



Marist Institute

Management in Ecclesiastic Organizations

Case study: Global ecclesiastic organization turnaround

Presented by:

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Roma, 14 May 2020



Why the Project?

- It was recommended by the **XXI GC** and it is part of the **General Government Plan for 2009-2017**
- The Institute has challenges to address in four broad dimensions:
 - **Internationality** (how could we function better as an international Institute?);
 - **Co-responsibility and complementarity of lay people and religious for the mission;**
 - **Government and Management at the Administrative Units level;**
 - **General Administration Government and Management.**
- In order to address these challenges, the Institute needs new models of Governance Management and Animation (one can not obtain different results doing the same things and in the same way)
- **Expected outcomes: Models to achieve greater synergy and equity of resources among Administrative Units**

New Operating model is based on key principles aimed at supporting the consolidation of “one global body”

Global mind-set

- Act as a single body to strengthen our international identity.
- Cross cultural competencies.
- Interdependency and cooperation with strong mobility and agility.

Co-responsibility, solidarity and subsidiarity

- In the life and Mission at all levels and dimensions of the Marist charism.
- Among Brothers and lay people, with a significant women's role.
- In the decision making and in the allocation of resources.

Inter-culturality

- Recognizing we are different and complementary.
- Learning from each other.

Right competences and attitudes

- Develop spiritual, ecclesial and professional leaderships on all dimensions.
- Building and strengthening the core competences, attitudes and behaviors.

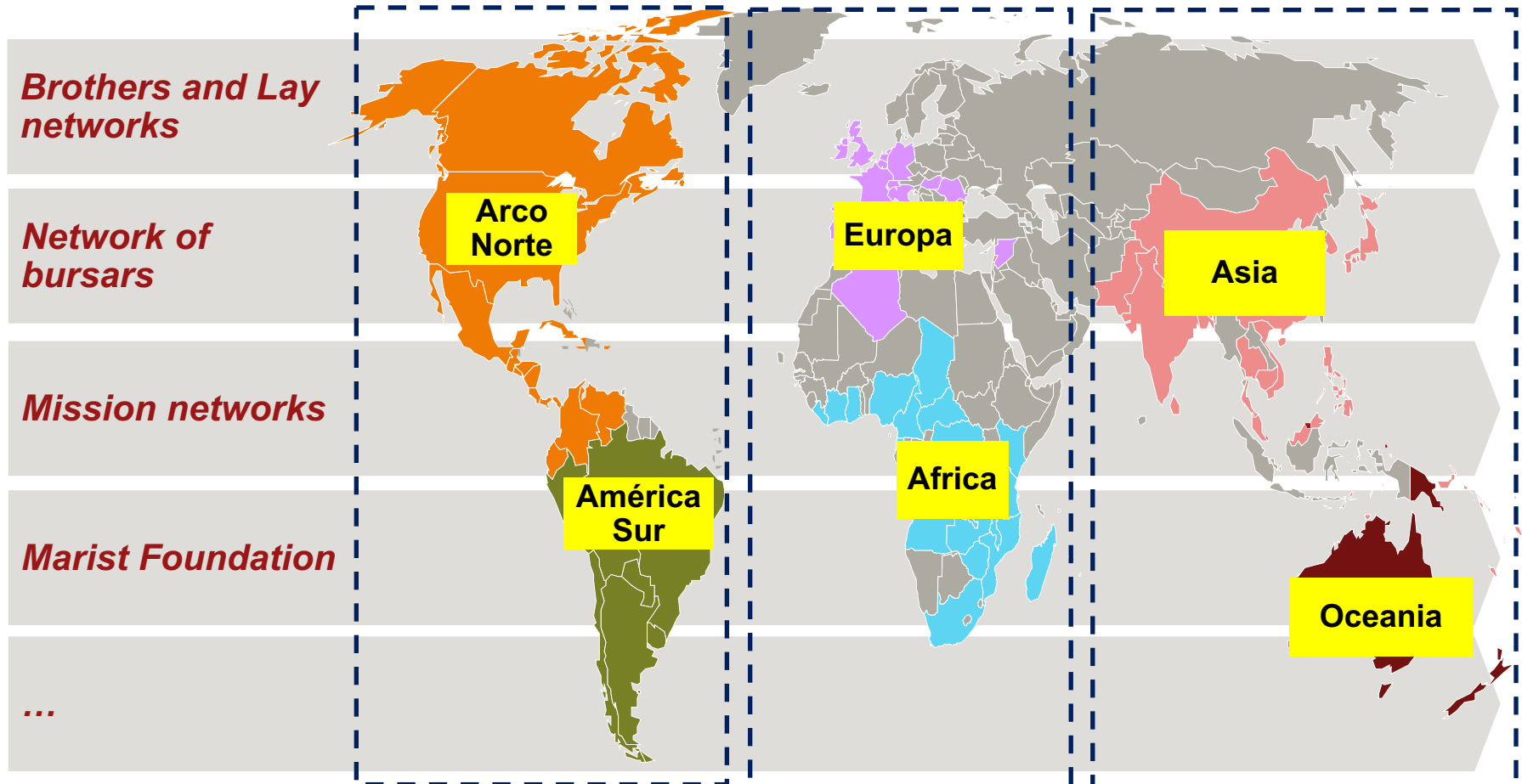
Globally harmonized organization structures at all levels (GA, Regions, Provinces)

Competence driven structures based on a distinguished areas (Consecrated life and laity, Economato and Mission)

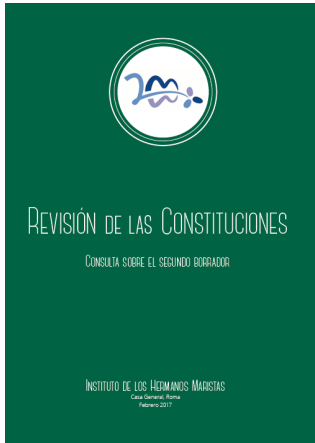
Global and regional synergies and integration, avoiding duplications and fostering solidarity (Regional and Global service centers)

Multi-center organization services fully exploiting regional and global capabilities

The proposed models is based on a mix of functional networks and Regions ...

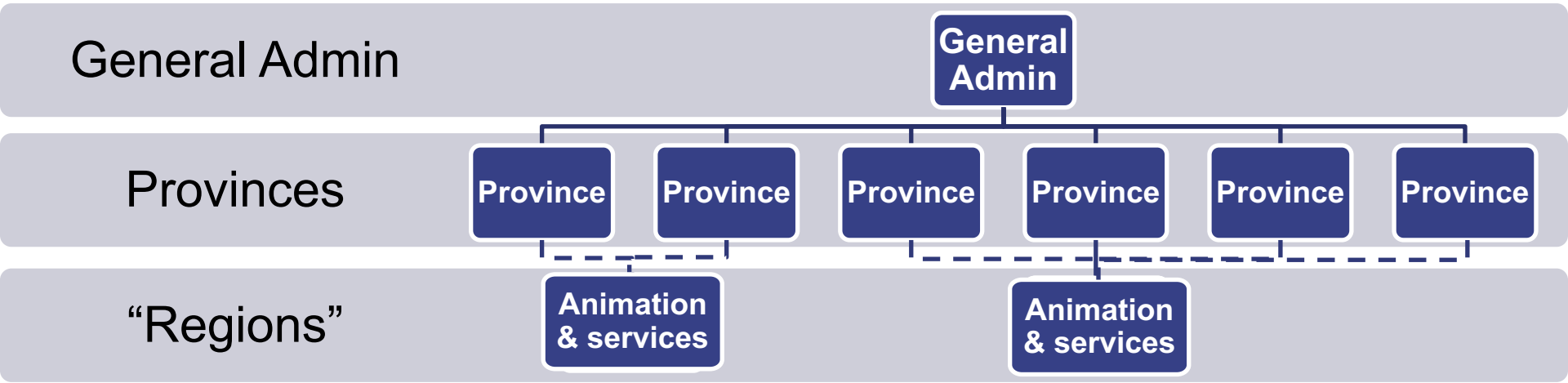


... with Regions operating as a service to Provinces

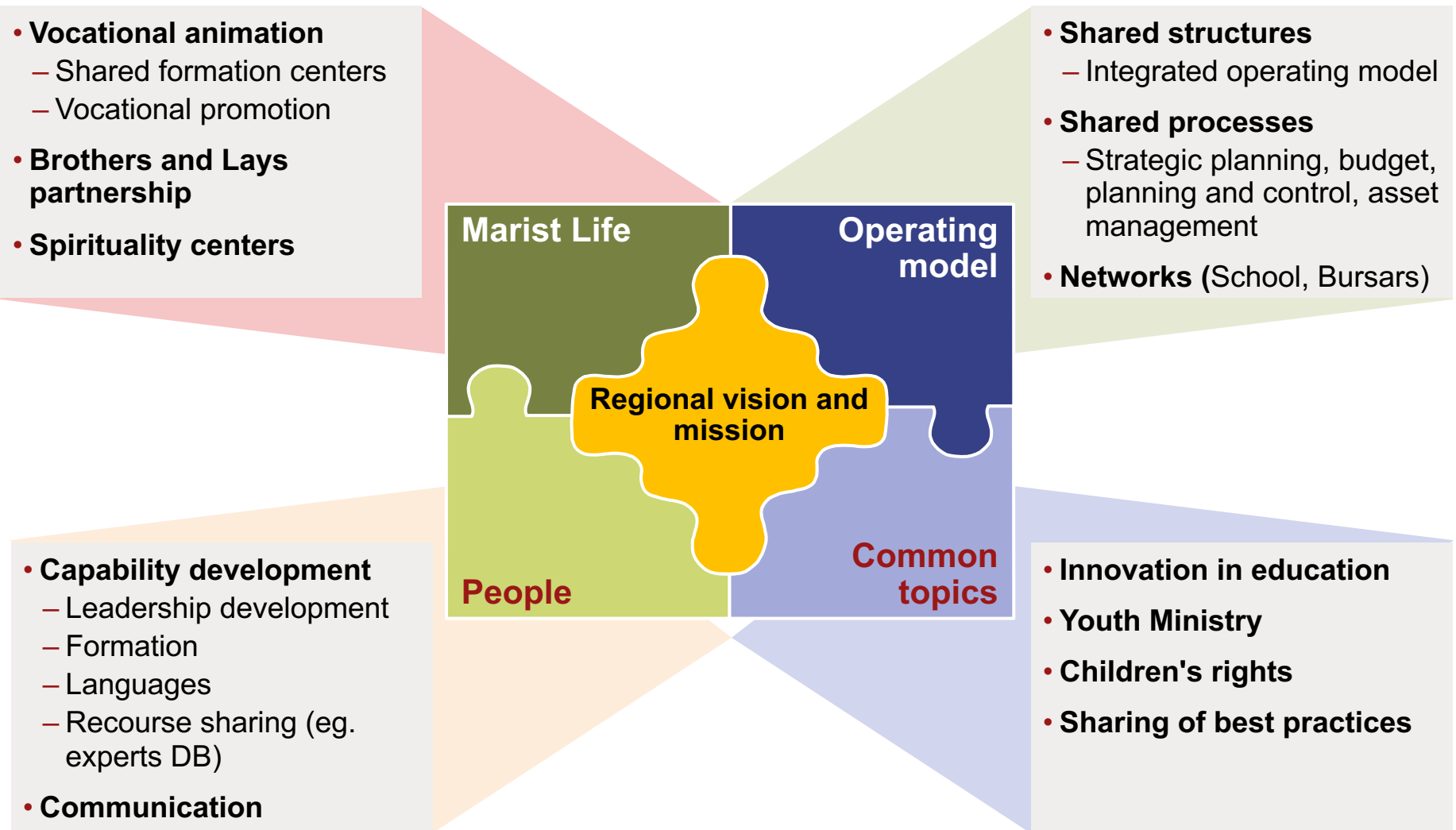


REGION = PROVINCE ASSOCIACION

125.1 Provinces and Districts which have common interests are free to work together. It may require the drawing up of Statutes, which, if necessary, will be approved by the Brother Superior General in the case of aspects which are not clearly in accord with the Constitutions and the Statutes. (cf 137.4.13)



The overall initiatives are addressing the turnaround with an holistic approach



The role of the Econome's Office should guarantee the long term sustainability at all levels

- Evangelical use of resources
- Transparency
- Best practice
- Accountability
- Consequences policy



- Human resources support
- Capacity development
- Competent planning and Control

- Global mindset
- Change of culture
- Think globally but act locally caring for differences at all levels.
- Agile structures (governance, legal and operation)

- Integrated, co-responsible management of solidarity with initiatives at all levels
- Engage a % of our resources for solidarity

... launching specific initiatives to progress in each area

- Policies
- Best practice shared



- Shared services
- Legal structures
- Global asset management
- Financing model

- Financial planning
- Real estate projects
- Formation programs for managers
- Technical support In some cases

- Financing model
- Sustainability project for Africa and Asia

Many thanks for your participation ... any outstanding question?

