



A DEVELOPMENT PROGRAMME FOR MEMBERS OF INTERNATIONAL LEADERSHIP TEAMS

AIM: To energise and equip members of international leadership teams in order that they are enabled to LEAD and WORK with their teams and organisations in a sustained, faith-filled way during their mandate

BROCHURE October 2009 - May 2011

Suore di Maria Reparatrice
Via dei Lucchesi, 3
00187 Rome
ITALY

DATES AND DURATION OF MODULES

The programme runs from October 2009 till May 2011

Module 1 **29th, 30th, 31st October 2009**

Module 2 **4th, 5th, 6th February 2010**

Module 3 **10th, 11th, 12th June 2010**

Module 4 **7th, 8th, 9th October 2010**

Module 5 **3rd, 4th, 5th February 2011**

Module 6 **26th 27th, 28th May 2011**

Thursdays: 8.30 - 17.00

Fridays: 8.30 - 17.00

Saturdays: 9.00 - 16.00

On all days there will be a break for lunch. Participants can buy a simple lunch in the cafes close to the location. The programme language is English. However, because most people will be working through a language that is not their own, time will be allocated within the programme to reflect on and process the content.

COST: 3000 EUROS PER APPLICANT PLUS 50 EUROS REGISTRATION FEE.

The programme is non-residential and takes place at the Generalate of the Sisters of Marie Reparatrice, Via dei Lucchesi, 3, 00187 Rome, ITALY

THE PROGRAMME IS DEVELOPED AND DELIVERED BY THE STAFF OF THE CRAIGHEAD INSTITUTE, GLASGOW, SCOTLAND AND THEIR ASSOCIATES.

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DEVELOPMENT PROGRAMME FOR MEMBERS OF INTERNATIONAL LEADERSHIP TEAMS October 2009 - May 2011

Introduction

This Development Programme for Members of International Leadership Teams has been initiated in Rome, Italy following requests to Christine Anderson FCJ, Faith and Praxis Rome and Lead International Consultant at The Craighead Institute regarding the lack of in-service training and on-going support for International Leaders of multicultural organisations based in Rome.

The need for this programme has been expressed in many different ways but basically it touches into the complexity and stress of leading faith-filled organisations at a time of globalisation and terrorism. Many international organisations work in the most violent of contexts - whether this violence is that of war or that of terror, poverty, hunger and oppression. Simply offering leadership skills to those ultimately responsible for the men and women in the field is not enough. What emerged from the conversations was the need for a space, and a safe place, in which the leaders can articulate the experience of their organisations and grapple with and work on the issues and the uncertainties in relation to corporate mission and ministry today.

The Craighead Institute has experience of working with a significant number of international organisations throughout the world.

Programme staff recognise that among the participants of the programme there is extensive experience of working internationally and multi-culturally and it is expected that these resources will also be made available for the work of the programme. The consultants wish to offer their experience and expertise to those who have been elected or appointed to key positions and are trying to make a difference in really difficult situations.

Why a Development Programme for International Leadership?

There is a theory that anyone can lead groups and organisations and that leadership is about giftedness and having a 'flair' for the work. So many people find themselves elected or appointed as International Leader, Councillor, Head of an Organisation or Sector and then suffer greatly because of the very isolation that this role imposes on them. For those in Congregations, the teams are mostly multi-cultural, living in multi-cultural communities, travelling endlessly throughout the world, balancing this with the demands of community and friends and this all contributes to the complexity and stress of taking up this role. This programme seeks to address these tensions and to offer a framework within which experience can be processed and theory applied.

What is the methodology of this programme?

The methodology of this programme draws its inspiration from four sources:

1. The Cardijn dialectic
2. A holistic spirituality - finding God in all things and all things in God
3. Systems theory and a holistic approach to groups and organisations
4. An integrated approach to leadership in organisations.

The Cardijn dialectic

Joseph Cardijn founded the Christian Worker Movement in Belgium and during his lifetime saw its extension throughout the world including in Africa and South America.

Thesis

Cardijn's dialectic is based on the thesis that every human being has a value and a dignity no matter what their creed or nationality. Cardijn held firmly to the belief that no matter who the person, group or organisation is, they have a contribution to make to society and every effort needs to be made to enable this to happen.

This Programme emphasises the dignity of the human person and the desire to work to create a society where justice and reconciliation prevail. It does this by working in a sustained way with leaders of international organisations to enable them to contribute to this process.

Antithesis

The antithesis to this however is that the very suffering of humanity, the poverty and the injustice wrought by nation on nation is an obstacle to this fullness of humanity and to living with dignity. Cardijn's experience was in the coalmines of Belgium so this was not a theoretic approach to life but a lived reality.

Because of his outrage at the injustices and lack of respect for human beings that he saw around him he wanted to develop a way of working that addressed the very obstacles which prevented people living with dignity and expressing the fullness of their humanity.

The Programme is geared to participants who wish to develop the leadership of their Congregations in such a way as to make a difference to the contexts where they are on mission and wish to equip themselves better to bring about this difference.

Synthesis

The synthesis for Cardijn is about finding a **methodology** that would address the gap between desire and reality, between dignity and injustice. The way he worked was to treasure *reality* and God present in the heart of that reality rather than rejecting the events in the context and the cosmos, both of which become the womb and the birthing place of a new reality.

Imagination and creativity are key to the methodology, yet reality and the events of everyday life are the very essence of understanding how God is at work in the cosmos. Cardijn examined the facts closely, analysed them from his own values base and then proceeded to see what action could be taken. For Cardijn, within this framework of the dialectic, action was about working to remove the obstacles to injustice and lack of humanity. It was not about taking on more activity but a way of relating with the earth and those who dwell there.

The Programme is deeply rooted in the experience and the reality of the contexts and spiritualities of the participants and in the way that they are engaging with reality in non-governmental organizations, community groups, Provinces and Regions. The common basis of this programme is that all participants are searching a way in which they can develop as leaders. It is hoped that the programme will help participants to develop their congregations and to face and overcome obstacles to just living and care for the earth of which we are citizens, mobilizing their faith and spirituality as a resource.

An Approach to Spirituality

The search for meaning is paramount to this programme and those who participate in it need to have a disposition to be open to the action of the spirit of God in themselves and others and openness to be changed and transformed by this. Discernment is at the heart of the formation - a way of working with organisations that stretches beyond what we can imagine because of the unexpected forces in our lives and in society.

The Programme enables each person to work with meaning and to renew and situate themselves in a significant way to enable individuals, international teams, communities and Provinces or Regions to find God in all things and all things in God - to experience faith, values and beliefs in the whole of their life and also to work with others to enable this to happen.

A systemic and holistic approach to groups and organizations

The programme offers a systemic and holistic approach to organisations based on systems theory. This treats the organisation as a living human system in dynamic interaction with its context, securing the resources it needs, organising and structuring its activities and having an impact on the context through the products, services and knowledge it creates. It leads to a focus on boundaries, the management of interactions across those boundaries and on purpose in terms of the desired outcomes of the organisation in society. Systems theory provides a basis for a holistic understanding of organisations, looking on an organisation and its parts as interconnected and needing to be understood in relation to the whole. This leads to a systemic understanding of organisational behaviour, exploring how the interactions between individuals and groups are serving a function for the system as a whole, consciously or unconsciously.

Fragmentation in society and in organisations presents the challenge of radical change in society. Programme participants are empowered to work strategically with organisations to

bring about change. Their approach needs to be holistic, valuing the learning from the theory offered and creative enough to recognise those moments of discontinuity that bring about creative responses to new realities and situations of oppression.

A particular approach to leadership - an integrated model

During the programme different styles of leadership will be explored and the effort will be to work towards an integrated model of leadership including boundaries, values, power and authority, inclusion, commitment and influence.

A FRAMEWORK FOR LEARNING

Experience

Experience is our greatest skill, not just in looking back and gathering our resources from the past but especially in valuing where we are now - intellectually, affectively, and contextually. Experience challenges us to explore, and put into practice, ways in which we can use this experience for groups and organisations.

The programme enables participants to value their experience and learn to access it when they are working with their Congregations. It offers participants ways of processing their current work as also the impact of this on their life both affective and professional.

It is recognised that each one brings a wealth of experience into the programme and every effort is made to build on this.

The content of the programme in relation to experience focuses on:

- The participants themselves and their expectations and needs in relation to on-going work
- The resources and experience they bring to the programme and their learning outcomes for the duration of the programme
- Their experience of themselves in society and their way of drawing on their values and beliefs
- The reality of the contexts in which the International Organisations are functioning
- The organisation-in-the-mind of the Leader and the Member
- The development and testing of hypotheses
- Role analysis
- Praxis sessions on a regular basis to enable participants to be reflective, discerning and analytic in their approach to on-going work.

The on-going experience of the participants in their Congregations is the basis for learning and reflection. It is recognised that all those participating in the programme live extremely busy lives. The programme aims to sustain the participants in the ministry in which they are engaged.

Analysis

Contextual analytic processes required for leadership are at the heart of the programme. Participants are enabled to stay with the struggles of humanity in the social, economic, political and cultural realities of their International Organisations.

Through a process of social, economic, political and cultural analysis participants analyse their organisations and groups including the analysis of roles and functions in relation to the desires or mission of the organisation.

The focus here is:

- Social analysis including economic, political, cultural
- Skills to analyse, social surveys and contextual analysis
- An understanding of the forces at work in society and organisations as they affect the International Organisations
- Role analysis.

It is both liberating and challenging to align one's practice of Leadership with the enormity of the task of transformation. Many organisations seek renewal. This programme focuses on transformation - institutional transformation for the transformation of society and the world. It offers systemic thinking and role analysis as a key way in which organisations can come to a renewed understanding of themselves and their mission. The ability to analyse the organisation is essential to the work of an effective leader and this part of the methodology provides multifaceted opportunities to analyse and learn from many relevant situations.

Theological Reflection

True to its ethos the staff and participants of the programme work to understand the action of God in the world as seen through the lens of their groups and organisations and draw on the inspiration of the Spirit in the way in which they engage with them. The staff members seek to create a space where people can grapple with the issues that really concern them and find the faith-filled space and inner freedom, the time, the methodology and the accompaniment to do this.

The programme provides valuable spaces for reflection and interiorisation of learning within a group context. It seeks to make its contribution to enhancing the work of LEADERSHIP in an international context.

This part of the programme focuses on:

- Discernment of the experience of God active in the world
- Imagination and creativity as tools for transformation
- Internalisation of the values we profess
- The 'call' to be an International Leader today
- The practical application of this in work settings and international congregations

The participant on the programme may go through times of disorientation and re-orientation during this programme. No one can engage with a group of adults and go away unchanged.

Participants will explore new horizons, analyse their reality, draw deeply on the desires and charism that make them do what they do and seek inspiration for ways of working now and in the future. The programme creates the space for the development of all with dignity and respect.

Action

This is where the theory that is being explored takes root in the reality of the participants' practice. Much time is spent during the program in PRAXIS EVENTS in which participants have the opportunity to use their new skills in an exploratory way

The programme focuses on:

- Specific skills for leadership and development of international organisations
- Strategic approaches to organisational transformation
- Beginning and ending a mandate
- Developing reflective practice.

Programme Requirements - All participants

Participants are required to observe the following:

- To keep a learning journal throughout the programme
- To take part in peer reflection groups in each module
- To be present at all modules of the programme (*in the event of unavoidable absence, retrieval procedures will be put in place*).

Some participants choose to extend their learning by fulfilling the following criteria to gain the Diploma in International Leadership from the Craighead Institute.

THIS IS OPTIONAL

ASSESSMENT CRITERIA for Diploma Applicants

The assessment criteria for this diploma are the following:

Participants demonstrate:

- 1 An understanding of issues, theory and ideas as presented in the programme
- 2 The ability to select appropriate material and to frame issues when working with the Organisation / Congregation
- 3 Analysis and critical evaluation
- 4 Quality of personal reflection

- 5 To write a seven to ten thousand word essay on a topic chosen in consultation with programme staff.

SUCCESSFUL COMPLETION OF THE ABOVE REQUIREMENTS FOR THE DIPLOMA LEADS TO:

The Diploma in International Leadership accredited by The Craighead Institute

Learning Outcomes

This programme is interactive and learning outcomes are agreed with participants. However participants who wish to receive The Diploma in International Leadership accredited by the Craighead Institute will demonstrate:

- 1 The ability to understand and work with experience as it happens in their ministry of leadership
- 2 The ability to attend to the inner and outer world of the leader and member
- 3 The ability to work to transform roles and relations
- 4 The ability to analyse contexts and the impact of context on the system
- 5 The ability to work with systemic theory and all that that means in relation to person, purpose, role in groups and organisations
- 6 The ability to analyse roles within a system and to form and test hypotheses.
- 7 The ability to integrate their faith and life experience and use it as a resource for the good of the systems with which they are engaged
- 8 The ability to develop their leadership skills in relation to the content

Confidentiality

In order to enable participants to work effectively it is essential that a boundary of confidentiality exists within the programme. All participants and staff are expected to uphold these agreements (to be negotiated in the programme). The programme anticipates that participants will only draw on their personal experience related to the programme frameworks in the communication to others of the experience.

The Design of the Modules

There are six modules in this programme each of three days duration and each one builds on the other to develop a systematic and systemic way of working. Because the programme is experiential there are always variations in the content according to the dynamic of programme participants and competencies already achieved or needing further attention.

The Content of the Modules

Each Module has a clear aim which is normally negotiated by staff with the participants.

Module One: Mapping the Territory

Aim: to introduce participants to the programme, to situate leadership within the global context and develop with participants an effective framework for their development.

Module Two: Living the Mission

Aim: to develop participants' capacity to identify the organisational systems within which they work in order to take up effective roles to serve the purpose of their organisational systems in context.

Module Three: The Changing Organisation

Aim: to work with participants' experience of the transformation of their organisations in a changing context.

Module Four: Faith doing Justice

Aim: to work with participants' experience of a leadership of protest and resistance in organisational life in order to transform this into a resource for a more just world.

Module Five: Organisational Living and Dying

Aim: to work with participants' experience of a leadership of discontinuity and transition in their organisations with a view to discerning the dynamic of life and death in organisations in a changing context.

Module Six: Finding God in all things

Aim: to work with participants' experience of a leadership that does theology in order to promote the connection between experience, faith and transformation.

Programme Resources

Relevant programme resources will be made available during the programme.

PROGRAMME STAFF

Christine Anderson FCJ, CMC, FIBC: Leader of the Programme

Currently living in Rome she is an Independent Consultant in Faith and Praxis, drawing on her worldwide experience of working with international organisations including NGOs. She speaks French and Italian. Christine consults to many international congregations and has thirty years experience in this field. She is Senior Consultant to The Craighead Institute which she founded in Scotland in 1987 and directed for sixteen years. A member of the Society of the Sisters Faithful Companions of Jesus and of the Society for Organisational Learning, Christine integrates Faith and Praxis through her understanding of the interconnectedness of Spiritual Theology with organisational theory and practice. She is a Certified Management Consultant and Fellow of the Institute of Business Consultancy, London.

Jim Christie SJ MA MSc CQSW MInstGA FRSM UKCPRgd

Training Group Analyst and Approved Supervisor at the Institute of Group Analysis London. Until recently he was director of the Garnethill Centre of Counselling and Psychotherapy, Glasgow, Scotland and has been involved in the provision of group psychotherapy there for over twenty years. He has worked on the official training programmes of the Institute of Group Analysis in Dublin and Glasgow during this time. His international work includes worked on training assessment and consultancy programmes in the USA, Norway, Lithuania, Italy, Uganda and Kenya. He is a Member of the Society of Jesus.

Jo Kennedy MA

Acting Director at The Craighead Institute. She has worked for seventeen years as a trainer and consultant in the community development, community care and business sectors, specialising in change management, strategic planning, evaluation and participation. Jo has been part of teams providing consultancy to several different international religious congregations on strategic planning and reconfiguration issues working in Europe and Africa. She is a lead consultant on the Craighead Institute Diploma Programme in Organisational Consultancy and Facilitation.

Esther McClure: Programme Convenor and Administrator

Manager at The Craighead Institute where she has worked in an administrative role for sixteen years. She is a consultant to office staff and administrators in Scotland and provides secretarial help to General Chapters and International events.

Michael Mullins SM, BA, M Rel Ed, MA Psych, MAPS

Professional Associate of The Craighead Institute, Co-Director of Refounding and Pastoral Development in Sydney. A Marist priest he has worked extensively in ministerial formation, adult education and counselling for more than thirty years. A practising clinical psychologist he is a member of the Australian Psychological Society and currently works in the area of role consultancy and group facilitation with an emphasis upon leadership groups within the Catholic Church. He has wide experience working at the international level especially in a variety of cross-cultural settings.

Barbara O'Dea DW MA Theol MA French Literature

Educator, formator; experience in leadership, director on the diocesan level for the development and resourcing of parish catechumenates and liturgy teams, founding member of the North American Forum for the Catechumenate, team member of the Forum for the formation of parish teams, served one term as member of the board of directors, a second as president; provincial of the US Province of the Daughters of Wisdom 1987-1994; Superior General of the Congregation present in 22 countries -1994-2006; vice-president of the executive committee of the UISG - 2001-2004, president during the final year. She speaks English and French.

Patricia Orr RSM

Programme Assessor. She is a Lecturer in Education and Teacher Training at the University of Glasgow. She is fluent in English, French and Spanish and is a member of the Religious Sisters of Mercy. Patricia is currently consulting to various congregations and organisations in several countries of Europe and Africa.

Joette Thomas MA

Organisational consultant who has been working with charitable and faith based organisations in Europe and the United States since 1990. Joette's experience includes leading several organisations through times of crisis and change; delivering training on leadership development and working in a multi-cultural context and coaching teams and individuals. She has particular skills in: Change management; Understanding issues of culture; mentoring leaders. Joette is a Certified Coach, and has a Diploma in Organisational Consultancy and Facilitation.

Duncan Wallace BA

Organisational consultant and facilitator in Scotland and internationally. His experience includes supporting organizations and faith communities on leadership, restructuring, team development, planning, evaluation and funding. He has particular skills in Systemic approaches to working with organizational, team and leadership development; Working with the unconscious and Coaching, mentoring and supervision. Duncan has lived in communities, has been a residential community leader and founded the first Emmaus Community in Scotland. He is a member of Organisation for the Psycho-Analytical Understanding of Society, through which he is particularly interested in the changing nature of authority and leadership in the world.