

**Adaptive Leadership Course**  
**Certificate in Practical Ministry - SMU Perkins School of Theology**  
**May 2023, Virtual**

**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**

May 11-13, 2023 - Seminar - Virtual

- Thursday, May 11: 6-8:30 pm CST
- Friday, May 12: 9 am-4 pm CST (one hour break for lunch)
- Saturday, May 13: 9 am-4 pm CST (one hour break for lunch)

May 19, 2023 – Case Study Discussion - Zoom, 11am-12:30 pm CST

May 26, 2023 - Case Study Discussion - Zoom, 11am-12:30 pm CST

June 2, 2023 - Case Study Discussion - Zoom, 11am-12:30 pm CST

**Required Reading**

Beaumont, Susan. *How to Lead When You Don't Know Where You're Going*. Washington D.C.: Rowman and Littlefield, 2019.

Bolman, Lee and Terrance Deal, *How Great Leaders Think: The Art of Reframing*. San Francisco: Jossey-Bass, 2014.

Bolsinger, Tod. *Canoeing the Mountains: Christian Leadership in Uncharted Territory*. Downers Grove: IVP Books, 2015.

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

*Dangers of Leading*. Boston: Harvard Business Review, 2017.

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*** - Herrington, Creech, and Taylor  
***How to Lead When You Don't Know Where You're Going*** - Beaumont

Read EITHER book in their 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 are:

Friday, May 19, 26, and June 2, 2023, from 11 am-12:30 pm CST  
 (time is negotiable if most students cannot make this)

**Final Assignment:**

Due June 30, 2023, 5 pm CT

From your readings and work pre/post and in the 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 - 10%
- Leadership on the Line Reading and Response - 10%
- Bolman and Deal Reading - 5%

Zoom Seminar Attendance - 10%

**Post-Seminar Assignments**

- Leader's Journey Reading - 5%
- Written Case Study - 10%
- Attendance to mid-May Zoom Call - 10%
- Attendance to late-May Zoom Call - 10%
- Attendance to early-June 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.