

A call to introspection



Fr. Ranjit has been a principal for last eight years. He was appointed as the principal of a CBSE Secondary school in 2013 and he inherited a good disciplined school from his predecessor. He was very active and energetic and he could be seen everywhere in the school and was fully involved in all the activities of the school. The school continued to maintain the culture of excellence and maintained its good reputation.

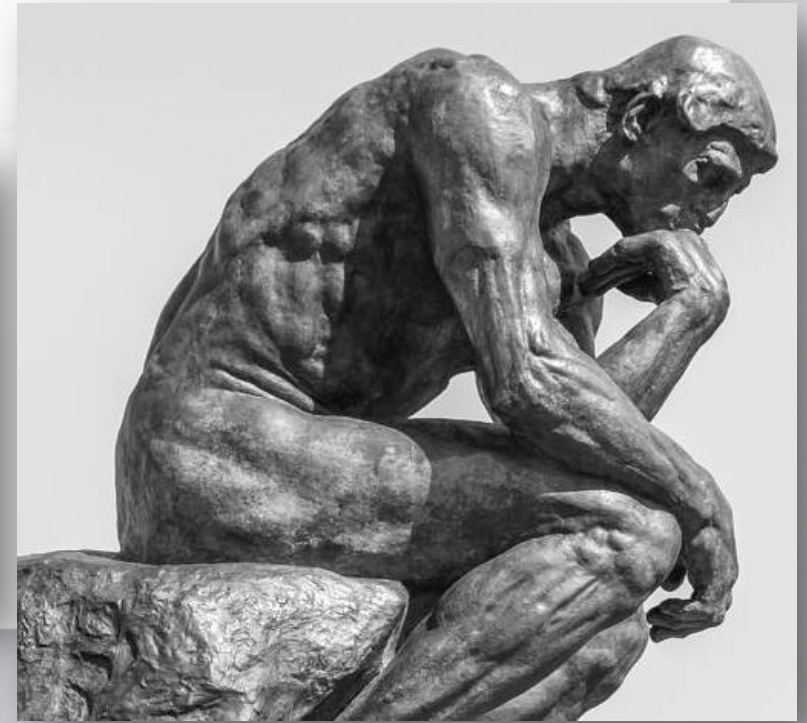
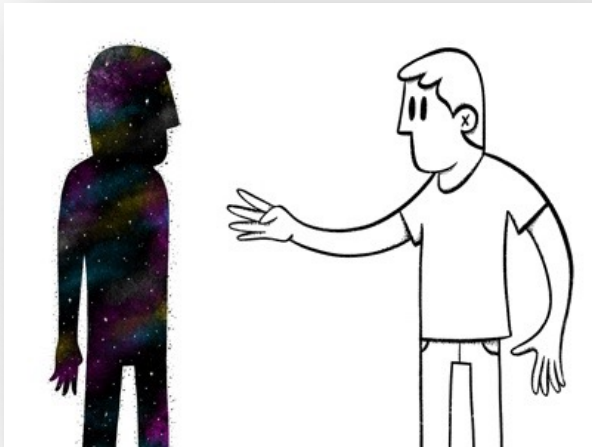
By the year 2019, Fr. Ranjit exhausted all his ideas and from then on the school work became very routine for him and he believed he knew everything about school and school administration. Therefore, he felt that he need not attend many meetings and does not need to read and update himself in school matters. He continued his routine work and all the activities in the school became repetitions of the previous year.

This continued and now Father feels that there is no energy, no enthusiasm, no satisfaction, no incentive to do anything new or different. The school work goes on, but he feels dissatisfied and he began to find satisfaction in other things. He functions like a machine and does his routine work.

What would be your advice to Fr. Ranjit, so that he can once again have the same enthusiasm that he had when he began as a principal?



What kind of life do you wish to
create?



OBJECTIVES

This session invites you to make an inward journey as a principal in a Jesuit school and through active listening summons you as a companion of Jesus/collaborator in mission and in the Spirit of Magis to explore what you need to become amidst the challenging context with a lens of *'seeing all things new in Christ'.*





TIME TO
RENEW



Renewal reminder

- Primary and Secondary Education is an important ministry of the Society of Jesus where we develop students to become persons of Competence, Compassion, Conscience and Commitment, (Consistency) thus making them contributing members of society.
- Progress is not possible without change. Albert Einstein noted. "The measure of intelligence is the ability to change."
- To see all things new in Christ is an invitation for renewal, an action initiated by God so that we make our special contribution in making our society more just and humane.





Renewal reminder

- This 4-day workshop is a time set apart to renew ourselves so that we understand our role as principal of a Jesuit school in our turbulent and changing times. Renewal invites us to be open to challenges, to participate and to say yes to change.
- *"And I am certain that God, who began the good work within you, will continue his work until it is finally finished on the day when Christ Jesus returns."*
(Phil 1: 6)



READING

It is often cited that great principals lead effective schools. Serving as a principal requires specific skills and characteristics that positively affect the school as a whole. Researchers now believe that what makes a great principal also makes a great school.



Reading is the **KEY** to learning

Top 10 skills for running an efficient school

1. **Promote Your Vision:** Create and promote a clear and defined vision for where you want your school to go and have it presented to your team daily. When this is achieved, not only is everyone more motivated, but also more effective since their responsibilities stay connected with your strategic goals and vision.
2. **Educator First / Administrator Second:** It's easy to focus on career goals, day to day responsibilities, school budgets, and much, much more. As a principal, you are responsible for many things but don't forget, you are an educator first. Successful principals keep their focus on their student success. Students depend on you, their parents depend on you, and the community (both inside and outside the school) depend on you.



Top 10 skills for running an efficient school

3. Motivate Change: The fastest way to create a school where faculty and staff are stagnant and stuck is by fostering an environment that believes in the mantra “If it ain’t broke, don’t fix it”. A key role in the life of a principal is to be persistent in constantly motivating change. This means change for the school, faculty, students, parents, and neighboring communities.

4. Communicate Clearly: Nothing makes performance suffer more than unclear communication. Strong communication is one of the top foundational elements to being a successful principal.



Top 10 skills for running an efficient school

5. Act Decisively: Effective principals take time to ensure that they have a complete understanding of the problems that they face and respond by taking strong decisive action without over questioning themselves. This skill can be achieved by balancing a) impulses that come from being impatient (reacting without thinking) and b) overthinking and delaying action.

6. Delegate More Tasks: Strong leaders tend to lead by example, with a tendency of wanting to do things by themselves, but it is important to learn how to delegate. The benefits of delegating include better controlling your workload, develop your staff's core skills, and enables your team to meet their goals faster, produce the best results, and help you accomplish more tasks than you would on your own.



Top 10 skills for running an efficient school

7. Empower Others: Successful principals see the greatness in others and do what they can to bring that greatness out of them. Faculty and staff grow as leaders when they get ownership of their decisions, hold themselves accountable for the decisions they make and outcomes that result, and have firsthand experience on the consequences of their actions.

8. Priority Management: It is easy to spend significant amounts of time and energy on tasks that are unimportant if you do not have clear priorities. The better a principal can prioritize the things that have to be done, the better they can focus their efforts on the things that matter to their students and faculty most.



Top 10 skills for running an efficient school

9. Active Listening: This means being able to hear/see things beyond your point of view and checking your own understanding of things. Successful Principals intentionally focus on listening and understanding things from another person's perspective.

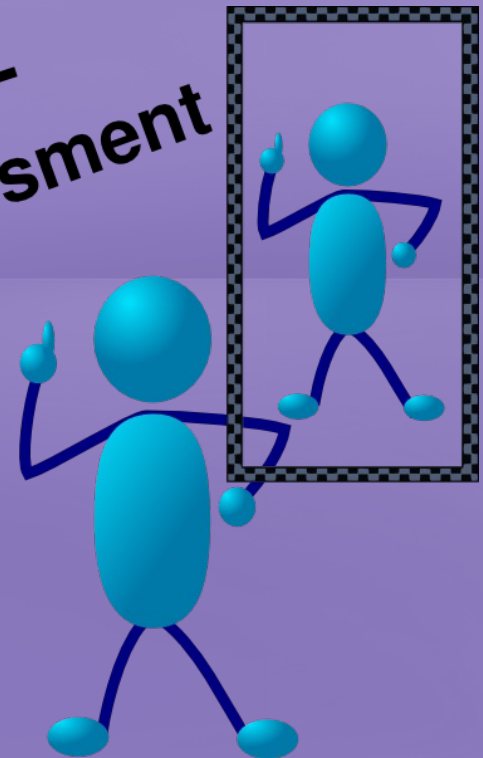
10. Managing Risk: Principals must make split-second decisions while weighing the costs and benefits. They have to calculate differing possibilities and prospective outcomes. Successful Principals are always looking ahead for both risks and opportunities that affect their schools.



GO GRAPH

1. If you are given a scale of evaluation such as: Very Poor, Poor, Satisfactory, Good, Very Good, and Excellent, how would you currently rate yourself with regard to each of the 10 above skills.
2. In the Spirit of Magis, which skill would you like to make an incremental growth in the next 3 months, 6 months, a year?
3. A year from today how would you visualize yourself as
 - a) a Person?
 - b) a leader?
 - c) a Jesuit educator?

**Self-
Assessment**



Personal prayer

Using your senses and imagination, desire and pray for the change in areas of

- ❖ as a Person ?
- ❖ as a leader?
- ❖ as a Jesuit educator?



Some questions for introspection during prayer and Spiritual Conversation

1. What are my success stories in the last one year? What are the areas that have given me great consolation during the last year?
2. What is my present state of being?
3. Where do I stand as an educational leader?
4. What are the areas I want to work on as an educational leader?
5. What are some of the difficult moments, challenges faced recently?



Spiritual Conversation

(Fr. John Dardis, SJ)

Round 1

Each person shares fruits of prayer. Intensive Speaking & Active Listening (Pause after all have spoken).



Spiritual Conversation (Fr. John Dardis, SJ)

Round 2

Affective Sharing: What consoled you or struck you as you listened to your companions? (Pause after all have spoken).



Spiritual Conversation (Fr. John Dardis, SJ)

Round 3

Try to summarize the movement of Spirit. Where are we as a group? Are we hearing a call? Make a prayer about how you feel the Lord is moving us.



The Other Side is Pulling Us!

We are men on the MOVE! We cannot be Confined and We cannot continue to Sulk!

We need to Move into the Future and We need to Move the Future!

At the same time, Remain Prophetic in our Chosen Life with Consolidated Counter Cultural Values.

It is here we situate the exercises that will happen today...

The rendezvous of our meeting today happens in the intersecting space of living in the complex and confused world and the travel into the Future.

We do it because,

1. We are men of **GREAT DESIRES**...

Desiring for great things is part of our Ignatian way of Life and Ignatian Spirituality.

2. We are animated by **GRANDE ANIMO**... Great Spirit...

Sp. Ex 157 and 168

It should be noted that when we feel an attachment opposed to actual poverty or a repugnance to it, when we are not indifferent to poverty and riches, it will be very helpful in order to overcome the inordinate attachment, even though corrupt nature rebel against it, to beg our lord in the colloquies to choose us to serve him in actual poverty. We should insist that we desire it, beg for it, plead for it, provided, of course, that it be for the service and praise of the divine goodness. 157

A letter to Fr. John Pelletier on 13 June 1551, Ignatius says, 'Jesuits should endeavour to conceive great resolves and elicit equally great desires.'

If one desires to attain this third kind of humility, it will help very much to use the three colloquies at the close of the meditation on the three classes of men mentioned above. He should beg our lord to deign to choose him for this third kind of humility, which is higher and better, that he may the more imitate and serve him, provided equal or greater praise and service be given to the divine majesty. 168

We Cultivate Desires.

3. We are **Men of Friendships**:

Friendships

among ourselves; we are friends in the Lord

with the poor and the marginalized; Ignatius writes to the Jesuits in Padua on 7 August, 1547, “Friendship with the poor makes us friends with the eternal King”.

with Nature: Not an Optional Commitment but it is our spirituality itself. A travel from the Principle and Foundation to Contemplation to Obtain Love.

with God...The only criterion for all our choices we apply, in so far as it helps me to find God or to grow in intimacy with Him.

4. We are **Men of Wider Berths:**

When the whole world spoke of

Stability, Ignatius spoke of 'Movement'

Fixed hours of prayer

Choir

Seclusion

Reclusive Mysticism

Accept

any time and anywhere, at ease with God.

everywhere

Life in Common

Apostolic Mysticism

Respond

He opposed Materialism, Nepotism, Consumerism, Superficiality, Indifference, violation of human beings and Spiritual Impoverishment.

And so, we were known as 'GREAT SCHOOL MASTERS of EUROPE'

5. We are Men of **Great Reflections**

The Pedagogy that he had chosen for Himself is:

+ Questioning Himself.

The inspiring questions:

From

If St. Francis could change and become a saint and if St. Dominic could do, Why Can't I?

To the Questions...

What am I doing for Christ?, What have I done for Christ? And What ought I do for Christ?

He was searching for answers that led him to change his life.

+ Awareness of his Inner States.

Ignatius realises that Conquering the inner world is important than the external feats of bravery.

Polanco writes on 1 June 1551,

“With regard to mortification, I notice that Ignatius has a decided preference for those who attack one’s love for honour and self esteem rather than those which afflict the flesh such as fasts, discipline and chains”.

Sensitivity to one’s Own Inner State...

Sp. Ex 2: For it is not much knowledge that fills and satisfies the soul, but the intimate understanding and relish of the truth.

The inner movements of our heart.

+ Frequent Self Examination.

On-going Introspection: Non-negotiable Examination of Conscience (SE: 32-43)

Ignatius had the habit of examining his conscience every day and of asking himself with careful attention how he had passed the hour... (Ribedeynera)

Reflections add value to our life.

Carl Jung, “ Your vision will become clear when you look into your own heart. He who looks outside, dreams and he who looks inside, awakens”.

An exercise of REVIEW like this will awaken us to new life.

An Awakened Spirit is a New Spirit.

To see everything new in Christ.

2 Cor 5: 17 - So whoever is in Christ is a new creation: the old things have passed away; behold, new things have come.

“The significant problems we face today cannot be solved at the same level of thinking we were at when we created them.” – Albert Einstein

A renewal is an exercise to see everything new.

Three Challenges:

1. Being Open to the Spirit. Allowing God to work in us.

During the Pentecost Sunday homily this year, Pope Francis said, (5 June 2022)

“The disciples were cowering in the Upper Room; the Spirit then came down and made them go forth. Without the Spirit, they were alone, by themselves, huddled together. With the Spirit, they were open to all. In every age, the Spirit overturns our preconceived notions and opens us to his newness. God, the Spirit, is always new! He constantly teaches the Church the vital importance of going forth, impelled to proclaim the Gospel”.

Each time we gather, we allow the Spirit to renew us...

2. That I am ready to shed off my 'mine'...For always love is expressed in deeds than words, in Contemplation to obtain Love.

That what happens in our institutions is Collective Magic. Knowing that we are all angels with only one wing and we can fly only when we embrace each other.

That this is an end of an era of great saints. It is a beginning of an era of great groups.

None of us is as smart as all of us!

I believe in 'creative collaboration'.

In the book, 'Organising Genius: A Secret of Creative Collaboration, the authors speak of Great Groups with following characteristics.

- Collective Magic of the GG depends on their creativity.
- There is a role of a leader: to allow its members to discover their own greatness.
- GG and Great leaders create each other.
- GG learns to work together because it is a mission of God.
- GG is an island but an island with a bridge to the mainland.
- GG have their blinders on.
- GG are optimistic, may not be realistic.

3. Renewal can not stop with Cosmetic Changes, allowing a gentle refreshing breeze to caress us.

Such renewal comes out of Superficiality. Each renewal should lead us into radically 'Refounding' ourselves in the mission and 'Refounding the mission among ourselves.

So, review has to be done as often as we could.

Someone came to Ignatius and he asked him how many times he had examen in a day. He replied, 'seven times'.

Ignatius seemed to have told him, 'So FEW'?

Evaluation and the process of renewal can not be for just 'FEW' times!



Renewal is an existential Necessity

Create a **Culture** of **Continuous Improvement** and
Adaptation to fast-changing environment



Famous companies & product that faced existential crisis as they failed to innovate/renew

1. Study the evolving trends
2. Set goals to stay relevant to changing times
3. Identify measures of progress
4. Measure what matters
5. Review measured data for progress
6. Do course-correction

Speed of **Obsolescence** is driving the monopoly of education under a few and institutions not innovating constantly may have to struggle to **stay relevant** and to be in **existence**

Trends in learning Industry







Focus 1

Teacher



1

Get teachers with
Energy &
Enthusiasm



2

Passion for daily
learning & skill building



3

Innovative methods
of teaching



Human Capital Management in Corporate world



1

Attract Talent



Hire for energy, enthusiasm, learnability



2

Nurture Talent



Training and Mentoring Strategy



3

Retain Talent



Reinforce success and reward big failures



Focus 2

Pedagogy

1

Gamify
learning



2

Problem Solving +
Real-time
application



3

Technology +
Visualization



Ignatian approach



1

Magis
(Continuous Improvement, Kaizen)



2

Passion – Desire to desire
(Do anything in such a way that no one can improve upon it)



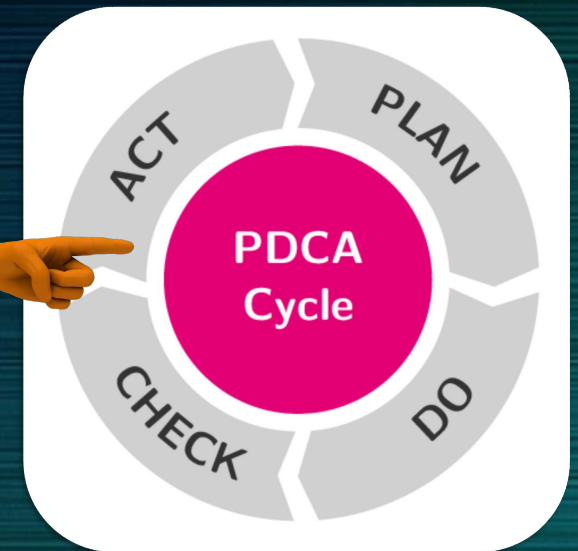
3

Examine self daily- PDCA
(Reinforce what has worked well – identify skill gaps to stay relevant)

Magis

Kaizen

How can we do it better? How can we make it faster?
How can we make it cheaper?



Do things in such a way
that no one can improve
upon it

Teacher without enthusiasm
is the greatest enemy of
Learning industry

Knowledge does not matter unless it is
converted into a usable **skill**

Ability to ask right question

Ability to solve problems

Ability to apply knowledge to practical situation

Ability to articulate and convince



GOD BLESS OUR EFFORTS...
THANK YOU....

Thank You

