

Change Management for Faith Leaders MIN 8704

HJ International Graduate School for Peace and Public Leadership

Faculty: Demetrius Carolina, Ed.D.

demetriuscarolina@gmail.com

d.carolina@HJI.edu

Spring 2026

January 28- May 13, 2026

Course description:

This 3 credit course introduces a comprehensive, practical approach to change management for faith leaders. Today faith leaders are often required to make drastic, rapid changes in response to cultural shifts, sudden compelling needs, decreasing revenues and increased pressure for results. Change management is an ordered approach to transitioning from a current state that requires adjustment to reach a desired alternative future. We will focus on unlocking individual and or faith communities' potential through learning to identify and overcome resistance to change in our faith communities and ourselves. Key concepts will be illustrated and applied via case studies, reviewing Barna studies and by way of personal experience.

Course Rationale:

This course is part of the Peace and Justice Concentration in the D.Min. Program. An understanding of management, particularly of an organization's human resources, leadership principles and organizational behavior is increasingly seen as essential for anyone leading a non-profit organization, including religious organizations. This course will be practical, not just theoretical, and allow students to draw from experiences as well as real case studies. Learning Team activities will be strongly emphasized during the intensive. The role of the instructor will be to guide the learning teams rather than lecture. Pre-work will be composed of an assignment to reflect on an experience as a participant observer at a community based learning site based on the assigned readings.

Course Objectives:

Upon successful completion of this course, you are expected to: be able to:

- Identify the key dynamics in change management
- Diagnose your personal immunity to change
- Develop a plan for overcoming your resistance to change
- Diagnose the collective immunity to change in your organization
- Develop a leadership strategy for building an organizational culture that allows people to constantly and consistently improve and develop

Preparation Assignment

Read Part I and Part II of the text and **write an academic reflection journal** to highlight the insights and reflections focusing on your personal approaches to change and how your organization responds to the need for change. Take time to identify your insights, realizations or reactions to the key philosophical concepts in the text. You should include a review of the key concepts; however, this is not a book review.

Focus your personal academic reflection on the content of the readings and your self-discoveries that resulted from your comprehension of the material. Look at the content as it relates to your goals in this class, does the material stimulate you? Is it valid, reliable, and meaningful? How does the material relate to the overall D.Min Program and your research project? What was your reaction to the authors' research and findings? Is your response based on your own experience, research, knowledge, values, or beliefs? Did you have any emotional reactions to the material, e.g. warmth, anger, hurt, appreciation or other? Why? **Make sure to include indirect quotes from the reading with proper APA in text citation formatting.**

The completed assignment should be submitted electronically to d.carolina@HJI.edu demetriuscarolina@gmail.com **prior to the beginning classroom program on January 28, 2026.**

Schedule

Day 1	Hidden Dynamics in the Challenge for Change
Day 2	Overcoming Immunity to Change in Organizations, Individuals and Teams
Day 3	Diagnosing and Overcoming Immunities to Change in Yourself and Your Organization
Day 4	Overcoming Your Own Immunity to Change
Day 5	Surfacing Your Collective Immunity to Change
Day 6	Overcoming plan: ministry and individual
Day 7	Organizational growth and change
Day 8	Step to implementing organizationally change strategy
Day 9	Identifying meaningful strategies for addressing weaknesses of leadership
Day 10	Winning support from others and building strengthen from within and without
Day 11	Presentation drafting and discussion
Day 12	Building accountability, creditability and measurements for reaching targets

Day 13 Presentation of change strategy individual and organizational

Day 14 Presentation of change strategy Individual and org. leadership strategy

Day 15 Presentation of change strategy Individual and org. leadership strategy

GRADING*

A letter grade will be assigned based on:

Grades are recorded by letter, and are understood as follows:

A Excellent

B Good

C Acceptable

D Acceptable, but below expectations

F Failure

In computing the cumulative grade point average (G.P.A.) the following quality point scale is used:

A 4.00	A- 3.67	B+ 3.33
B 3.00	B- 2.67	C+ 2.33
C 2.00	C- 1.67	D+ 1.33
D 1.00	D- 0.67	F 0.00

Incompletes are given only when there are compelling medical or personal reasons.

*See college catalog for a detailed grading policy.

Academic Integrity

It is the college policy that “Each student’s work shall be the product of his or her own effort. Plagiarism and other acts of academic dishonesty are serious violations of academic integrity. The penalty for a violation of this nature is suspension or dismissal.”

Students will receive an “F” grade for plagiarism or academic dishonesty. What constitutes plagiarism and how to avoid it will be explained at the first class meeting. Paraphrasing, citation, quotation, and other writing methods of writing will be introduced. Incident of plagiarism or other dishonesty will be reported to Academic Dean and penalized according to the HJI policy. Add AI policy under Academic Integrity.

(AI) tools like ChatGPT in assignments is permitted only with prior permission of the instructor. If the instructor permits students to use AI for research, students should know that it may give false results and its facts need to be checked and verified. Any passages generated by AI must be given proper citation, just as for citing other authors’ works. In addition, students must append a

paragraph at the end of their work explaining how and why they used ChatGPT, which includes what prompts were used and what measures were taken to verify its accuracy.

Students may not use AI to produce the content for an assignment. If an AI tool is used without obtaining prior permission and/or without providing the required citation or explanation, it will be treated as plagiarism. Faculty reserve the right to use plagiarism detection software, such as Turnitin, to find instances of AI-generated writing, as well as plagiarism from other sources, in student assignments.

Netiquette statement

When posting online, you need to follow the same ethical standards and laws as you would in face-to-face communications. Your language should be respectful of faculty members and fellow students. Do not post private or confidential information about anyone, and do not provide personal information that could put yourself at risk. The Seminarie's LMS has robust security measures to protect communication between teacher and student. Yet please be aware that anything that you post in discussions and groups in which other students participate can be retrieved by others and copied.

Do not download and share course materials without permission of the instructor, as this may violate copyright. HJI reserves the right to delete postings on HJI maintained sites that are considered insensitive, harassing or illegal. Language that is illegal, obscene, defamatory, threatening, infringing of intellectual property rights, invasive of privacy, profane, libelous, threatening, harassing abusive, hateful or embarrassing to any person or entity, or otherwise, is a violation of the Student Code. Coursework

The format of the course is group work organized around the analysis of case studies in change management. At the end of each class time will be given to write a reflection on your learning experience and relate how you are progressing towards the fulfillment of the learning objectives for the course. On the last day of class reflect on the learning experience of the entire week and give an evaluation of the level of accomplish that you achieved towards fulfillment of the learning objectives.

Course Assignment

Complete your personal and organization plans for overcoming the immunity to change in your ministry as well as in your personal life using the charts provided in the textbook. Develop an essay that further details the contents in each section. This assignment is due two weeks from the end of class.

Required text:

Max, John, C., The 360 Leader: Developing Your Influence from Anywhere in the Organization, HarperCollins Leadership, an imprint of HarperCollins, 2005, 2011 USA: ISBN:

978-1-4002-0359-8 (TP) Available on Amazon.com for 12.49 as of January 12, 2024

McIntosh, I., Gary and Rima, D., Samuel, Overcoming The Dark Side Of Leadership: How to Become an Effective Leader by Confronting Potential Failures, Revised Edition, Grand Rapids, Michigan: BakerBooks, 2007 ISBN: 978-0-8010-6835-5 (pbk.) Available on Amazon.com for 9.79 as of January 12, 2024

Review <https://www.barna.com/stateofthechurch/>. <https://www.barna.com/research/> as of January 1, 2024

Suggested text:

Adler, Nancy J., *International Dimensions of Organizational Behavior*, 4th ed., Mason, OH: Thomson/South-Western, 2002 [3rd ed. is OK] ISBN: 0324057865. \$20
Kreitner, Robert, and Angelo Kinicki, *Organizational Behavior*, 7th ed., New York: McGraw-Hill/Irwin, 2007 (replacement for Gibson) ISBN: 0073224359 \$15
Ivanevich, John M., *Human Resource Management*, 10th ed., New York: McGraw-Hill/Irwin, 2004 ISBN: 0073137111 \$10
Street, Mara D. and Vera L. Street, eds., *Taking Sides: Clashing Views in Management*, 2nd ed., New York: McGraw-Hill, 2007 [1st edition is OK] ISBN: 0073527211 \$20

Bibliography

Baghai, M., & Quigley, J. H. (2011). *As one: Individual action, collective power*. London, England: Portfolio/Penguin.

Brothers, J., & Sherman, A. (2012). *Building nonprofit capacity: A guide to managing change through organizational lifecycles*. San Francisco, CA: Jossey-Bass.

Cameron, E., & Green, M. (2012). *Making sense of change management: A complete guide to the models, tools, and techniques of organizational change* (3rd ed.). London, England: Kogan Page.

Clark, T. R. (2008). *Epic change: How to lead change in the global age*. San Francisco, CA: Jossey-Bass.

Clausewitz, C. v., Ghyczy, T. v., Oetinger, B. v., & Bassford, C. (2001). *Clausewitz on strategy: Inspiration and insight from a master strategist*. New York, NY: Wiley.

Denison, D. R. (2012). *Leading culture change in global organizations: Aligning culture and strategy*. San Francisco, CA: Jossey-Bass.

Duggan, W. (2013). *Creative strategy: A guide for innovation*. New York, NY: Columbia Business School Pub.

Fried, J., & Hansson, D. H. (2010). *Rework*. New York, NY: Crown Business.

George, B. (2003). *Authentic leadership: Rediscovering the secrets to creating lasting value*. San Francisco, CA: Jossey-Bass.

George, B., & Craig, N. (2008). *Finding your true north a personal guide*. San Francisco, CA: Jossey-Bass.

George, B., & Baker, D. (2011). *True north groups a powerful path to personal and leadership development*. San Francisco, CA: Berrett-Koehler Publishers.

HBR's 10 must reads on change management. (2011). Boston, MA: Harvard Business Review Press.

Hawken, P. (2008). *Blessed unrest: How the largest social movement in history is restoring grace, justice, and beauty to the world*. New York, NY: Penguin Books.

Hiatt, J., & Creasey, T. J. (2003). *Change management: The people side of change*. Loveland, CO: Prosci Research.

Hiatt, J. (2006). ADKAR: A model for change in business, government, and our community. Loveland, CO: Prosci Learning Center Publications.

Kotter, J. P. (2012). Leading change. Boston, MA: Harvard Business Review Press.

Samuels, J. (2005). Removing unfreedoms: Citizens as agents of change in urban development. London, England: ITDG.

Whitelaw, G., & Wetzig, B. (2008). Move to greatness focusing the four essential energies of a whole and balanced leader. Boston, MA: Nicholas Brealey International.

MIN8704 Holistic Rubric for Course Learning Outcomes

Outcome	Novice	Approaching	Proficient	Advanced	Score
Identify the key dynamics in change management	Acquires knowledge about the basic components of change management.	Familiar with the different stages of change management	Ready command of the dynamics of managing for change	Understands how to approach change management systemically in organization and on an individual basis.	
Diagnose your personal immunity to change	A beginner at understanding one's personal resistance to change.	Familiar with the dynamics of personal immunity to change	Capable of diagnosing one's personal immunity to change	Deep insight and self-awareness about one's personal resistance to change	
Develop a plan for overcoming your resistance to change	Understands the basic concept of developing a personal development plan	Familiar with the dynamics of personal development plans	Ready command of strategies to address personal resistance to change	Thoughtful and thorough insights into how to build and execute a personal development plan for change	
Diagnose the collective immunity to change in your organization	A beginner at diagnosing collective immunity to change	Understands the issues in collective immunity to change	Proficient with the issues in collective resistance to change	Comprehends how to facilitate a holistic approach to collective immunity to change	
Develop a leadership strategy for building an	Aware of leadership strategies that can facilitate	Gains basic knowledge of how leadership	Understands organizational development strategies that	Comprehends how to create a strategic approach to	

organizational culture that allows people to improve and develop	individuals to deal with change	strategies can create a culture that fosters acceptance of change	cultivates personal capacity to deal with change	bridge organizational culture and personal development to address change management	
--	---------------------------------	---	--	---	--