Organizational Management

- Mission leaders have the management competencies needed to be recognized as productive contributors to the organization. They understand the interrelationship of shared beliefs, behaviors and assumptions of the organization.
  - Communication and Collaboration
  - Business
  - Management
A Mission Question?

"Raise your hands those in favor of saving their soul rather than the company."

Mission and Business

Catholic health care is a ministry, which is a business, which IS ministry.
Mission and Business

Catholic health care
is a ministry,
which is a business,
which IS ministry.

- A theological statement
  - Incarnational
  - Integration of Catholic social thought

Caritatis in Veritate

- #34 — “… the conviction that the economy must be autonomous, that it must be shielded from “influences” of a moral character, has led people to abuse the economic process in a thoroughly destructive way.”
- #37 — “… every economic decision has a moral consequence.”
- #37 — “… the canons of justice must be respected from the outset, as the economic process unfolds, and not just afterwards or incidentally.”
“We wish to speak specifically to Christian business leaders, who have at the heart of their work the deep sense of God’s calling to be collaborators in creation.”

“We wish to speak to all business leaders of good will who have an influence on the behaviors, values, and attitudes of the people comprising their enterprises.”

“From CEOs to heads of teams to those with informal influence, business leaders of all kinds play a critical role in shaping economic life and creating the conditions for all people to develop integrally through business institutions.”
Vocation of the Business Leader

“An important part of the business leader’s vocation … entails seeing clearly the situation, judging with principles that foster the integral development of people, and acting in a way which implements these principles in light of one’s unique circumstances and in a manner consistent with the teaching of the Faith.”
Mission and Business

• A practical reality
  - We are not separate from the industry’s environment.
  - Living the mission means learning the business.
  - Theological or pastoral background does not preclude the need for a working understanding of operations.
    • Mission leadership
    • Pastoral care leadership

What CEOs Want

• “Think tank” of hospital and system CEOs in June 2008

• Top three areas of expertise identified:
  – Theological integration
  – A working, credible understanding of the business requirements of health care
  – A “prophetic voice”
    • Strength of character – professional par with others
    • Understand the “power of the question”
    • NOT the “ERD Commissar”
Strategy and Mission Competencies

**STRATEGY**

More likely to show how strategies are consistent with their mission, vision and core values; and their performance measures mirror their strategies. This is communicated clearly to all levels of the organization.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Qualifications</td>
<td>Mission leaders are talented, faithful and competent executives who embody holistic and healthy qualities which enable them to make a positive and lasting impact on their organizations.</td>
</tr>
<tr>
<td>Leadership</td>
<td>Mission leaders bring strategic direction, thinking and guidance as well as a collaborative spirit to the organization to ensure that it is faithful to its purpose, identity and values.</td>
</tr>
<tr>
<td>Theology</td>
<td>Mission leaders have a working knowledge of Catholic theology and are acquainted with the plurality of religions that will be encountered among the employees, physicians, trustees, patients and others who are served within our institutions.</td>
</tr>
<tr>
<td>Spirituality</td>
<td>Mission leaders are able to articulate their lived faith experience and the meaning it brings to their lives as well as encouraging and empowering individuals and organizations to do the same.</td>
</tr>
<tr>
<td>Ethics</td>
<td>Mission leaders are effective in promoting the development of ethical decision-making behaviors throughout the organization in three areas within the context of the Catholic moral tradition.</td>
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**Leadership**
- Strategic Leader
- Prophetic Leader

**Ethics**
- Justice
- Organizational Ethics

**Organizational Management**
- Communication and Collaboration
- Business
**Leadership and Mission Competencies**

LEADERSHIP is clear, fair and talent-oriented. Leaders are committed to developing their people, are more likely to promote the best people for the job, and ensure that performance expectations are well-known and consistent with the strategy.

- **Leadership**
  - Prophetic Leader
  - Formational Leader

- **Spirituality**
  - Personal
  - Communal
  - Spirituality of Change

- **Ethics**
  - Organizational Ethics
  - Clinical Ethics

**Talent and Mission Competencies**

TALENT Organization is committed to the right talent selected based on a strategic approach to workforce planning. The business model components that drive value are supported by talent selection.

- **Theology**
  - Pastoral
  - Church

- **Spirituality**
  - Personal
  - Communal
  - Spirituality of Change

- **Ethics**
  - Organizational
  - Clinical
Culture and Mission Competencies

CULTURE
Employees are likely to think the organization is a good place to work. Employees not only adapt well to change, they embrace it. High-performing organizations emphasize a readiness to meet new challenges and are committed to innovation.

Theology
• Pastoral
• Understandings of Church

Spirituality
• Spirituality of Change
• Communal Spirituality

Organizational Management
• Management
• Business

Market and Mission Competencies

MARKET
Organization has a strong market focus and will go above and beyond for their customers. They think hard about future customer needs. They view customer information as the most important factor in future planning.

Ethics
• Justice
• Organizational Ethics

Leadership
• Strategic Leader
• Prophetic Leader

Organizational Management
• Communication and Collaboration
• Business
Why Does This Matter?

• Keeping the integrity of the ministry requires:
  – Theological competency
  – Formational ability
  – Prophetic capacity

• Making an impact in the health care industry requires:
  – Bringing the Catholic perspective to organizational strategy
  – Concretizing our values in community service and organizational culture

Mission Energizes Integrity and Impact
Case Studies

• What questions does this case raise?
• What information is needed in order to make the best decision or take the best approach?
• Who else needs to be involved in this process?
• Name three competencies from the CHA model that would best support your contribution to this case.
• As a mission leader, what would be the “powerful question” you would pose?

Case Studies

• What’s cooking in your kitchen?
Conclusion

• Build effective relationships with other team members.

• Determine the right setting for input – group or one-on-one.

• Educate yourself on the topic – what “new learning” might you bring to the table?

• Ask the right question, hear the right question.