

CAPACITY DEVELOPMENT PROGRAMME

PROGRAMME DEVELOPMENT ACTIVITY

WEDNESDAY 22 JULY 2020

“STRATEGY DEVELOPMENT (PART 2) – FOCUSED ON ENHANCING ORGANISATIONAL CULTURE”

INTRODUCTION

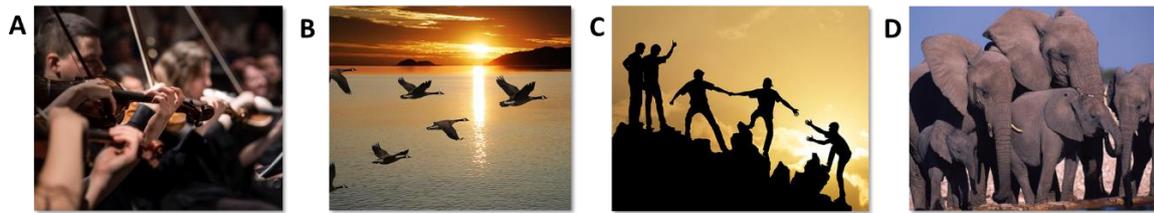
The Capacity Development Programme aims to transform the impact of the global Lasallian network through enhanced collaboration. In Programme Development Activities participants are developing the strategy for enhanced collaboration, leading to a summary Strategy On A Page for discussion on 16 September. This will be based on the Programme Development Activities (grey), Learning Forums (blue) and individual conversations and survey (orange) that have taken place from May to July, as shown in the diagram below:



This note is a summary of the third Programme Development Activity, held online on 22 July. It was attended by 34 participants as well as interpreters and facilitators, including five from Caplor Horizons.

The focus of the meeting was on culture, which was defined simply as “The way we do things around here”. Culture is vitally important to organisations when attracting and motivating staff and delivering strategy. It is often the main reason why change programmes fail. Overall the session made a positive contribution to deepening the understanding of the current Lasallian culture that exists across the network, alongside helping develop a clearer insight into the future culture that is desired along with some practical actions to bring it into reality.

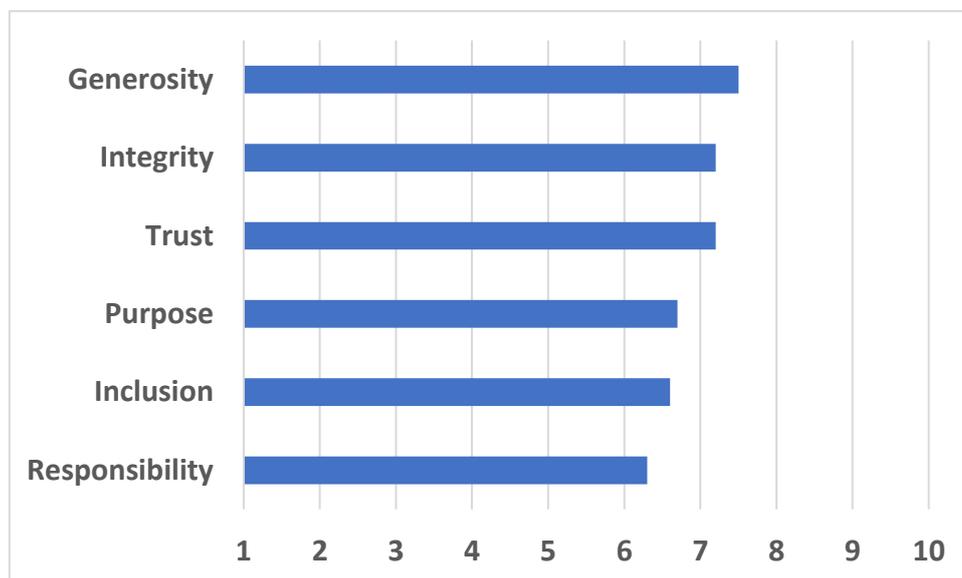
Participants were asked to vote for “Which image best depicts your desired collaborative culture for the international Lasallian Network?” Results were as shown below.



A. Orchestra: 74% B. Geese: 10% C. Mountaineers: 16% D. Elephants: 0%

Comments highlighted the orchestra as attractive because it was a harmonious group in which diverse instruments contributed to form a beautiful melody.

Discussion was structured on the Six Senses of Partnership, a model for assessing culture. Responses to a survey completed by 24 participants before the meeting produced the following average results for the strength of each of the Senses in the network, assessed on scales of 1 to 10:



Eight groups each worked on one of the Senses, discussing the average score before considering “What actions do we, as individuals and as a network, need to take to get a more collaborative culture around our sense of [for example] generosity?” The full output from each group is recorded separately. This paper presents a sample of key points from each group.

Generosity (Spanish group)

- Generosity is important because it creates trust and draws on everybody’s strengths.
- It includes receiving as well as giving.
- Actions to support generosity include:
 - Offer our time, resources and knowledge to each other and the organisation
 - Create a good working environment
 - Ensure clarity about objectives and the meaning of actions.

Generosity (English group)

- The high score reflects the generosity seen in the network – for example people attending this Programme in the middle of the night.

- Actions to support generosity include:
 - Understand all the NGOs in the network to facilitate asking for and offering help
 - Be clearer about our purpose and what we are trying to achieve
 - Appreciate the strengths that others bring.

Integrity

- Integrity is taking the path of your own truth, doing the right thing for the right reasons and in the right way.
- Integrity is established by the people who lead an organisation.
- Actions to support integrity include regular self-assessment, perhaps aided by a mentor or coach, recognising our own work and limitations and learning from problems.

Trust

- Trust has to be built over time and can be easily lost if doubt replaces confidence.
- Actions to support trust emphasise communication and include:
 - Communicate a clear and consistent vision and mission
 - Be open and transparent, telling others if we make a mistake
 - Involve all in decision-making, trusting others with leadership and responsibilities.

Purpose

- Our purpose is to collaborate to transform lives through education.
- Three Lasallian themes link to this purpose: “touching hearts, teaching minds and transforming lives”.
- Actions to support the purpose include the importance of remaining humble and respectful of others whilst also being passionate in our efforts to bring about positive change.

Inclusion (French group)

- Respect is vital for inclusion which involves the acceptance of all within the Lasallian family, developing decisions based on the opinions of everyone.
- Actions to support inclusion include:
 - Train all members of the network, so that all can reach a similar level of knowledge
 - Involve everyone in decision-making and in actions that overcome prejudice.

Inclusion (English group)

- A metaphor for inclusion is a round table, where there is always room for one more person and where we eat the same food together.
- We need to continue making progress with inclusion across differences, including ongoing changes to traditional hierarchies and ensuring the voices of all are heard, notably both women and men.
- The traditional hierarchy has involved insufficient representation of women in key positions across the network and people looking towards Brothers for leadership. This is moving in positive ways and this Programme is contributing to bringing about further change.

Responsibility

- There is a strong sense of responsibility. It tends to be assumed and taken for granted, because in the educational context people regularly take positions of responsibility.
- Actions to support responsibility include:
 - Ensure that vision, purpose and tasks are clear so that people can then act with their sense of responsibility
 - Set shared goals beyond the capacity of any one person to drive collaboration.

Participants

A feedback survey showed the meeting was seen as very successful, with an average rating of 8.8 out of 10 in response to the question “How useful did you find the session today?” In responses to “What one word would sum up your feeling about the session today and why?” 15 words were used, of which 13 were positive (insightful, joy...) and 2 neutral (ongoing and quick). Similarly there was an average rating of 8.7 in response to the question “How useful have you found the six sessions to date?” and of the 16 words used to sum up feelings, 13 were positive (productive, captivating...), 1 neutral (responsibility) and 2 negative (uncommitted, variable).

It has indeed been clear that the six sessions have been widely valued, not least through the sustained high level of participation. Relationships between members of the network have grown and strengthened and members of the Caplor Horizons team have been delighted by the way they have been welcomed by everyone.

The Superior General, Br Robert Schieler, made a surprise visit to the meeting though the screen of Br Bob Schaefer. This moment is recorded in the photo below. His message was:

- Congratulations to all on this endeavour.
- This is a very important group.
- Thank you to everyone for your prayers.
- Thank you for committing to this important work.

