

EMBASSY COLLEGE



ανηρ ὃς εμπροσθεν μου γεγονεν, οὐ πρωτος
μου η̄ν. **31**καγὼ οὐκ ᾔδειν αὐτόν, ἀλλ' ἵνα
φανερωθῆ τῷ Ἰσραὴλ διὰ τοῦτο ἦλθον ἐγὼ
ἐν ὕδατι βαπτίζων. **32**Καὶ ἐμαρτύρησεν
Ἰωάννης λέγων ὅτι Τεθέαμαι τὸ πνεῦμα.



SYLLABUS AND STUDY GUIDE

Empowering Your Leaders

LT671

Dr. Ron Cottle

LEADERSHIP PRINCIPLES II

DR. RONALD E. COTTLE

Textbook for the Course:
Lectures on Leadership Volume II
by Dr. Ronald E. Cottle

SYLLABUS

- I. COURSE TITLE:** PT671: Leadership Principles II
- II. COURSE DESCRIPTION:** This course will provide a framework of critical thinking skills and knowledge that will assist the student to function in a leadership capacity. The primary objective of this course will be for the student to develop the skills needed for contemporary leadership challenges and the ability to propose needed solutions to transform organizations through effective leadership.
- III. COURSE RATIONALE:** The study of this course will enhance the students' knowledge and skills in effective leadership of people and organizations. The student's awareness and ability to apply Christian leadership principles will be increased.
- IV. COURSE OBJECTIVES:**

Cognitive Domain:

The student will be able to:

- A. Identify the key issues that confront the leader in ministry, education, business, and other organizations (Knowledge).
- B. Identify and develop strategies for developing effective leadership in his/her own family, business, and ministry (Knowledge, Comprehension and Application).
- C. Discuss and formulate a leadership training and development strategy for an organization (Comprehension, Application and Analysis).
- D. Demonstrate a level of competency in assessing levels of function and dysfunction in the leadership of an organization (Comprehension, Application, Analysis and Evaluation).
- E. Develop a personal theory and methodology of effective Christian leadership (Comprehension, Application, Analysis, Synthesis and Evaluation).

Affective Domain:

- A. The student will be motivated to achieve a higher level of growth in his/her leadership role(s) (Responding).
- B. The student will have an increased desire to implement Biblical principles of leadership in practical ways in his/her family, business, and ministry (Valuing).

V. COURSE OUTLINE:

A. Lectures will cover the following topics:

1. HOW TO EMPOWER YOUR TOP LEADERS
2. THE POWER OF A CLEAR VISION
3. QUESTIONS REAL LEADERS ASK THEMSELVES
4. SUCCESS WITHOUT A SUCCESSOR IS FAILURE
5. HOW TO CHOOSE SPIRITUAL SONS
6. NOW THAT YOU ARE A LEADER
7. LEVELS OF LEADERSHIP
8. SEVEN QUALITIES OF A GREAT LEADER

VI. COURSE METHOD:

This course will use a combination of learning methods including: lecture and independent study.

VII. COURSE TEXTS:

Cottle, Ronald E. *Lectures on Leadership Vol. II*. Columbus: TEC Publications, 2004.

VIII. COURSE REQUIREMENTS:

- A. Attendance is required at ALL lectures. If a student must be unavoidably absent, he/she must listen to the lecture tape.
- B. Read the assigned textbook.
- C. Complete the final examination as assigned. This will cover the lectures and the **Cottle** text.

IX. COURSE BIBLIOGRAPHY:

Books

- Adams, Bruce. Ed. *Ethics and Leadership Working Papers*. Kellogg Leadership Studies Project. College Park: The James MacGregor Burns Academy of Leadership, 1996.
- Anderson, Ray S. *The Soul of Ministry: Forming Leaders for God's People*. Louisville: Westminster John Knox, 1997.
- Blackaby, Henry and Richard Blackaby. *Spiritual Leadership: Moving People on to God's Agenda*. Nashville: Broadman & Holman, 2001.
- Carroll, Jackson W. *As One with Authority*. Louisville: Westminster John Knox, 1991.
- Chaleff, Ira. *The Courageous Follower: Standing up to and for Our Leaders*. 2nd Ed. San Francisco: Berrett-Koehler Publishers, 1995, 2002.
- Clinton, Robert J. *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*. Colorado Springs: NAV Press, 1988.
- Damazio, Frank. *The Making of a Leader*. Portland: City Bible Publishing, 1988.
- _____. *Effective Keys to Successful Leadership*. Portland: City Bible Publishing, 1993.
- _____. *The Vanguard Leader*. Portland: City Bible Publishing, 1994.
- Dale, Robert. *Leadership for a Changing Church*. Nashville: Abingdon Press, 1998.
- Drucker, Peter F. *Managing the Non-Profit Organization: Principles and Practices*. New York: Harper Business, 1992.
- Gardner, John W. *On Leadership*. New York: Simon & Schuster Adult Publishing Group, 1993.
- Harari, Oren. *The Leadership Secrets of Colin Powell*. New York: McGraw Hill, 2002.
- Hunter, James C. *The Servant: A Simple Story about the True Essence of Leadership*. Roseville: Prima Publishing, 1998.
- Julian, Larry. *God Is My CEO: Following God's Principles in a Bottom-Line World*. Avon: Adams Media Corporation, 2001.
- Kets de Vries, Manfred F. R. *The Leadership Mystique: A User's Manual for the Human Enterprise*. Harlow: Pearson Education, 2001.
- Kotter, John P. *Leading Change*. Boston: Harvard Business School Publishing, 1996.
- Kouzes, James M. and Barry Z. Posner. *Credibility: How Leaders Gain and Lose It, Why People Demand It*. Indianapolis: Jossey-Bass Publishers, 1995.
- _____. *Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others*. Indianapolis: Jossey-Bass Publishers, 1998.
- _____. *The Leadership Challenge*. 3rd Ed. Indianapolis: John Wiley and Sons, 2002.
- Maxwell, John C. *The 21 Irrefutable Laws of Leadership*. Nashville: Thomas Nelson, 1998.
- _____. *The 21 Indispensable Qualities of a Leader: Becoming the Person that People Want to Follow*. Nashville: Thomas Nelson, 1999.
- _____. *The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Your Team*. Nashville: Thomas Nelson, 2001.
- _____. *Developing the Leader within You*. 2nd Ed. Nashville: Thomas Nelson, 2001.

- _____. *Leadership 101*. Nashville: Thomas Nelson, 2002.
- Nee, Watchman. *Authority and Submission*. Anaheim: Living Stream Ministry, 1998.
- Nelson, William R. *Ministry Formation for Effective Leadership*. Abingdon Press, Nashville, 1988.
- Oswald, Roy M and Otto Kroeger. *Personality Type and Religious Leadership*. The Alban Institute, Washington, DC, 1988.
- Pree, Max De. *Leadership is an Art*. New York: Dell Publishing Company, 1990.
- Rosenbach, William E. and Robert L. Taylor, eds. *Contemporary Issues in Leadership*. 5th Edition. Boulder: Westview Press, 2001.
- Sanders, J. Oswald. *Spiritual Leadership*. Revised. Chicago: Moody Publishers, 1994.
- _____. *Dynamic Spiritual Leadership: Leading Like Paul*. Uhrichsville: Barbour Publishing, 1999.
- Sashkin, Marshall. Ed. *Educational Leadership and School Culture*. Richmond: McCutchan Publishing Corporation, 1993.
- Sashkin, Marshall and Molly G. Sashkin. *Leadership That Matters: The Critical Factors for Making a Difference in People's Lives and Organizations' Success*. San Francisco: Berrett-Koehler Publishers, 2003.
- Scheidler, Bill. *Apostles: The Fathering Servant: A Fresh Biblical Perspective on Their Role Today*. Portland: City Bible Publishing, 2002.
- Webster, Scott. *Balance of Leadership and Followership*. Kellogg Leadership Studies Project. College Park: The James MacGregor Burns Academy of Leadership, 1997.

Online Resources

- Christian Leadership World*. Shifnal: The Teal Trust. <http://www.teal.org.uk/index.htm>
- James MacGregor Burns Academy of Leadership*. College Park: University of Maryland. <http://www.academy.umd.edu/home/>
- Harvard Business School*. Boston: Harvard University. <http://www.hbs.edu/>
- Leadership*. North Central Regional Educational Laboratory. <http://www.ncrel.org/sdrs/areas/le0cont.htm>
- Leadership Journal.net*. Carol Stream: Christianity Today. <http://www.christianitytoday.com/leaders/>
- Leadership U*. Addison: Christian Leadership Ministries. <http://www.leaderu.com/menus/issues.html>

Leadership Principles II

Course Study Guide

Ten Principles of Leadership

A Great Leader:

1. Thinks soberly; prays profoundly.
2. Establishes his convictions by the Word.
3. Defines his terms—not labels and offices, but ministries.
4. Keeps strong government—not “Rules and Regs,” but commitment.
5. Recognizes and confirms his covenant in bonds of love and respect (Authority).
6. Does not extend his influence where he is not willing to take responsibility.
7. Prays for a new level of wisdom.
8. Functions by revelation and anointing—not in techniques and soul-power.
9. Builds according to the plan of God—not in competition or imitation of some other minister or ministry.
10. Stands and keeps on standing.

Lecture 1

How to Empower Your Top Leaders

INTRODUCTION

Dale Galloway said:

“Some leaders want to make _____,
but I want to make _____. Not only do I want to
make _____, but I want to make
_____ of _____ and
then _____ of _____ of
_____.”

This statement shows an understanding of a strong principle:

1. _____

2. What kind of _____ are you raising up
within your ministry?
3. Are you equipping _____ who will add to
your ministry?
4. Are you _____ them to truly make a
_____ in your ministry?
5. Or...are you simply collecting _____ and
making _____ and posting _____?

PROPOSITION

As a _____ your NUMBER ONE TASK IS TO:

- _____ the potential of your leaders.
- Help them to _____ that potential.
- Enable their _____ into that potential.
- _____ them in their potential.

Here are _____ to empower leaders in your ministry.

But first:

- Use this list to evaluate _____.
Ask: "Am I doing all I can to _____ my _____?"

Then:

- Use it as a _____ to help you to create an environment for _____ to grow in your ministry.

Remember:

- Studies in creativity suggest that the biggest single variable of whether or not people will be creative is whether or not they feel they _____.

I. Key Number One: Value _____ more than _____.

A. Understand that people cannot become leaders _____.

- "Only _____ grow overnight."
- If you have someone who comes to you as a _____, remember that _____ have not _____ him!

B. Leaders develop _____, not in a _____.

- It is your job to _____ for your people into self-development and _____.
- Mark the _____ and the _____ clearly.
- _____ them as they progress from goal to goal.
- _____ their progress with appropriate _____ and _____.

II. Give your _____ to your _____.

A. “Good people are hard to _____, but even harder to _____.”

- Be sure that you focus the best of your _____ and _____ on the best _____ in your ministry.
- When you give your best to “ _____,” but who are not your best _____ one of two things will happen:
 - a. Your best people will _____ because they sense little opportunity for _____ and _____.
 - b. Your best people become _____ and begin to perform at a _____ level.

B. A Good Rule is:

“Spend _____% of your time and creative energy on _____% of your people.”

III. Understand your leaders and _____
_____.

A. All leaders have _____ basic needs.

- You can learn these by studying the person in your _____.
- Some have unique needs because of _____
_____ or _____, but all
have these _____.

1. They need _____.

- A real leader wants not _____, but
_____.
- A real leader wants not a full _____ but an empty
_____ and _____ for
_____,
_____ and _____.
- “The highest reward for a man’s toil is not what he gets for it but what he
_____ by it.”

2. They need _____.

- Don’t send confusing, conflicting _____.
- Be _____ and _____ in your
_____.
- “The capacity to do something with an _____ is what
distinguishes a _____ from others.”

3. They need _____.

Real leaders _____ evaluation because they know that:

- “We need not be _____ what we are
_____ if we use our God-given _____.”
- “The _____ within us is _____
and largely _____.”