Recommended Readings

Leadership Books and Resources

This list is a personal attempt to provide a list of books and web resources for learning about Christian leadership. The field is enormous and no one list will ever be complete. However, I hope it will enable you to find material that is both good and relevant to your needs and context. The books are first listed topically with a few brief notes and there is a full bibliography at the end. Some of the most interesting books come from North America and so a certain amount of ‘translation’ can be needed for UK contexts. I have tried to highlight good UK resources where these are available.

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This is a comprehensive list, you can access the list here, or download a clickable pdf of this list here.

The reading list is summarised here.

1. Leadership Theory and Practice
   1.1 Christian Leadership
   1.2 Insights and Research from Business and Academia
   1.3 Further Web Resources

2 Personal Development, Self-management and Self-awareness
   2.1 Personality Preferences, Motivation and Learning Styles
   2.2 Identity, Emotional Intelligence and Family Systems
   2.3 Vocation and Strengths
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3 Public Leadership
   3.1 Thinking, Learning and Using Questions
3.2 Developing Other People
3.3 Psychology and Family Systems
3.4 Teams, Collaborative Ministry and Second Chair Leadership
3.5 Power and Conflict
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3.8 Leadership for Mission and Church Health
3.9 Local Church and Anglican Leadership
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Bibliography

1 Leadership Theory and Practice

1.1 Christian Leadership

Perhaps the first book to read is In the Name of Jesus (Nouwen 1989). Nouwen’s reflections on leadership are short, profound and deceptively simple. Also highly recommended for local church leaders is the succinct and practical The Reflective Leader (Smith and Shaw 2011).

For a Christian survey of leadership thinking see Reviewing Leadership (Banks and Ledbetter 2004). Max Dupree offers a compelling definition of leadership and the book of essays written in his honour is well worth reading: The Three Tasks of Leadership (Jacobsen 2009).

Parker Palmer’s Leading from Within is of vital importance and first appeared in Let Your Life Speak (Palmer 2000) and can be found at: www.couragerenewal.org/parker/writings together with several other articles; an updated version appears in Insights on Leadership (Palmer 1998).

Mark Lau Branson has formulated two very helpful models: a triad of leadership tasks and the leader’s role in church formation. These were first published as Ecclesiology and Leadership for the Missional Church, in Chapter 4 of The Missional Church in Context (Van Gelder 2007). They are expanded with other context and culture-related leadership material in Churches, Cultures and Leadership (Branson and Martinez 2011).

Other books recommended are:

- Incarnate Leadership (Robinson 2009)\(^9\);
- Relational Leadership (Wright 2000)\(^10\);
- Leadership from the Inside Out (Grandberg-Michaelson 2004)\(^11\) has good reflections from a US denominational leader;
- Leadership with a Limp (Allender 2006)\(^12\);
- Courageous Leadership (Hybels 2002)\(^13\);
- The Fourfold Leadership of Jesus: Come, Follow, Wait, Go (Watson 2008)\(^14\);
- Hit the Ground Kneeling - seeing leadership differently (Cottrell 2008)\(^15\) challenges some popular misconceptions concerning leadership;
- Mirroring Jesus as Leader (Shaw 2004)\(^16\) is a succinct Grove booklet.
- Leadership on the Other Side (Easum 2000)\(^17\) offers some new ways of leadership thinking and personal development - especially good for local church leaders.


Sam Calian, a retired Presbyterian seminary president, draws on secular, academic and biblical sources to suggest seven Cs of leadership in The Spirit-Driven Leader (Calian 2010)\(^18\); The Bible on Leadership (Woolfe 2002)\(^19\) makes connections between leadership capabilities and biblical characters; Integrity – Leading with God watching (Lamb 2006)\(^20\) is helpful; and Intuitive Leadership - embracing a paradigm of narrative, metaphor and chaos (Keel 2007)\(^21\) comes from the US emerging church stable.

Taking a different, embodied approach is Making Room for Leadership: Power, Space and Influence (Morse 2008)\(^22\).

CPAS run the well-respected Arrow Leadership Program which is based on the work of Leighton Ford in the US (Ford 1991)\(^23\), Growing Leaders (Lawrence 2004)\(^24\) is a useful overview of the inner life and priorities of a Christian leader. From the same stable, Growing Women Leaders (Ward 2008)\(^25\) surveys women’s leadership issues.

Grove Books (www.grovebooks.co.uk) launched a new Leadership Series in 2010 with Discerning Leadership (Cray 2010)\(^26\). Many other Grove titles have leadership-related content mainly aimed at local church leaders.
Traditions in Leadership: How Faith Traditions Shape the Way we Lead (Mouw and Jacobsen 2006) looks at leadership from several different faith traditions. Leading With Meaning (Pava 2003) considers ethical leadership based on a Jewish understanding of Covenant.

The Teal Trust has lots of interesting material concerning Christian Leadership at www.teal.org.uk. Also see The Leadership Institute www.tli.org.uk and MODEM www.modem-uk.org (see their list of the best leadership books of the 21st Century).

Gillian Stamp has crystalised much wisdom from her long experience as a Christian trainer and consultant; her articles are well worth reading at www.gillianstamp.com.

Duke University is doing interesting work on Christian Leadership in the US, see www.Faithandleadership.com.

Finally, David Gortner, Professor of Evangelism and Congregational Leadership at Virginia Theological Seminary, has produced an excellent, two-part survey of Christian Leadership material and an extensive bibliography in The Anglican Theological Review (2009 and 2010), these can be downloaded from http://anglicantheologicalreview.org/read/conversations/6.

1.2 Insights and Research from Business and Academia

The 7 Habits of Highly Effective People (Covey 2006) offers a compelling framework for leadership thinking and action; www.quickmba.com/mgmt/ has a good summary of the Seven Habits as well as other interesting material. Following on from his work on Emotional Intelligence, The New Leaders (Goleman, Boyatzis et al. 2002) is well worth reading.

Living Leadership (Binney, Wilke et al. 2005) is an excellent, refreshing and accessible UK book on practical leadership researched in European organisations.
Linking business thinking with academia, is the important work of Ron Heifetz and his colleagues at Harvard. The latest book, The Practice of Adaptive Leadership (Heifetz, Grashow et al. 2009), draws heavily on previous books, which are also highly recommended: Leadership Without Easy Answers (Heifetz 1999) and Leadership on the Line: Staying Alive Through the Dangers of Leading (Heifetz and Linsky 2002).

Also from the Harvard stable are three more excellent books Real Leadership (Williams 2005), Total Leadership (Friedman 2008) and Why Should Anyone be Led by You?: What it takes to be an authentic leader (Goffee and Jones 2006).

For critical (and very helpful) reflections on the concept of leadership see: Leadership for the Disillusioned – moving beyond myths and heroes to leading that liberates (Sinclair 2007) which comes from an Australian academic who has been influenced by Heifetz’s thinking; and from the UK: Leadership – a critical text (Western 2008) is a great book from a Quaker (see www.simonwestern.com for more information and Simon’s leadership assessment tool). Finally, Rethinking Leadership (Ladkin 2010) and Leadership: Limits and Possibilities (Grint 2005) are from leading British academics.

The work of Jim Collins is well worth investigating. His work on “Level 5” leadership is congruent with Christian understandings and his insights concerning organisational core purpose and values are of vital importance but require effort to apply to church life. See: Built to Last (Collins and Poras 1997) and Good to Great: Why Some Companies Make the Leap... and Others Don't (Collins 2001), also the supporting monograph applying his research to the charity sector: Good to Great and the Social Sectors: Why Business Thinking Is Not the Answer (Collins 2005). His most recent work analyses why some companies fail: How the Mighty Fall and Why Some Companies Never Give In (Collins 2009). Summaries of his thinking are widely available on the web and there are some resources available at www.jimcollins.com.

The idea of servant leadership has gained popularity in the business world since the publication of Servant Leadership (Greenleaf 1977). A very good collection of essays on this theme, including some from an explicitly Christian perspective, is Insights on Leadership (Spears 1998).

The Leadership Challenge (Kouzes and Posner 2002) is often quoted. A faith application of their framework is Christian Reflections on The Leadership Challenge (Kouzes and Posner 2004).

For material on complex systems and emergence, the key author is Meg Wheatley, see Leadership and the New Science (Wheatley 1999) and Finding Our Way (Wheatley 2007).

Who Really Matters (Kleiner 2003) offers a compelling and challenging insight to the way organisations always protect an in-crowd at the expense of their main purpose.
Julia Middleton, the founder of Common Purpose, challenges leaders to explore their leadership in wider contexts in Beyond Authority: Leadership in a Changing World (Middleton 2007)\textsuperscript{53}, see also: www.commonpurpose.org.uk/about/leading-beyond-authority. There is a similar emphasis in Silos, Politics and Turf Wars: A Leadership Fable About Destroying the Barriers That Turn Colleagues Into Competitors (Lencioni 2006)\textsuperscript{54}.

The Windsor Leadership Trust www.windsorleadershiptrust.org.uk has some excellent articles on leadership.

For a more academic review A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Leadership (Jackson and Parry 2008)\textsuperscript{55} is a good place to start. For a comprehensive academic survey see Leadership: Theory and Practice (Northouse 2007)\textsuperscript{56}. Leadership: The Key Concepts (Marturano and Gosling 2008)\textsuperscript{57} is a mini-encyclopaedia with articles by an international group of authors – good for reference rather than reading cover to cover with an extensive bibliography.

If you prefer human stories to academic facts, John Adair explores various facets of leadership using the examples of a wide variety of current and historic leaders in Inspiring Leadership (Adair 2002)\textsuperscript{58}.

1.3 Further Web Resources

The www.businessballs.com website has lots of interesting and amusing resources.


Try the DTI sponsored leadership survey at www.inspiredleadership.org.uk.

Other sites worth looking at include:

- www.leadersdirect.com;
- www.nwlink.com/~donclark/leader/leader.html;
- www.teamtechnology.co.uk/leadership.html;
- www.infed.org/leadership/index.htm;
- www.referenceforbusiness.com/encyclopedia/Kor-Man/Leadership.html;
- www.jiscinfonet.ac.uk/about-the-service has good material on topics such as change management from an educational context with various transferrable tools and techniques.
- www.gp-training.net/training/index.htm is aimed at GPs and has some great material on leadership and communication skills, including mentoring.
- http://managementhelp.org has lots of detailed information on techniques and processes.
- www.provenmodels.com has a good variety of leadership, management and change models.
- www.nhsleadership.org.uk/framework.asp describes the revised NHS leadership framework.

After all these, if you need a laugh, have a look at www.shipoffools.com or www.larknews.com.

2 Personal Development, Self-management and Self-awareness

The material here is important for understanding ourselves, the impact we have on others and overcoming our personal barriers to growth. It is also vital to resource us in our various roles of encouraging individual growth within the Body of Christ.

2.1 Personality Preferences, Motivation and Learning Styles

The Myers Briggs Type Indicator (MBTI) is the most common personality profiling tool based on Jungian psychology and, although I much prefer the Insights Discovery process www.insights.com, the cost can make it unaffordable for general church use.

There is good material at the Team Technology website and their description of Myers
Briggs types is among the best I’ve come across. They also have a simple test called MMDI which uses MBTI compatible terms. Start at: www.teamtechnology.co.uk/myersbriggs.html. You can also do a 16-type Jungian test (ie like Myers-Briggs) at www.humanmetrics.com/cgi-win/JTypes1.htm or www.41q.com, http://similarminds.com/ has a range of tests. For a good comparison of personality tests see www.businessballs.com/personalitystylesmodels.htm. You might like to look at the “Myers Briggs” prayers at http://lgbtrc.ucr.edu/mbti.html.

Sadly, much Myers Briggs teaching stops with an understanding of self and does not engage sufficiently with understanding others and developing ourselves in order to adapt to others’ preferences and so work more collaboratively and productively with difference. Two booklets start to address these issues: Sixteen Personality Types (Rogers 2007) and Influencing Others using the Sixteen Personality Types (Rogers 2007).

Perhaps the best resource for understanding the full implications of personality preference is Was that Really Me? (Quenk 2002).

Growing Spiritually with the Myers-Briggs Model (McGuinness 2009); Personality Type and Religious Leadership (Oswald and Kroeger 1988) and Soul Types: Matching your Personality and Spiritual Path (Hirsh and Kise 2006) all make helpful connections between spirituality and personality. Leslie Francis has done lots of research in this field, see Personality and the Practice of Ministry (Francis and Robbins 2004) his series on the Synoptic Gospels (Francis and Atkins 2002) and a more recent book on preaching (Francis and Village 2008).

The classic popular book on motivation, sadly out of print, is Why Did I Do That? (New and Cormack 1997)

The best approach to learning styles is the one developed by Honey and Mumford. For a brief introduction see www.campaign-for-learning.org.uk/cfl/yourlearning/whatlearner.asp, booklets with teaching material and the assessment test can be purchased from www.peterhoney.com. The original work by Kolb is readily available, eg www.infed.org/biblio/b-explrn.htm or www.businessballs.com/kolconstyles.htm. For a good alternative approach, have a look at: www.engr.ncsu.edu/learningstyles/ilsweb.html. Finally, Howard Gardner’s work on Multiple Intelligences is worth knowing about, there is a quick introduction at www.businessballs.com/howardgardnermultipleintelligences.htm.

Identity, Emotional Intelligence and Family Systems

The Me I Want to Be (Ortberg 2010) is a good starting point.

Leading out of Who You Are (Walker 2007) is the first of a series exploring the vital concept of undefended leadership, see also www.theleadershipcommunity.webeden.co.uk. Jesus Wept - Reflections on Vulnerability in Leadership (Herrick and Mann 1998) is also highly recommended as is Struggling to be Holy (Hirst 2008).
Further valuable insights into how we function come from an exploration of the systems at work in our families of origin, see Family Ties That Bind (Richardson 2011) and Becoming a Healthier Pastor (Richardson 2005). Bridge Builders (www.bbministries.org.uk) offer an excellent family systems course in London alongside their main work of mediation and conflict resolution.

Other resources include: You are Mine: Reflections on Who We Are (Webster 2009); How to Discover Your Personal Mission: The Search for Meaning (Monbourquette 2001); and Man's Search for Meaning (Frankl 2004). The delightfully titled How to be an Adult (Richo 1991), is a short, helpful book on developing emotional maturity.

Daniel Goleman brought the idea of Emotional Intelligence to popularity, see for example Working with Emotional Intelligence (Goleman 1988); especially recommended as accessible UK introductions with resources for developing EQ are Emotional Intelligence for Rookies (Bacon and Dawson 2010) and Emotionally Intelligent Living (Geetu Bharwaney, 2007). The Grove booklet Ministering with Emotional Intelligence (Horsemann 2011) has some useful church-based case studies and the tiny Emotional Intelligence Pocketbook (Chapman 2001) is also helpful. For web resources see: http://www.cipd.co.uk/subjects/lrnanddev/selfdev/emotintel.htm, http://en.wikipedia.org/wiki/Emotional_intelligence and http://www.businessballs.com/eq.htm.

The Four Vs of Leadership: Vision, Values, Value added, Vitality (Shaw 2006) links personal development with the tasks of leadership.

2.3 Vocation and Strengths


Living Well (Hargrave 2010) is helpful for developing a personal rule-of-life and offers good suggestions and resources (see also www.elycathedral.org/worship/spirituality.html).

Despite the title, Authentic Happiness: Using the New Positive Psychology to Realise Your Potential for Lasting Fulfilment (Seligman 2003) is well worth reading from the founder of the Positive Psychology movement. Also good is Now Discover Your Strengths (Buckingham and Clifton 2002) which includes a code to use Gallup’s StrengthsFinder® (so don’t buy a used copy!). For other strengths-based/authentic happiness surveys see: www.authentichappiness.sas.upenn.edu/questionnaires.aspx. More recent, and from UK research psychologists, is The Strengths Book (Linley, Willars et al. 2010); see also www.cappeu.com and www.strengths2020.com. If you want more detail and lots of self-tests, the recently published Positive Psychology – Theory, Research and Applications (Hefferon and Boniwell 2011) is an accessible textbook for an MSc course from two leading UK
2 Spirituality

Based on Henri Nouwen’s writing, but compiled after his death, is the remarkable Spiritual Direction: Wisdom for the long walk of faith (Nouwen, Christensen et al. 2011).

A Spiritual Formation Workbook (Smith and Graybeal 1999) is a highly recommended Renovare resource (www.renovare.org) based on the work of Richard Foster to appreciate the diversity of spiritual traditions. A new online course is available at www.lyfe.org.uk. Also consider: www.Practicingourfaith.org and the ever popular John Ortberg at www.mppc.org and Rob Bell at www.marshill.org.


There are many who make contemporary connections between leadership and the Rule of St Benedict. For a brief introduction see the Grove Booklet: St Benedict for Today (Mills-Powell 2007). There are various modern translations of the rule, for example Saint Benedict's Rule (Barry 2004). St Benedict's Toolbox (Tomaine 2005), Doing Business with Benedict (Dollard, Marett-Crosby et al. 2002) and Saint Benedict on the Freeway: A Rule of Life for the 21st Century (Ware 2001) offer interesting contemporary applications of the rule. Joan Chittister (www.benetvision.org) and Esther De Waal are popular authors on Benedict. Further reading and resources can be found via www.osb.org and www.congregationalresources.org/finding-way-benedictine-practice-congregations

I only know of one book that makes leadership connections with Ignatian spirituality and highly recommend Heroic Leadership (Lowney 2003).

For an outline of an Ignation leadership course see:

And for a talk on Business Leadership in the Jesuit tradition, see www.shu.edu/catholic-mission/upload/Humility-Magis-and-Discernment.pdf.

2.5 Organising paper, time and priorities

The best books I’ve come across are: Getting Things Done: How to achieve stress-free productivity (Allen 2001) (see also the author’s website at: www.davidco.com) and Give Me Time (Mind Gym 2006).

2.6 Health and Well-Being in Ministry
Start with the Grove Booklets, Ministry Burnout (Read 2009), Spiritual Discipline & Leadership Formation (Porter 2005) and Finding Support in Ministry (Helm and Allin 2002) then look at Fit to Lead: Sustaining Effective Ministry in a Changing World (Edmondson 2002). From the US: Leading the Congregation: Caring for Yourself while Serving the People (Shawchuck and Heuser 1993); The Right Road - life choices for clergy (Halaas 2004); and Spiritual Wholeness for Clergy (Hands and Fehr 1993). Other UK resources include: At Ease with Stress (Nash 1988) and the, sadly out-of-print, Living with Stress: A Guide for Ministers and Church Leaders (Horsman 1989) whose author played a key role in the production of the excellent report Affirmation and Accountability (Society of Mary and Martha 2002), details at: www.sheldon.uk.com/documents/home/publications/affirmation.htm.

For a helpful treatment of Sabbath rest, try The Rest of God (Buchanan 2006).

The material on Positive Psychology (section 2.3) is very relevant to well-being. Psychological resilience is important for all leaders but especially those in pioneering situations. For an introduction see http://en.wikipedia.org/wiki/Psychological_resilience.

For a simple, research-based review on what helps us thrive, see Gallup’s Well Being (Rath and Harter 2010). The insights of the “Heart-math” approach offers a different approach to stress management and the link between physiology and emotions, see (Childre and Martin 1999) and www.heartmath.org.

3 Public Leadership

This section addresses the some of the key priorities in exercising public leadership. We exercise leadership to serve a particular purpose or mission and to do this we need the skills to understand and develop both people and organisations. This begins with our own capacity for reflective action.

3.1 Thinking, Learning and Using Questions

Chris Edmondson’s Leaders Learning to Listen (Edmondson 2010) is an excellent introduction.

For resources on the importance of using questions in effective leadership, see The Art of the Question: A Guide to Short-Term Question-Centered Therapy (Goldberg 1998) and the author’s website at www.inquiryinstitute.com. Leading with Questions (Marquardt 2005) is recommended. Also useful is: Clean Language (Sullivan and Rees 2008) and www.cleanlanguage.co.uk (although their claim to objectivity is perhaps overstated).

Time to Think (Kline 1999) is highly recommended. The Reflective Disciple (Walton 2009) is firmly related to Christian growth. Thought Leadership (Ryde 2007) examines different thinking processes and their relevance in various leadership contexts.

There is growing interest in the practice ‘mindfulness’ to increase engagement and reduce
stress. For a good introduction try The Mindful Workplace (Chaskalson 2011).

You might also like to explore issues of creativity with, for example, The Art of Possibility (Zander and Zander 2002) or The Creative Habit by choreographer Twyla Tharp (Tharp 2008).

3.2 Developing Other People

For resources on spiritual direction see: Holy Listening: The Art of Spiritual Direction (Guenther 1992), Spiritual Direction (Pickering 2008) and, for non-specialist parish clergy, Short-Term Spiritual Guidance (Bidwell 2004). Spiritual Direction is usually regarded as a one-to-one ministry, but can be done very effectively in a group, one of the few resources for this that I have come across is Group Spiritual Direction (Dougherty 1995).

Good books on coaching include Coaching Skills (Rogers 2004) and Techniques for Coaching and Mentoring (Megginson and Clutterbuck 2005). For a specifically Christian approach see the Grove booklet Coaching in the Church (Snow and Thomas 2008) and A Generous Presence: Spiritual Leadership and the Art of Coaching (Melander 2006). For mentoring in the Christian context see: Mentoring: The Promise of Relational Leadership (Wright 2004) and Mentoring Leaders (Pue 2005). Leading from the Inside Out offers a coaching model of leadership (Bianco-Mathis, Nabors et al. 2002). Reverse Mentoring: How Young Leaders Can Transform the Church and Why We Should Let Them (Creps 2008) offers a different perspective.

Two excellent reference works are Coaching, Mentoring and Organizational Consultancy: Supervision and Development (Hawkins and Smith 2006) and Facilitating Reflective Learning Through Mentoring and Coaching (Brockbank and McGill 2006).

For a good booklet on curate supervision, see Supervising a Curate (Simpson 2011). For a more comprehensive treatment see Pastoral Supervision (Leach and Paterson 2010).

Two of the best books on adult education are (from the US) Learning to Listen, Learning to Teach (Vella 2002) and (from the UK) Adults Learning (Rogers 2007). Also good is A Handbook of Reflective and Experiential Learning (Moon 2004). The more recent Adult Teaching and Learning (Cross 2009) includes useful material on virtual learning and assessment.

Work-Based Learning: Bridging Knowledge and Action in the Workplace (Raelin 2008) is a comprehensive reference work offering processes to improve the application of learning in the workplace.

3.3 Psychology and Family Systems

The two books from the Cambridge University Psychology and Religion Research Group are highly recommended: Psychology for Christian Ministry (Watts, Nye et al. 2002) and The Human Face of the Church (Savage and Boyd-MacMillan 2007). See also the
Positive Psychology material in section 2.3.

The Psychology of Executive Coaching (Peltier 2010) covers a huge variety of psychological, coaching and leadership topics with authority and clarity.

The application of family systems theory to congregational life is well worth examining. A simple introduction is provided in How Your Church Family Works (Steinke 2006) also recommended is Creating a Healthier Church (Richardson 1996). Friedman’s Generation to Generation (Friedman 1985) and A Failure of Nerve (Friedman 1999) provide resources for further study. The systems approach also provides insights into avoiding and dealing with conflict, for example Never Call Them Jerks (Boers 1999).

3.4 Teams, Collaborative Ministry and Second Chair Leadership

Leading Teams (Harvard Business School 2006) offers a quick introduction. The classic text is The Wisdom of Teams (Katzenbach and Smith 1992). When Teams Work Best (LaFasto and Larson 2001) is recommended as is the less easily available The Performance Factor (MacMillan 2001).

Every-Person Ministry (Morgan 2011) is very good and accessible for congregational use. For a comprehensive view of collaborative ministry, see Theological Foundations for Collaborative Ministry (Pickard 2009). At a more popular level is Skills for Collaborative Ministry (Nash, Pimlott et al. 2008). Don't Step on the Rope: Reflections on Leadership, Relationships and Teamwork (Wright 2005) offers some great reflections based on the metaphor of mountaineering.

Highly recommended is The Five Dysfunctions of a Team (Lencioni 2002) and the very practical Meetings That Work: A Practical Guide to Teamworking in Groups (Widdicombe 2000).

The best introduction to leading when you are not in charge is Leading from the Second Chair (Bonem and Patterson 2005) although its principles need to be translated from US mega-church culture. A good book on influencing skills is: Getting it Done: How to lead when you’re not in charge (Fisher and Sharp 1998). For working with assistant clergy see Supporting New Ministers in the Local Church (Lamdin and Tilley 2007).

For a very different affirmation of the value of collaboration from a choreographer, see The Collaborative Habit (Tharp 2009).

3.5 Power and Conflict

There are excellent courses and resources on conflict and mediation available through Bridge Builders: www.bbministries.org.uk including a series of helpful articles at www.bbministries.org.uk/articles - note especially the excellent chapter by Alastair McKay that is also included in How to Become a Creative Church Leader (Nelson 2008). Another member of the team wrote the Grove Booklet How to Learn Through Conflict.


There are fewer resources exploring power in the church, the Grove booklet Understanding and Using Power is a very good introduction (Preecee 2011) then if you want more substance try Power (Greenwood and Burgess 2005) or Power and Christian Theology (Sykes 2006).

### 3.6 Decision Making, Change and Innovation

The Heifetz material on adaptive change is very relevant here (Heifetz, Grashow et al. 2009): there is no point in trying to solve an adaptive problem with a technical solution. The idea of “wicked” and “tame” problems is similar, see http://en.wikipedia.org/wiki/Wicked_problem and www.informalnetworks.co.uk/Wicked_problems_and_the_role_of_leadership.pdf for a paper based on Keith Grint’s research.

If you don’t think you need to change, read Always Change a Winning Team (Robertson 2005). A great introduction to implementing change is the Managing Change Pocketbook (Russell-Jones 2003). After this see Making Sense of Change Management (Cameron and Green 2004) and also Managing Transitions: Making the Most of Change (Bridges 2009) for the important distinction between external change and internal transition. For an introduction to transition psychology see www.eoslifework.co.uk/transmgt1.htm. Also useful is Changing Minds – The Art and Science of Changing our Own and Other People’s minds (Gardner 2006).

The use of Appreciative Inquiry is especially commended – Memories, Hopes and Conversations (Branson 2004) is the classic book for the use of AI in churches. For a church-based starter see: http://www.congregationalresources.org/resources/appreciative-inquiry which has an introduction to the book and also points to an interesting article by Paul Chaffee: Claiming the Light:

Appreciative Inquiry and Congregational Transformation. There is a secular/commercial route into AI through http://appreciativeinquiry.case.edu/ and

For an easy read on change in the church see the Grove booklet Leading Change in the Church (and Involving Everyone in the Process) (Snow 2009) or The Challenge of Change (Potter 2009). From the Alban Institute: Leading Change in the Congregation (Rendle 1998). Brilliant Decision Making (Steinhouse 2010) offers an accessible introduction that has relevance to both change and coaching. For web resources see: www.businessballs.com/changemanagement.htm and www.teamtechnology.co.uk/changemanagement.html.

3.7 Organisational Culture and Learning, Consultancy and Facilitation

For an excellent introduction see: Organizational Culture and Leadership (Schein 2004). Images of Organizations (Morgan 2006) is a lengthy (but not-to-be-missed) exploration of organisational metaphors.

The best UK resource for church consultancy is now Consultancy Skills for Mission and Ministry (Dadswell 2011) which builds on and largely supersedes Consultancy, Ministry and Mission (Lovell 2000). The Skilled Facilitator (Schwarz 2002) is an excellent (but expensive) resource.

Peter Senge proposed the idea of learning organisations, The Dance of Change (Senge and al 1999) is a good resource for organisational change and Organization Development (Gallos 2006) provides an extraordinary variety of articles on ideas and processes for learning and change. The Learning Congregation (Hawkins 1997) is a US book that applies Senge’s ideas to a local congregation. Also for congregational leadership Churches, Cultures and Leadership (Branson and Martinez 2011) is well worth studying.

Participative Processes (Pimlott 2009) is a great booklet that introduces a variety of processes for use in church planning and decision making. For more detail see Creating the Future Together (Mead and Alban 2008). Everett Roger’s material on how new ideas are adopted over time is important, his book is Diffusion of Innovations (Rogers 1995) and there is a good article at http://en.wikipedia.org/wiki/Diffusion_of_innovations.

Leading Through Collaboration (Glasser 2005) is a helpful resource for problem solving where there are divergent views. For a different approach see The Leader's Guide to Storytelling: Mastering the Art and Discipline of Business Narrative (Denning 2005).

3.8 Leadership for Mission and Church Health

From the UK, I recommend Resourcing Mission: Practical Theology for Changing Churches (Cameron 2010), The Provocative Church (Tomlin 2002) and Resourcing Renewal - Shaping Churches for the Emerging Future (Atkins 2007). Mission-shaped Questions (Croft 2008) has several stimulating essays on some key mission issues for UK church leaders.
For US theological and leadership resources to develop a contextual, missional church see especially books by Craig Van Gelder and Alan Roxburgh, for example: Missional Map-Making: Skills for Leading in Times of Transition (Roxburgh 2010), The Missional Church in Context (Van Gelder 2007), The Ministry of the Missional Church (Van Gelder 2007), and The Missional Leader: Equipping Your Church to Reach a Changing World (Roxburgh and Romanuk 2006). Also recommended is Organic Community (Myers 2007).

We Are Here Now (Keifert 2006) describes a missional process for local churches developed in the US but being adapted by some in the UK. From the UK comes How to develop your local church (Impey 2011) – this has much excellent material if not read in isolation but is sadly defective in how evangelism is treated, should say more about organisational culture and sadly misses the valuable role that Appreciative Inquiry can play. From the Alban Institute, consider Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations (Rendle and Mann 2003).

Continuing to stand the test of time is the remarkable story of cross-cultural mission among the Masai - Christianity Rediscovered (Donovan 1982).


The Building on History project, subtitled Engaging with the Past to Shape the Future, has been successfully used in the Diocese of London, see www.open.ac.uk/buildingonhistory. Tearfund co-sponsors the Inside Out and Discovery processes to help churches engage with their communities, see www.communitymission.org.uk.

### 3.9 Local Church and Anglican Leadership

Start with How to Survive and Thrive as a Church Leader (Cuthbert 2006); Leading a Local Church (Gledhill 2003); and Your Church and the Law: A Simple Explanation and Guide (Parrott 2011). Various policies and guidelines for Anglican Clergy are at www.cofe.anglican.org/lifeevents/ministry/workofmindiv/dracsc/.

There is not a great deal written about episcopal leadership. There is some very good material in The State of the Church and the Church of the State (Turnbull and McFadyen 2012) which also offers a strong defence of establishment and the purpose of the Church of England – not everyone will agree but this is a must read for Anglican leaders. Another contribution, but not without its critics, is Leadership and Oversight (Grundy 2011).

Managing Without Profit (Hudon 2009) is an excellent and comprehensive resource from the third sector for all who have a governance role in churches and charities. Make sure you access the latest, 3rd edition. Further resources are at www.compasspartnership.co.uk.
Finally, for those involved in appointment processes, don’t miss How to Make Great Appointments in the Church (Pedrick and Blanch 2011).

### 3.10 Ethics

Although not specifically about leadership skills, the issue of moral and ethical action in today’s world is an important concern for all church leaders. Tom Wright’s book on Virtue Reborn (Wright 2010), Richard Burridge’s Imitating Jesus (Burridge 2007) and Allen Verhey on Remembering Jesus (Verhey 2002) demonstrate slightly different ways of doing ethics in a Christian context.


### Bibliography

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Hawkins, P. and N. Smith (2006). Coaching, Mentoring and Organizational Consultancy:
Supervision and Development. Maidenhead, Open University Press.
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Harvard Business Press.


Oswald, R. M. and O. Kroeger (1988). Personality Type and Religious Leadership, Alban


Here are some further resources you may find helpful:

**Theology & New Testament**

- David Ford, Theology, a very short introduction, OUP, 1999.
- John MacQuarrie, Principles of Christian Theology
- Rupert Shortt, Rowan Williams, An Introduction, DLT 2003
- Dietrich Bonhoeffer, The Cost of Discipleship, SCM Press
- Daniel W. Hardy, Finding the Church, SCM Press, 2001

**Wisdom**

- Rowan Williams, Open to Judgement, DLT, 1996
- Daniel Goleman, Emotional Intelligence, Bloomsbury.
Perspectives on Leadership

- Rowan Williams, Silence and Honey Cakes, the wisdom of the desert, Lion Publishing, 2003


Spirituality

- Esther de Waal, A Life-giving Way

Personal Learning & Learning Communities

- Parker J. Palmer, To Know as We are Known, Harper, San Francisco
- Peter M. Senge, The Fifth Discipline, the Art & Practice of the Learning Organisation, Century
Obedient Listening

- Rob Mackintosh, The Rule of St Benedict. Nine Disciplines for Effective Leadership, an introduction printed by The Leadership Institute, 2002

Conversion of Life

- Francis Dewar, Called or Collared?, An alternative approach to vocation. SPCK, 1991.
- Viktor Frankl, Man’s Search for Meaning, Simon & Schuster, 1984
- Parker J. Palmer, Let Your Life Speak,
- Henry J. Nouwen, The Return of the Prodigal Son, DLT

Stability

- Stephen R. Covey, A.R. Merrill, R.R Merrill, First Things First , Simon & Schuster, 1994
Web Articles

- **Leadership Journal** The web version of the hardcopy. US churches of Protestant persuasion. (which includes the Episcopal Church). Some excellent and thought-provoking articles. Good and useful index by topic.
- **Alban Institute** The major inter-denominational consulting, research and publishing organisation in the United States. Booklist particularly useful.
- **Pastoral Leadership Resources**
- **Drucker Foundation Leader to Leader Readings** A site with high-quality writers on leadership covering a wide range of topics
- **Jim Collins**
- **Covey Resource Library** Useful summaries and articles on the Franklin-Covey books and materials
- **Henri Nouwen Literary Centre**