

INTERNATIONAL INSTITUTE FOR SECULAR HUMANISTIC JUDAISM

Leadership, Management and Community – PS 410

May 16 – May 20, 2011

Faculty: Rabbi Miriam S. Jerris, Ph.D.,
IISHJ Associate Professor for Professional Development
mjerris@iishj.org, 248-909-0079 (cell phone)

SYLLABUS

COURSE DESCRIPTION

The Leadership, Management, and Community course will introduce IISHJ rabbinic and leadership students to the organizational aspects of building a viable congregation to increase the visibility of our movement. Topics include congregational models and dynamics, leadership types and styles, programming, group dynamics, fundraising, public relations, relationship to the movement, the Jewish community and the general community, and conflict resolution with special focus on the role of the leader in these functions.

Assumption of the course: We are organizing communities to provide a caring environment to individuals seeking to celebrate their Secular Humanistic Jewish identity and to increase the visibility and “voice” of Secular Humanistic Judaism in the world. This will be achieved by building strong local Secular Humanistic Jewish communities and strong national and international organizations that provide a viable alternative to conservative, orthodox, reconstructionist, reform or renewal Judaism.

READINGS

Texts

Hammond, Sue Ann. *The Thin Book of Appreciative Inquiry*. Thin Book Publishing Co., 1996.
Hawkins, Thomas. *The Learning Congregation, A New Vision of Leadership*, Westminster John Knox Press, 1997. (Available from Alban Institute or online booksellers).

Leas, Speed. *Discover your Conflict Management Style*, Alban Institute, 1997.

(<http://www.alban.org/bookdetails.aspx?id=578>)

Peck, M. Scott. *The Different Drum*. Touchstone, 1988, pp. 86-106, 107-165, p.186-206.

Wheatley, Margaret. *Finding our Way, Leadership for an Uncertain Time*, 2005, Berret Koehler, San Francisco, pp. 64-99, 180-197.

Rogers, Myron. “The Paradox and Promise of Community” in Margaret Wheatley, *Finding our Way*, 2005, Berret Koehler, San Francisco, CA, pp. 45-54, or in Google Books

http://books.google.com/books?id=34ToRQ8q5ckC&printsec=frontcover&dq=Margaret+wheatley&hl=en&ei=geJWTeaMM8O_tgfkYmRDQ&sa=X&oi=book_result&ct=result&resnum=2&ved=0CDsQ6AEwAQ#v=onepage&q&f=false

Rabbinic and Masters Students ONLY

Lewis, Hal. *From Sanctuary to Boardroom: A Jewish Approach to Leadership*, 2006, Rowman and Littlefield, MA.

Report of the Reconstructionist Rabbinic Commission, *The Rabbi-Congregation Relationship: A Vision for the 21st Century*, 2001, RRC, PA (Available from the IISHJ or the Reconstructionist Rabbinical College)

Steinke, Peter. *Healthy Congregations*. Alban Institute, 2006. (Available Alban Institute or online booksellers)

Additional Resources

Carver, John. *Boards that Make a Difference*. Jossey-Bass, 1990.

Halstead, Kenneth. *From Stuck to Unstuck: Overcoming Congregational Impasse*. Alban Institute, 1998. (Available from Alban Institute, <http://www.alban.org/bookdetails.aspx?id=646>, or online)

Kirkpatrick, Thomas. *Small Groups in the Church*. Alban Institute, 1995.

Steinke, Peter. *Congregational Leadership in Anxious Times: Being Calm and Courageous No Matter What*. Alban Institute, 2006.

IISHJ Course Pack

Web Articles

Changing Minds Website (changingminds.org)

Sections on “Leadership Styles” found in the “Disciplines” Section (including Additional Research) http://changingminds.org/disciplines/leadership/styles/leadership_styles.htm.

Leadership Qualities: http://changingminds.org/books/book_reviews/kouzes_posner.htm

Scroll to the bottom of the “Leadership Styles” page: See Also “Values,” the “About Values” section through to the end of “Stress Values.”

<http://changingminds.org/explanations/values/values.htm>

Stengel, Richard. “Mandela: His Eight Lesson of Leadership,” *Time Magazine*, July 9, 2008,

<http://www.time.com/time/world/article/0,8599,1821467-3,00.html>

Blair, Gerard. “Groups that Work.”

<file:///J:/Documents/Institute/PS%20410%20Congregational%20Management%20Course/Groups%20that%20Work%20Gerard%20Blair.htm>

Hall, Joe and Hammond, Sue. “What is Appreciative Inquiry?” <http://www.thinbook.com/docs/doc-whatissai.pdf>

Unitarian Universalist Association Website (uaa.org)

Assessing our Leadership, http://www.uua.org/documents/mpl/assessing_leadership.pdf

Size Transitions in UU <http://www.uua.org/documents/congservices/sizetransitions.pdf>,

Jonasson, Stefan. “Size Really Does Make a Difference,” 2006, UUA

<http://www.uua.org/documents/jonassonstefan/sizedoesmakedifference.pdf>

Congregational Growth, <http://www.uua.org/documents/congservices/conggrowth.pdf>

Vision, Mission and Covenant <http://uaa.org/documents/congservices/visionmissioncovenant.pdf>

Congregational Life Dynamics and Conflict Management

http://www.uua.org/documents/congservices/dynamics_systems.pdf

My Jewish Learning

Sarna, Jonathan. Havurah Movement, http://www.myjewishlearning.com/history/Modern_History/1948-1980/America/Havurah_Movement.shtml

Movement Websites

SHJ Website (www.shj.org)

Resolutions – <http://www.shj.org/Resolutions.htm>

CSJO Website (www.csjo.org)

Social Action Statements – <http://www.csjo.org/pages/socialaction.htm>

International Institute for Secular Humanistic Judaism (www.iishj.org)

Leadership Conference of Secular and Humanistic Jews (www.lcshj.org)

Tmura <http://www.tmuraisrael.org.il/>

Association of Humanistic Rabbis (www.humanisticrabbis.org -- website under construction)

International Federation for Secular and Humanistic Judaism Website (www.ifshj.org)

Proclamations – <http://www.ifshj.net/id23.html>

NOTE: Some of the material assigned for this course is written from a religious perspective and/or a Christian perspective. Some of the material may accept religious assumptions and not be historically accurate. In order to understand the humanistic/secular perspective on leadership, it is necessary to read past these secular/religious inconsistencies. The social psychological material that is imbedded in Christian tradition and concepts provides, in some cases, the best understanding of congregational life. Secular Humanistic Judaism's unique philosophy and approach to communal life places us in a position to benefit from the organizational development insights from both the secular and religious worlds.

Acquiring Books: Don't forget your public library. Some of these books will be available through interlibrary loan. Also many of the books are available to examine at Google Books. Although not available in their entirety on Google books, examining them at this site (books.google.com) might aid you in deciding about whether or not to purchase the book.

ASSIGNMENTS

Pre-class – Required for course participation

1. Read assigned readings above including texts, course pack and the web.
2. Send a congregational (or work place if absolutely necessary) conflict scenario, preferably one that you have experienced to faculty **one month prior** to the course (April 15). It would be most helpful if you were part of the conflict so that you can analyze and critique your role in the conflict. The scenario must be approved by faculty. Be prepared to present this scenario in class with your ideas and suggestions for resolution. Pay close attention to Family Systems Theory in your readings. You will lead the class discussion. Plan on no more than a thirty minute presentation, including discussion.
3. Students must send me their Myers-Briggs typology **two weeks prior** to class. Please take this online test (<http://www.humanmetrics.com/cgi-win/JTypes2.asp>) even if you have taken it previously. I'd like us all to be working with the same measurement.
4. Take the Conflict Resolution Style Inventory from Leas, "*Discover your Conflict Management Style*," score it and send the inventory and scores to faculty **two weeks prior** to class.

5. Think about models of good leadership – Pick a person that represents good leadership. Be prepared to discuss in class the qualities that make your leader a good one in class.
6. Bring the mission statement of your community or congregation or national organization.

Requirements to Complete the Course

1. Completion of pre course assignments handed in before the deadlines including the 3 assignments due one month and two weeks prior to the beginning of the course.
2. Class attendance.
3. Rabbinic and Masters students shall submit a 2-3 page summary describing your conflict scenario and the resolution you and the class developed citing the readings from the course on which you based your recommendations by June 1, 2011. This can be prepared in part prior to the class in preparation of your class presentation. Supplement your paper by adding the suggestions and advice of the class during the presentation of your conflict scenario.
4. Students shall complete a one to two page self-evaluation to be completed and sent to course faculty no later than July 1, 2011. The self-evaluation will include understanding of the readings, your assessment of your class presentation and your sense of preparedness to provide philosophic counseling to those in need in the situations we discussed.
5. Students shall complete an evaluation form for the course to be returned to Irene Chase at ichase@iishj.org, no later than July 1, 2011.
6. Students shall complete a final project (10-15 pages) for Leadership Program students and a final paper (15-20 pages) for Rabbinic and Masters students. The project and paper will be arranged with and approved by the faculty no later than July 15, 2011. The project/paper will be double spaced, 12 point type with one inch margins. Papers/projects are due no later than April 27, 2012.

Failure to meet deadlines for pre and post assignments will result in no credit for the course and necessitate retaking the course to complete your program.

DAILY SCHEDULE (may vary)

Session 1: 9:00-11:00
Break: 11:00-11:10
Session 2: 11:15-12:45
Lunch: 12:45- 1:30
Session 3: 1:30-3:15
Break: 3:15-3:25
Session 4: 3:30-5:00

TOPICS

A. LEADERSHIP

1. Historical Perspective – Leadership in Judaism
Hal Lewis, *Sanctuary to Board Room*, pp.7-57.
Reconstructionist Rabbinic Commission, *The Rabbi-Congregation Relationship*,
A Brief History of the Rabbinate, Insights for Jewish Tradition, pp.7-14.
2. Leadership in 2011
Thomas Hawkins, *The Learning Congregation*, pp.58-75
Dan Hotchkiss, *Authority or Leadership?* (course pack)
Leadership Styles (from Changing Minds website)
3. Understanding our own Personal Leadership Style
Myers-Briggs
Conflict Resolution Style -- Leas, *Discover Your Conflict Management Style*
Ethical Guidelines Association for Humanistic Rabbis (course pack)
Ethical Guidelines from the Leadership Conference of Secular Humanistic
Judaism. (course pack)
4. Models/Qualities of Good Leadership Today
Lewis, Hal. *Sanctuary to Board Room*, pp.75-149.
Stengel, Richard. “Mandela: His 8 Lessons of Leadership.” (web article)
Leadership Qualities (from Changing Minds website)
Examples of Good Leadership – Student Presentations

B. COMMUNITY

1. Understanding Community (Structure and Models, Stages of Congregational Life)
Communal Models in Jewish Life – the Havurah Movement
What is community?
Rogers, Myron. “The Paradox and Promise of Community” in Wheatley, *Finding our Way*. (in Wheatley book or on Google Books)
Blair, Gerard. *Groups that Work* (web article)
Peck, Scott. *The Different Drum*, “Stages of Community Making,” pp.86-106.
“Further Dynamics of Community,” pp. 107-135. “Community Maintenance,”
pp.136-165.
Saarinen, Martin. “Life Cycle of a Congregation.” (course pack)
UUA Congregational Size (course pack)
Church Characteristics by Size (course pack)
Jonasson, Stephan. “Size Really Does Make a Difference.” (UUA web site)
Size and Transition (UUA web site)
Jerris, Miriam. “Creating Dynamic, Engaging Congregations.” (course pack)

2. SHJ Movement and Wider Community
 - Understanding the Movement – What is it? What organizations belong?
 - Movement Statements, Resolutions and Proclamations – CSJO, SHJ, IFS&HJ (websites)
 - Value of Movement (course pack)
 - Relationship to Secular Jewish Community – Workmens Circle, Yiddish organizations, *Jewish Currents*
 - Relationship to Jewish Community – Local Federations, United Jewish Communities, Rabbinic Associations
 - Relationship to Humanist Community – Secular Coalition for America
 - Relationship to Community at large – Coalitions, Community Service

C. MANAGEMENT

1. Growth and Change – Guest: Rev. Suzanne Paul
 - Hawkins, Thomas. *The Learning Congregation*, pp. 26-57.
 - UUA, Congregational Growth (UUA web site)
 - UUA, Programming for Congregational Growth (course pack)
 - Oswald, Roy. “How to Minister Effectively in Family, Pastoral, Program and Corporate Sized Churches.” (course pack)
 - Peers, Larry. “Bridging the Gap Between Knowing and Doing.” (course pack)
 - Deborah Linnell, Founders and Other Gods (course pack)
 - Paul, Suzanne. “Small but Mighty.” (course pack)
 - Margaret Wheatley, *Finding our Way*, Goodbye Command and Control, Relying on Everyone’s Creativity, Bringing Life to Organizational Change, pp. 64-99.

2. Managing Healthy Congregations
 - Steinke, Peter. *Healthy Congregations*, pp. 3-25
 - Steinke, Peter. “Promoting Healthy Congregations.” (course pack)
 - Hawkins, Thomas. *The Learning Congregation*, pp.79-139
 - Vogelsang, John. “Values Based Organizational Development.” (course pack)
 - On values (Changing Minds website)
 - Hall, Joseph and Hammond, Sue. “What is Appreciative Inquiry?” (web article)
 - Hotchkiss, Dan. “Learning from Nonprofits*: How Church Boards Can Benefit From Secular Practices.” (course pack)
 - Agreements – UUCA Covenant of Healthy Relations (course pack)

Professionalizing

- Rabbi as entrepreneur – Guest: Michael Egren, IISHJ Board Member
- Handling Money
- Community Structure and Organization (course pack)
- Board Governance – Questions and Answers, Basic Responsibilities (course pack)
- Committees, Job Descriptions
- Assessing Board Success (course pack)

3. Clergy / Congregational Relationships
 - Contracts
 - Authority
 - Life Cycles
 - Assessment – UUA, Assessing our Leadership (web site)

4. Membership Recruitment, Retention, Development, Appreciation
 - “Recruiting: Why People Join.” SORCE handout (course pack)
 - “Looking to the Future: Re-envisioning your Membership Committee,” Outreach and Synagogue Community. Union of American Hebrew Congregations, 2002. (course pack)
 - 101 Ways to Keep your Members (course pack)
 - Jerris, Miriam. “Volunteer Leadership Development.” (course pack)
 - Jerris, Miriam. “Avoiding Burnout.” (course pack)

5. Congregational Planning
 - Vision and Mission of a Congregation
 - UUA Vision, Mission and Covenant – read vision and mission sections (web site)
 - Mills, Steven. “Developing Vision in the Smaller Congregation.”
 - Strategic Planning
 - Hurto, Kenneth. “Leaders Guide to Strategic Planning.” (course pack)

6. Conflict and Conflict Management
 - Twenty Observations on Troubled Congregations (course pack)
 - Steinke, Peter. “Changing Emotional Systems.” (course pack)
 - Crinean, Geoff. “Transforming Aggression into Creativity: An Ancient Practice for Solving Problems” in Wheatley, Margaret. *Finding Our Way*. pp. 188-197.
 - Mendelson, Abby. “Tips on Solving Congregational Conflict.” (course pack)
 - Nations, Ken. “Managing Difficult Volunteers.” (course pack)
 - Jerris, Miriam. “Conflict Resolution in SHJ Communities.” (course pack)
 - Congregational Life Dynamics and Conflict Management, UUA;
 - Congregational Conflict Type Indicator. (course pack)
 - Scenarios – Student Presentations

D. EVALUATION