Change and Conflict Management #2PT 544
Fall 2007
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Course Description:

Rooted in practical theology, this course offers principles for navigating organizational change, including strategic planning, vision casting and lay mobilization. Attention will be given to understanding, preventing and overcoming church conflict.

Practical Theology Project: Ministry Improvement Project.

Textbooks and Other Learning Materials:

Eckel, Mark, “Biblical Principles for Integration in all Subjects. This monograph will be available in class at a cost of $10.


Learning Outcomes:
At the conclusion of this course the successful student will know or be able to:

Knowing (cognition)
• Express a coherent theology of change and conflict management by examining the Old and New Testament Scriptures and writing a twelve-page summary paper.
• Demonstrate an understanding of leading change by implementing a change process in his/her ministry context.
• Demonstrate an understanding of a framework for practicing and teaching conflict management in personal relationships by evaluating case studies and a completing a personal history report.
Feeling (conviction)
- Develop biblical convictions about navigating change and conflict management on a personal and organizational level by means of study and dialogue with classmates.
- Grow in one’s feelings of competence in leading change by means of completing the Practical Theology Project, and measured by pretest/post-test.
- Appreciate the factors influencing both change and conflict management by means of a ministry assessment.

Doing (competence)
- Lead change by identifying an area in his/her ministry where change is needed, implementing a change process and reporting on it (Practical Theology Project).
- Fill our ministry toolboxes with practical tools to help us lead change and manage conflict in ministry.
- Take practical steps to overcome conflict in individual and organizational ministry settings by applying the conflict management framework and reporting on it.

Requirements of the Course:

1. Classroom attendance is required. Students are expected to attend the class having already completed reading and any class assignments. Classroom attendance is for the glory of God and preparation for ministry. Students therefore are expected to attend class sessions. No student should absent himself from classes in order to fulfill requirements or responsibilities of other classes. Those with absences may be penalized at the discretion of the professor.

2. Reading: Each student is required to read all four class texts in their entirety and keep a reading log (see below) which will be submitted at the conclusion of the semester.

3. Online Discussions: If online discussion is used, each student is required to contribute two substantive posts to the discussion board each week. One post will be your comments on the assignment and the second and subsequent posts will be your interaction with the class. Please follow the “4 X4 Rule,” each post must be no more than four paragraphs of four sentences each.

4. Papers: Unless otherwise indicated, papers must be typed, double-spaced, flush left, using 12pt Times New Roman font on 8 ½ x 11 inch white paper. Page numbers are centered at the bottom of the page. Margins must be set at one inch. Papers must have a cover page indicating the course title, date and your name. Papers will be evaluated on content, grammar and punctuation. Please submit papers in class unless otherwise directed.

5. Practical Theology Project
This is the central field-ministry component for the course and the biggest portion of your grade. Your assignment will be to identify an area of change needed within your ministry, lead the process using the framework taught in class and report on the work by means of a 20-page paper (see guidelines below). Due December 3.
Guidelines for Theology Paper, Critical Book Review and Applied Theology Project:
Unless otherwise indicated, papers must be typed, double-spaced, flush left, using 12pt Times New Roman font on 8 ½ x 11 inch white paper. Page numbers are centered at the bottom of the page. Margins must be set at one inch. Papers must have a cover page indicating the course title, date and your name. Papers will be evaluated on content, grammar and punctuation. Please email papers to the professor at the address above.

Theology of Change and Conflict Management (Due September 10)
Assignment: Develop a coherent biblical theology of change and conflict management by examining the Old and New Testament scriptures and writing a ten to twelve page summary paper. Format your paper according to the syllabus. Use the following guidelines:

Write your paper using Mark Eckel’s, “Biblical Principles for Integration in all Subjects” as a guide (particularly, pages 1 and 4, “Integration Questions to Answer Every Subject”). I think Mark does a great job of giving us a framework for thinking biblically. Your intention is to develop a coherent biblical theology of change and conflict management by examining the Old and New Testament Scriptures, but I will be looking to see how well you are processing the framework. A suggested (but not necessary) format is below. You will have to contextualize his concepts to leadership. You may want to pull equally from page 1 in which case your outline would obviously look different.

Introduction: A one-to-two paragraph description as to why this subject and is important for ministry. Following this, divide your paper into sections following the categories below. When referring to Scripture, use only small quotes from passages or references; do not write out entire verses unless absolutely necessary (and usually it is not necessary).

Body:
- First things
- Shattered images
- Reformation
- Worldviews
- Alternative or distinctive (What makes organizational leadership from a Christian perspective different from that of the world)
- Work in process

Summary:
Conclude with your elevator speech about change and conflict management. An elevator speech is a concise, carefully planned description of your theology and philosophy that your mother should be able to understand in the time it takes you to ride up an elevator (www.businessknowhow.com). So basically what I believe about change and conflict management is …
Critical Book Review: (Due no later than October 22)

Your review should include four components:
1. An analysis of how the book helped you enhance your understanding and application of principles of change and conflict management.
2. How the author’s approach was similar to and different from that of Susek (*Firestorm*). Don’t get caught in minutia; focus on approaches and methods.
3. A biblical evaluation of the author’s approach, including method and underlying worldview issues represented in the book—either explicitly stated or, more likely, implicitly imbedded (e.g. presuppositions, values, and assumptions concerning purpose, truth, love, the good, morality, etc.).
4. Concluding evaluation and recommendation to future readers.

Applied Theology Project: (Due no later than December 1)
This is your summary project for the course. Include the following:
1. Identify a place where change is needed in your ministry. Try to restrict the change project to an area over which you exercise primary leadership. This focus needs to be doable in the time allotted and yet, big enough to follow the process.
2. Using the framework taught by Kotter or Herrington, et al, and expanded on in class time, lead the change process.
3. Keep a detailed journal during this time to record challenges faced, lessons learned, processes followed, etc.
4. Report this process by means of a 20-page paper (approximate length). Your paper should include:
   - **Introduction**: A description of your ministry, your leadership base, the challenge at hand, i.e. the area of change needed.
   - **Sequence**: An explanation of your journey along the eight stages. Here you will want to include “What” (what you did), “Why” (why you did it that particular way) and “Challenges and consequences” (what you encountered along the way and how you would evaluate your effectiveness).
   - **Lessons**: Describe 3-5 lessons you learned about change and conflict management and what you might do differently in the future in light of this project. Consider principles you learned for you as a leader, how to deal with staff, the congregation, the church and/or community, etc.
Course Outline:  (To be finalized by 8/27)

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic:</th>
<th>Assignment:</th>
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<tbody>
<tr>
<td>August 27</td>
<td>Introductions, Syllabus review</td>
<td>Change &amp; Conflict Management Pretest</td>
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<td>Thinking theologically about change</td>
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<td>September 3</td>
<td>Labor Day – NO CLASS</td>
<td>Kotter, 1-66</td>
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<td>Herrington, 1-48</td>
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<td>September 10</td>
<td>Thinking theologically about change</td>
<td>Kotter, 67-158</td>
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<td>Explanation of the PTP</td>
<td>Herrington, 49-100</td>
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<td>Theology Paper Due</td>
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<td>September 17</td>
<td>Dynamics of organizational change</td>
<td>Kotter, 159-187</td>
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<td>CCM Ministry Assessment</td>
<td>Herrington, 101-162</td>
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<td>September 24</td>
<td>Dynamics of organizational change</td>
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<tr>
<td>October 1</td>
<td>Dynamics of organizational change</td>
<td></td>
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<tr>
<td>October 8</td>
<td>Dynamics of organizational change</td>
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<td>October 15</td>
<td>Reading Week – No Class</td>
<td>Read Susek. Read Fisher.</td>
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<td>October 22</td>
<td>Thinking theologically about conflict</td>
<td>Critical Book Review Due</td>
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<td>management</td>
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<td>October 29</td>
<td>Change Forum</td>
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<td>November 5</td>
<td>Thinking theologically about conflict</td>
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<td>management</td>
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<td>November 12</td>
<td>Understanding church conflict</td>
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<td>Precluding conflict</td>
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<td>November 19</td>
<td>In conflict</td>
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<td>November 26</td>
<td>Church Conflict Pastors Forum</td>
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<td>December 3</td>
<td>Post conflict</td>
<td>Practical Theology Projects Due</td>
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<td>Change &amp; Conflict Management Post-test</td>
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<td>December 10</td>
<td>Final Exam</td>
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Evaluation:
Feedback is given through written comments. Grade formulas per RTS grading scale.
Course assessment as follows:
Reading   – 20 points
Theology Paper  – 20 points
Critical Book Review -- 20 points
Class Participation -- 10 points
Applied Theology Project -- 30 points
Please note the format for recording your reading. You may record this in pen or electronically.

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<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Book</th>
<th>Pages Read</th>
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<tbody>
<tr>
<td>8/24</td>
<td>9 p.m. – 10 p.m.</td>
<td>Kotter</td>
<td>1-36</td>
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What is recorded above is a true and accurate reflection of my reading this semester:

Name: ____________________________  Date: __________
Recommended Reading:


