



## LEARNING COHORT

# Leadership and Management Classics for Evolving Leaders

This cohort will gather via Zoom for four 75-minute sessions. Readings will be provided to registrants as PDFs. Attendees will need to spend approximately 90 minutes reading/ reflecting prior to each session.

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### Thursday, March 2 | What Leaders Really Do | John Terrill

There are many misconceptions about what effective leaders and managers actually do. Do leaders and managers serve in competing or complementary roles? How does the biblical concept of Servant Leadership fit into our working paradigm/s? In this session, you will gain greater self-awareness and learn principles you can daily practice.

#### Readings

- Abraham Zaleznik, "Managers and Leaders: Are They Different?" Originally published in 1977. Reprinted by *Harvard Business Review*, March-April, 1992.
- John P. Kotter, "What Leaders Really Do," *Harvard Business Review*, December 2001.
- Select passages from the Bible.

### Thursday, March 9 | The Purpose of Business Debate | Will Messenger and Leah Archibald

Is there a distinctly biblical view of the purpose of business? If so, is it compatible with modern business practice and law? Can Christians, in good conscience, participate in ordinary business enterprises? Or should we seek to engage in alternative structures of business? Come prepared for a lively debate based on the assigned readings. You will be asked to take a position right from the start but given the freedom to change your mind as the debate rolls on.

#### Readings

- Milton Friedman, "The Social Responsibility of Business is to Increase Its Profits," *New York Times Magazine*, Sept. 13, 1970.
- Excerpts from Pope John Paul, II, "Laborem Exercens (On Human Work)," September 14, 1981.
- Excerpts from Jeff Van Duzer, *Why Business Matters to God (And What Still Needs to Be Fixed)*, InterVarsity Press, 2010.

## **Thursday, March 16 | Managing Conflict Creatively | Will Messenger and Leah Archibald**

All workplaces experience conflict. Shows like "The Office" make light of office conflict, but most of us experience conflict negatively. Even so, conflict is essential for breaking out of outmoded patterns, addressing unknown challenges, reforming maladaptive systems, and spurring new ideas. The key is not to avoid conflict, but to manage it fairly, effectively, and creatively. During this session, we'll explore creative conflict resolution and practice a process taught by Jesus that is highly effective in both religious and secular organizations.

### Readings

- "Conflict Readings #2" from the Business Leadership & Spirituality Network, containing annotated excerpts from "Leadership on the Line" by Ronald A. Heifetz and Martin Linsky.
- Conflict Resolution Process by David McCue.
- Matthew 18:15-17 (not attached--participants should read in their own Bibles).

## **Thursday, March 23 | The Value Chain and the Invisible Hand | John Terrill**

The "Invisible Hand" was first referenced by Adam Smith in his classic work, *The Wealth of Nations* (1776), referring to how unseen forces can efficiently and munificently shape the free market. Classic Libertarian thought has upheld the idea that governments should restrict their influence on free markets. Leonard E. Read made that case in his classic 1958 essay, "I, Pencil." But, as we will examine in this session, the benevolence of the "Invisible Hand" may not be enough to ensure Godly principles operate in the marketplace. In this session we'll explore whose "hands" we work under, given competing values in today's global marketplace.

### Readings

- Leonard Reed, "I, Pencil." First Published in *The Freeman*, 1958. Reprinted by the Foundation of Economic Education, March 2019.
- (In dialogue with Reed article) John Terrill, "What Does Neighborliness Have to Do with the Supply Chain?" *Common Good Magazine*, November 4, 2022.