

# EXCELLENCE IN LEADERSHIP



**Waterloo Catholic  
District School Board**

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*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, 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 fall 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 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 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 Personal Growth Plan, PGP) for the following year that will further build personal leadership capacity.

### **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

## 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 PGP). Leaders will identify/ practice and apply the skill/s they require and then measure their personal leadership effectiveness re: the System Leadership Standards.
- 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, effective communication and managing conflict ....
- Participate in The Myers Briggs Typology Indicator module to maximize personal leadership development and team building competencies.
- Continue personal leadership awareness while investigating how to build and sustain effective teams while examining the five levels of excellence in leadership and the five dysfunctions of team.
- Participate in Professional Learning Book Club discussions focused on serving learners and excellence in leadership.
- Participate in *Courage to Lead* 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 PGP) 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

## **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:**

*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

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