



CAPACITY DEVELOPMENT PROGRAMME

PROGRAMME DEVELOPMENT ACTIVITY: STRATEGY CONFIRMATION

16th SEPTEMBER 2020

Introduction

The Capacity Development Programme aims to transform the impact of the global Lasallian network through enhanced collaboration. The focus of the Programme Development Activity session held on 16th September 2020 was threefold:

- To gain ownership and confirmation around the emerging strategy for collaboration
- To ensure that the outputs reflect what people have been saying to date
- To embark on the next steps of 'making collaboration common' among the institute.

In advance of the session participants received a short refresher document and video high-lighting activities and progress made to date. Participants were also sent the 'Emerging Strategy' document and asked to pay particular attention to pages 9 and 10, which highlight (i) 'Our Emerging Strategy on a Page'; and (ii) 'Our Emerging Strategic Goals and Practical Actions'.

Process

46 people logged into and participated in the zoom session, of which 31 were Lasallian network participants, 4 were acting as translators and the remaining 11 were facilitating or supporting the process.

Br Amilcare welcomed everyone and expressed his observations that everyone was working well together, and he could observe a strong level of participation and connection.

Peter Stemp provided participants with a clear context of how the 'Programme Development Activities' 'Learning Forums', and the individual 'Conversations' all fit together to support the development of a collaborative strategy to achieve greater impact.

Peter Moore provided an overview and highlighted the key elements of the Emerging Strategy document and Br. Craig Franz provided information with respect to the capacity development programme going forwards.

Ian Williams then outlined the focus of the group work for the session to achieve ownership and confirmation around the emerging strategy for collaboration and to gather information regarding participants preferences for future working groups in relation to the overarching strategic goals and potential actions that can be taken by the group towards 'making collaboration common'.

Strengths of the emerging strategy

Many strengths were highlighted for the emerging strategy by participants, which are embodied in the following 2 statements: (i) 'The real strength of the emerging strategy is the clear direction it offers to the network;' and (ii) 'A connected network and collaboration will enable us to be more effective worldwide.'

Perspectives about the emerging strategy

The overall average score with respect to how participants feel the emerging strategy is developing effectively is **7.0**. Generally, people feel that the process and development of the plan is progressing smoothly but acknowledge the

process is a journey and there is still plenty of work, tension, and change still to come before successful outcomes can be assured.

Future contributions of participants

Participants provided a great amount of constructive feedback with respect to which goals(s) and action(s) they feel able and interested to contribute towards going forwards and this information has been tabulated to inform future working group work on refining and improving the specific nature of the goals and actions. It is evident that everyone is ready to take part and offer their support to the implementation of the plan. There is also a good coverage of contributions offered across the three main strategic goals.

Feedback

23 participants completed the feedback forms and scored the session **8.5**, with respect to how useful they had found the session. The feedback to the session was therefore very positive. All respondents also helpfully confirmed the contribution they are willing to make towards the strategic goals and actions.

Conclusion

The objectives of the session were successfully achieved. Participants stated and demonstrated their ownership of the emerging strategy document and in general agreed that it reflected what people have been saying to date. The session provided a considerable amount of information about who can do what towards taking the strategic goals and associated actions within these goals forwards.

As one participant commented in helpful summary of the event: *"I found the session and the break-out group meeting especially helpful today given the well-articulated document with the overall emerging strategy."*

Annex

The commentary below provides some additional insights from the discussions within the nine break-out groups and the subsequent feedback that was provided after the session. The groups considered the following 3 questions:

1. 'What do you feel is the most important strength of the emerging strategy?'
2. 'To what degree do you feel the emerging strategy is developing effectively and why?' Each person to provide a score between 1-10 and then share the reason why.
3. 'What Goal(s) and Action(s) are you best placed to contribute towards going forwards?'

'What do you feel is the most important strength of the emerging strategy.'

In general, individuals felt the Emerging Strategy document well-articulated the hopes and ambitions of the group.

As one person stated, "The emerging strategy is honouring the past whilst moving forwards and making progress. Advancing participative leadership through-out the Lasallian network is the key strength."

Perhaps the commentary from one group captures many of the thoughts of the larger group: We find that the emerging strategy documents main strength lies in the desire and development capacity of the people involved. We know each other better, we can put a face to the names, we know a little more about the ideas and feelings of the people who are here and who are involved.

This creates a different membership. We are enthusiastic about something new, to go beyond what we had as a network.

We are moving from an idea of a network and structures designed to strengthen isolated points, towards a scheme that allows the design of a more complex, authentically reticular system, which respects differences, knowledge and territorial commitments and at the same time creates a practical communion, not just spiritual or ideological.

For now, we are having something similar to an agreement that gives us strength in the face of other agencies and organisms, but we need to totally rethink the Institute in preparation for the next General Chapter.

'To what degree do you feel the emerging strategy is developing effectively and why?' Each person to provide a score between 1-10 and then share the reason why.

The overall average score for all participants was **7.0**. The range of scores was from 4.0 - 9.0. The distribution of groups average scores is shown in the table below:

Group Number	1	2	3	4	5	6	7	8	9
Average Score	7.00	4.33	7.75	7.00	7.66	6.75	6.25	6.50	8.66

In general, participants expressed the opinion and observation that the strategy development process is progressing towards the objective and that the facilitation of the conversations and group work and the synthesis of the results have been effective.

It was noted how thoughtful, personable, educational, strategic and well-structured the approach to the process has been notwithstanding that the journey still has a considerable distance to go; furthermore, although the development phase is progressing smoothly, the real challenge lies with the implementation of our strategy for collaboration and detailing the practical actions in ways that can be successfully implemented.

Attention to made to the case for making the strategy as distinctive, bold and courageous as possible, including ensuring that the language was as attuned as well as possible to best represent the Lasallian network; this can be taken forward in different ways, notably through attention to the practical action about brand and communications.

Feedback

- 'Just a big thank you.'
- 'I definitely value greatly the processing time and responding to concrete information like the document presented.'
- 'I felt free to share and express my ideas with the people I found in my group. A very interesting exchange of goals and common items.'
- 'I found the session and the break-out group meeting especially helpful today given the well-articulated document with the overall emerging strategy.'
- 'I found strong agreement with the emerging strategy document - it seems to reflect well the general understandings of the group.'
- 'I enjoyed seeing everyone. It is becoming a nice community. I think the document is very well done. Thank you. One thing I would question is the use of the word Institute throughout as, in my understanding, that refers only to the Brothers and Brothers structures (see Circular 461) and our work is much wider than that.'
- 'I very much appreciated Lorna's facilitation of our small group. Her approach and style help solicit honest and helpful feedback. I think there was some significant spread in the ratings of the process so far from "4" to "8" overall. I hope we can really discern and discuss this differing interpretation of the work so far.'
- 'I would like to know who she or he is, in what place and function each participant collaborates or work in this process. I think it would be good for all to know each other. We need to improve a little bit the translation services, both oral and written and deepen the intercultural perspective. Thanks.'
- 'The session was useful in getting dialogue on the draft strategic intents. There was commonality in the group we were lower scores than other groups, I think the challenge when there are disparate views on where we are at, how then to progress to the next stage, without some form of agreement. For example, it is difficult to determine actions related to the goals if there wasn't agreement on their framing. For example, brand and communications seem to be underpinning elements to each goal rather than specifically be included within one.'
- 'I understand that we are following a formation process to organise a Lasallian network capable of establishing strategic alliances. Perhaps this point will be worked on later, but I think it is important that it be studied.'
- 'Make sure that we all have a good understanding of the participation instructions and work questions.'