

LEADING IN CHANGE AND CONFLICT Revised April 10th 2015

MS 2HX3 - HYBRID

McMaster Divinity College

Summer 2015

Dates & Times:

Online lectures begin June 8th

In Class: Friday June 12th and Saturday 13th

Online Lectures continue June 15th – 30th

Instructor: Paul K. Bates M.T.S., FCPA, FCMA, CMC. (PhD Student)

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For specializations: Pastoral Studies (PS), Church and Culture (CC).

Course description

Whether it is leading urban regeneration, changing strategy in a corporate environment or not-for-profit organization, change leadership is hard. Change leadership may be most challenging in a church or faith-based environment. Ruth Haley Barton wrote of Eliezer Wiesel, Auschwitz survivor and author of fifty-seven books, who stated, “Moses was the greatest legislator and commander-in-chief of the first liberation army. He was a prophet, God’s representative to the people and the people’s representative to God. And he never had a good day in his life. Either the people were against him or God was against him.” (Ruth Haley Barton, *Strengthening The Soul of Your Leadership*, 157).

Beginning with an examination of the reasons why change brings conflict, even violence, this course will unpack the dimensions of emotional response to change. We will seek to understand resistance to change even by those who seek change to occur or at least recognize that change must occur. We will look at our own methods of responding to change and conflict. From there we will seek to understand the transition from conflict to resolution and from resolution to reconciliation and the acceptance of change. In particular we will examine the leader’s role in change and conflict resolution and the role that discernment can play in change management. We will examine and consider how various organizational environments manage change and the reconciliation of conflict and we will compare such approaches to such circumstances in the church, and the management challenges faced by church leaders today, in several specific areas:

Course objectives

Knowing

We will explore the literature surrounding change and conflict, including broad organizational behavior research and the literature covering change and conflict in faith-based environments including biblical instruction both OT and NT.

Being

We will explore our own response to imposed change, and then discuss how our approach to change should be crafted for successful outcomes. We will also explore approaches to spiritual discernment as a critical element of change and conflict resolution.

Doing

Class dialogue will include ‘case study’ situations that require deep dialogue. These discussions will provide opportunities to practice in simulated and challenging situations.

Required readings

Books:

Hunsinger, Deborah van Duesen, and Theresa Latini, *Transforming Church Conflict: Compassionate Leadership in Action*. Louisville: Westminster John Knox, 2013.

Robinson, Anthony B. *Transforming Congregational Culture*. Grand Rapids: Eerdmans, 2003.

Sandole, Dennis, J. D. et al., eds, *Handbook of Conflict Analysis and Resolution*. New York: Routledge, 2011.

Assignments and Evaluation

Response to class case study: What are the elements of conflict? 2 Pages max double-spaced 12pt font, excl. Title Page. Due June 22nd. Worth 10%.

Book Review: Choose one of the books above. The Review must be 5-7 pages double-spaced 12pt font, excl. Title Page. Due: June 30th. Worth 15%.

Case reflection: Develop a deep perspective based upon either, one of the specific class cases and dialogue, or a personal experience, reflected upon through the lens of this course material and discussion. Must be 10-12 pages double-spaced 12pt font, excluding title page & bibliography. 6-7 additional reference sources should be cited.

This paper should reflect your academic program specialization.

Pastoral Studies students should write from the perspective of actually leading a ministry-based strategic planning exercise.

Church and Culture students should write from the perspective of the challenges of change management within a Christian church culture.

Due July 1st. Worth 35%.

Personal Reflection Paper: 5 pages double-spaced 12pt font, excl. Title Page. Due July 15th. Worth 30%.

Course Participation and 10%.

Please note that a penalty of 1% per calendar day will be assessed for late submission of assignments.

Class Schedule:

June 8th 2015: A course 'primer' presentation will be posted on Avenue to Learn. Download and listen to the online primer "Conflict Transformation." Post a response in the "Avenue to Learn" dropbox provided. Be prepared to interact with other course participants on their impressions.

June 12th In Class (8:30AM-4:00PM):

- 1: Change: A Case Study. We will begin our in-class sessions with a complex and emotionally charged change-management situation, with the goal of identifying the issues and the causes/effects of the conflict in the case study.
- 2: Identity in Conflict (Sandole): Identities acquire significance, meaning, and value within specific contexts and cultures. Who are we in situations of conflict? Who are the other participants? Why are they taking their positions?
- 3: From Board Culture to Ministry Culture (Robinson). Should we 'import' governance methods from the corporate and non-faith-based not-for-profit worlds? What does 'mission' mean in these different environments?
- 4: Basic Skill Sets (Hunsinger). What are the most fundamental methods for introducing and facilitating change management? When do we need to bring in other facilitators?

June 13th In Class (8:30AM-12:00PM):

- 1: Guest Speaker. [TBD]
- 2: Building Peace (Sandole). Using storytelling to transform conflicts constructively.
- 3: A Case Study.

4: Membership Growth: From Passive to Active. A growing congregation is a by-product of effective ministry – evidence of resolved conflict?

Post-class online lecture schedule:

1: Conflict Transformation (Sandole). Seeking deep and profound changes that transcend existing resolution approaches.

2: Advanced Skill Sets (Hunsinger). Grand Rapids. Toward a community of peace and mutual support and engagement.

3: Leadership for Change (Robinson). Turning conflict into adaptive change.

A. Textbook Purchase

All required textbooks for this class are available from the College's book service, READ On Bookstore, Room 145, McMaster Divinity College. Texts may be purchased on the first day of class. For advance purchase, you may contact READ On Bookstore, 304 The East Mall, Suite 100, Etobicoke, ON M9C 5K1: phone 416.620.2934; fax 416.622.2308; email books@readon.ca. Other book services may also carry the texts.

B. Academic Honesty

Academic dishonesty is a serious offence that may take any number of forms, including plagiarism, the submission of work that is not one's own or for which previous credit has been obtained, and/or unauthorized collaboration with other students. Academic dishonesty can result in severe consequences, e.g., failure of the assignment, failure of the course, a notation on one's academic transcript, and/or suspension or expulsion from the College.

Students are responsible for understanding what constitutes academic dishonesty. Please refer to the Divinity College Statement on Academic Honesty ~

<http://www.mcmasterdivinity.ca/programs/rules-regulations>

C. Gender Inclusive Language

McMaster Divinity College uses inclusive language for human beings in worship services, student written materials, and all of its publications. In reference to biblical texts, the integrity of the original expressions and the names of God should be respected. The NRSV and TNIV are examples of the use of inclusive language for human beings. It is expected that inclusive language will be used in chapel services and all MDC assignments.

D. Style

All stylistic considerations (including but not limited to questions of formatting, footnotes, and bibliographic references) must conform to the McMaster Divinity College Style Guidelines for

Essays and Theses

<http://www.mcmasterdivinity.ca/sites/default/files/documents/MDCStyleGuide.pdf>

Failure to observe appropriate form will result in grade reductions.

Disclaimer

This syllabus is the property of the instructor and is prepared with currently available information. The instructor reserves the right to make changes and revisions up to and including the first day of class.

INITIAL BIBLIOGRAPHY

Bates, Stephen, *A Church at War: Anglicans and Homosexuality*, London: I.B. Taurus, 2004.

Cameron, Helen et al., eds. *Studying Local Churches: A Handbook*. London: SCM, 2005.

Steinke, Peter L. *Congregational Leadership in Anxious Times: Being Calm and Courageous No Matter What*. Herndon, VA: Alban Institute, 2006.

Swetland, Kenneth L. *Facing Messy Stuff in the Church: Case Studies for Pastors and Congregations*. Grand Rapids: Kregel, 2005.