

Excellence in Leadership

Emerging Leaders

Leadership and Faith Building Leadership Capacity Application Form

I wish to be considered as a candidate in the *Emerging Leaders* initiative.

Name:

Site:

Date:

Please see that the necessary forms to support your application are sent to Jamie McKinnon attention: Elsi Schmalhofer (admin. Assistant) May 5th, 2011.

- Application Form Attachment I
- Personal Letter Attachment II
- Professional Reference Attachment III
- Personal Reference Attachment IV

Thank you for considering this Faith and Leadership *Emerging Leaders* initiative. Please review the attached outline of the program. The expectation is for participants to commit to the complete two year program, understanding that exceptional situations may need to be considered.

Excellence in Leadership

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, the 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 an 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.

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

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)

Excellence In Leadership

Leadership and Faith Emerging Leaders Personal Letter Checklist

*COMMITMENT IS THE ONE QUALITY ABOVE ALL THE OTHERS THAT ENABLES THE
POTENTIAL LEADER TO BECOMER A SUCCESSFUL LEADER*
John Maxwell

When preparing your personal letter, please include at least three of the characteristics below that best describe your actions/behaviours in your present role in the system. Please provide specific example/s for each of the characteristics you have identified. Thank you.

Desirable Potential Leadership Characteristics:

Which of the following best describe you?

You:

Catholic Faith, Community, and Culture:

- demonstrate catholic values of inclusiveness, compassion, forgiveness and have an openness to struggle with difficult faith-based questions
- consistently demonstrate strong personal ethics, good judgment and spiritual purpose such as honesty, trustworthiness and justice

Setting Directions:

- demonstrate commitment to the Board's Mission Statement
- see core purpose and meaning in your work / service
- demonstrate ambition, determination and an orientation towards purposeful action / direction-setting results oriented in order to support achievement of all learners

Building Relationships and Developing People:

- demonstrate a passion for education in the role you presently fulfill in the system
- demonstrate strength of character, perseverance and hold to an inspiring set of personal standards
- demonstrate excellent interpersonal, communication skills and emotional intelligence
- demonstrate the potential to grow
- presently commit the time and energy that is required to increase personal self-awareness and to grow professionally

Developing the Organization:

- exude enthusiasm, energy, and a positive worldview
- work well in a team situation
- seek out opportunities to lead teams
- collaborate as well as delegate within the team
- use “we” when working in or leading a group or team
- deflect praise to the group / team for success not to yourself
- coach others and seek others’ advice / coaching for personal continuous growth
- balance your professional and your personal life
- read professional material
- effectively manage conflict and stress.

Leading Instructional Program:

- demonstrate behaviors that reflect your personal vision and belief that all students can learn

Securing Accountability:

- confront problems proactively, directly and innovatively
- do what you say you will do
- demonstrate autonomy and taking initiative

Fundamental to successful educational leadership is a passion for students, the school and the community. The nature of that passion is reflected in six factors that are fundamental to success: student achievement, care, collaboration, commitment, trust and equity.

(Christopher Day 2004)

Excellence in Leadership

Leadership and Faith Emerging Leaders Personal Reference Checklist

*COMMITMENT IS THE ONE QUALITY ABOVE ALL THE OTHERS THAT ENABLES THE
POTENTIAL LEADER TO BECOMER A SUCCESSFUL LEADER*

John Maxwell

When preparing your personal reference for the candidate please include at least three of the characteristics below that best describe the potential leader. Please provide specific example/s of their actions/behaviours for each of the characteristics you have identified. Thank you.

Desirable Potential Leadership Characteristics:

Does the person:

Catholic Faith, Community, and Culture:

- demonstrate catholic values of inclusiveness, compassion, forgiveness and have an openness to struggle with difficult faith-based questions
- consistently demonstrate strong personal ethics, good judgment and spiritual purpose such as honesty, trustworthiness and justice

Setting Directions:

- demonstrate commitment to the Board's Mission Statement
- see core purpose and meaning in their work / service
- demonstrate ambition, determination and an orientation towards purposeful action / direction-setting results oriented in order to support achievement of all learners

Building Relationships and Developing People:

- demonstrate a passion for education in the role they presently fulfill in the system
- demonstrate strength of character, perseverance and hold to an inspiring set of personal standards
- demonstrate excellent interpersonal, communication skills and emotional intelligence
- demonstrate the potential to grow
- presently commit the time and energy that is required to increase personal self-awareness and to grow professionally

Developing the Organization:

- exude enthusiasm, energy, and a positive worldview
- work well in a team situation
- seek out opportunities to lead teams
- collaborate as well as delegate within the team
- use “we” when working in or leading a group or team
- deflect praise to the group / team for success not to yourself
- coach others and seek others’ advice / coaching for personal continuous growth
- balance their professional and thier personal life
- read professional material
- effectively manage conflict and stress.

Leading Instructional Program:

- demonstrate behaviors that reflect theri personal vision and belief that all students can learn

Securing Accountability:

- confront problems proactively, directly and innovatively
- do what they say they will do
- demonstrate autonomy and taking initiative

Fundamental to successful educational leadership is a passion for students, the school and the community. The nature of that passion is reflected in six factors that are fundamental to success: student achievement, care, collaboration, commitment, trust and equity.

(Christopher Day 2004)

Excellence In Leadership

Leadership and Faith Emerging Leaders Professional Reference Checklist

*COMMITMENT IS THE ONE QUALITY ABOVE ALL THE OTHERS THAT ENABLES THE
POTENTIAL LEADER TO BECOMER A SUCCESSFUL LEADER*
John Maxwell

When preparing the professional reference for your staff member please include at least three of the characteristics below that best describe the potential leader. Please provide specific example/s of their actions/behaviours for each of the characteristics you have identified. Thank you.

Desirable Emerging Leadership Characteristics:

Does the person:

Catholic Faith, Community, and Culture:

- demonstrate catholic values of inclusiveness, compassion, forgiveness and have an openness to struggle with difficult faith-based questions
- consistently demonstrate strong personal ethics, good judgment and spiritual purpose such as honesty, trustworthiness and justice

Setting Directions:

- demonstrate commitment to the Board's Mission Statement
- see core purpose and meaning in their work / service
- demonstrate ambition, determination and an orientation towards purposeful action / direction-setting results oriented in order to support achievement of all learners

Building Relationships and Developing People:

- demonstrate a passion for education in the role they presently fulfill in the system
- demonstrate strength of character, perseverance and hold to an inspiring set of personal standards
- demonstrate excellent interpersonal, communication skills and emotional intelligence
- demonstrate the potential to grow
- presently commit the time and energy that is required to increase personal self-awareness and to grow professionally

Developing the Organization:

- exude enthusiasm, energy, and a positive worldview
- work well in a team situation
- seek out opportunities to lead teams
- collaborate as well as delegate within the team
- use “we” when working in or leading a group or team
- deflect praise to the group / team for success not to yourself
- coach others and seek others’ advice / coaching for personal continuous growth
- balance their professional and their personal life
- read professional material
- effectively manage conflict and stress.

Leading Instructional Program:

- demonstrate behaviors that reflect their personal vision and belief that all students can learn

Securing Accountability:

- confront problems proactively, directly and innovatively
- do what they say they will do
- demonstrate autonomy and taking initiative

Fundamental to successful educational leadership is a passion for students, the school and the community. The nature of that passion is reflected in six factors that are fundamental to success: student achievement, care, collaboration, commitment, trust and equity.

(Christopher Day 2004)