
GROWING IN HOLINESS THROUGH MIDDLE MANAGEMENT

1. Opening Prayer (“Prayer after Communion”, Mass for the Sanctification of Human labor)

Having been made partakers of
this table of unity and charity,
we beseech your mercy, Lord,
that through the work you have
given us to do
we may sustain our life on earth
and trustingly build up your
Kingdom.

Through Christ our Lord.
Amen.

2. Biography

- a. From Kansas City area
- b. BA – Quincy University
- c. MA – Aquinas Institute of Theology
- d. Foundations in Leadership Certificate - Trinity Health/Seattle Pacific University
- e. Currently serving as Director of Catechetical Services (Diocese of Springfield in Illinois)

3. Introduction

- a. What roles are represented in the room?
 - i. PCL? DCL? Other?
- b. Why think about management and administration as service?
- c. Barbara Rossman – CEO, St. Joseph’s Healthcare (Clinton Township, MI)
 1. Moved from nursing to hospital administration
 2. Shifting role – no longer “hands on” with patients

3. Realized that she was now a “caretaker to the caretakers”
 4. Example of Christ’s Admonition – Mark 10: "[T]hose who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be slave of all." (Mk 10:42-45)
4. Overview
 - a. Universal Call to Holiness
 - b. Threefold Ministry of Christ
 - c. Application to Ministry
 - d. Engage in Conversation
 5. Universal Call to Holiness
 - a. One of the “hidden gems” in the teachings of the Second Vatican Council
 - b. “[I]n the Church, everyone whether belonging to the hierarchy, or being cared for by it, is called to holiness, according to the saying of the Apostle: ‘For this is the will of God, your sanctification.’ However, this holiness of the Church is unceasingly manifested, and must be manifested, in the fruits of grace which the Spirit produces in the faithful; it is expressed in many ways in individuals, who in their walk of life, tend toward the perfection of charity, thus causing the edification of others” (*Lumen Gentium* 39)
 - c. In other words: no matter what your station in life you are called to live it out in holiness!
 - d. You are called to live out your holiness as a principal/DRE/administrator!
 6. Administration as Vocation
 - a. Threefold Mission of Christ - Summarized by Pope John Paul II in *Christifideles Laici*

b. Priest (Spiritual)

“The lay faithful are sharers in the priestly mission, for which Jesus offered himself on the cross and continues to be offered in the celebration of the Eucharist for the glory of God and the salvation of humanity. Incorporated in Jesus Christ, the baptized are united to him and to his sacrifice in the offering they make of themselves and their daily activities (cf. Rom 12:1, 2). Speaking of the lay faithful the Council says: "For their work, prayers and apostolic endeavours, their ordinary married and family life, their daily labour, their mental and physical relaxation, if carried out in the Spirit, and even the hardships of life if patiently borne—all of these become spiritual sacrifices acceptable to God through Jesus Christ (cf. 1 Pt 2:5). During the celebration of the Eucharist these sacrifices are most lovingly offered to the Father along with the Lord's body. Thus as worshipers whose every deed is holy, the lay faithful consecrate the world itself to God." (CL no. 14)

i. Faithful participate in the sacrificial action of the Crucifixion

1. through prayer
2. through offering up their work
3. offerings at the Eucharist

c. Prophet (Relational)

“Through their participation in the prophetic mission of Christ, "who proclaimed the kingdom of his Father by the testimony of his life and by the power of his word", the lay faithful are given the ability and responsibility to accept the gospel in faith and to proclaim it in word and deed, without hesitating to courageously identify and denounce evil. United to Christ, the "great prophet" (Lk 7:16),

and in the Spirit made "witnesses" of the Risen Christ, the lay faithful are made sharers in the appreciation of the Church's supernatural faith, that "cannot err in matters of belief"(25) and sharers as well in the grace of the word (cf. Acts 2:17-18; Rev 19:10). They are also called to allow the newness and the power of the gospel to shine out everyday in their family and social life, as well as to express patiently and courageously in the contradictions of the present age their hope of future glory even "through the framework of their secular life."(CL no. 14)

- i. Faithful are called to give witness the Gospel
 1. In word
 2. In deed

d. King (Organizational)

“Because the lay faithful belong to Christ, Lord and King of the Universe, they share in his kingly mission and are called by him to spread that Kingdom in history. They exercise their kingship as Christians, above all in the spiritual combat in which they seek to overcome in themselves the kingdom of sin (cf. Rom 6:12), and then to make a gift of themselves so as to serve, in justice and in charity, Jesus who is himself present in all his brothers and sisters, above all in the very least (cf. Mt 25:40). (CL no. 14)

- i. Faithful called to spread the kingdom
 1. Spiritual warfare
 2. Gift of self to others

7. Administrative Ministry in Action

a. Spiritual Leadership (Priest)

- i. Prayer
 1. for Self

- a. Must have an active relationship with Christ – be an example to your directs!
 - 2. for Directs
 - 3. with Directs
 - a. Prayer before meetings
 - b. Important occasions
- ii. Formation
 - 1. Faith formation is a life-long process
 - a. You didn't graduate at Confirmation!
 - b. "Mystery" means we never exhaust our understanding of the faith
 - 2. Need to continue in your journey of faith...
 - a. Personal life of prayer
 - b. Understanding of the faith
 - 3. ...through various activities.
 - a. Retreats
 - b. Spiritual reading
- b. Communication (Prophet)
 - i. Regular Meetings (O3 model)
 - 1. Not my model! From Manager Tools
 - 2. Regular 1/2 hour
 - a. 15 min – direct time
 - b. 10 min – manager time
 - c. 5 min – upcoming concerns
 - ii. Feedback and Accountability
 - 1. This is how you
 - a. Encourage good employees
 - b. Make mediocre employees better
 - c. Get the wrong people "off the bus" (Jim Collins)
- c. Administration (King)
 - i. Hiring
 - 1. The most important job of an administrator!
 - 2. Hiring the wrong person
 - a. Derails your momentum

- b. Demoralizes good employees
 - c. Cost more money/time
 - 3. So we need to
 - a. Take time hiring – don't hire the first person to come along!
 - b. Hire qualified people
 - Big problem in the Church!
 - Faithful ≠ Qualified
 - c. Waiting to hire is preferable to hiring the wrong person
 - ii. Budgets as Moral Documents
 - 1. Paul Mangin (VP-Finance, Mercy Medical Center-Clinton, IA)
 - 2. Where we put our money shows where our values reside
 - iii. Celebration
 - 1. Acknowledge success!
- 8. Questions
- 9. Resources
 - a. Books
 - i. *Leadership on the Line*
 - ii. Peter Drucker
 - b. Online Resources
 - i. Manager Tools Podcast
- 10. Web Site and Thanks