



NEW MODELS

OF ANIMATION,
GOVERNANCE AND MANAGEMENT

PROPOSALS FOR THE FUTURE



*BROTHERS and LAY joyfull,
passionate and committed
with the MARIST CHARISM*

Rome, 2015, may



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Introduction

The Project of New Models of animation, governance and management advances in time and acquires body. Following the meeting of the General Council in which the **DIAGNOSIS** phase closed, opens a new stage. This new phase is to fund our future, the future of life, the Marist charism and mission.

As the **DIAGNOSTICS** has placed us and helped us understand where in our history we are now, the new phase **PROPOSALS FOR FUTURE** gives us the opportunity to discern how we want to be as Marist Institute in the new century.

In this third newsletter we share three elements that we consider key to the project, such as the principles, people and mission.

- Our founding **principles** come from our history and our tradition. Now updated and formulated to help advance the world today.
- **People** are our future. Your happiness, passion and commitment to make life charism and Marist mission are more fertile and full of vitality.
- Our Marist **mission** to make Jesus known and loved among children and youth, as Mary did, it opens and finds its purpose in a world created and loved by God and called to be his kingdom.

What new wineskin do we want for this new wine? The reality of children and young people from five continents moves us to develop institutional processes and seek faster, with Mary, a new land. So we kept walking and road.



Principles Project

This project is inspired by our Marist principles:

- **Based on core Marist values:** Family spirit, love of work, in the way of Mary, presence... with humility, simplicity and modesty.
- **With a particular spirituality:** apostolic and marial expressed today as mystics and prophets in communion.
- **We are a global Institute:** One global body to serve our mission. Co-responsibility and global availability. Sharing of resources
- **Immersed in the world of our times:** Deeply connected with the church and the society. Thinking globally, acting locally. Able to benefit from innovation.
- **With a new relationship among brothers and lay:** Co-responsibility, spirit of communion, eventually forming a “charismatic family”. Dialogue, mutual support, respect and learning from each other.
- **Serving children and young people:** Builders of the Kingdom of God making Jesus known and loved. Through education and evangelization with new methods and languages. In the new peripheries of the world.

From these principles serve our mission, to make known and loved Jesus (c.2) with a significant presence among children and young people.



- **Passion for the Marist life and mission:** The vitality of the Marist life and mission is result of the passion and commitment of brothers and lay people.
- **Presence among children and young people:** New languages and methods. Special among the vulnerable. Available, listening, welcoming and accompanying their life's processes
- **Co-responsibility, solidarity and subsidiarity:** In the life and mission at all levels and dimensions of the Marist charism. Among brothers and lay people. In the decision making and in the allocation of resources.
- **Global mindset:** Act as a single body strengthening our international identity. Cross cultural competencies. In interdependency and cooperation with strong mobility and agility.
- **Respect for diversity:** Recognizing we are different and complementary. Learning from each other.
- **Creativity and innovation:** Responding to the calls and challenges of the children and young people. In the leadership of the Marist life and mission.
- **Right capabilities and attitudes:** Develop spiritual and professional leaderships on all dimensions. Building and strengthening the core capabilities, attitudes and behaviors
- **Transparency:** In resource allocation and use. In communication internal and external. In the behavior and attitudes of people.

People

Our new beginning starts from our vision and need to involve our People and our Mission

Make Jesus Christ known and loved as Mary did.

► **People:** Make brothers and lay joyful, passionate and committed with the Marist charism.

How our internal processes can facilitate a new beginning?

- Explore new paradigms.
- Set-up mentoring and accompaniment / appraisal processes.
- Increase people's commitment.
- Strengthen Marist vocation.

How can we improve our vocational response?

- Facilitate Marist attitudes.
- Improve informal communication.
- Enhance global mission co-responsibility and sense of congregation's belonging.

How can we increase the engagement of Laypeople?

- Identify different groups of laypeople.
- Define guidelines for developing Marist lay.
- Professionally manage collaborators.

Are we properly developing our people?

- Set-up capability planning process.
- Improve / innovate formation.
- Define resource sharing models.

The mission

Improve effectiveness and guarantee mid-long term sustainability to our mission.

We want to improve the effectiveness and ensure sustainability in the medium and long term.

► **Our mission:** Make Jesus Christ known and loved as Mary did.

Are we properly defining our objectives?

- Strategic mission long term planning with evidence of expected impacts and timeline.
- Aligning with the Marist mission at every level (common goal).
- Substantial mission innovation.

Are we well organized?

- Organization: standardization across geographies.
- Shared services, outsourcing and partnership model (based on core focus and capabilities).

Are our enablers aligned with nowadays' society?

- IT systems / tools.
- Knowledge and resources management systems.
- New technologies in education.
- Communication.

Are we fully using our goods?

- Sustainable model.
- Enhance planning and control.
- Focus on real estate and financial asset protection (P&L planed on flow not on assets erosion).
- Professional fundraising for non self-sustainable mission.

Next steps

The New Models have to emerge from an inspired vision properly tailored down to local reality.

INSPIRED VISION

- First we will envision the future proposal models for the mid-long term, which implies a fresh innovative view on how we see our congregation evolution across all dimensions and within the external society.
- This will be detailed on the key dimensions (mission, asset management, capabilities and enablers).

LOCAL TAILORING

- The gap between the desired end models and the current one will be bridged with a journey designed regionally with those that will be in charge of the implementation, most likely by functional area.
- The logic is to co-design our own future, but within a mechanism that allows to best benefit from global contributions.

KEY INGREDIENTS FOR NEW MODELS SUCCESS

- Ownership and accountability, passion, teamwork, sharing, specialization and local understanding.

The new models also have to detail within each one the respective coverage of the key activities.

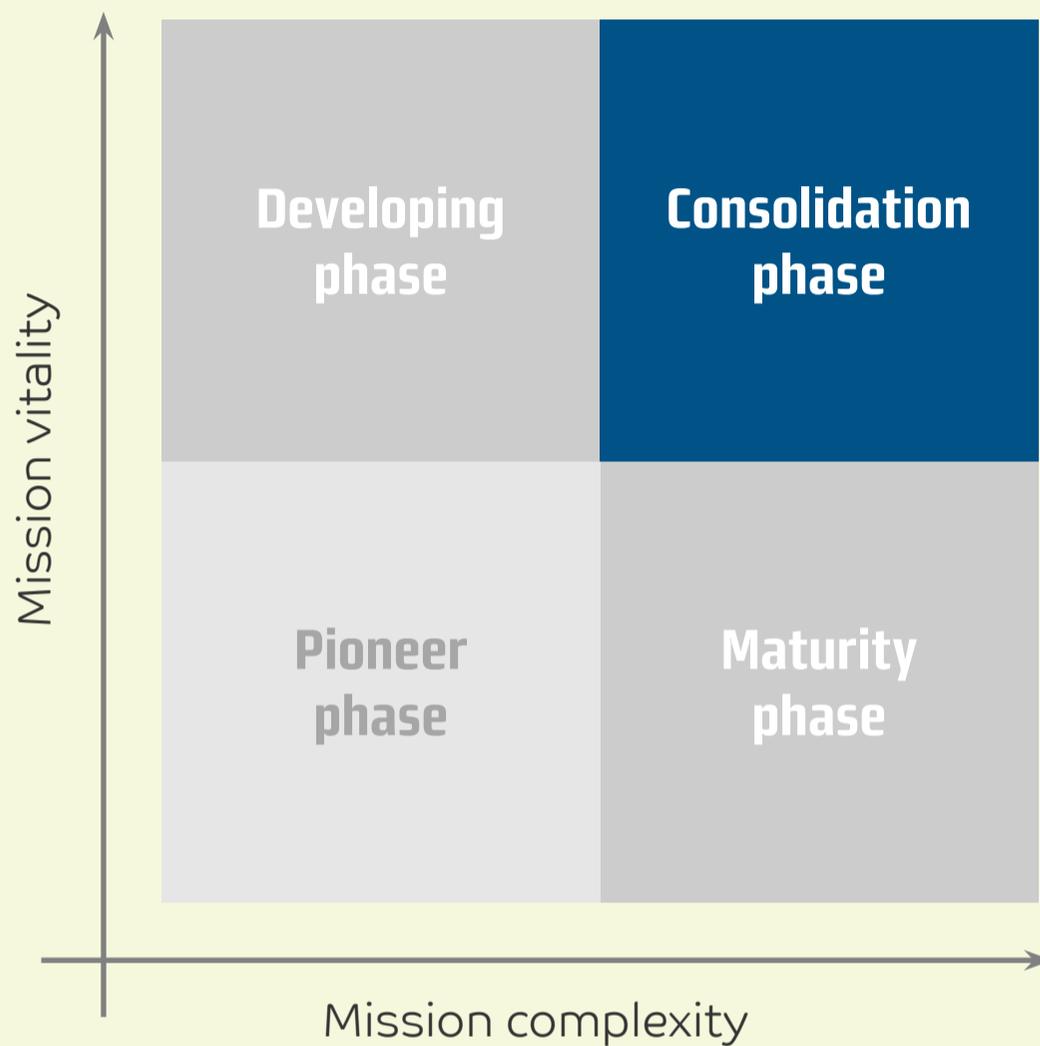
	GENERAL ADMINISTRATION	REGIONS	PROVINCES
<p>Our People: Make brothers and lay joyful, passionate and committed with the Marist charism.</p>	<ul style="list-style-type: none"> • Strategic direction setting. • Specialized projects. • Cross region solution leverage. 	<ul style="list-style-type: none"> • Regional shared services. • Solution / tools development. • Local gaps coverage. 	<ul style="list-style-type: none"> • Local strategic direction. • On-going management. • Local-ownership.
<p>Our Mission: Improve effectiveness and guarantee mid-long term sustainability.</p>			

At this stage we foresee four stereotype models that will be detailed over the first semester of 2015.



STEREOTYPE MODELS

- Number and average age of brothers.
- Level of lay involvement.
- ...



- Size and complexity of the mission (including both education and social works)
- Level of ownership and governance of works
- ...

Two pilots will run in parallel to fine-tune the process while a shared General Administration and AU team will work on the future proposal stereotypes.

KEY PROJECT WORK STREAMS FOR THE PERIOD FEBRUARY TO JUNE 2015

Future proposal stereotypes

- A global team formed by General Administration representatives, 2 representatives per province and the Project Team will be in charge of detailing the 4 archetypes model identified across the following dimensions:
 - Pioneer phase.
 - Developing phase.
 - Maturity phase.
 - Consolidation phase.

Pilots

- Within Arco Norte Canada Province and the Project team will stimulate a discussion on the To-Be detailed model for Finance and Administration.
- Within the Oceania Council, eventually engaging potential new joiners to the Region, an high level agreement on allocation of the key activities between the three levels (Province, Region, GA) will be completed.
- Others (depending on next page projects prioritization and timing).

This project is not going to provide answers to all Institute needs. It works with other projects on-going at the Institute level.

LIST OF OUTSTANDING PROJECTS IN PARTIAL OVERLAPPING WITH NEW MODELS OF ANIMATION, GOVERNANCE AND MANAGEMENT

Projects performed by GA

- General Council regional extended meetings.
- Celebration process of the foundation bicentenary.
- Constitution review.

Formation

- Colloquium on initial formation
- Formations programs: post perpetual, current formatters, vocation animators.
- Join formation programs of brothers and laity.
- Lay formation programs.

Internationality

- International communities.
- International programs of volunteering.

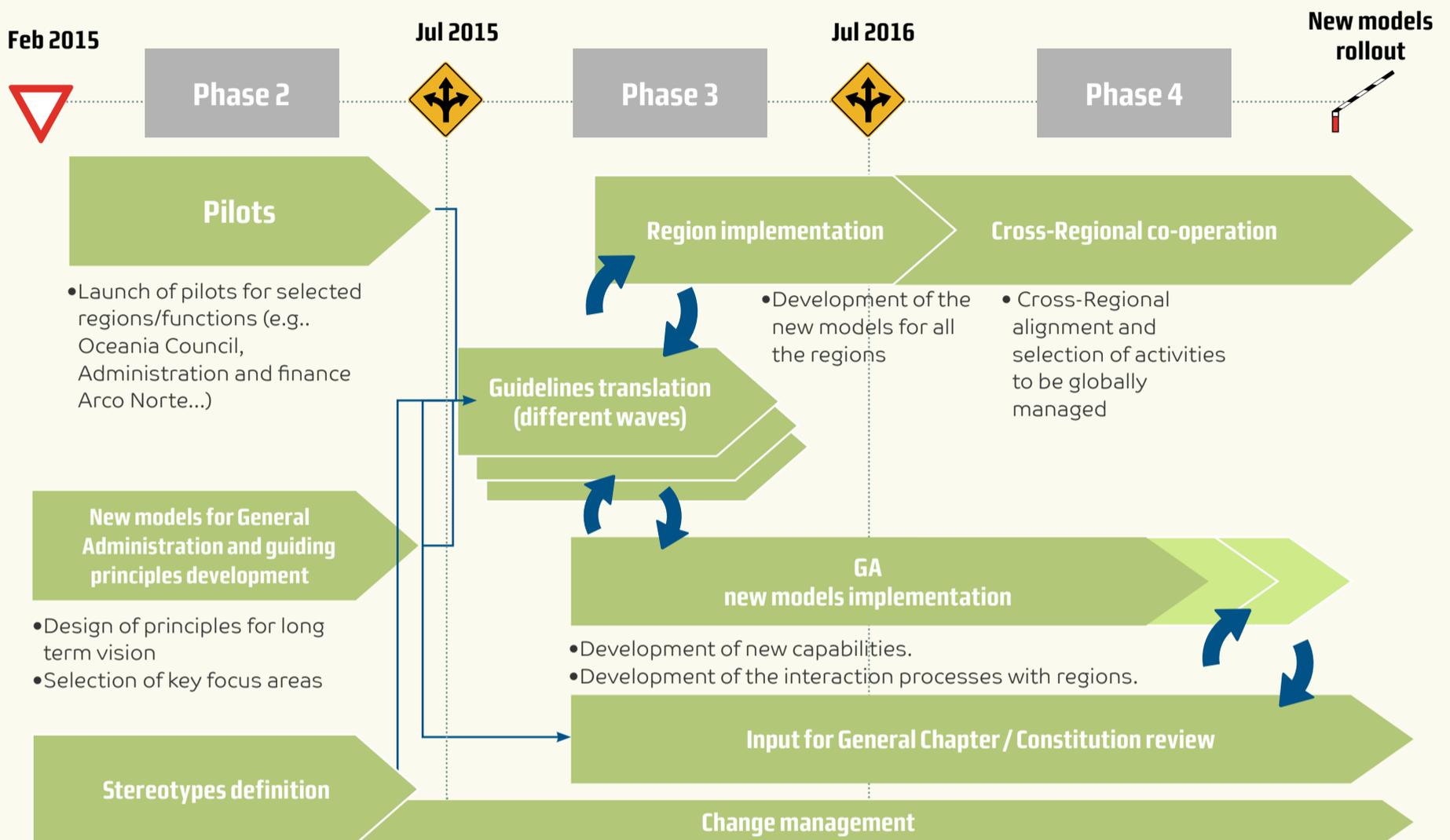
Sustainability

- Sustainability projects of Administrative Unities.

- Decision on coordination governance and accountability.
- Prioritization of projects by waves, with temporary stand-by for non-urgent ones.
- Timeline finalization and deadline commitment.

The Project will highly benefit from proper interaction with other outstanding initiatives pursuit by the Institute.

The approach to execute the journey will benefit from progressive fine-tuning of the vision.



Next steps – 2015 draft planning.

- **From March to May:** after sending the first proposal of New Models to the AUs, start a cooperative process to stimulate, welcome and include feedbacks from the provincial and district councils.
- **June:** preparing a structured summary of the feedback received from the AUs.
- **July 10 to 14:** International New Models Assembly in Rome to reach consensus regarding the new models proposal and the draft of the implementation plan. Two representatives from each province and district will be invited: Provincial/District Superior and one person who can contribute to the implementation of the proposals.
- **From August 2015 to March 2016:**
 - Initial finalization of phase 2 of the Project and approval by the General Council.
 - Highlight and proper forward of those specific issues regarding the General Chapter, the Constitutions, AU's and regions.
 - Submission of Project and communicating the implementation plan.
 - Appointment of dedicated team.
 - Implementation activities.



We welcome your contributions
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