

# *CHARACTERISTICS OF MARIANIST ADMINISTRATION*



# I. Shaping Marianist Organizational Culture

*Values & Behaviors*



# Values and norms...

Shape behavior throughout ministry

Are expressed consistently

Reinforced by administrative leaders

Formative model for integrating new members



# An Architecture of Marianist Organizational Culture

*3 component parts...*

*Symbols:* connecting and meaning-making through stories, rituals, images

*Content:* attitudes, beliefs, values, norms

*Actors:* leaders as cultural catalysts or cultural citizens

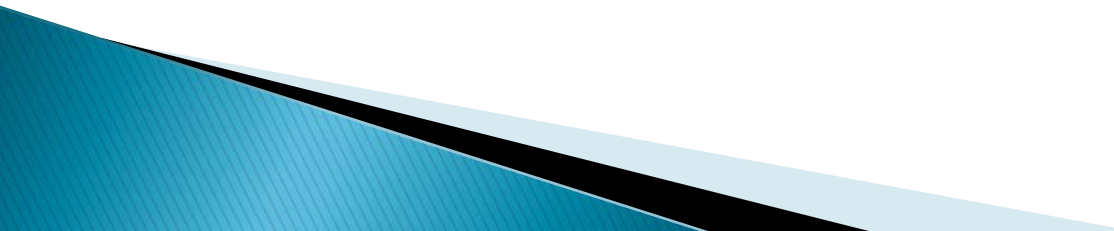
# Examples of Marianist Symbols

(stories, rituals, images)

- ▶ The Marian Narrative
  - ▶ Early Christian Communities
  - ▶ Fr. Chaminade, Adele, Marie Therese
  - ▶ “The Deep Story” since 1801
  - ▶ The Three O’ Clock Prayer
  - ▶ Marianist Doxology
  - ▶ The Marianist Cross
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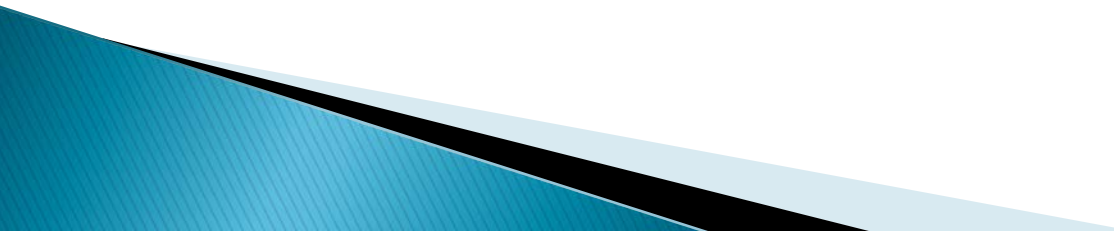
# Marianist Organizational Content

(sources of attitudes, beliefs, values, norms)

- ▶ Mission
  - ▶ Community-in-Mission
  - ▶ Engaging the World
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# Marianist Actors

(cultural catalysts and cultural citizens)

- ▶ Forming and developing cultural catalysts
  - ▶ Forming and developing cultural citizens
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# CONVERSATION

*Connecting ideas to practice*



## II. Leading Marianist Organizational Structures & Processes

*Consultation*  
*Stability in Governance*

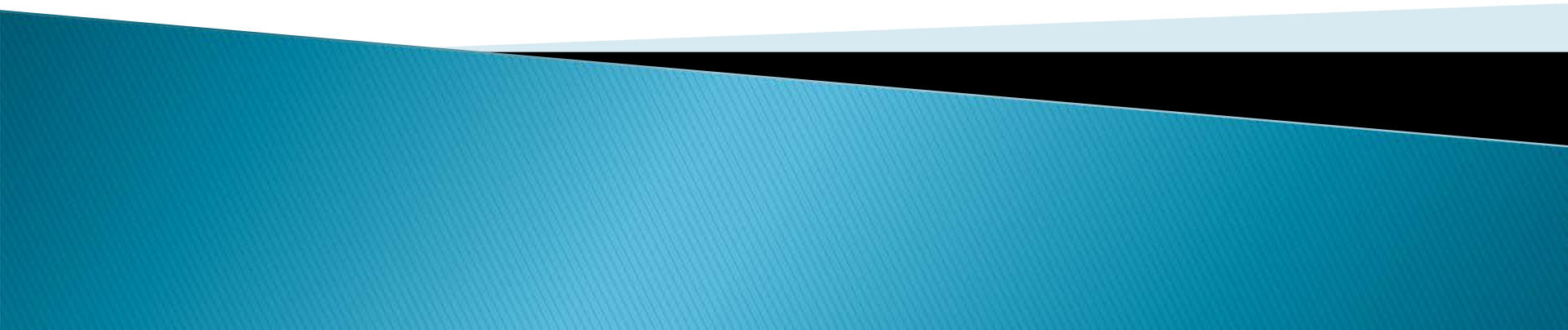


# Organizational structures and processes...


How members communicate and interface

How power is distributed

How the ministry is governed



# Marianist Structures and Processes

- ▶ Person-centered structures and communication processes
  - ▶ Subsidiarity honored
  - ▶ Consultative & collaborative decision making
  - ▶ Flexible & adaptive structures and processes
  - ▶ Transparency in communication and decision making
  - ▶ Community *as* Mission
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The Three Office structure provides for:

*Delegation*

*Consultation*

*Collaboration*

*Stability*

*Proper Authority*

# CONVERSATION

*Connecting ideas to practice*



# III. Managing Marianist Organizational Assets

*Stewarding Human Capital & Financial Resources*



# Congruence of assets, values, and MISSION



# Organizational Assets

## ▶ **Managing People**

Leading from the heart

Leaders are responsible for forming people

Interpersonal justice

Holding people accountable to mission

Protecting human dignity

## ▶ **Managing Financial & Material Assets**

Simplicity, austerity, prudence

Finances are strategic tool for achieving mission

Mission must drive the budget

# CONVERSATION

*Connecting ideas to practice*



# CONCLUDING CONVERSATION

*Connecting ideas to practice*



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The Marianists