



CAPACITY DEVELOPMENT PROGRAMME

PROGRAMME DEVELOPMENT ACTIVITY

WEDNESDAY 24 JUNE 2020

“GENERATING A SUMMARY STRATEGY”

INTRODUCTION

This note is a summary of the second Programme Development Activity of the Capacity Development Programme, held online on 24 June. It was attended by 40 participants as well as facilitators. These included five from Caplor Horizons, the not-for-profit specialists in organizational effectiveness who are supporting the programme.

The core of the meeting was work by eight groups on key components of a “Strategy On A Page”, a summary strategy for collaboration across the Lasallian network. The full output from each group in the original languages of English, French and Spanish is recorded separately. This paper presents a sample of key points from each group.

This summary avoids repeating what was learned from previous sessions and focuses on what was new on 24 June. The outputs from this meeting and previous meetings provide confidence that a strategy for collaboration can be articulated. Furthermore, information emerging from the parallel individual conversations is consistent and will add extra value to the process. The facilitators deeply appreciate the excellent levels of engagement in the meetings and are delighted to be involved.

The Lasallian Story (Whale group)

The group identified further parts of the Lasallian story that illustrate the tradition of collaboration and its importance. Examples such as the following add to the work of previous meetings:

- At the International Women’s Symposium in 2016, Lasallians across the world collaborated on project to address one issue that was raised at Symposium. The issue was that of the provision of sanitary products for girls in PNG, Kenya, Haiti and South Africa.
- Lasallian twinning of Christian and non-Christian projects provides great opportunities for learning exchanges and collaboration.

Envisaged Future for the Network in 2022 (Lighthouse group)

In addition to the ideas from previous meetings, the group suggested that by 2022 successful collaboration might include the following:

1. Innovative, visionary, courageous and realistic leadership capable of bringing radical changes such as the streamlining of procedures, authorizations and protocols which slow down the functioning of Lasallian family structures in the face of emergencies.
2. Being ready to give up something at a personal or organizational level for the achievement of a common goal.

3. Enhancing communications, making information flow and enabling all members of the network to access information easily, for example on digital platforms.

Values (Dancers group)

The values previously identified as Faith, Service and Community were extended under the labels Faith, Service and Fraternity. Added points included:

- Service is the purpose.
- Fraternity is the form that distinguishes us, but it needs to be extended to be more inclusive, not just among Brothers.
- Solidarity and commitment are further essential values, seeking to do everything with our best effort.

Beliefs (Dancers group)

Beliefs in solidarity and social justice echoed those identified in previous meetings, respecting all communities and arguing against discrimination. Further beliefs included:

- Living in the present, concentrating and enjoying an activity so as not to stay on the surface.
- Bringing hope and valuing sustainability.

Vision (Compass group)

What underlies the vision is La Salle's mission, and the proposed future vision is: Go forth and meet the other. Moving from a community of persons to a community of peoples, in which we collaborate in solidarity towards the creation of a more just world, through responses that emerge from a continuous and critical reading of reality.

Mission (Compass group)

The proposed mission is to generate a true network that collaborates more effectively and more efficiently. Based on the Lasallian original values, today it is glocal (global + local), transcending borders and feeling that we are ONE, as the covid-19 pandemic has taught us.

Strategic Goals (Diver group)

The five strategic goals identified previously were supported and added to: collaborative culture and strengthened innovation, supported by improved communication, greater common stewardship and increased fundraising. Additions included:

- Subsidiarity, sharing responsibility for the mission
- Sharing resources based on a clearing house for new ideas and to share who is doing what and who needs what across the network

Funding (Treasure group)

The group added to previous discussions with many new suggestions including:

- Call to action, the old ways do not work anymore, we have to work globally
- Recognise the possible tensions between local and global fundraising: need for transparency
- We all need to know what we are raising money for
- Invest in infrastructure and people, raising fundraising and communications capacity
- Possibility of an international representative body of people from across the network

Obstacles (Crocodile group)

The crocodile group sought obstacles that would hinder collaboration under each of the five strategic goals identified previously. Ideas for improvement included:

- Shorter and more accessible communications from Rome
- Fewer and more flexible protocols in our hierarchical institutions
- Embracing change, new technology and input from lay people
- More emphasis on handovers of knowledge and relationships when people move

Practical Actions to Support the Strategic Goals (Birds group)

The group built on previous discussions and added:

- Previous work suggested institutionalization of the network but it was pointed out that collaboration also needed to become the spontaneous norm.
- Metaphor of a dance: collaboration needs both:
 - Choreography: music, dance pattern – and:
 - Sensitivity and empathy towards one's partner, responding to their needs and risking myself, based on knowing their position, needs and feelings

Feedback

A feedback survey showed the meeting was seen as very successful, with content, format and facilitation rated respectively 8.5, 8.9 and 9.0 out of 10. However there were several translation problems, mainly technical, and two participants had problems with the objective of their group discussion. One also sought a slower pace in group discussions.

Results are below, from 17 responses in English, 1 in French and 7 in Spanish:

