

EXCELLENCE IN LEADERSHIP



**Waterloo Catholic
District School Board**

*Called to Serve the Learners of the
Waterloo Catholic District School Board*

Leadership Preparation and Support

Enduring Expectation

To ensure improved student learning:

- By deliberately supporting excellence in leaders thereby enabling leaders to build and sustain professional learning communities (PLC) that focus on the Waterloo Catholic District School Board's Mission, the System Plan for Improved Student Learning and current leadership data and research focused on System Leadership Standards.
- By sustaining a PLC structure and job embedded professional development, to steadily build leader capacity at key stages of leadership (emerging, newly assigned, mentorship).

Introduction:

“Excellence in Leadership” is a framework that invites, encourages, facilitates challenges and supports leaders in the Waterloo Catholic District School Board. This framework is not intended to be a program or product. Any attempt to define this framework only falls short of what it is intended to be because the communal process constantly changes, informs and evolves. It is intended to provide emerging leaders, newly appointed leaders and well established leaders a personal and communal experience where the heart and head together find meaning. The framework is designed to invite emerging leaders to discern their call to leadership within a faith context as it intersects with the Waterloo Catholic District School Board's mission. The framework provides newly appointed leaders the practical and reflective tools necessary to sustain them in their daily practice as well as their life long practices. Finally, the framework calls forth the sharing of the gifts of our experienced leaders in establishing mentor relationships that will keep our leadership cycle generative. The sustainability of such a framework requires dedication, passion and a commitment by all leaders to serving learners and their families so that all may achieve success.

Leadership Foundational Principles

Our leadership framework foundational principles will be based upon:

The Spiritual values of service and ministry which leaders in the Waterloo Catholic District School Board are guided by

Professional Learning Communities (PLC) providing leaders access to timely, quality and purposeful support.

The alignment of the Waterloo Catholic District School Board Mission, Guiding Principles, Professional Standards of Ethics, the System Plan for Improved Student Learning, Ontario Framework for Catholic School Leadership, and current leadership data and research.

Supporting leaders and building their capacity to ensure results.

Supporting Emerging Leadership: Two Years

The Emerging Leader Sessions and Modules will:

- Provide core sessions and Modules to support the leadership competencies of the employees who are selected or seek membership as emerging leaders in the System.
- Be grounded in: spirituality, leadership effectiveness, leadership skill sets, organizational ethical principles and personal and professional growth.

Core Sessions & Modules

Participants will:

- Explore personal awareness re: strengths and areas for growth, as well as personal commitment to the Waterloo Catholic District School Board's Mission, Professional Standard of Ethics and the System Plan for Improved Student Learning.
- Research/identify the desirable/universal behaviors/competencies, as outlined in the Ontario Leadership Framework, demonstrated by effective leaders.
- Examine the personal role of a leader creating an ethical, focused, learner centered, faith based culture.

- Identify key elements and skills for building effective equitable relationships (effective communication, interpersonal & decision-making skills ...).
- Identify the elements of a successful Professional Learning Community.
- Participate in the Myers- Briggs Typology Indicator Module to maximize both personal leadership competencies and team building potential.
- Participate in Professional Learning Book Club discussions centered on serving learners through excellence in leadership.
- In the second year participants will identify specific areas they feel are required for their personal Annual Learning Plan (ALP, if this applies to their role, if not then a Annual Growth Plan, AGP) for the following year that will further build personal leadership capacity. This will be supported by use of Self Assessment Tools for Aspiring Leaders and internship opportunities.

Emerging Leaders System Level Task

Participants will create a process to evaluate the *Excellence in Leadership Emerging Leaders* sessions and Modules. The process will be shared with the Superintendents of Leadership & Faith and Human Resource Services. Once the process is approved it will be implemented, analyzed and the results with suggestions for improving the sessions and Modules will be shared with both Superintendents.

TENATIVE CORE READINGS: (Entire books or key sections of selections)

Return of the Prodigal Son: The Story of Homecoming, Henri Nouwen
Who Moved My Cheese?

Principle Centered Leadership, Stephen Covey (pp. 13-39)

Myers Briggs Introduction to Type and Teams, Elizabeth Hirsh, Katherine Hirsh, Sandra Krebs Hirsh

Developing the Leaders around You: How to Help Others Reach Their Full Potential, John C. Maxwell

Shepherd Leadership, McCormick and Davenport

Application Process:

To be communicated each April via email, school administrators, and website.

Schedule:

Activity	Description	Date	Program ()
Application and Information sessions	Outline Excellence in Leadership Plan, WCDSB. and support for Ministry/Board Leadership Development and Succession Planning	Spring - previous year	Emerging Leaders
Retreat: Catholic Leadership Formation	Catholic Leadership Framework application History (personal, organizational, graced, and shadow)	Sept. – full day Year one	Emerging Leaders I
Retreat: Catholic Leadership Formation	Tools of Leadership Discernment	Nov – 1.5 days Year one	Emerging Leaders I
Retreat: Catholic Leadership Formation	Personal awareness - MBTI	Feb. – full day Year one	Emerging Leaders I
Retreat: Catholic Leadership Formation	Relationships Change Applied Leadership	May – 1.5 days Year one	Emerging Leaders I
Internships and Review of year one	Matching of Internship opportunities. Reflecting on the Journey Develop goals and actions year two.	Sept. Year two	Emerging Leaders II
Developing the Organization	MBTI (or personality dements ions) application to role in teams and developing the organization	Dec. Year two	Emerging Leaders II
Research and Book Study	Review AGP, emerging needs in support of AGP and Leadership Framework.	March Year two	Emerging Leaders II (<i>Shepherd Leadership</i> , McCormick & Davenport)
Research and Book Study	Review AGP, emerging needs in support of AGP and Leadership Framework.	June Year two	Emerging Leaders II (<i>Shepherd Leadership</i> , McCormick & Davenport)

Supporting Newly Assigned Leaders: Two Years

The Newly Assigned Leaders Sessions and Modules will:

- Provide a variety of experiences/resources to support the successful assimilation and effectiveness of newly assigned leaders in the System.
- Invite participants to develop a feedback loop to measure their leadership effectiveness as part of their ALP (if this applies to their role, if not then a AGP). Leaders will identify/ practice and apply the skill/s they require and then measure their personal leadership effectiveness re: The Ontario Leadership Framework
- Be reflective of current research and data influencing leadership excellence, specific leadership skill sets and our spiritual call.

Core Sessions and Modules:

Participants will:

- Explore the complexity of ethical faith based leadership.
- Examine current research and data.
- Familiarize themselves with the WCDSB Standards of Leadership.
- Examine and apply *day to day* key operational/management skills for new leaders, including managing information overload effectively. Key personnel within the system will facilitate sessions on developing a budget, school law, providing Special education services, human resource management, effective communication and managing conflict
- Participate in The Myers Briggs Typology Indicator module to maximize personal leadership development and team building competencies.
- Participate in Professional Learning Book Club discussions focused on serving learners and excellence in leadership.
- Participate in *Courage to Lead* or *Catholic Educational Leadership Formation* retreats designed to further explore the passion of serving learners in a Catholic System
- Conduct research in the second year to facilitate the development of a two year ALP (or AGP) for mapping effective leadership growth.

System Level Task of the Emerging Leadership Participants: to create/draft a specific matrix of Leadership Competencies in conjunction with the Superintendents of Leadership and Faith and Human Resource Service that specifically and concretely support leader growth toward the WCDSB Standards of Leadership. This will be used by all leaders in the Waterloo Catholic District School Board.

Tentative Core Readings

Hidden Wholeness: Parker Palmer

Great to Good: Jim Collins

Overcoming the Five Dysfunctions of a Team; a Field Guide: Patrick Lencioni

Now Discover Your Strengths: Marcus Buckingham

On Common Ground: DuFour, Eaker, DuFour

The Servant Leader: J.A. Autry

What Makes Us Catholic: Eight Gifts For Life, Thomas Groome

The Five Most Important Questions you will ever ask about your organization, Drucker

Schedule:

Activity	Description	Date	Focus Group
Operational support	Mentor selection Corporate Services Budget Case studies	Sept.	Newly appointed Leaders
Spiritual Leadership	Admin ½ day retreats	Oct.	All school level administrators
Professional Development Learning Consolidation activity	Annual Topic Supporting Ministry/Board Leadership Goals	Oct.	Newly appointed Leaders (12 + distribution)
Professional Development Consolidation activity	Annual Topic Supporting Ministry/Board Leadership Goals	Nov.	Newly appointed Leaders and Mentors
Mentor/Mentee	Structure for support discussions regarding Annual Growth Plans	Nov.	Mentors Mentees
Operational support	Spec. Ed. Feedback on future sessions Case Studies	Dec.	Newly Appointed Leaders
Spiritual Leadership	CELF full day retreat. (Catholic Educational Leadership)	Jan.	All school level administrators
Operational support	Human Resources Contract support Case Studies	Feb.	Newly Appointed Leaders
Mentor/Mentee	- A.G.P. - Conversation Starters	Feb.	Mentors Mentees
Operational support	Information Technology and Program Services Case Studies	May	Newly Appointed Leaders
P.D. and Consolidation	Annual Topic Supporting Ministry/Board Leadership Goals	May	Newly appointed and others.
Spiritual Leadership	Admin ½ day retreats	May	All school level administrators
Mentor/Mentee	- A.G.P. - Emerging Needs - Next Steps	May 18th	Mentors Mentees

Leadership Mentoring: Building System Level Capacity

Specific Expectations:

The mentoring in leadership program will:

- Recognize and invite ethical, effective leaders who have proven their capacity of sustaining excellence to support leaders in the system.
- Encourage these mentor/leaders to stretch their capabilities and lead/support the cultural transformation of the system.

These leaders willing to mentor will be involved in:

- Researching most current / effective research re: the change process in an educational organization and the place of PLC's in that change
- Examining factors that enable the change process to support the Mission and the System Plan for Improved Student Learning.
- Preparing suggestions for the Superintendents of Leadership and Faith and HRS regarding areas that the System should be measuring to ensure necessary change / alignment with the Mission and System Plan for improved Student Learning / effective succession planning / ethical culture.
- Determining the two most vital areas in which principals/vice-principals/managers/ consultants express a need for professional support.
- Taking the lead in planning PD growth opportunities in a given school year that deliberately support excellence sustainability.
- Support identified existing leaders, in the system, who wish to be mentored.

Task of the Excellence in Leadership Program: to work with superintendents of Leadership and Faith and Human Resource Service to create meaningful, structured opportunities to mentor an identified leader (consultant, manager, principal, vice-principal...) in the system re: aligning effective leadership behaviour – what leaders do - to move the system closer to the Mission and the System Plan for Improved Student Learning.

Tentative Core Readings:

Mentoring Matters, Lipton and Wellaman
Good to Great, Jim Collins

Servant Leader: J.A. Autry
Who Moved My Cheese: Ken Blanchard
Authentic Leadership: Bill George
The Source of Success: George Georgescu
Leadership Sustainability: Michael Fullan

Schedule:

Activity	Description	Date	Program ()
Mentors	Invitation to ethical, effective leaders who have proven their capacity of sustaining excellence to support leaders in the system	Sept.	Mentors
Mentor Training	CPCO – Mentor training, Board Sponsored/Lead Cognitive Coaching professional development	Oct.	Mentors
Mentor/Mentee	Structure for support discussions regarding Annual Growth Plans	Nov.	Mentors Mentees
Mentor/Mentee	<ul style="list-style-type: none"> - A.G.P. - Conversation Starters 	Feb.	Mentors Mentees
Mentor/Mentee	<ul style="list-style-type: none"> - A.G.P. - Emerging Needs - Next Steps 	May	Mentors Mentees
Mentor Training	Annual P.D. opportunity for Mentors and experienced Administrators.	April	Mentors

**GENERAL Leadership Support for all Staff
 Waterloo Catholic District School Board Resource Service Personal
 Development Programs**

Investing In Employees -- Our Greatest Asset
 Developing Employees to Deliver Their Best

SAMPLE MODULES:

1. Communication Essentials
2. Relationship skills
3. Effective Time Management: Information Management Systems
4. Establishing Prayer Circles
5. Conflict Resolution Styles: Managing Conflict
6. Establishing Scripture Circles (African Model)
7. The Importance of Balance in Our Lives
8. The individual's role in building an Ethical Organization culture
9. Personality Types {self-awareness at home and at work e.g. True Colours Kiersey?}
10. Focus on Career Goals
11. Chairing Effective Meetings
12. Establishing a bi-monthly Book Club e.g. of books:
 1. *Who Moved My Cheese?*
 2. *One Minute Manager*
 3. *The Prodigal Son*
 4. *Principle-Centered Leadership pp 13-39*
 5. *Ten Secrets of Successful Leaders*
 6. *Others ...*
13. A guide to developing an effective TPA
14. The Power of Positive Thinking
15. Personal Success Factors
16. Meditation
17. Developing Active listening Skills {assertiveness skills, communicating diplomatically...}
18. Personally Managing Change
19. Stress Management
20. Effectively working with parents with concerns for the good of the learner
21. Yoga
22. Community of Practice (e.g. individuals interested in building relationship circles common passions/interests re: ecology, Social Justice, Ethics)
23. IT sessions
24. Data analysis techniques
25. How to establish a PLC at your site
26. Others...

Post note:

The success of the “Excellence in Leadership” framework will be contingent on addressing the needs of leaders in the system by engaging the expertise of excellent presenters knowledgeable about the process of adult learning and current leadership research and data. It is also important that the process begin small, establishing roots through the positive sharing of participants with others about their experience and then grow by establishing additional relevant modules as the needs surface.

Full Schedule:

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Operational support	Mentor selection Corporate Services Budget Case studies	Sept.	Newly appointed Leaders
Mentors	Invitation to ethical, effective leaders who have proven their capacity of sustaining excellence to support leaders in the system	Sept.	Mentors
Mentor Training	CPCO – Mentor training, Board Sponsored/Lead Cognitive Coaching professional development	Oct.	Mentors
Spiritual Leadership	Admin ½ day retreats	Oct.	All school level administrators
Professional Development Learning Consolidation activity	Annual Topic Supporting Ministry/Board Leadership Goals	Oct.	Newly appointed Leaders
Retreat: Catholic Leadership Formation	Tools of Leadership Discernment	Nov – 1.5 days Year one	Emerging Leaders I
Mentor/Mentee	Structure for support discussions regarding Annual Growth Plans	Nov.	Mentors Mentees
Developing the	MBTI (or personality	Dec.	Emerging Leaders II

Organization	dement ions) application to role in teams and developing the organization	Year two	
Operational support	Spec. Ed. Feedback on future sessions Case Studies	Dec.	Newly Appointed Leaders
Spiritual Leadership	CELF full day retreat. (Catholic Educational Leadership)	Jan.	All school level administrators
Mentor/Mentee	- A.G.P. - Conversation Starters	Feb.	Mentors Mentees
Mentor Training	Annual P.D. opportunity for Mentors and experienced Administrators.	April	Mentors
Operational support	Information Technology and Program Services Case Studies	May	Newly Appointed Leaders
Retreat: Catholic Leadership Formation	Relationships Change Applied Leadership	May – 1.5 days Year one	Emerging Leaders I
P.D. and Consolidation	Annual Topic Supporting Ministry/Board Leadership Goals	May	Newly appointed and others.
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Mentor/Mentee	- A.G.P. - Emerging Needs - Next Steps	May 18th	Mentors Mentees
Mentor/Mentee	- A.G.P. - Emerging Needs - Next Steps	May	Mentors Mentees
Research and Book Study	Review AGP, emerging needs in support of AGP and Leadership Framework.	June Year two	Emerging Leaders II (Shepherd Leadership, McCormick & Davenport)

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