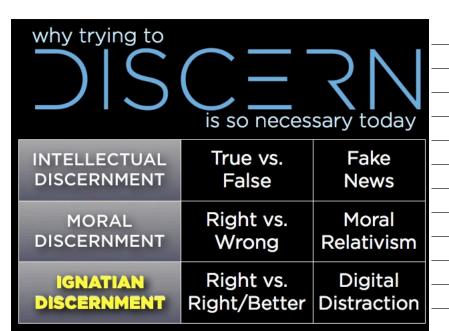
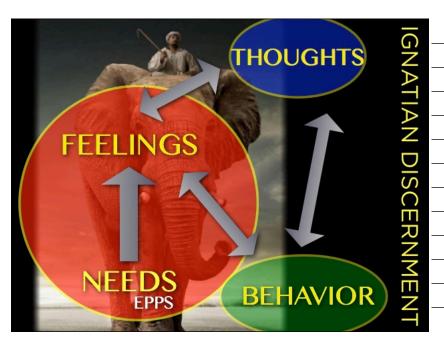
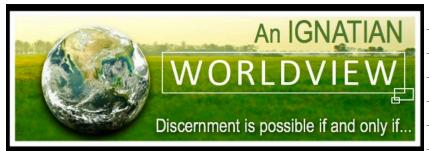


Kamakura, Japan



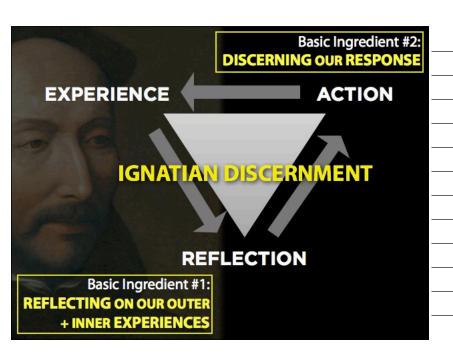


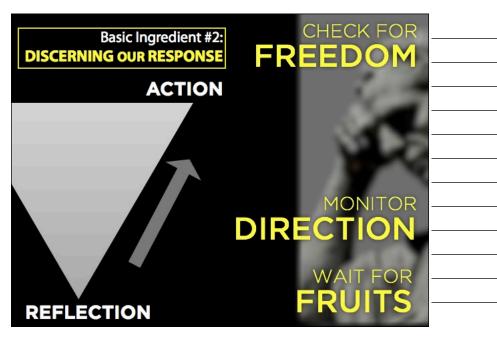




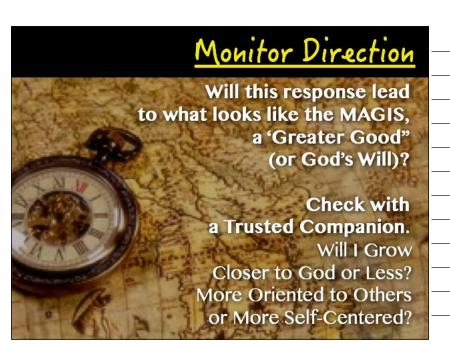
* ...there is a greater good, a higher purpose, a greater meaning. a **MAGIS** (or **God's Will**). * ... we have **freedom**.

Our choices make a difference.



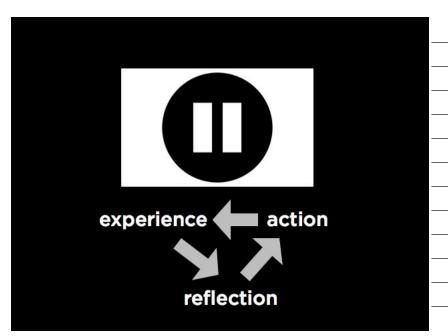


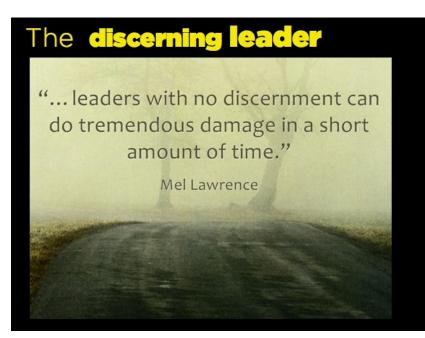












OF LEADERSHIP LORDSHIP LEADERSHIP LAIDBACKSHIP				
Leadership by Command and Control	Leadership by Conversations	Leadership by Leaving Alone		
Power and Authority	Consultation and Consensus Building	Sink or swim		
Culture of CONTROL	Culture of COSMOS	Culture of CHAOS		
INHIBITIVE	FACILITATIVE + CONSULTATIVE	INHIBITIVE		

LEADERSHIP

In your opinion, which of the following are your STRENGTHS as a Leader?

Which are AREAS OF IMPROVEMENT?

Choose TWO (2) for each.

Harvard Business Review,

Has high ethical and moral standards

Provides goals and objectives with loose guidelines/directions

Clearly communicates expectations

Has the flexibility to change opinions

Is committed to my ongoing training

Communicates often and openly

Is open to new ideas and approaches

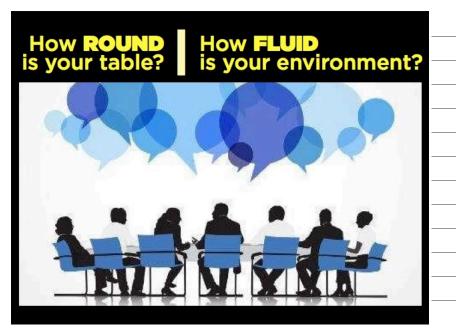
Creates a feeling of succeeding and falling together

Helps me grow into a next-generation leader

Provides safety for trial and error



	Has high ethical and moral standards	67%
	Provides goals and objectives with loose guidelines/directions	59%
	Clearly communicates expectations	56%
	Has the flexibility to change opinions	52%
	Is committed to my ongoing training	43%
	Communicates often and openly	42%
TENDENCY FOR	Is open to new ideas and approaches	39%
LAIDBACKSHIP OR	Creates a feeling of succeeding and falling together	38%
LORDSHIP?	Helps me grow into a next-generation leader	38%
Harvard Business Review, 2016	Provides safety for trial and error	37%





DISCERNMENT

MAGIS

GOD'S WILL GREATER GOOD HIGHER PURPOSE GREATER MEANING COMMUNAL

CURA PERSONALIS

Personal Care for Each Person

LEADERSHIP STYLE & DECISION MAKING PROCESS

Before any communal discernment, we must clarify the **decision-making process** based on the **leadership style** and the needs of the community.

- * Who makes the FINAL DECISION on the matter? Is the leader or the community?
- *What is expected of the community or group i.e., to make the FINAL DECISION or just submit a RECOMMENDATION?
- *Given the needs of the community or the group's condition, which style is preferred?

LEADERSHIP STYLE & DECISION MAKING PROCESS

GROUP CONDITION	THE KIND OF LEADER WE NEED	HOW WE SHOULD RESPOND
Lack of Identity External or internal crisis Survival	DIRECTIVE The leader alone makes the decision.	Accept decision. Cooperate in action. No communal discernment.

LEADERSHIP STYLE & DECISION MAKING PROCESS

GROUP CONDITION	THE KIND OF LEADER WE NEED	HOW WE SHOULD RESPOND
Security & Stability	CONSULT- ATIVE The leader makes the decision AFTER evaluation & recommendation with members.	Cooperate in evaluating & making recommendation.
Sense of identity and mission developing		Accept decision.
		Act responsibly.

DECISION MAKING PROCESS				
GROUP CONDITION	THE KIND OF LEADER WE NEED	HOW WE SHOULD RESPOND		
Mature sense of identity & mission Clear & shared perception of resources & limits	The leader facilitates the decision making, and all the members make the decision.	Responsibility & collaboration in every phase.		

LEADERSHIP STYLE

LEADERSHIP STYLE & DECISION MAKING PROCESS

DIRECTIVE

NO COMMUNAL DISCERNMENT

CONSULTATIVE

COMMUNAL
DISCERNMENT for
RECOMMENDATION

DELIBERATIVE

COMMUNAL DISCERNMENT for

DECISION

A process for making major decisions about a common mission, where selected community members hope to discover the MAGIS or God's Will.



COMMUNAL DISCERNMENT



A Unanimous Decision

Getting the Total of Everyone's Personal Choices

Settling for the **Least Common Denominator**

A Win-Win Compromise

5 Dispositions for COMMUNAL DISCERNMENT

- DESIRE FOR THE
- 1TRUSTIN GOD + the GOODNESS OF ONE ANOTHER
- SELF-AWARENESS
- 1 HONEST HUMILIT
 - IN THE COMMUNITY
-] ATTENTIVE + COMPASSIONATE LISTENING

1 DESIRE FOR the MAGIS in the mission

Am I seeking the MAGIS (the Greater Good, God's Will), or simply what I myself want?

Do I care about the mission, where it should go to serve more people and to be more effective? Or am I feeling discouraged and pessimistic about our mission—a general lack of energy and interest in it? ("What's the use?")



[] TRUST IN GOD & IN THE GOODNESS IN EACH ONE Do I believe that God has dreams for our school and wants us to make a difference? Do I trust that my co-workers also have big dreams for our school and have its best interests in mind?

[] HONESTY AND HUMILITY IN THE COMMUNITY

Do we feel safe in speaking honestly in the group? Or are we unable to be honestly critical of one another—because of a basic lack of openness, an fear of conflict, or an unhealthy desire to preserve peace at all costs?

Do I believe that I can learn from others and somebody else might have a better sense of what the Magis is?

Am I open to learning something new in unexpected ways and even through the unlikeliest person?

