

Serve. Advocate. Lead.



PROFESSIONAL LEARNING

For Catholic Leadership Formation
2023-24

Catholic Principals' Council of Ontario

*Catholic Leadership Formation -
by Principals, for Principals*



All presentations are available
as "in-person" or "synchronous
virtual" experiences.



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CPCO provides leadership formation opportunities for Catholic Principals, Vice-Principals and aspiring teacher leaders. Sessions develop knowledge and skills for leadership development, legal fundamentals and human resources management.

Sessions can be customized to accommodate 60-minute to full-day facilitations. We invite you to review the opportunities described in this brochure and consider how these workshops can support your local leadership formation and development strategy.

All presentations are available as "in-person" or "synchronous virtual" experiences.

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



SEEKING POSITIVE SOLUTIONS: Developing Effective Conflict Management Skills for Leadership in Catholic Schools

This session will consider 5 conflict-handling approaches that make up the Thomas-Kilmann Conflict Mode Instrument. Participants will engage in a self-assessment to identify possible over- and under-use of each style, and through a case study approach explore the value of each mode dependent on the situation or desired outcome.

Learning goals:

- Exploring how as positional leaders, power and privilege impact situations of conflict
- Consideration of the pros and cons of each conflict management style
- Building leadership capacity and agility in the various approaches to conflict

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



SEEKING POSITIVE SOLUTIONS: A Framework that Mitigates Power Imbalance, Unearned Privilege and Advantage

This session will share the Seeking Positive Solutions (SPS) framework as a way to work through conflict by focussing on listening first with the goal of uncovering the underlying interests that are at the root of the presenting issue. Participants are supported with guided questions and language prompts that enables them to recognize their position and privilege, setting them aside and focus energy on creating honourable space for others, even when emotions and passion run high. It brings to mind the moral imperative as Catholic education leaders to mitigate this by asking oneself "Who am I in relation to conflict?" Using a case study approach and small group discussion, participants will practice how to navigate highly charged and emotional interactions in consideration of the power and privilege that is present – and support leadership development that seeks to dismantle oppression.

Learning goals:

- Learning about the SPS framework based on the Harvard Negotiation Project
- Exploring how as positional leaders, power and privilege impact situations of conflict

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



BEING A RESILIENT LEADER - PART 1 What Makes a Leader Resilient?

Research shows that resilience - the ability to function well in the face of adversity and to bounce back - is key for success and satisfaction in life. Resilient leaders do more than bounce back; they bounce forward.

This session explores the relationship between resilience, managing stress and mindfulness within the context of the Ontario Catholic Leadership Framework and the Personal Leadership Resources. Participants will deepen their understanding of crucial elements of resilience, reflect on their own level of resiliency and how it can be further strengthened.

Learning goals:

- Understand crucial elements of resilience
- Understand how resilience can help to better manage stress and support our well-being
- Examine strategies and skills to enhance one's own resilience

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



BEING A RESILIENT LEADER - PART 2 Developing a Resilient Mindset

This workshop looks deeper into how our beliefs and thinking habits determine our level of resilience as Catholic leaders. This session explores the “ABC” connection - Adversities, Beliefs, and re-framing Consequences.

Participants will have an opportunity to revisit their own beliefs, biases and thinking when faced with various adversities and reflect on how this affects their actions and emotional responses. Through reflection and dialogue participants will have the opportunity to identify areas of relative strengths and areas for growth.

Learning goals:

- Understand the connection between the adversities we experience, with our thinking habits and the consequences that arise from this connection
- Explore Common Thinking Traps and their connection to stress and resilience
- Examine strategies to develop our resilience by being mindful about our thought process

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



CATHOLIC LEADERSHIP & THE PERSONAL LEADERSHIP RESOURCES

Participants will unpack the OCLF's Personal Leadership Resources (PLRs) as part of the development of positive influence as a Catholic school leader.

Participants will have an opportunity to examine their strengths and areas for growth within the PLRs and how they relate to the skills and competencies required for effective Catholic leadership to create safe, inclusive and engaging learning and work environments.

Learning goals:

- Deepen understanding of the PLRs as part of Catholic leadership
- Develop an understanding of how the PLRs can support the exercise of influence while valuing diversity and equity and mitigating power imbalance
- Examine ways to make use of the PLRs to facilitate the change process

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



COMPANIONS ON THE JOURNEY Supporting Staff Well-Being through a Positive and Inclusive School Climate

This session explores current research on the importance of developing a positive school climate that values equity and diversity, and how this influences positive well-being for staff.

Participants will have opportunities for dialogue and reflection and will leave with practical strategies to further develop best practices that foster a productive, fulfilling, inclusive and engaging workplace.

Learning goals:

- Understand the impact of developing a positive school climate
- Understand the role of the leader in nurturing a positive school environment
- Expand knowledge of best practices which influences staff well-being
- Understand and strengthen culturally responsive school practices

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



COURAGEOUS CONVERSATIONS - PART 1 Preparing

Learn how to plan courageous and necessary conversations within the workplace and their effectiveness in helping the Catholic school community flourish. Participants will explore why we often tend to avoid having these conversations, the implications of avoidance, the impact of personal bias and the role of developing a trusting and safe environment.

A variety of practical resources will be presented to support with the planning of effective, courageous conversations. Participants will apply the strategies discussed to personal case studies.

Learning goals:

- Understand the importance of courageous and necessary conversations as part of the skill set of an effective school leader
- Examine successful strategies including culturally responsive and relevant pedagogy for discerning, planning and engaging in courageous conversations
- Enhance personal self-awareness and self-efficacy in dealing with challenging conversations

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



COURAGEOUS CONVERSATIONS - PART 2 Dancing Through the Storm

In this follow up session the focus will be on the skills and strategies needed and utilized during the courageous conversation to support a positive and productive dialogue.

Participants will delve into listening strategies, managing emotions effectively, identifying bias blind-spots, enhancing conversational agility skills and leadership influence through case studies.

Learning goals:

- Enhancing listening strategies, bias awareness and managing emotions
- Examine strategies and skills for enhancing conversational agility skills
- Understand how courageous and necessary conversations can provide an opportunity to enhance our leadership influence in our Catholic school communities

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



BLENDING LIFE AND WORK

When it comes to finding that sweet spot of work/life integration - one size does not fit all! In this session, participants will have the opportunity to revisit their personal understanding of work-life balance and consider the concept of "blending or harmonizing work and life". The dialogue will focus on the importance of achieving personal and professional satisfaction in work/life strategies to manage stress and build a healthy lifestyle and the role of motivation for self and in others.

Learning goals:

- Develop an understanding of the importance of personal and professional satisfaction in one's work
- Identify strategies to manage stress and maintain perspective
- Appreciate the role of relaxation and personal time in leading a healthy lifestyle
- Discuss various strategies to help create a life of fulfillment and achievement

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



CATHOLIC LEADERSHIP TO SUPPORT MENTAL HEALTH WITH CULTURAL HUMILITY

Learn about Ontario-based and evidence driven tools and strategies developed by School Mental Health Ontario to support the mental health of all, respecting culture and identity of each person. Participants will engage in professional dialogue about optimal leadership strategies and share best practices so as to nurture a healthy Catholic school climate for every student.

Learning goals:

- Examine leadership strategies to support mentally healthy schools
- Dig deep into selected School Mental Health Ontario resources that can be used personally or with a team such as the “Cultural Humility Self-Reflection Tool for School Staff”
- Recognize the need for a team approach that is culturally responsive in supporting the mental health needs in your Catholic School Community
- Identify factors critical to creating and sustaining health and well-being for ALL

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



LUMINA SPARK

Engage in Lumina Spark – a new generation of leadership development tools supporting individuals and teams to work more effectively, and the only one aligned with the Ontario Catholic Leadership Framework.

Lumina deepens self-awareness effectively guiding leadership development for aspiring, newly appointed and experienced leaders. It avoids stereotyping, enabling clear, jargon-free communication about personal preferences, strengths and growth areas. A Lumina Portrait produces clear insights to guide effective collaboration. Participants will use the 65-page report during the half day debrief to explore the points below.

Learning goals:

- Increase self-awareness of leadership strengths, impact and growth areas
- Inform the Annual Growth or Performance Plan
- Deepen understanding of organizational and team culture
- Build on team strengths and balance gaps
- Develop adaptive communication skills for giving feedback and strategies to run effective meetings
- Explore implications for conflict management, resilience and equity leadership

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



EMOTIONAL INTELLIGENCE

Foundations for Effective Catholic Leadership

This session examines the importance of Emotional Intelligence (EI) and its role within effective leadership. Participants will have the opportunity to learn the elements of emotional intelligence as well as reflect on their personal emotional awareness and how EI can impact their day-to-day decisions and interactions. Culturally Responsive Leadership Pedagogy and Power Imbalance/ Dynamics will be explored within this workshop.

Learning goals:

- Further enhance understanding of Emotional Intelligence and its importance as a Personal Leadership Resource within the Ontario Catholic Leadership Framework
- Increase awareness of personal EI
- Gain an appreciation of the value/ importance of being emotionally intelligent in the exercise of influence
- Apply EI skills to selected case studies

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



HABITS OF EFFECTIVE CATHOLIC SCHOOL LEADERS

Grounded in the work of Stephen Covey ("Seven Habits of Highly Effective People"), this session reflects on habits and strategies that can be employed to further increase the effectiveness of school leaders as they enact the Ontario Catholic Leadership Framework and build a school community that is equitable, inclusive and engaging. Participants will connect these habits and strategies to the Personal Leadership Resources and reflect on their areas of strengths and areas for growth.

Learning goals:

- Recognize and understand the habits and strategies used by effective and inclusive school leaders
- Heighten awareness of the importance of trusting relationships for successful Catholic school leadership
- Identify ways to effectively apply leadership habits into daily context
- Provide opportunity for reflection and development of one's personal leadership habits

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



EQUITY LEADERSHIP IN CATHOLIC SCHOOLS: Recognizing Power, Privilege and Oppression

This session is an opportunity to consider positional leadership in Catholic education and Ontario's education history differently. Participants will consider dynamics like Power and Privilege and Positionality; and terms like Oppression and Settler Colonialism that impact every interaction and relationship - and in this way build equity leadership capacity.

Learning goals include:

- Examine the historical development of public education in Ontario created through the lens of White, Anglo-Saxon Protestants resulting in a system of education that favoured some and not others
- Consider how these roots created systemic blind spots, implicit bias and power imbalances that have been "baked into" our systems and their implications today
- Make personal connections to power, privilege and oppression and what that means for positional leaders in Ontario's Catholic schools today
- Engage in case studies to highlight key learning

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



PRACTICAL TIPS AND STRATEGIES FOR CHALLENGING CONVERSATIONS RESPECTFUL OF RACE AND IDENTITY

This highly interactive session considers how, as leaders in diverse Catholic school communities engage in challenging conversations in ways that are identity affirming. Through case studies, text and practical tools and strategies, participants will leave this session ready to apply what they have learnt. All resources are shared electronically so participants can use them back at their sites with teams.

Learning goals include:

- Understand how "difficult and necessary conversations", which are part of the work as leaders in Catholic schools, can provide an opportunity to enhance our influence in our communities
- Strengthen equity leadership skills in dealing with challenging conversations that involve different identities such as race and position
- Examine relevant data and effective evidence-based frameworks and strategies as well as share best practices for leaders with colleagues

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



ENACTING ANTI-RACIST LEADERSHIP IN CATHOLIC SCHOOLS

This session will focus on going beyond equity, diversity and inclusion awareness and focus on the actionable steps and strategies for Principals and Vice-Principals to enact anti-racist, anti-oppression leadership in Catholic Schools. Participants will engage in activities designed to identify and disrupt practices that disproportionately and negatively impact students who have been historically disadvantaged.

Learning goals include:

- Explore personal racial identity
- Examine the concept of whiteness
- Develop a deeper understanding of the importance of being Anti-racist rather than non-racist
- Promote well-being through centering leadership practices on understanding perspectives of communities that have been historically marginalized

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



SERVANT LEADERSHIP Pope Francis' Call to School Leadership

How does the Servant Leadership model impact our decisions? How do we fulfill our roles as Catholic leaders and our responsibility to live our gospel values as demonstrated through our leadership style?

Through the words of Pope Francis and Jesus as models, participants will explore how decisions and daily interactions can promote the growth of a Catholic school culture whereby everyone is included and successful.

Learning goals:

- Explore an understanding of what it means to be a servant leader in today's context
- Appreciate the role of the school leader in the faith development of the school community
- Identify strategies and structures that support Catholic service throughout the school community

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



THE COLLABORATIVE LEADER Leading Through Collaborative Cultures

Using collaborative professionalism as a springboard, participants will have the opportunity to consider their practice through the study of the elements of effective collaboration, including: coaching and mentoring, mindful delegation and two-way feedback. Discussions will include strategies that position the administrator as an authentic co-learner who encourages professional growth, innovation within a Catholic environment of trust, an appreciation for life-long learning and a promoter of equity and inclusion for all.

Learning goals:

- Understand the importance of the pillars of collaborative coaching: Trust, Listening, Questioning, Mindful Delegation and Constructive Feedback
- Develop practical strategies to nurture a collaborative professional culture within our school communities
- Enhance our understanding of the benefits of professional collaboration and mentoring cultures
- Examine the elements of effective collaboration within the context of the Ontario Catholic Leadership Framework

CATHOLIC LEADERSHIP FORMATION:

Leadership Development



TRUST: THE FOUNDATION OF LEADERSHIP

"Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships." Stephen Covey.

Trust is the foundation of leadership and a necessary ingredient in building a collaborative, equitable and inclusive learning culture. School communities that foster trust enjoy a positive synergy that promotes success and well-being for everyone – embracing their unique narratives and diversity.

Drawing from real life school experiences, participants will explore how they can build trust within their community and the impact it has on their ability to influence others that result in safe, inclusive and engaging learning and working environments.

Learning goals:

- Enhance understanding of what makes someone trustworthy
- Understand the impact trust has on the change process and collaborative learning
- Address ways to build trust and respect diversity of students, staff and parents
- Share and reflect on successful trust building practices

CATHOLIC LEADERSHIP FORMATION:

Legal Fundamentals



LEGAL FRAMEWORK FOR EDUCATORS

This session provides Principals and Vice-Principals with an overview of the legislation that guides the rights and duties of administrators, staff, students and parents.

Learning goals:

- Review the areas of law that affect the day-to-day operations of schools
- Provide administrators with information about the legal parameters and/or discretion for their decisions within the education context including a review of how anti-racism issues intersect with the role of the Principal

CATHOLIC LEADERSHIP FORMATION:

Legal Fundamentals



SOCIAL MEDIA FOR ADMINISTRATORS

The impact of social media in schools has greatly affected how administrators carry out their duties and conduct themselves in society. Using relevant case law, this session focuses on the different roles of a Principal and Vice-Principal within the social media context such as an employee, investigator and/or target.

Learning goals:

- Review relevant legal framework for social media including privacy, search and seizure, defamation, Ontario College of Teacher, employee conduct, among others
- Provide administrators with practical knowledge of their obligations and/or rights as it pertains to social media
- Provide best practices for working through issues related to social media



LEGAL PROCEEDINGS IN EDUCATION

Administrators often do not have to deal with being “sued” until it happens. Using case studies, this offering provides Principals and Vice-Principals information about how they might be involved in legal proceedings. The session reviews concepts such as being subpoenaed, acting as a witness, writing support letters and being the defendant or respondent in a legal proceeding.

Learning goals:

- Review of case law relevant to the Principal within grievance/arbitrations, Human Rights Tribunals, Ontario College of Teachers and Student Disciplinary Hearings among others
- Provide proactive and reactive advice for administrators when facing or dealing with legal proceedings



MANAGING COMPLAINTS AND WORKPLACE INVESTIGATIONS

Managing staff concerns, allegations and misconduct requires Principals and Vice-Principals to understand board/ employer policies, procedures which guide workplace conduct. This workshop provides participants with current information related to harassment and bullying in the workplace and shares strategies to use when conducting workplace investigations to establish procedural fairness. We will also explore the process of investigations when P/VPs have a complaint filed against them and how to prepare and manage this stressful experience.

Learning goals:

- Enhance skills and knowledge central to conducting workplace investigations
- Explore related resources to assist in conducting a proper workplace investigation
- Discuss methods that can be used when you are responding to an investigation



WORKPLACE HARASSMENT

Allegations of workplace harassment can happen in any environment. This workshop will explore the impact of Bill 132 and Bill 168 as they relate to violence and harassment in the workplace and the importance of proper communication and programs for protecting workers, conducting timely investigations and the handling of complaints and incidents as they relate to Principals and Vice-Principals. Critical to the issue is understanding the definition of workplace harassment and violence and what responsibility Catholic School administrators have in creating and maintaining a positive work environment for staff. This workshop will also explore steps that an administrator can take when they feel they are experiencing harassment.

Learning goals:

- Review Bills 132 and 168 to establish commonalities
- Understand the definition of workplace harassment including sexual harassment
- Understand what harassment is and is not as experienced from various perspectives
- Deepen understanding of conducting workplace investigations
- Examine relevant data and effective evidence-based frameworks and strategies as well as share best practices for leaders with colleagues

CATHOLIC LEADERSHIP FORMATION:

Human Resources Management



WORKPLACE VIOLENCE IN SCHOOLS

Under the Occupational Health and Safety Act (OHSA) Principals and Vice-Principals are required to assess and reassess the risks of workplace violence to ensure our schools are safe for all members of the community. This workshop will explore amendments to Bill 168 as it relates to protecting workers from workplace violence and harassment. Through the use of case studies, Principals and Vice-Principals will have an opportunity to examine and discuss a variety of scenarios. This will enhance problem-solving strategies when dealing with workplace violence.

Learning goals:

- Examine components and issues of workplace violence as it relates to the duties of the Principal/Vice-Principal
- Examine the relationship between the discipline provisions within the Education Act and the workplace violence regime within the OHSA
- Examine the process related to conducting workplace violence risk assessments
- Understand the importance of documentation when conducting school-based investigations and the link to discipline

CATHOLIC LEADERSHIP FORMATION:

Human Resources Management



CATHOLIC LEADERSHIP AND WELLNESS

Within the Catholic education context, and through the use of authentic case studies, participants will be given the opportunity to explore ideas to manage workload, limit burnout and increase wellness.

Learning goals:

- Explore the research on Principal workload
- Examine research on Principal workload and the link to Principal burn out
- Examine strategies that address the challenges and opportunities faced by Catholic administrators
- Examine preventative strategies to try to improve the physical and mental health of Administrators

CATHOLIC LEADERSHIP FORMATION:

Human Resources Management



DOCUMENTATION, INVESTIGATIONS AND COMPLAINTS: The New Reality

With the increasing complexity of the role of the Principal/Vice-Principal, it is important to understand the critical nature of documentation. Effective documentation will be necessary when facing complaints or allegations that arise from various workplace situations. When documentation is not available or is lacking, being successful in defending the Principal/Vice-Principal from such complaints may be compromised. This workshop will offer strategies to document decisions that are supportive of the Administrator's actions. Case studies will be examined as a tool for deeper discussion.

Learning goals:

- Understanding what harassment is and what it isn't
- Understanding workplace investigations when a complaint is filed against a school administrator
- Discussing what is involved when there is a "restriction of duties"
- Investigation outcomes and the role of OCT

CPCO Additional Qualifications Courses

CPCO is a proud service provider for Additional Qualifications (AQ) courses accredited through the Ontario College of Teachers (OCT). Candidate feedback consistently praises the high quality of instructional leadership, engaging content and positive learning environments within AQ courses.

CPCO's AQ courses are designed and delivered by exceptional leaders in Catholic education. The AQ courses are relevant, research based and provide opportunities for rich dialogue and inquiry based professional learning grounded in our Catholic faith.

Each AQ course is 125-hours in length and is offered in multiple formats to appeal to all learners and lifestyles including fully online, face to face and blended formats.

AQ COURSES & ACCREDITATION OPPORTUNITIES

- Principal's Qualification Program Part 1 & 2 <https://bit.ly/41KgLSE>
- Special Education for Administrators AQ <https://bit.ly/42MdC6j>
- Principal Development Course AQ <https://bit.ly/3MgLBWU>
- Master's Accreditation <https://bit.ly/3Wf4ZhT>



For more information on *Catholic Leadership Formation – Leadership Development* seminars or to register, contact: Luciana Cardarelli, Coordinator and AQ Registrar, *Catholic Leadership Development Services*, lcardarelli@cpco.on.ca

For more information on the *Catholic Leadership Formation – Legal Fundamentals* and *Human Resources Management* seminars, contact: Damien Joseph, Administrative Assistant, Legal djoseph@cpco.on.ca



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Become an even better leader: Take advantage of CPCO AQ Subsidy Opportunities

CPCO, together with OPC and ADFO, and in partnership with the Ministry of Education, is offering a limited number of course subsidies for:

- Principal's Qualification Program (PQP) Part 1 and Leadership Practicum - \$300 subsidy
- Any of the modules offered as part of the Principal Development Course AQ - \$300 subsidy
- Special Education for Administrators AQ - \$900 subsidy

Today, aspiring and positional leaders need to lead in culturally responsive ways to reduce barriers to student success - and this is especially true for students with special needs. The moral imperative is to lead Catholic schools, K-12, that are guided by faith and are characterized by anti-oppressive and anti-colonial environments which are accessible, inclusive and engaging.

CPCO AQ courses are designed to build leadership capacity that supports actualizing exactly this.

Subsidies are now available to eligible AQ candidates who register for any of the CPCO programs listed above until exhausted. Subsidies will be awarded on a FIRST COME, FIRST SERVE BASIS. To learn more, go to: <https://bit.ly/3rOI8eY>