

**Andrews University - Seventh-day Adventist Theological Seminary**  
**Doctor of Ministry Program**  
*CHMN760 Advanced Leadership Competencies*  
*2007 International Cohort*

**Competencies of the Leadership Concentration**

The leadership concentration provides spiritual and theological formation and leadership competencies. The competencies include a knowledge base, the six essentials, and the administrative skills listed below. 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 activities 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         | 10. Evaluating             |
| 2. Facilitating Effective Planning | 11. Confronting            |
| 3. Emphasizing Quality             | 12. Following Through      |
| 4. Managing Resources Responsibly  | 13. Making Meetings Matter |
| 5. Communicating Effectively       | 14. Mentoring Others       |
| 6. Building Effective Teams        |                            |
| 7. Affirming Others                |                            |
| 8. Managing Change Well            |                            |
| 9. Managing Conflict Effectively   |                            |

**Schedule**  
**In-residence- Andrews University**  
**Monday**  
 Day #1  
 March 10, 2008

<b>Time</b>	<b>Focus</b> <b>“Leadership Theology”</b> <b>“Empowering People”</b>	<b>Person</b> <b>Responsible</b>	<b>Essentials/</b> <b>Practices</b>
8:15	Welcome, Introductions, Turn in Reading Reports, Devotional	Patterson	
8:30	Human Development Theory: Traditional Models	Patterson	
9:30	Break		
9:40	Human Development Theory: Stone Center Theory	Patterson	
10:40	Break		
10:55	Book Discussion: <i>Shared leadership: Reframing the hows and whys of leadership</i>	Patterson	
12:00	Lunch		
1:30	Theology of Leadership- OT	Doukhan	
2:45	Break		
3:00	Theology of Leadership- OT	Doukhan	
4:00	Break		
4:15	AU & APA Written Standards	Patterson	
5:00	Unresolved Issues of the Day and Dismiss	Patterson	
	Evening assignment: 1) Write 1 <sup>st</sup> -day Journal and E-mail		

**Tuesday**  
Day #2  
March 11, 2008

<b>Time</b>	<b>Focus “Time Management” “Coaching”</b>	<b>Person Responsible</b>	<b>Essentials/ Practices</b>
8:15	Journal Feedback/Review of Previous Day/Prayer	Patterson	
8:35	Time Management - I	Lake	
9:30	Break		
9:40	Time Management - II	Lake	
10:30	Break		
10:45	Time Management - III	Lake	
12:00	Lunch		
2:00	Project, Program Issues and Work Groups	Patterson	
2:55	Break		
3:10	How Coaching Works: The Coaching Process	Hoover	
4:00	Coaching: What It Is and What It Is Not	Hoover	
5:00	Unresolved Issues of the Day and Dismiss	Patterson	
	Evening Assignment: 1) Write 2 <sup>nd</sup> -day Journal and E-mail 2) Work Group Meeting 3) Bring <i>Co-Active Coaching</i> book tomorrow		

**Wednesday**  
Day #3  
March 12, 2008

<b>Time</b>	<b>Focus “Coaching”</b>	<b>Person Responsible</b>	<b>Essentials/ Practices</b>
8:15	Journal Feedback /Review of the Previous Day/Prayer	Patterson	
8:30	Why Coaching?: Evoking Excellence in Others	Hoover	
9:30	Break		
9:40	Coaching Others: Adding Coaching to Your Leadership Skills	Patterson	
10:35	Break		
10:50	Book Discussion: Whitworth – <i>Co-Active Coaching</i>	Patterson	
12:00	Lunch		
1:30	Coaching Communication: Responsible Confrontation	Hoover	
2:30	Break		
2:45	Coaching as a Leadership Development Process	Patterson	
3:40	Break		
4:05	Coaching as a Leadership Development Process	Patterson	
5:00	Unresolved Issues of the Day and Dismiss	Patterson	
	Evening Assignment: 1) Write 3 <sup>rd</sup> -day Journal and E-mail 2) Bring <i>Generation to Generation</i> book tomorrow 3) A Hosted Dinner!		

**Thursday**  
Day #4  
March 13, 2008

<b>Time</b>	<b>Focus</b> <b>“Systems Thinking and Organizational Culture”</b> <b>“Faith-based Hope”</b>	<b>Person Responsible</b>	<b>Essentials/ Practices</b>
8:15	Journal Feedback, Review of the Previous Day, Prayer	Patterson	
8:30	Book Discussion: Friedman- <i>Generation to Generation</i>	Patterson	
9:30	Break		
9:40	Systems Thinking and Organizational Culture - I	Oliveira	
10:30	Break		
10:45	Systems Thinking and Organizational Culture - II	Oliveira	
12:00	Lunch		
1:30	Faith-based Hope I	Kidder	
2:30	Break		
2:45	Faith-based Hope II	Kidder	
4:00	Dialog and Q & A	Patterson	
5:00	Unresolved issues for the day and Dismiss	Patterson	
	Evening Assignment: 1) Write 4 <sup>th</sup> -day Journal and E-mail 2) Work Group Meeting		

**Friday**  
Day #5  
March 14, 2008

<b>Time</b>	<b>Focus “Conflict Management”</b>	<b>Person Responsible</b>	<b>Essentials/ Practices</b>
8:00	Journal Feedback, Review of the Previous Day, Prayer	Patterson	
8:30	Leadership Theory: Motivation	Patterson	
9:30	Break		
9:40	Biblical Ecclesiology I	Fortin	
10:45	Break		
11:00	Biblical Ecclesiology II	Fortin	
12:00	Dismiss		
	Evening Assignment: 1) Work Group Meeting and Set Group Meeting Dates 2) Write 5 <sup>th</sup> -day Journal and E-mail 3) Bring <i>Church conflict: The hidden system behind the fights</i> book on Sunday		

**Sunday**  
Day #6  
March 16, 2008

<b>Time</b>	<b>Focus “Human Development”</b>	<b>Person Responsible</b>	<b>Essentials/ Practices</b>
8:00	Journal Feedback /Review of Previous Day/Prayer	Penno	
8:30	Book Discussion: <i>Church conflict: The hidden system behind the fights</i>	Patterson	
9:30	Break		
9:40	Managing Conflict - I	Penno	
10:30	Break		
10:45	Managing Conflict - II	Penno	
12:00	Unresolved Issues of the Day, Week-end Plans, Remember Monday’s Book, and Dismiss	Patterson	
	Lab time and Individual Appointments		
5:00	Evening Assignment: 4) Work Group Meeting and Set Group Meeting Dates 5) Write 6 <sup>th</sup> -day Journal and E-mail 3) Bring <i>The Wisdom of Crowds</i> book tomorrow		

Monday  
Day #7  
March 17, 2008

<b>Time</b>	<b>Focus “Organizational Theory”</b>	<b>Person Responsible</b>	<b>Essentials/ Practices</b>
8:15	Journal Feedback, Review of the Previous Day, Prayer	Patterson	
8:30	Book Discussion: <i>The Wisdom of Crowds</i>	Patterson	
9:30	Break		
9:40	Article Discussion: <i>Swarm Theory</i>	Penno	
10:30	Break		
10:45	Organization: Group Exercise	Penno	
12:00	Lunch		
1:30	Biblical Model of Organization: An Overview	Patterson	
2:45	Break		
3:00	Toward a Theology of Leadership: Biblical Model of Distributed Leadership	Patterson	
5:00	Unresolved Issues of the Day and Dismiss	Penno	
	Evening Assignment: 1) Write 7 <sup>th</sup> -day Journal and E-mail 2) Bring <i>Simply Strategic Volunteers: Empowering People For Ministry</i> book tomorrow		

**Tuesday**  
Day #8  
March 18, 2008

<b>Time</b>	<b>Focus “Empowerment” “Risk Taking Courage”</b>	<b>Person Responsible</b>	<b>Essentials/ Practices</b>
8:15	Journal Feedback/Review of the Previous Day/Prayer	Penno	
8:30	Book Discussion: <i>Simply Strategic Volunteers: Empowering People For Ministry</i>	Penno	
9:30	Break		
9:40	Empowering People: Blanchard Model	Patterson	
10:30	Break		
10:45	Risk Taking Courage	Patterson	
12:00	Lunch		
2:00	Risk Taking Courage (Group Discussion)	Patterson	
3:00	Break		
3:15	DMin Project Conversation	Bell	
4:00	Group Work Assignments for 2008	Patterson	
4:30	Unresolved Issues of the Day and Dismiss	Patterson	
	Evening Assignment: 1) Work Group Meeting 2) Write 9th Day Journal and E-mail		