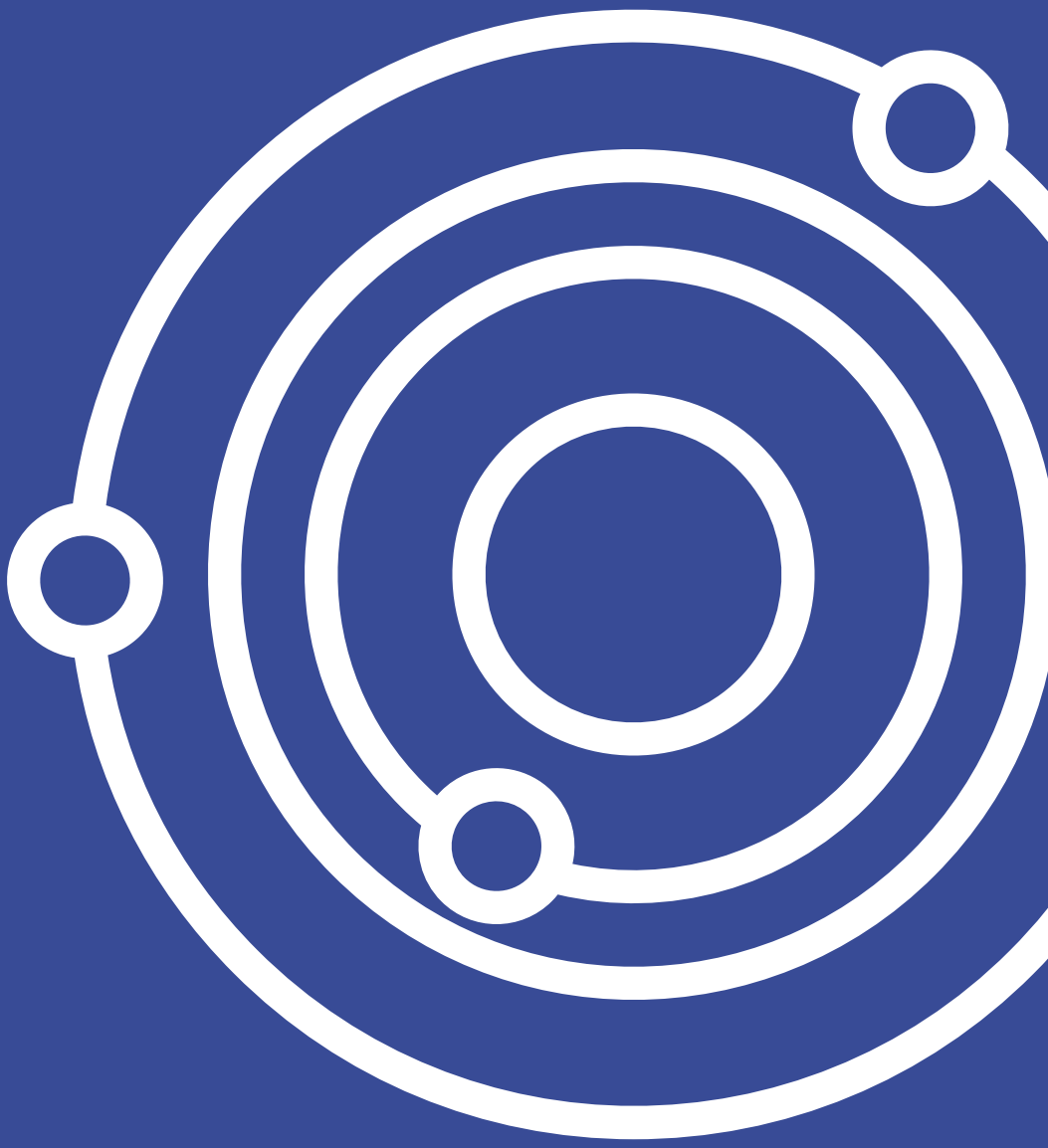
GSIF POLICIES, STANDARDS AND PROCEDURES

GSIF Organizational Model



GOOD SHEPHERD INTERNATIONAL FOUNDATION ONLUS

“Love and justice bind us to each other and to the whole mission.”

Saint Mary Euphrasia

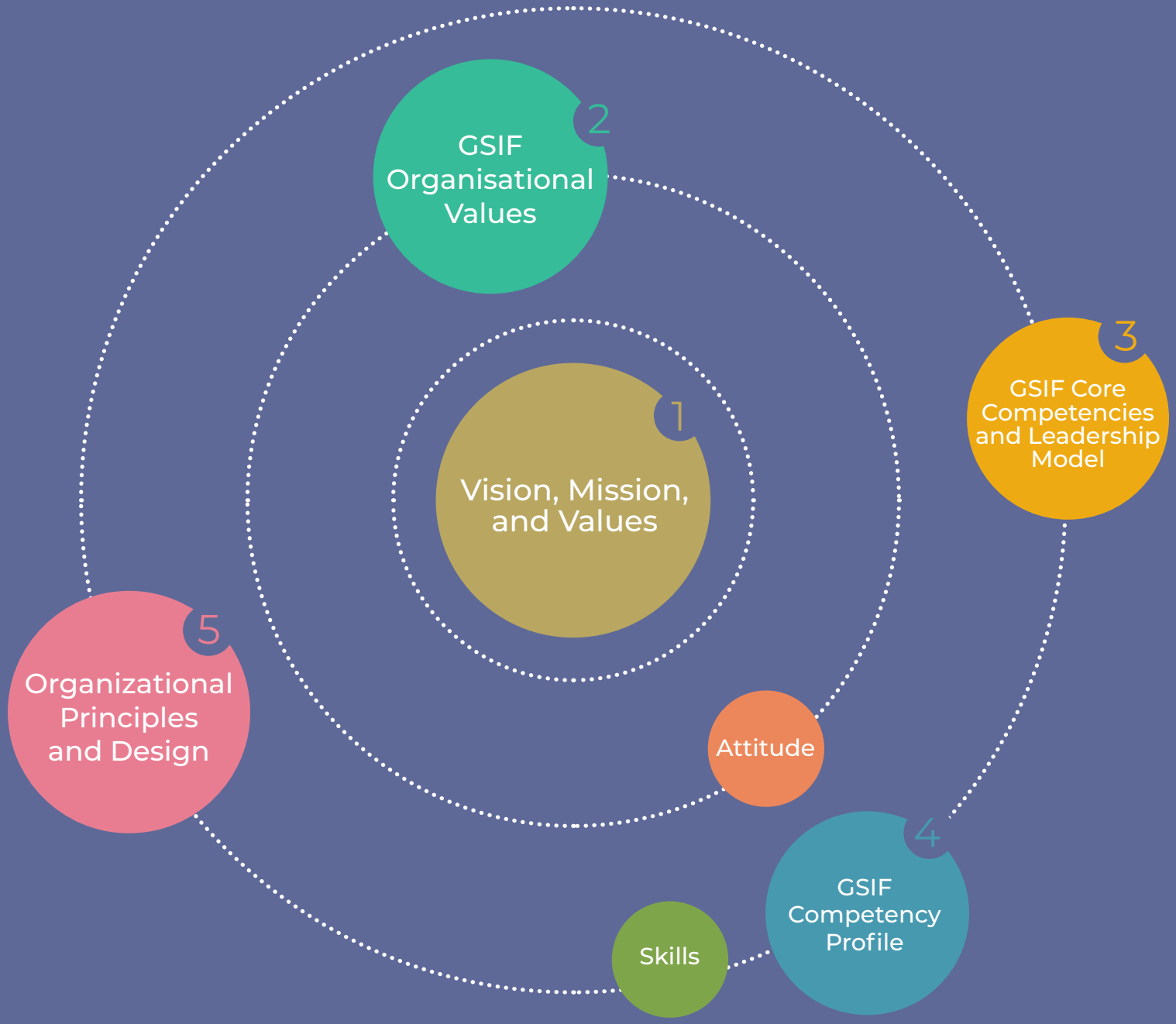
GSIF Organisational Model

This document is the result of one and a half years of work to re-think the structure of the Good Shepherd International Foundation (GSIF). As a growing and evolving organization, operating within a larger entity, the Congregation of Our Lady of Charity of the Good Shepherd, our founder, GSIF has changed its setting since inception in response to the evolving needs of our founder and of our partners around the world.

This organizational review process was aimed at helping GSIF management to design a model that could ensure sustainability and help GSIF grow to become more effective in achieving the its Mission.
To do so, the GSIF management has undertaken a journey or reflection and creative design, with the contribution of the President and Board, guided by an Organizational Development facilitator. The facilitator adopted a *coaching* approach to bring together structural and behavioral elements, promoting a systemic vision of the organization and fostering awareness at individual and organizational levels, according to a vision of the **organization as a living organism which follows its own evolution within the evolution of the broader cosmos.**

This co-creation process shaped the model that we present in this document, that we consider a fully owned and participated arrangement. This model will help GSIF moving forward by clarifying and strongly articulating the close connection between our founding values, that descend from the Congregation's vision and mission, and the organizational values that will inform our leadership style and behaviors.

Summary


2
GSIF Organisational Values
1
Vision, Mission, and Values
3
GSIF Core Competencies and Leadership Model
5
Organizational Principles and Design
Attitude
4
GSIF Competency Profile
Skills

1

Vision, Mission, and Values

Founding Mission and Values

The Good Shepherd International Foundation (GSIF) is a non-profit organization founded by the **Congregation of Our Lady of Charity of the Good Shepherd** to support its programs for vulnerable children, girls and women in Africa, Asia Pacific, Middle East and Latin America.

CONGREGATION'S MISSION STATEMENT

Energized by our evolving understanding of God's love, we build partnerships that promote the dignity and human rights of all, especially women and children. In solidarity, we work for the transformation of unjust systems, the flourishing of humanity and the dignity of all creation.

CONGREGATION'S VALUES

- Dignity and compassion
- Mercy and zeal
- Responsiveness and Reconciliation
- Justice and inclusion
- Transparency and Accountability

GSIF Vision, Mission and Values

GSIF VISION, MISSION AND VALUES descend from the legacy and values of the Congregation, inspiring the organization to provide an effective, human rights-based response to the needs of today of girls, women and children who suffer from poverty, exploitation and violence.

GSIF VISION

We envision inclusive societies where girls, women and children are empowered and enjoy full human rights.

GSIF MISSION

GSIF is a value-based non-profit organization committed to supporting the programs of the Sisters of Our Lady of Charity of the Good Shepherd for vulnerable children, girls and women, promoting the rights of people living in poverty, affected by human trafficking, migration, gender-based violence and other forms of discrimination.

GSIF VALUES

- Person-centred approach to development
- Inclusion
- Trust and Respect
- Partnership and Collaboration
- Transparency and Accountability

What we do

The Good Shepherd International Foundation supports the programs of the Sisters of Our Lady of Charity of the Good Shepherd and their partners in Africa, Middle East, Asia Pacific and Latin America, that strive to protect and promote human rights and economic justice in the poorest countries and communities of the world, with the objective of eradicating poverty, preventing human trafficking, protecting the rights of migrants, and protecting girls, women and children from all forms of violence and discrimination.

We do this through:

- developing the capacities of local partners;
- mobilizing resources to improve the quality of programs and serve more people in need;
- promoting good practices in service provision;
- ensuring continuous organizational development.

We believe that the best way to concretize our mission values is to support programs that:

- Combine women's economic and social empowerment;
- Promote community-based and family-based child protection;
- Are based on a participatory approach inplanning and implementation of actions, involving beneficiaries and communities in identifying priorities and methods for intervention;
- Are centred on the protection andpromotion of human rights of girls, women and children;
- Are outcome-oriented, measurable and sustainable.

How we act

Our Mission is at the center of our teamwork.
We believe that the essential prerequisite for being a successful team is to have clear and shared objectives, and a program to achieve them.

Knowing where we want to go and how, allows us to determine the skills needed to reach our goals and bring on board people who own them or to train and develop people who already work within the organization.

We also believe that in order for a successful team to be and act as a generative team, it is essential that the values of Mission are tangible in everyone's behavior and daily actions. For this reason, we have defined and shared five organizational values that inspire our behaviors and that give meaning to the complex system of internal and external relations within the organization, strengthening and supporting Mission values.

In this way, everyone can feel that she is growing in a healthy organization, aligned with the mission and oriented to a meaningful purpose, as member of a team and as an individual.

We want to be and act like a successful and generative team, able to face the challenges of the environment in which it operates, that knows how to manage and generate change, and finally, knows how to create a welcoming climate and shared learning.

Mission and Organisational Values

We differentiate between Mission values and Organizational values. Mission values are the fundamental beliefs upon which the mission and its behavior are based. They are the guiding principles that the organization uses to manage strategic and operational decisions and its relationship with stakeholders.

Mission values statement tells why the mission and vision should be fulfilled. It expresses a nonprofit's motivations and the worldview under which a nonprofit operates.

Mission values are what support the vision and shape the culture. They are the essence of the organization's identity.

Organizational values inspire employees' best efforts and also constrain their actions. Strong, clearly-articulated values should be a true reflection of the organization's aspirations for appropriate workplace behavior, and play an important role in building a positive culture. Organizational values guide staff behavior. Provide a solid foundation for the employment policy, and "fill the gaps" where policies are silent.

There are three dimensions for organizational values:

- **The economic-pragmatic dimension:** values necessary to achieve our goals;
- **The ethical-social dimension:** the values that guide the relationship with others and with the environment;
- **The emotional-evolutionary dimension:** values connected with our emotions and personal development.

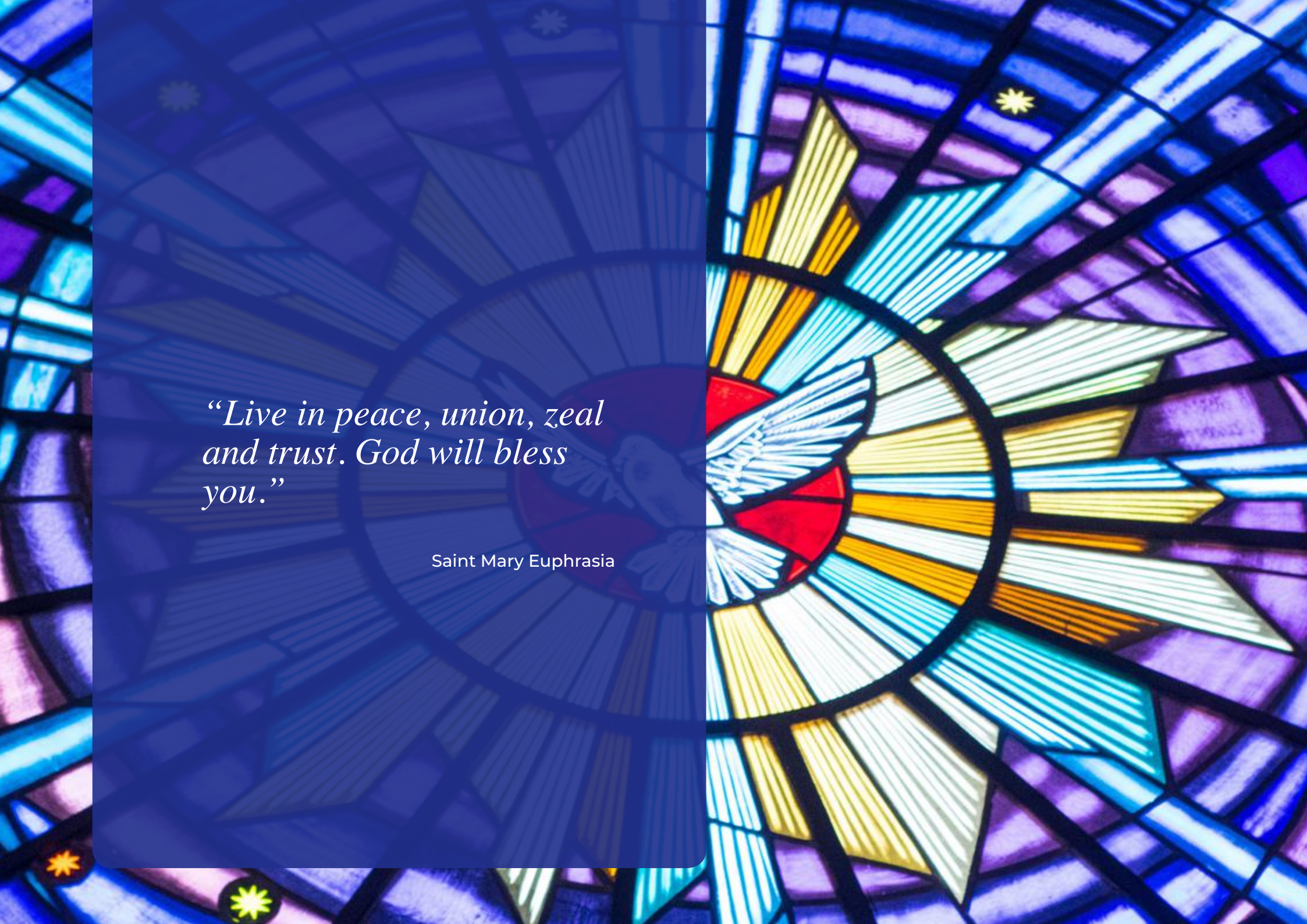
Organizational values are instrumental for Mission values. The first ones support and strength the second ones, as the second ones inspire the first ones.

2

GSIF Organisational Values

“Live in peace, union, zeal and trust. God will bless you.”

Saint Mary Euphrasia



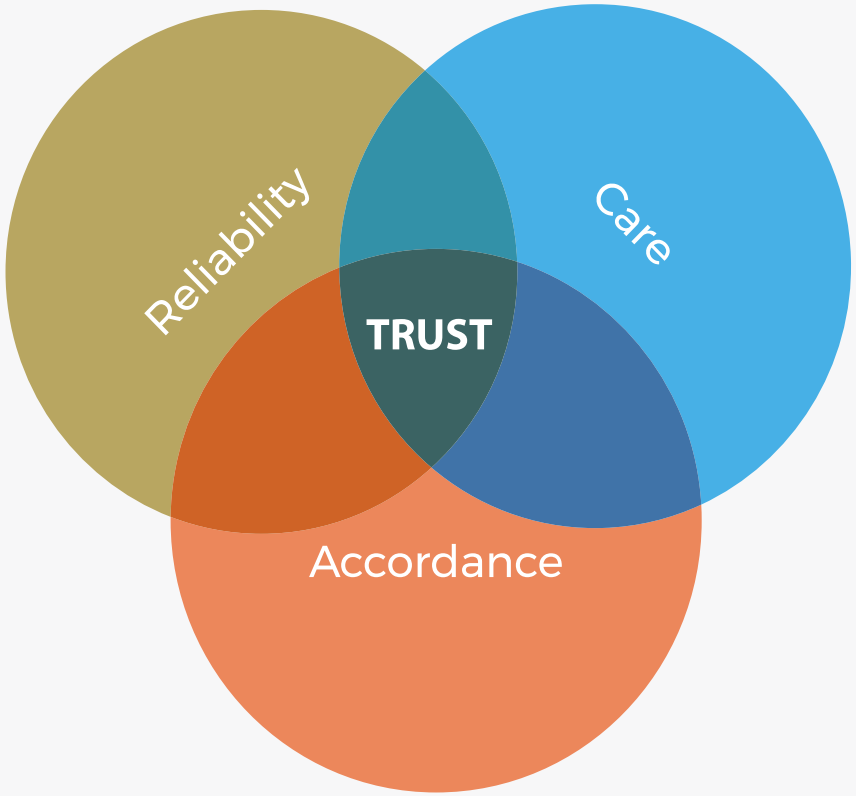
Values inspire behaviors

Trust

Trust is a meta-value.
Without trust there can be no relationship.

Trust is the basis around which all relationships revolve. It embraces and anchors all others values.

The 3 dimensions of trust



Reliability

Perceived degree of consistency of conduct

Care

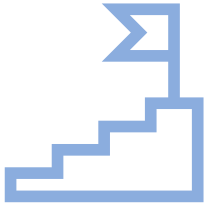
Perceived degree of interest compatibility

Accordance

Perceived degree of balance and warmth in the relationship

GSIF Organisational Values

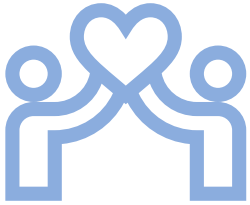
Integrity



Perseverance

Initiative

Flexibility



Harmony

Integrity

We are coherent, fair, just and transparent in all relationships. We act with honesty, trust and respect, in line with our Mission and values.

Behavior

When making decisions, we focus on the goal of serving the most vulnerable people deploying our full potential and inspired by the Congregational and GSIF Mission values.

Perseverance

With determination and zeal we strive to overcome obstacles and find energies, motivations and strategies to reach our goals. We turn challenges into opportunities.

Behavior

Challenges and obstacles are an integral part of our life and work. We face them with patience and resilience, guided by our goals, which are clear and meaningful. Our commitment is always oriented towards a positive solution.

Initiative

Guided by critical thinking and a sense of responsibility, we take risks. We promote creative, innovative and positive changes to achieve our strategic goals.

Behavior

We promote change by acting with energy and passion. We drive innovative processes and initiatives to respond to global trends and challenges, without losing focus on our ultimate goal: improve GSIF capacity to serve effectively the most vulnerable and marginalized.
We remind ourselves that ultimately, we do what we do, for them, not for ourselves.

Flexibility

We understand the complexity of the contexts where we operate, and we identify the most effective solutions, respecting the diversity related to each context, to promote continuous improvement.

Behavior

We show empathy and adopt active listening with our partners. We do not judge them. We try to deeply understand and celebrate their diversity and uniqueness. We adopt empathic and flexible solutions.

Harmony

We work together with empathy and seeking integration, promoting the diversities within our teams, to create synergies that increase the capabilities of individuals and generate added value.

Behavior

We develop and keep a comprehensive view, without judgement.

3

GSIF Core Competencies and Leadership Model

“Whoever does not know how to listen is not fit for command.”

St. John Eudes

Letter to the Community in Rouen - May 1665

GSIF Leadership Model

The GSIF Leadership Model is inspired by the example of the Founders of the Congregation of Our Lady of Charity of the Good Shepherd, St. John Eudes and St. Mary Euphrasia.

It is a model of transformational leadership, at the service of the team, the Congregation and the Mission, oriented to organizational learning and continuous improvement.

The starting point of a transformational leadership process is the management of emotions of those who are called to lead, accompanied by the suspension of judgment: a mental attitude that **allows listening, true and deep understanding, and respect for themselves and others. In this model, judgment is replaced by compassion.**

Courage, accompanied by **responsibility,** is the anchor of the GSIF leader in the decision-making process and guides her actions.

The **care for the other**, accompanied by a high **sense of service,** moves and supports the GSIF leader in her commitment towards work and towards the Mission, in small as well as in big things.

The GSIF leader is an **authentic leader**, whose conduct is characterized by transparency, fairness and self-awareness in all areas. She generates trust and fosters full, deep and generative relationships, both within and outside the organization.

GSIF Leadership Model

4 dimensions of Leadership

Vision & Challenge

Adopts a visionary attitude and is capable to challenge and lead people towards change and continuous improvement

Credibility and Trust

Inspires credibility and trust in team and partners adopting decisions based on competence and in-depth analysis

Motivation & Empowerment

Mantains high levels of motivation and promotes empowerment of team members and partners, trasferring passion, energy and commitment to the Mission

Giving example & Guide

Leads by example, adopting an ethical and moral behavior, ispired by servant leadership principles

GSIF Leadership Model

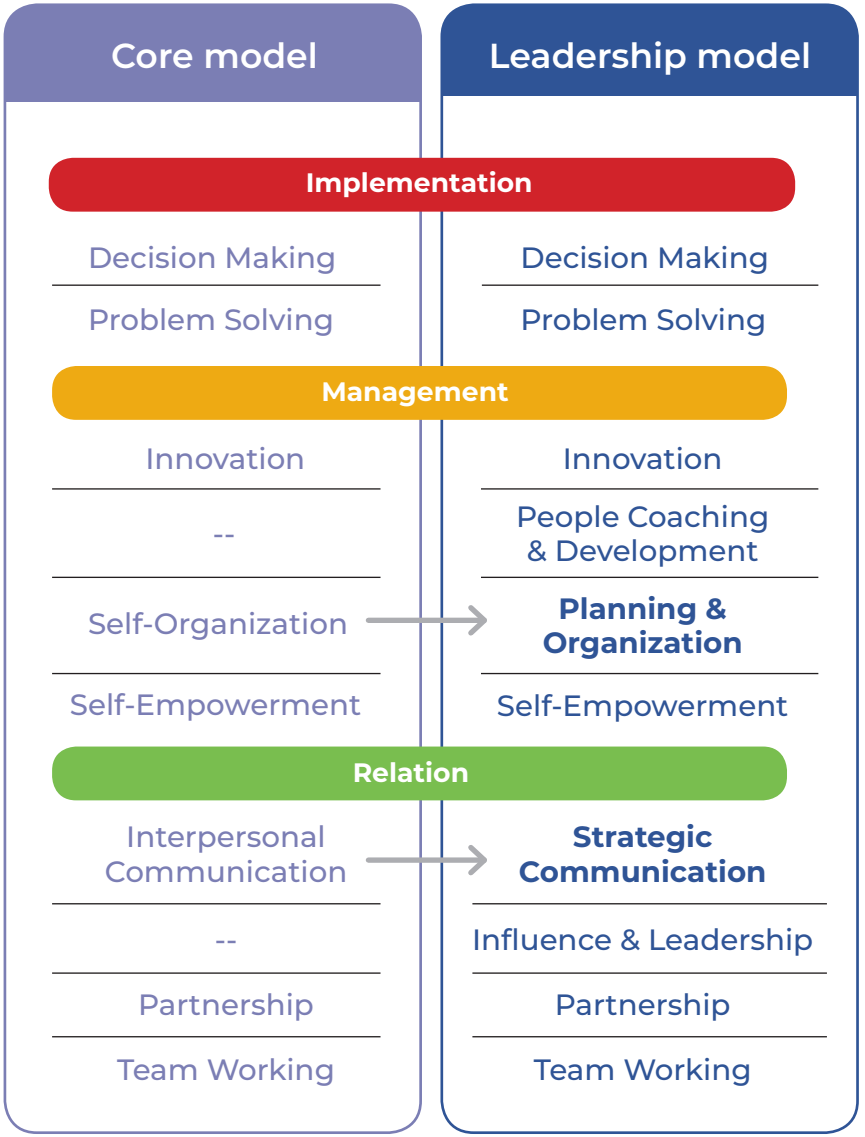
Leadership Model

Core Competencies Model & Leadership Model

Core competences are declined differently if referred to the staff or to the leadership team.

Core Model

Leadership Model



4

GSIF Competency Profile

GSIF Competency Profile

Skills

Decision Making

Problem Solving

Innovation

People Coaching and Development

Planning & Organization

Self-Organization

Interpersonal Communication

Strategic Communication

Influence & Leadership

Partnership

Team Working

Attitudes

Self-Empowerment

Uncertainty and stress management

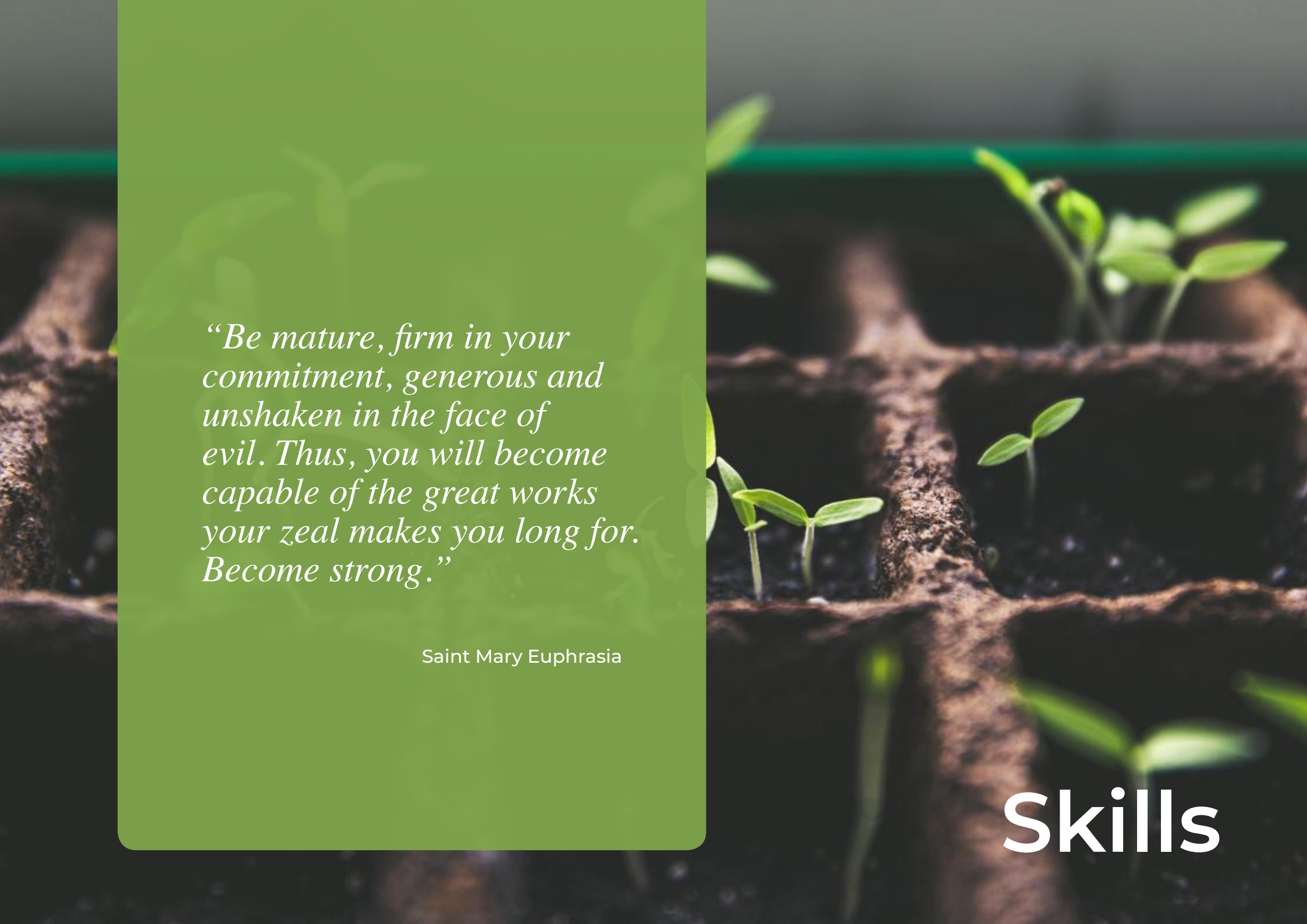
Emphaty

Proactivity

Accuracy

Commitment to organization

Adherence to the principles and values of the organization



“Be mature, firm in your commitment, generous and unshaken in the face of evil. Thus, you will become capable of the great works your zeal makes you long for. Become strong.”

Saint Mary Euphrasia

Skills

Decision Making

Analyze and choose between different alternatives with consideration, lucidity, timeliness, even in conditions of uncertainty, lack of information and complexity, optimizing the resources available and with the least economic and energy expenditure. Take responsibility for the choices made, managing the margins of risk and uncertainty related to the situations faced.

Behavioral Indicators

REQUIRED AT ALL ORGANIZATIONAL LEVELS

- Takes decisions quickly and autonomously within her role, assuming responsibility for the related risks;
- Takes decisions even in situations of uncertainty and ambiguity and unclear definition of responsibilities, knowing well how to balance timeliness and consideration, following a correct analysis of the problem;
- Clearly communicates the decisions taken and knows how to defend them in order to generate consensus;
- Shows tenacity and ability to decide even in critical and complex situations.

REQUIRED FOR THOSE IN MANAGERIAL POSITIONS

- Analyzes possible solutions, researches and identifies the most efficient ways, in terms of cost, use of time and resources to achieve the expected results;
- Carries out with lucidity the risk analysis of the different options, basing her choices on data and evidences as well as on intuitions and vision, learning from any errors or past experiences;
- Assesses the decisions considering different points of view, pondering their implications and impact on both the organization and on the individuals;

Problem Solving

Identify and understand the essential aspects of problems in order to be able to define their priorities; assess significant facts, develop possible solutions using both experience and creativity, so as to achieve an effective solution in a timely manner.

Seek the most appropriate and effective responses to operational and management situations, by systematically collecting data and information and identifying and evaluating possible alternatives.

Personally take care of the problem and act constructively to solve it.

Behavioral Indicators

REQUIRED AT ALL ORGANIZATIONAL LEVELS

- Clearly identifies the problem and deals with the group and/or her contact person, to define it at best;
- Assesses the priority and urgency of the problem;
- Analyzes facts and data available to decide by easily assessing links, similarities and differences useful to identify causes and solutions;
- Takes into consideration possible alternative solutions, identifying original and innovative ideas;
- Searches for solutions and creative responses when it is not possible to follow paths already marked;
- Solves the problem, even in autonomy if necessary, implementing the most suitable solution for the person and for the organization;
- Capitalizes on the experience and makes it a common asset of the organization.

Innovation

Adapt positively to new demands from the context and work in different environments and people, showing willingness to embrace less known approaches that may require learning or the development of new experiences or knowledge.

Behavioral Indicators

REQUIRED AT ALL ORGANIZATIONAL LEVELS

- Is available and has an interest in acting and engaging in unknown contexts and activities;
- Accepts unexpected or new requests with availability and seeks alternative solutions to the usual practices without becoming stiff;
- Shows curiosity to learn new and different ways of doing things;
- Changes one's behavior and work patterns in harmony with changing circumstances;

REQUIRED FOR THOSE IN MANAGERIAL POSITIONS

- Overcomes obstacles without stiffening on established paths, showing patience and resilience;
- Recognizes the positive aspects of different views and positions and integrates them into an overall vision;
- Maintains effectiveness even in situations of rapid change;
- Composes homogeneous data and research in a different way and develops innovative ideas and original solutions;
- Takes < to reflect, in the face of data constraints, and explores new logical possibilities in the solution of the problem.

Coaching & Staff

Direct the activity and manage the performance of the assigned resources. Promote the growth and professional development of collaborators, using the levers of motivation, feedback and empowerment.

To represent a reference and a role model.

Behavioral Indicators

REQUIRED FOR THOSE IN MANAGERIAL POSITIONS

- Recognizes distinctive features and different approaches to learning and development in collaborators and knows how to adapt her guidance and support modalities according to their characteristics;
- Provides clear guidance to staff on strategies, priorities for action and plans to be followed and empowers them with respect to achieve the objectives assigned;
- Identifies and formulates clear development objectives in support of the professional growth of the collaborators recognizing their growth needs, defining and implementing their improvement plan;
- Supports and encourages people in achieving their objectives, helping them to develop skills and competences and to maintain motivation;
- Acts in harmony with the models of behavior adopted by the organization and represents a model for her collaborators;
- Observes the professional behavior of collaborators and provides constructive and detailed feedback on performance and behavior, stimulating continuous improvement;
- Positively influences the internal climate and the “team play”, through the systematic use of talks/meetings and sharing.

Planning & Organization

Set up, plan, organize and monitor the work (own or other people) to achieve the result. Plan activities and projects taking into account priorities and possible changes, identifying and organizing efficiently and effectively the resources at disposal (time, technologies, tools and workspaces, economic and financial means, etc.).

Behavioral Indicators

REQUIRED FOR THOSE IN MANAGERIAL POSITIONS

- Defines realistic work plans to achieving the objectives in a timely manner and optimizing resources;
- Allocates resources according to individual characteristics, capabilities and expectations and role requirements;
- Assigns with clarity and in an appropriate way responsibilities, tasks, resources, decision-making power, combining the organizational needs with the expectations and potentialities of individuals;
- Makes planning choices consistent with economic constraints and availability, time and expected quality;
- Is able to identify sources of funding for initiatives / activities managed and is active to obtain them;
- Monitors the progress of the planned activities by detecting any deviations and managing corrective actions if necessary;
- Respects the allotted time and deadlines and reports situations of any delay or criticality.

Self Organization

Organize her time and work by planning activities according to operational priorities and deadlines. Know her skills and resources and target them for the achievement of its assigned results.

Behavioral Indicators

REQUIRED AT ALL ORGANIZATIONAL LEVELS

- Identifies work priorities in accordance with objectives;
- Is attentive to the deadlines and knows how to respect them organizing herself;
- Carries out interim checks and controls to test the effectiveness of the actions undertaken;
- Revises her operational plans with a view to effectiveness, in the light of unforeseen / emergencies;
- Whenever possible, she breaks down the work into phases and establishes objectives, times and modalities for the different phases of the work;
- Is aware of her skills and resources and uses them effectively to achieve her assigned results, taking into account existing limitations and constraints;
- Maintains the agreements made and respects the time and deadlines allocated;
- Expresses her doubts or objections to the assigned activities/ the working modalities indicated by proposing in a constructive way possible alternatives.

Strategic Communication

Communicate effectively with multiple types of stakeholders inside and outside the organization, adapting the communication styles according to the context to be effective. Transfer motivating messages and engage people in achieving operational and strategic goals. Effectively represent the Foundation externally, building and maintaining networks of relationships.

Behavioral Indicators

REQUIRED FOR THOSE IN MANAGERIAL POSITIONS

- Clearly and concisely sets out the messages, showing willingness to offer explanations and insights to ensure understanding of the message;
- Identifies possible points of interest of the interlocutors and takes them into account to build their message;
- Flexibly adjusts her style according to circumstances, context and interlocutors;
- Listens carefully and asks questions if necessary to make sure everyone understand other people's point of view;
- Observes and understands the interlocutors, also capturing thoughts, attitudes and emotions not explicit;
- Communicates in an engaging and empathic way, activating consensus and energy towards a vision;
- Shares and disseminates information and knowledge in a manner consistent with the needs and strategy of the Foundation;
- Acts consciously to build useful relationships in the present and/or future;
- Represents the Foundation in an informed and appropriate manner in its external relations;
- Maintains a network of contacts outside the Foundation and takes advantage of networking opportunities in the context in which it operates.

Effective Communication

Manage communication by adapting styles, means and contents to individuals and circumstances in order to facilitate mutual understanding and constructive exchange. Facilitate the transfer and sharing of information necessary for the management of operations between the actors concerned.

Design and produce documents of various kinds (letters, e-mails, communiqués, manuals, reports, presentations, etc.) with a correct and effective use of language with respect to the purpose of communication (informing and responding, collecting information, convincing and motivating).

Behavioral Indicators

REQUIRED AT ALL ORGANIZATIONAL LEVELS

- Expresses herself clearly and appropriately to circumstances, showing respect for people and understanding of context and situations;
- Points out and communicates problematic aspects in a fair and transparent way, avoiding gossip and misunderstandings;
- Understands the characteristics and needs of one's interlocutor and identifies more appropriate content and messages to facilitate understanding of one's point of view;
- Asks questions to verify that the message has been understood and points out the need for clarifications;
- Develops her arguments in a clear way and uses language understandable to the interlocutors avoiding technical terms or jargon and making concrete examples;
- Concludes the exchanges by summarizing the topics covered and the agreements made, if necessary formalizing them;
- Pays attention to manners and tones in managing the exchange with her interlocutors showing awareness of the impact of non-verbal aspects in communication;
- Shows genuine interest in the interlocutor and puts him at ease in the dialogue showing to know how to see things from the point of view of the other;
- Listens in an empathetic and active way to the points of view of others, welcomes them and values them by showing herself able to go beyond possible prejudices;
- Expresses an openness based on trust and mutual respect towards one's interlocutor, even in situations of disagreement or misunderstanding;
- Asks relevant questions to deepen content and information and to fully understand the stakeholder;
- Produces clear, effective and structured texts also using diagrams and graphs to make the message clearer;
- Calibrates the length of the document in relation to the communication situation and the medium used.

Influence & Leadership

Represent an authoritative point of reference and have a positive influence on others, relying on their own competence, seriousness, responsibility, human warmth, energy and passion. Addressing problems by taking a systemic perspective, identifying correlations between different variables, even heterogeneous, to reassemble a broad and interconnected picture. Manage and enhance the existing negotiating margins to achieve a positive result in all situations of competition and confrontation, including conflict, oriented to the satisfaction of the actors involved.

Behavioral Indicators

REQUIRED FOR THOSE IN MANAGERIAL POSITIONS

- Gain in the different relational situations the respect, support and consent of others, being esteemed and appreciated by other people;
- Activates people's motivation and desire, by maintaining high energy and facilitating the transformation of critical situations into opportunities;
- Exercises the authority connected to her role consciously and responsibly and provides a professional example to follow through her behavior;
- Includes social, economic and political phenomena and trends in the reference sector of the Foundation to outline coherent lines of action;
- Breaks down complex problems, capturing the logical links of cause and effect and organizes the elements systematically by making comparisons between different aspects of the situation;
- Connects daily activity to a medium-long term perspective, capturing causal links and predicting consequences;
- Includes the impacts that have her actions and decisions both inside and outside the organization;
- Actively seeks opportunities to bring added value to the supervised process with a view to continuous improvement;
- In situations of confrontation, acts to establish common ground, identifying areas of overlap between her own and others' interests; takes into account the priorities and the minimum acceptable thresholds of the solutions; builds a climate of trust by explicitly explaining and analyzing her own and others' interests;
- In situations of conflict: promptly tackles divergences at the first occurrence, avoiding the accumulation of problems; analyzes the underlying reasons with the willingness to grasp the point of view of others; identifies the counterparty's needs, interests and constraints by seeking solutions that safeguard them without endangering their priorities; explores the roots of the conflict to identify alternative solutions; builds and highlights a common base of interests; builds and proposes solutions compatible with the constraints of all the parties involved.

Partnership

Feed energy and creativity to guide effective collaborations. Designing the partnership project as a place where the sense of common action is negotiated and defined, starting from the perspectives and evaluations of the various subjects involved, in order to determine the conditions for implementing projects and / or collaborative actions. Communicate with partners in a transparent way and involve them in achieving lasting performance over time, with a view to mutual growth.

Behavioral Indicators

REQUIRED AT ALL ORGANIZATIONAL LEVELS

- Listens and focuses on the needs of the partner, to really understand what creates value for her/him, not stopping at his/her perception of value and a unilateral criterion for evaluating the result to be achieved, in a win-win logic;
- Understands and analyzes the needs of the various actors and stakeholders, trying to identify the real needs in relation to the context and activity needs;
- Adapts her behaviors and reference schemes to different and / or evolving situations, welcoming stimuli and proposals from the context and from other partners;
- Shows interest in the exchange with different or more innovative people / contexts, enriching herself in the comparison with interlocutors who have opinions or habits different from its own;

REQUIRED FOR THOSE IN MANAGERIAL POSITIONS

- Is in constant contact with the reference context and activates herself autonomously and in advance to seize and develop the present opportunities or the needs for change;
- Identifies the actors and stakeholders with whom it is necessary / possible to establish relationships to obtain the desired results;
- Analyzes and understands the points of interest in common with her interlocutors and possible differences;
- Manages any differences of opinion with tact and diplomacy by seeking wealth in diversity;
- Builds the relationship with partners by leveraging a professional and trusting approach, showing willingness to share successes and mistakes;
- Punctually respects the agreements made and, if it is not possible, makes her bonds to partners explicit and builds with them solutions that safeguard mutual interests;
- Constantly confronts the needs of the reference context and knows how to grasp explicit and non-explicit needs of the partners;
- Is proposed as a facilitator for the generation of new and original solutions that consider the changing needs of the context and which allow greater operational effectiveness.

Teamwork

Establish effective interpersonal relationships within a group and / or team, balancing the attention for one's own objectives with the respect and acceptance of those of others and offering one's contribution to the achievement of shared objectives. Facilitate synergies between different skills, sensitivities and ideas and direct them towards the achievement of a common goal for the Foundation.

Behavioral Indicators

REQUIRED AT ALL ORGANIZATIONAL LEVELS

- Circulates information, ideas and new knowledge at her disposal and makes them available to the group;
- Collaborates and integrates easily with colleagues and outsiders according to the objectives to be achieved;
- Questions personal preferences by collaborating to achieve work goals;

REQUIRED FOR THOSE IN MANAGERIAL POSITIONS

- Works to strengthen one's own and others' sense of belonging and spirit of collaboration;
- Encourages and facilitates the resolution of conflicts that may emerge in the group and / or in the organization, endeavoring to maintain and create a friendly and collaborative environment;
- Identifies common objectives between the parties involved by proposing hypotheses and alternatives;
- Approaches team work, enhancing diversity and welcoming the contributions of others to identify and share a common strategy / line of action;
- Urges openness and dialogue, the exchange of experiences, information and resources within the group, facilitating the management of any confrontations or conflicts;
- Builds and proposes solutions compatible with the constraints and needs of all the parties involved;
- Shares her constraints and limits to find solutions thanks to collaboration with others;
- Shares the successes achieved with teamwork and recognizes the merits of the individuals who contributed;
- Involves her partners and generates motivation through the sharing of passion and energy

“It is well known that I had neither riches nor talent, nor external charm, but I always loved, and I have loved with all the strength of my soul.”

Saint Mary Euphrasia

Attitudes

Self-Empowerment

Show personal awareness to better manage energies and maintain high motivation and performance, recognizing and managing factors that generate tension. Show ability to recognize and manage emotions and ways of reacting to adversity to maintain a constructive approach in relationships.

Behavioral Indicators

REQUIRED AT ALL ORGANIZATIONAL LEVELS

- Shows awareness in recognizing her own characteristics, her comfort and discomfort areas and knows how to manage them while maintaining balance and positivity;
- Transmits energy and enthusiasm to the people who work in its context, knowing how to activate positive energies;
- Knows how to manage her emotions in frustrating circumstances, resisting the temptation to act impulsively or become depressed in the face of contrariety, unexpected events and disturbances;
- Reacts to situations of tension or unpredictable calmly, trying to collect data, information and elements of judgment without reaching hasty conclusions;
- Faced with unforeseen obstacles, tries to find alternative paths without losing heart and maintaining a constructive approach;
- In situations of tension or conflict, maintains calm and respectful tones and ways of her interlocutors, manifesting her needs and opposition constructively;
- Recognizes the causes and signals of her tensions and has developed strategies and ways to manage them constructively.

Attitudes

Uncertainty and stress management

Ability to manage uncertain situations, controlling anxiety and always looking for new opportunities. Ability to face difficult and demanding work situations with a balanced attitude, such as high workloads, lack of time and pressing deadlines, uncertainty, lack of direction, organizational deficiencies, interpersonal tensions, relationship difficulties.

Empathy

Identify herself in another person in a direct and experiential way, up to grasping her/his moods and feelings, realizing an emotional harmony towards her/him without judgment. Take the subjective perspective of the others and share their inner experiences and emotions, while maintaining the boundaries between one's identity and that of the interlocutor.

Proactivity

To act independently within the scope of one's responsibilities and tasks, without waiting for specific indications from others and without undergoing events, to support operational efficacy and efficiency. Tackle the work commitment with passion and in particular everything that cannot be defined and prescribed in the work and seize the opportunities, to do more than what is required by the position and the situation in general if necessary and appropriate.

Accuracy

Carry out the work on one's own responsibility with a level of attention that guarantees the expected level of service and a good level of quality that does not require revisions or corrections by others.

Commitment to the Organization

Align her behaviors to the organization's needs, priorities and objectives. Having organizational awareness, as the ability to understand the main purposes and lines of development of the organization, as well as power relations.

Transformational Leadership

According to Bernard Bass:

«The transformational leader is the one who inspires collaborators and followers to achieve extraordinary results and to develop their leadership skills. The transformational leader helps collaborators and followers grow and become leaders in turn, empowering them and aligning the goals of individuals, leaders, groups and organizations."

According to Bernard Bass and Bruce Avolio:

"Transformational leadership exists when the leader:

- *Stimulates interest among collaborators and followers who see their tasks from new points of view;*
- *Generates awareness of mission and vision of team and organization;*
- *Develops collaborators and followers at the highest levels of personal capacity and potential;*
- *Motivates collaborators and followers to look beyond their own interests to the interests that will benefit the whole group."*

The 4 components of transformational leadership according to Bass:

1. Charismatic leadership

   - A transformational leader acts in a way that makes her a role model for others. She is respected, trusted and even admired.
   - Those who collaborate with her or follow her identify themselves almost completely with her and describe her like someone with extraordinary abilities in involving people, perseverance and determination.
   - This leader is willing to risk for the mission she wants to accomplish, using the example. She's constantly trying to do the right thing, showing high moral and ethical standards.

2. Inspiring Motivation

   A transformational leader has a behavior that is able to motivate the members of her group, always embodying the *"team spirit"*.

   She shows enthusiasm and optimism, providing work to do, both a meaning, both a reason, a challenge.

   She creates an atmosphere of commitment to goals and a shared vision

3. Intellectual stimulation

   A transformational leader encourages creativity and fosters an atmosphere in which collaborators or followers feel compelled to think about old problems in a new way.

   Public criticism is avoided to promote creativity.

4. Individual consideration

   A transformational leader acts as a mentor and coach.

   Individual wishes and needs are respected. Differences are accepted and two-way communication is common.

   This leader is considered a good listener, and along with this there is also a personalized interaction with each team member.

   Followers of this type of leader are constantly moving towards the development of higher levels of potential.

5

Organizational Principles and Design

"When trust is extended, it breeds responsibility in return."

F. Laloux

Principles and Guidelines

GSIF has designed this organizational chart guided by the principles of effectiveness and coherence, in response to the directions expressed by the Board to:

- organize a **flexible and dynamic structure**, capable to evolve according to the needs of the Congregation and provide a **global service to the Good Shepherd mission**;
- **maximize the principle of subsidiarity,** bringing decision making powers and responsibilities for strategy and program development, as close as possible to the people that GSIF serves;
- create structures that enhance **communication and learning across regions and countries.**

The overall aim was to harmonize the various organizational elements that have developed in the years, creating an organizational system at the service of the Mission enabling effective individual action in a collaborative framework, therefore generating cross-functional learnings to improve skills and abilities within the organization.

This vision has been translated into the following organizational structures and processes:

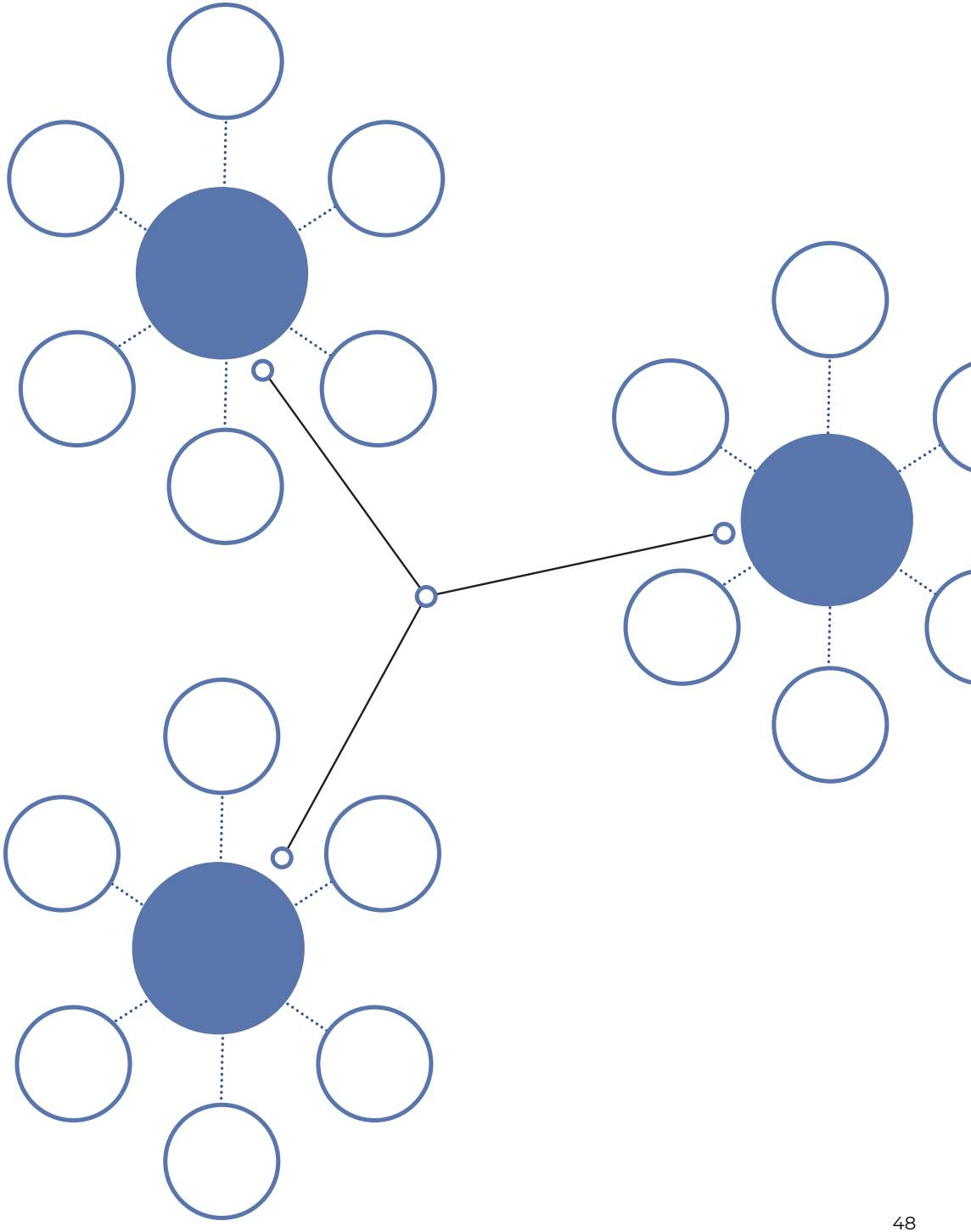
- the **Senior Management Team** (SMT), that supports the Director in taking strategic decisions, shares leadership and management responsibility with the director and fosters cross-functional learning;
- the **articulation of functional Desks**, that capitalize thematic expertise, managerial and operational capacity. Within such a structures, the desks could potentially further extended to cover emerging thematic or functional needs (i.e. Research and Development Desk, etc) and integrate in a flexible and functional way a critical area for the Good Shepherd mission development, such as advocacy, which is currently coordinated for the Congregation by the GS International Justice and Peace Office Team. Further reflection and evaluation will be necessary on this area. At present the GSIJPO will be regularly invited to meet with the SMT to share and discuss strategic directions;
- the **Regional Working Group fully integrated in the SMT**, to facilitate communication and strategic planning from the bottom up;
- the **RIMOA (Africa and Middle East) Working Group**, to facilitate regional coordination for planning and deployment of strategies and programs in a key region for GSIF;
- the **PCM Quality Desk** to streamline and ensure coherence and compliance in the key area of GSIF work;
- the **“core activity” of GSIF, program and project planning and management**, has been clearly positioned in the **regional offices**, therefore as close as possible to the grassroots, leaving to the Desks in Rome the general management, support and cross-cutting functions.

GSIF Organizational Principles and Design

Overall GSIF organizational model stems from a vertical structure but is deployed through processes of communication and management that favor circular dynamics and horizontal relationships.

This model resembles a galaxy of constellations, with planets and satellites connected by functional relations. It has been inspired by Frederic Laloux's book on *Reinventing organizations: how to create organizations inspired by the next stage of human awareness*. Laloux refers to "Green Organizations" as those that maintain a hierarchical structure but combine it with a decentralized decision-making process. In this model, central management and leadership are strongly oriented to actively listening to people, placing empowerment and motivation at the center of their action. Green organizations adopt a multi-stakeholder perspective, and give preference to working in partnership.

While maintaining a structure with clear lines of reporting, the new organizational model opens the way to innovation, collaboration and performance, overcoming the limits of a hierarchical organization and expanding individual, team and organizational potential.



The Organizational Chart

The chart clarifies for GSIF members and interested parties, where they are positioned and with whom they relate directly, functionally or through a partnership relationship.

GSIF functional and operational relation with the various Units and offices of the Congregation is a special one, in continuous evolution and will require a further analysis and mapping for full representation. In the below chart, we have represented the partnership with Units and Circles of Leaders that are currently regulated through Memorandums of Understandings.

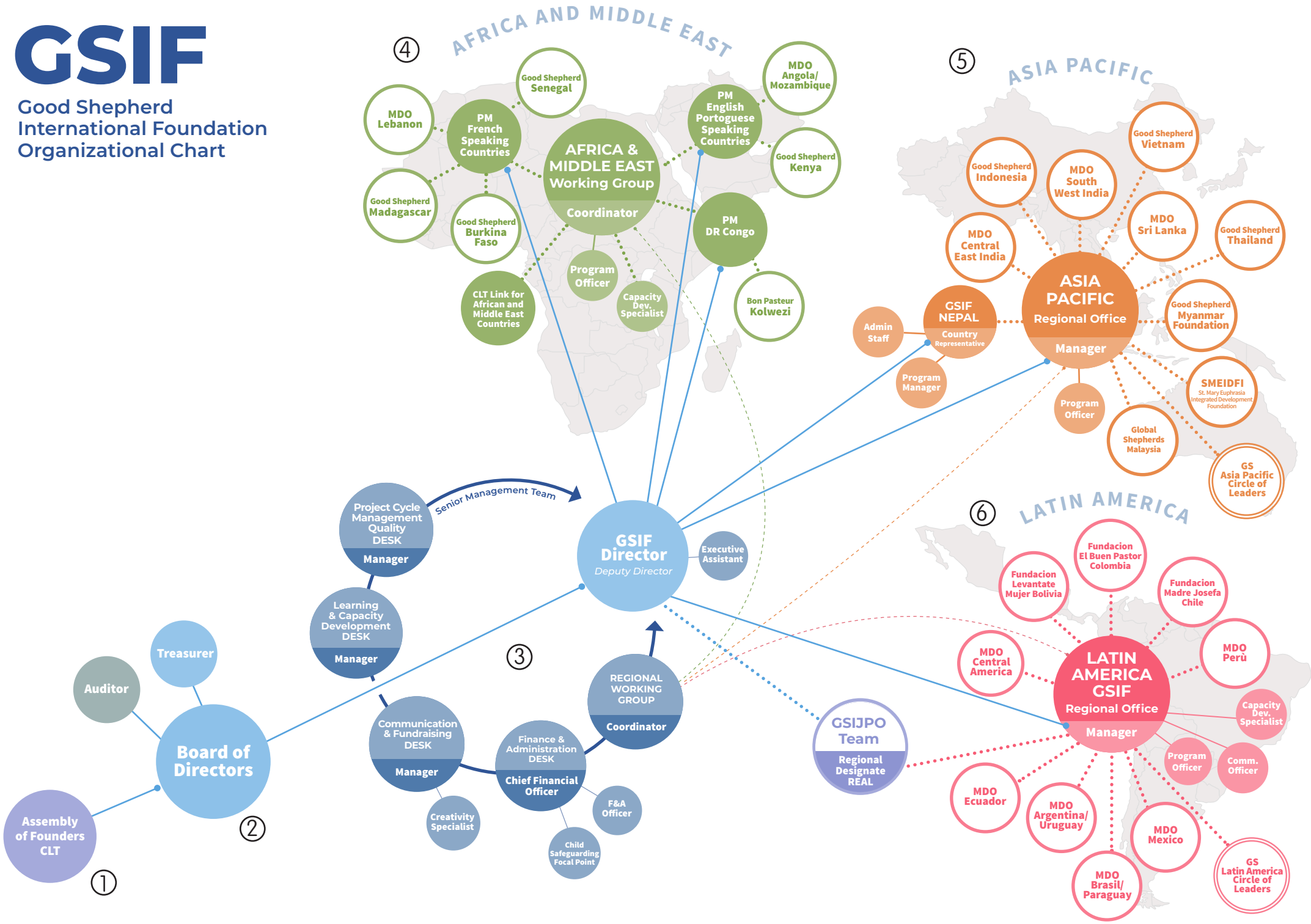
With the Good Shepherd Justice and Peace International Office Team, GSIF maintains a consulting and collaborative relationship at international level, although not formally regulated. Such relation is under review in view of designing a system that will foster further integration. At the regional level, the GSIF Latin America Regional Office and the GSIJP Regional Designate (Latin America) have developed a direct and regular partnership, in close collaboration with the Circle of Provincials, that is represented in the chart.

In conclusion, the GSIF organizational model enhances organizational effectiveness and impact through:

- an organizational culture that inspires positive and value-oriented behaviors and fosters “centering” and stability even in times of change;
- a servant and transformational leadership style that embraces teamwork and inspires change;
- a clear definition of the roles and responsibilities;
- the involvement and empowerment of people and teams;
- an atmosphere of trust that generates a sense of belonging and commitment towards the Mission.

GSIF

Good Shepherd International Foundation Organizational Chart



Assemby of Founders 1

Ellen Kelly
Congregational Leader

Josita Corera
Susana Franco
Zelna Oosthuizen
Bridget Paily
Frances Robinson
Hanan Youssef

Board of Directors 2

Elaine Basinger - *President*
Hubert Janssen - *Secretary*
Yolanda Borbon
Zoe Dean-Smith
Silvio Gentile
Pierre Harang
Paulette Lo Monaco
Patricia Marshall
Joyce Mayer
Allen Sherry
Bridget Paily
Andrée Perreault
Hanan Youssef

Treasurer

Calogero Gugliotta

Auditor

Antonello De Gennaro

Good Shepherd International Foundation - ROME 3

Cristina Duranti - *Director*
Calogero Gugliotta - *Deputy Director*
Clizia Straccamore - *Executive Assistant*

Finance & Administration DESK
Calogero Gugliotta - *Chief Financial Officer & Child Safeguarding Focal Point*
Laura Talamonti - *Finance & Admin officer*

Program Cycle Management Quality DESK
Simone Capolupo - *Desk Manager*

Learning & Capacity Development DESK
Giovanna Reda - *Desk Manager*

Communication & Fundraising DESK
Sara Braga - *Communication & Fundraising manager*
Giuseppe Ragone - *Creativity Specialist*

Regional Working Group
Andrea Curreri - *Coordinator*

Africa and Middle East Working Group 4

Coordinator
Andrea Curreri

Program Officer
--

Capacity Development Specialist
Mathilde Guntzberger

Program Manager French Speaking Countries
Giovanna Reda

Program Manager DR Congo
Simone Capolupo

Program Manager English/Portoguese Speaking Countries
Andrea Curreri

CLT Link for African and Middle East Countries
Sr. Zelna Oosthuizen

Asia Pacific Regional Office 5

Regional Manager
Theresa Symons

Program Officer
Veronikaa Nagapan

GSIF Nepal

Country Representative
Taskila Nicholas

Program Manager
--

Admin Staff:
- **Admin and Finance Officer**
  Bharat Thapa
- **Office Assistant**
  Sukhra Raj Bamjan
- **Logistic Support**
  Kapil Khadgi

Latin America Regional Office 6

Regional Manager
Heidy Hochstatter

Program Officer
Martine Buijs

Capacity Development Specialist
Maricruz Tabbia

Communication Officer
Alex Vásquez Ocampo

CLT
Congregational Leadership Team

F&A
Finance and Administration

PCM
Project Cycle Management

MDO
Mission Development Office

PM
Program Manager

GSIPO
Good Shepherd International Justice and Peace Office

Direct Report

Functional Report

Partnership Relationship

GOOD SHEPHERD
INTERNATIONAL
FOUNDATION
ONLUS