



**A Winning Combination!**

**Leadership**

**Skills and Formation**

**for**

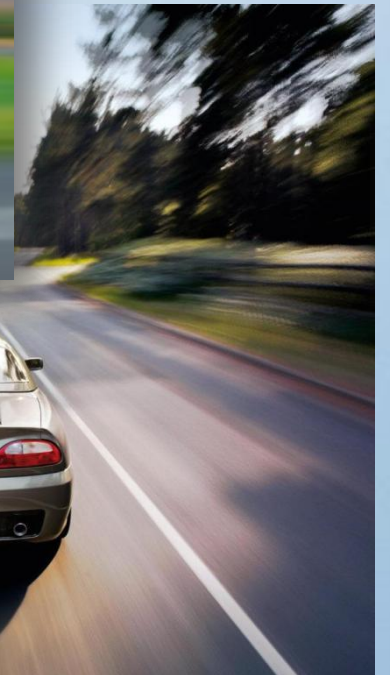
**Catholic School Leaders**

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Organizations can be chaotic with **ineffective** leadership



Organizations run more smoothly with **effective**  
leadership



Skills Alone  $\neq$  Leadership

Formation Alone  $\neq$  Leadership

Skills + Formation  $=$  Leadership for Successful  
Catholic Schools

"Just as your car runs more smoothly and requires less energy to go faster and farther when the wheels are in perfect alignment, you perform better when your thoughts, feelings, emotions, goals, and values are in balance."

Brian Tracy



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# Leadership Skills & Change

# The Challenge of Leadership

- In order for schools to thrive in the 21<sup>st</sup> century and successfully address the National Standards and Benchmarks for Effective Catholic Elementary Schools and Secondary Schools... change may be required
- Change requires leadership skills



# Definition of Leadership

- Hersey, Blanchard, & Johnson (2013) suggest that leadership is something that occurs whenever one person attempts to influence the behavior of an individual or group, regardless of the reason
- The same authors indicate that management implies effort directed at accomplishing organizational goals

# Leadership Theories

- Trait Theories
- Contingency Theories
- Transactional Theories
- Transformative Theories



# Leadership & Change

- Important task for most leaders is to be able to facilitate organizational change
- Typically the status quo is not good enough
- Continuous improvement coupled with high accountability have become the way of doing business today

In order to successfully lead change there are several factors that need to be taken into consideration.

# Leading Change

Douglas B. Reeves (2009) suggests that to lead change you need to consider four things:

- Create conditions for change
- Plan for change
- Implement change
- Sustain change



# Conditions for Change

According to Ely (1990) there need to be proper conditions for change to occur:

- Dissatisfaction with status quo
- Sufficient knowledge and skills
- Availability of resources
- Availability of time



# Conditions for Change

- Reward or incentives
- Participation
- Commitment
- Leadership
- Leadership must consider all of these factors!

# Fullan and Change

Fullan (2013) suggests that there are 6 secrets for successful change:

1. Love your employees
2. Connect peers with purpose
3. Build capacity
4. Learning is the work
5. Transparency
6. Systems can learn



# Key Lessons

Fullan (1993) also indicates that there are several lessons to be learned from change:

- You can't mandate what matters
- Change is a journey
- Problems are our friends
- Vision and strategic planning come later
- Individualism and collectivism must have equal power

# Key Lessons

More lessons to be learned from change...

- Neither centralization nor decentralization works in isolation ... need both
- Must connect with the wider environment
- Every person is and must be a change agent

# One Approach to Change

- Initiation
- Implementation
- Institutionalization



# Don't Forget!

- Change causes people to feel needy
- Change creates confusion
- Change creates conflict
- Change creates a sense of loss

# Final Thoughts

- Relationships
- Implementation Dip
- Keep Plans Simple
- Behavior Before Belief





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# A quick look back...

- Catholic schools founded on faith of men and women spiritually formed and living in religious community - vowed religious
- Increasingly in the hands of lay persons who reflect a wide variety of backgrounds and experiences
  - motivation
  - satisfaction
  - efficacy
- Important that Catholic school leaders develop minds and hearts that reflect the ultimate purpose of Catholic schools

“Too much attention is paid to the skills of a teacher and not enough to forming the heart of the Christian school teacher.”

Blessed William Joseph Chaminade, 1824



“The preparation and ongoing formation of administrators and teachers is vital if our schools are to remain truly Catholic in all aspects of school life... the formation of personnel will allow the Gospel message and the living presence of Jesus to permeate the entire life of the school community.”

United States Conference of Catholic Bishops, 2005

# Challenges of Catholic School Leadership

- Governance and Finance
- Academic Excellence
- Catholic Identity
- Student Support
- Leadership and Professional Development

In the Catholic school, we are talking about those who successfully exhibit **3 essential leadership dimensions:**

- Spiritual Leadership
- Educational Leadership
- Organizational Leadership

# Considerations for Adult Learning

- Voluntary
- Respect adult experiences
- Lifelong
- Personal
- Self-directed



# An Integrated Approach

## *Professional Development for Catholic School Leaders*

- Strengthen knowledge and skills in spiritual, academic, and organizational leadership areas
- Engage in ongoing spiritual formation as part of a vibrant community
- Create an organic process that:
  - Blends spiritual/personal formation with skills development
  - Invites and encourages ongoing feedback from participants



Professional Development for  
Catholic School Educators

# At the heart...

- St. Remy, France, 1824
- First Marianist Normal School for Professional Development of Christian educators
- Forming the heart of the Catholic school teacher
- “this undertaking is the one closest to my heart and generally interests me the most”

Blessed William Joseph Chaminade, 1824

# Guiding Notions

- Ongoing personal, spiritual growth
- Ongoing professional growth
- Job-embeddedness
- Leadership training for all
- Practical
- Responsive to the needs of participants
- Flexible design





# Themes: 2013-2016

- 2013-2014** Spiritual Leadership and Faith Formation
- 2014-2015** Instructional Leadership and Faith Formation
- 2015-2016** Organizational Leadership and Faith Formation

# Initiative Design

- Team: principal, aspiring principal, teacher leader
- One year commitment
- Option to renew



# Major Components

- Pilgrimage/Retreat – 2 ½ days
- Class/Cohort Days – 5 full days
- Faith Formation
- School Team Meetings – 1-2 per month
- School Project
- Mid-year Retreat - optional



# Benefits

- Collaborating to be part of something greater
- 3 graduate credits or C.E.U.s
- Working in learning teams
- Skills and formation development
- Substitute teacher pay
- Aligned with National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools



# Benefits

- Individual spiritual formation
- Creation of a learning community
- Increased energy and enthusiasm
- School-wide project
- Leadership development
- Mini grants for school project
- Stipend, funds permitting
- Students are the ultimate beneficiaries



“If you can become the leader you ought to be on the inside, you will become the leader you want to be on the outside. People will want to follow you. And when that happens, you’ll be able to tackle anything in this world”

John C. Maxwell



Be the change  
you wish to see  
in the world

Gandhi

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**Great leadership occurs  
with a  
combination of  
skills and formation !**



**Your Questions &  
Comments...**



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