Adaptive Leadership Course
Certificate in Practical Ministry - SMU Perkins School of Theology
Winter 2023

Course Description
The pace of change in our world is accelerating, and the need for skilled, resilient, and fluid leaders is greater than ever. This course in Adaptive Leadership will explore the fundamentals of adaptive leadership, provide a spiritual foundation to thrive, and equip the student to lead in their context.

Learning Objectives
To define and understand adaptive leadership, including the place of technical competence, relational congruence, and adaptive capacity.

To explore and identify the connection between the physical, emotional, and spiritual health of the leader and its role in adaptive leadership.

To recognize where adaptive leadership is needed in the student’s current context and to develop and reflect on the next steps for leading in their context.

Instructor
Rev. Dr. Laura Murray

Course Schedule
January 5-7, 2023 - Seminar - On Campus at SMU Perkins

• Thursday, January 5, 2023, 6-9 pm
• Friday, January 6, 2023, 9 am-5 pm
• Saturday, January 7, 2023, 9 am-5 pm

Mid-January 2023 – Case Study Discussion - Zoom
Late-January 2023— Case Study Discussion - Zoom
Early-February 2023 - Case Study Discussion - Zoom
(Case Study Days and Times will be agreed upon by the cohort and will be completed before February 14, 2023)

Required Books


Heifetz, Ronald A. and Marty Linsky. Leadership on the Line: Staying Alive Through the

Herrington, Jim, R. Robert Creech, and Trisha Taylor. The Leader’s Journey: Accepting the Call to Personal and Congregational Transformation

Assignments:

Pre-Seminar Work:

Canoeing the Mountains Reading and Response
- Read the book in its entirety.
- Respond to the following prompt (250 words): Write about what raised your curiosity, what bothered you, and what was encouraging to read.
- Respond to the posts of two different classmates asking a question or sharing an insight that helps them develop their thoughts.
- Respond to your classmates’ responses to your post.

Leadership on the Line Reading and Response
- Read the book in its entirety.
- Respond to the following prompt (250 words): What ways of leading does the author write about that are new to you? What do you think about these ways of leading?
- Respond to the posts of two different classmates asking a question or sharing an insight that helps them develop their thoughts.
- Respond to your classmates’ responses to your post.

How Great Leaders Think Reading
- Read the book in its entirety.

Post-Seminar Work:

The Leader’s Journey Reading
- Read the book in its entirety.

One Written Case Study
- Each student will provide one case study to be explored and discussed by peers during the Zoom Coaching Calls.

Post-Seminar Zoom Coaching Calls
- We will have three Zoom calls for all to participate in. These dates and times will be decided by the end of the in-person seminar.
**Final Assignment:**
Due February 17, 2023, 5 pm CT

From your readings and work pre/post and in seminar, write about your context/system, where change is needed and why, and what you started and will continue to do as a leader of adaptive change. You will have begun to answer this question in our last seminar session together on Saturday (Our Contexts, Getting on the Balcony, Interpreting, Getting on the Dance Floor, and Repeat). (1000 words)

**Grading for Course**

Pre-Seminar Assignments
- Canoeing the Mountains Reading and Response - 15%
- Leadership on the Line Reading and Response - 15%
- Bolman and Deal Reading - 10%

Post-Seminar Assignments
- Leader’s Journey Reading - 10%
- Attendance to January Zoom Call - 10%
- Attendance to February Zoom Call - 10%
- Attendance to March Zoom Call - 10%

*if you are unable to make a Zoom Call, you may watch the recording and turn in a 250 word response to the content of the Zoom call within a week of the call for full credit.

- Final Assignment - 20%

Grading Scale:
100-90 A
89-80 B
79-75 C
74-70 D
69-below F

Late Paper Policy:
5% for up to 24 hours
10% from 25 to 48 hours
20% from 49 to 72 hours
Only in extenuating circumstances will credit be granted after 72 hours.