in the Old Testament	Moskala	
2:45	Break		
3:00	Toward a Theology of Leadership: Leadership Essentials in the Experience of Moses	Moskala	
4:00	Break		
4:15	Abundance Mentality	Bell	
4:45	Unresolved Issues of the Day and Dismiss	Bell	
	Evening assignment: 1) Write 2 nd Day’s Journal and E-mail		

Tuesday
Day #3
April 17, 2007

Time	Focus “Systems Thinking and Organizational Culture”	Person Responsible	Essentials/ Practices
8:15	Journal Feedback/Review of Previous Day/Prayer	Bell	
8:35	Systems Thinking and Organizational Culture - I	Tidwell	
9:30	Break		
9:40	Systems Thinking and Organizational Culture - II	Tidwell	
10:30	Break		
10:45	Systems Thinking and Organizational Culture - III	Tidwell	
12:00	Lunch		
2:00	Systems Thinking and Organizational Culture - IV	Tidwell	
2:55	Break		
3:10	Systems Thinking and Organizational Culture - V	Tidwell	
4:00	Project, Program Issues and Work Groups	Bell	
4:35	Unresolved Issues of the Day and Dismiss	Bell	
	Evening Assignment: 1) Journal and E-mail 2) Work Group Meeting - Reforming		

Wednesday
 Day #4
 April 18, 2007

Time	Focus “Conflict” “Meetings” “Time Management”	Person Responsible	Essentials/ Practices
8:00	Journal Feedback /Review of the Previous Day/Prayer	Bell	
8:30	Managing Conflict - I	Bell	
9:30	Break		
9:40	Managing Conflict II	Bell	
10:35	Break		
10:50	Making Meetings Matter	Bell	
12:00	Lunch		
1:30	Time Management - I	Penno	
2:30	Break		
2:45	Time Management - II	Penno	
3:40	Break		
4:05	Time Management - III	Penno	
4:45	Unresolved Issues of the Day and Dismiss	Bell	
	Evening Assignment: 1) Write Journal for the 4 th Day and E-mail 2) Bring the Next Day’s Book 3) A Hosted Dinner!		

Thursday
 Day #5
 April 19, 2007

Time	Focus “Coaching”	Person Responsible	Essentials/ Practices
8:15	Journal Feedback, Review of the Previous Day, Prayer	Penno	
8:30	Coaching: What It Is and What It Is Not	VanDenburgh	
9:30	Break		
9:40	Why Coaching?: Evoking Excellence in Others	VanDenburgh	
10:30	Break		
10:45	How Coaching Works: The Coaching Process	VanDenburgh	
12:00	Lunch		
1:30	Coaching Others: Adding Coaching to Your Leadership Skills	VanDenburgh	
2:30	Break		
2:45	Book Discussion: Collins – <i>Christian Coaching</i>	VanDenburgh	
4:30	Unresolved issues for the day and Dismiss	Penno	
	Evening Assignment: 1) Write 5th Day Journal and E-mail 2) Bring the Next Day’s Book 3) Work Group Meeting		

Friday
 Day #6
 April 20, 2007

Time	Focus “Coaching”	Person Responsible	Essentials/ Practices
8:00	Journal Feedback, Review of the Previous Day, Prayer	VanDenburgh	
8:30	Coaching as a Leadership Development Process	VanDenburgh	
9:30	Break		
9:40	Book Discussion: Whitworth – Co-Active Coaching	VanDenburgh	
10:45	Break		
11:00	Coaching as a Leadership Development Process	VanDenburgh	
12:00	Unresolved Issues of the Day, Week-end Plans, Remember Monday’s Book, and Dismiss	Penno	

Sunday, April 22, 2007

Day #8

A Case Study in Leadership: The Mars Hill Church in Grand Rapids

Monday
Day #9
April 23, 2007

Time	Focus “Change”	Person Responsible	Essentials/ Practices
8:15	Journal Feedback, Review of the Previous Day, Prayer	Penno	
8:30	Model of Change: Collins	Penno	
9:30	Break		
9:40	Model of Change: Kotter	Penno	
10:30	Break		
10:45	Model of Change: Appel	Penno	
12:00	Lunch		
1:30	Time Management IV	Penno	
2:45	Break		
3:00	Book Discussion: Kotter – Leading Change	Bell	
4:30	Unresolved Issues of the Day and Dismiss	Bell	
	Evening Assignment: 1) Write 10th Day Journal and E-mail		

Tuesday
Day #10
April 24, 2007

Time	Focus “Vision Driven Planning”	Person Responsible	Essentials/ Practices
8:00	Journal Feedback/Review of the Previous Day/Prayer	Bell	
8:30	Vision Driven Planning-I	Bell	
9:30	Break		
9:40	Vision Driven Planning-II	Bell	
10:30	Break		
10:45	Vision Driven Planning-III	Bell	
12:00	Lunch		
2:00	Vision Driven Planning-IV	Bell	
3:00	Break		
3:15	DMin Project Conversation	Bell	
4:00	Group Work Assignments for 2007	Bell	
4:30	Unresolved Issues of the Day and Dismiss	Bell	
	Evening Assignment: 1) Work Group Meeting 2) Write 9th Day Journal and E-mail		

Wednesday
Day #11
April 25, 2007

Time	Focus “Change”	Person Responsible	Essentials/ Practices
8:00	Journal Feedback /Review of Previous Day/Prayer	Bell	
8:30	Leadership as Change Agent	Whitesel	
9:30	Break		
9:40	How to Overcome It!	Whitesel	
10:30	Break		
10:45	Sharing Ownership Across Generations	Whitesel	
12:00	Lunch		
1:45	Preparing for Change Reaction	Whitesel	
3:00	Break		
3:15	Change: Group Exercise	Bell	
4:00	Break		
4:15	Program Issues	Bell	
4:35	Unresolved issues for the day and dismiss	Bell	
	Evening Assignment: 1) Work Group Meeting and Set Group Meeting Dates 2) Write 11th Day Journal and E-mail 3) Bring Next Day’s Book		

Thursday
Day #12
April 26, 2007

Time	Focus “Team Building”	Person Responsible	Essentials/ Practices
8:00	Journal Feedback /Review of the Previous Day/Prayer	Bell	
8:20	Teams: Theological Foundations for Team Building	Patterson	
9:25	Break		
9:40	Book Discussion: Lencioni <i>The Five Dysfunctions of a Team</i>	Bell	
10:40	Break		
10:55	Teams: Theoretical Foundations for Team Building	Patterson	
12:00	Lunch		
1:30	Teams: Leadership Roles and Challenges in Teams	Patterson	
3:00	Break		
3:15	Teams: Adapting Teams to a Virtual Environment	Patterson	
4:35	Unresolved issues for the day and Dismiss	Bell	

Thursday Evening-Final Session of Third Module
Day #12

Time	Focus “Modeling”	Person Responsible	Essentials/ Practices
7:30	Modeling the Way-I	Bell	
8:20	Break		
8:30	Modeling the Way-II	Bell	
9:15	Wrap up for the Third Module, Dismiss	Bell	

Draft Date: 2/26/07