



Chalmers Summer School 2008

08ED009: Our Common Challenge: Leading and Learning Within Changing Congregations

The Rev. Dr. Linda St. Clair and Dr. Sharon Daloz Parks

July 21-25, 9-12noon

Course Description: This course will explore ways of practicing leadership from an adaptive and creative perspective. Critical issues that individuals, communities, and church groups now face (from congregations to international structures) require ways of developing different solutions and building diverse alliances within the greater commons. We will be working to enhance our personal understanding and skills to deepen our sense of vocation and commitment.

Course Format: Approaches used in this course will include presentation/lecture, some audio visual material, small group reflection and dialogue, and class discussion. It is expected that participants will read and be prepared to reflect on the course materials. Each will bring a description of a challenging situation they have faced in their community/church and they will seek to find alternative solutions through the course work and in consultation with class colleagues.

Class Outline:

Monday July 21

Introduction to the course. Recognition of traditional views of leadership and power; exploration of the elements of adaptive leadership; new perspectives on authority and learning to lead from many different positions within complex systems in this time of sea change and great turning.

Tuesday July 21

Leadership as Artistry—the call for a new myth. As our times call for the creation of new patterns of life, we will consider the artist within each of us and how approaching our organizational challenges with this mindset can serve to ignite new solutions to current challenges. We will also reflect on “servant leadership” as another or related response to this call.

Wednesday July 22

Leadership as a journey. The challenges that Odysseus faced on his return home from Troy and those met by his crew, his wife Penelope, and their son Telemachus while he was away, serve as metaphors for the kinds of conflicts and critical issues facing all who accept responsibilities of leadership. Through the work of Penelope Stuart Bourk, artist in wood and fiber, we will use these metaphors and the larger story to explore our own practice of leadership.

Thursday July 23

Leadership looking inward and outward. “Knowing our own tuning”—i.e. understanding and managing our own patterns of behavior, default responses, habits, and appetites, is essential in the art and practice of leadership. Adaptive leadership requires a consciousness of the inner life, and the willingness to cultivate an exquisite mix of strength and humility—a key facet of the spirituality of leadership. The awareness of our own formation of trust, power, and compassion and the presence of our “inner teacher” needs to be cultivated so that as we move outward toward the “other”—whether in personal relationships, small groups, organizations, or the greater commons—we manifest authenticity, integrity—even holiness.

Friday July 24

Bringing Leadership home. Our own practice of leadership will be further explored along the edges that we each find ourselves needing to engage. Sharing the drafts of our own work with the difficult cases or situations we have actually faced (or are facing) will form the basis for the review of our shared understanding of the leadership challenges and approaches this course has presented.

NEW: Please make your own arrangements for acquisition of the **required texts** through your local bookstores. Online bookstores such as Indigo.ca or Amazon.ca have competitive prices with fast shipping to your neighbourhood. VST's Chalmers Institute will NOT be pre-ordering titles.

Required Course Texts: For those taking this course for credit.

Sharon Daloz Parks, *Leadership Can be Taught: A Bold Approach for a Complex World*. Boston: Harvard Business School Press, 2005.

Laurent A. Parks Daloz, et. al. *Common Fire: Leading Lives of Commitment in a Complex World*. Boston: Beacon Press, 1996.

Bennett J. Sims, *Servanthood: Leadership for the Third Millennium*. Cambridge: Cowley Publications, 1997.

Recommended Reading: (Referred to in class, not necessary to purchase and most will be available to read on reserve in VST Library)

Heifetz, Ronald A. *Leadership Without Easy Answers*. Cambridge: Belknap Press, Harvard University Press, 1994.

Heifetz, Ronald A. and Marty Linsky, *Leadership on the Line: Staying Alive Through the Dangers of Leading*. Boston: Harvard Business School Press, 2002.

Wesley Granberg-Michaelson, *Leadership From Inside Out: Spirituality and Organizational Change*. New York: Crossroad Publishing Co., 2004.

Parker J. Palmer, *A Hidden Wholeness: The Journey Toward An Undivided Life*. San Francisco: John Wiley & Sons, 2004.

Diana Bass Butler, *Christianity for the Rest of Us*. San Francisco: HarperCollins, 2006.

Dr. Sharon Daloz Parks is Director of Leadership for the New Commons as the Whidbey Institute and teaches at the Executive Leadership Program and in the Pastoral Leadership Program at Seattle University. She received her doctorate in theology and human development from Harvard University where she subsequently served for over sixteen years in faculty and senior research positions at the Schools of Divinity, Business and Kennedy School of Government. She has served also on the faculty at the Weston Jesuit School of Theology and at Whitworth College. She lectures and consults nationally for a range of professional organizations, especially religion and higher education. In addition to the books listed above she has also authored, *Can Ethics be Taught? Perspectives, Challenges, and Approaches at Harvard Business School* and *Big Questions, Worthy Dreams: Mentoring Young Adults in Their Search for Meaning, Purpose and Faith*.

The Rev. Dr. Linda St. Clair, is currently Priest in Charge of St. Martins, Gabriola Island and an Honorary Assistant at Christ Church Cathedral. She has served as Director of Programs for the Diocese of New Westminster and on the boards of VST and NAMC and the Institute of Servant Leadership. She received her doctorate in Communications Research-the University of Iowa, her M.Div.-the Episcopal Divinity School and a Masters in Theatre from California State University, Long Beach. She has served on the faculty at SUNY Albany, CSULB and as adjunct at University of Colorado, Colorado Springs. As Corporate Personal Manager, World Wide Manufacturing for a multi national corporation she designed leadership programs and conducted workshops for both engineering and manufacturing managers.