



THE WILLIAM AND
MARY PAT GANNON HAY
VINCENT DE PAUL
LEADERSHIP PROJECT

ANNUAL REPORT 2006-2007

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Message from the Director

Dear Friends of The de Paul Leadership Project,

The president of DePaul University, Rev. Dennis Holtschneider, described his job as leader in these words:

We are asked to move an organization from its present comfort zone to a place of higher standards or improved performance. That's leadership.... We are asked to motivate and keep everyone who works with us close to the central mission of the organization—to keep their hearts focused on the mission (2007, p. 50).

Ours is the business of teaching and learning. We learned long ago the best teachers are those who are passionate about what they teach. Leaders are passionate about what they lead. The best leaders are teachers too.

Nothing helps the learning process like experience and teaching. We in the business of higher education leadership need not look far for the greatest lessons on leadership. We need only teach them. Kouzes and Posner remind us that the best leaders are great teachers (2006, p. 20).

Our research efforts of the past few years under the exceptional leadership of Marco Tavanti have brought us to the position of knowing more than ever about St. Vincent as manager and leader, and about ourselves as Vincentian leaders in the 21st century. Our focus shifts slightly now to teach and lead as Vincent taught and led.

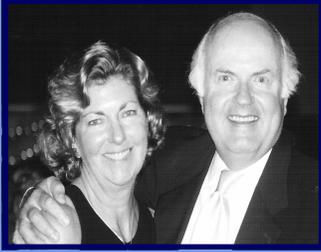
Our research purpose is always to learn more about Vincent as leader and visionary, organizer and champion of the poor. Our teaching purpose is always to spread the good news of our research, as our patron Bill Hay says, "so that no one will leave here without knowing about the man whose name is on the building." For faculty and staff, we are about what Fr. Holtschneider says about our role with our colleagues and students—"keeping their hearts focused on the mission."

We will accomplish our mission when we believe what we teach and practice what we believe. I believe The dePaul Leadership Project is about to have another great year.

J. Patrick Murphy, C.M.

Holtschneider, Dennis. "Leadership for Ethos," *Doctrine & Life*, Vol. 57, No. 2, Kildare, Ireland: Leinster Leader Ltd., February, 2007.

Kouzes, James, & Posner, Barry, *A Leader's Legacy*, San Francisco: Jossey-Bass, 2006.



William and Mary Pat
Gannon Hay

Our History

The idea of the William and Mary Pat Gannon Hay Vincent de Paul Leadership Project (The de Paul Leadership Project) was conceived over dinner by Bill and Mary Pat Hay, Rev. John P. Minogue, C.M., and Rev. J. Patrick Murphy, C.M. Bill Hay, a student, instructor, alumnus and friend of the University spanning thirty or so years was so impassioned by the vision and values of Vincent de Paul that he and Mary Pat were inspired to make a major gift to the University. As Bill says, “I don’t ever want anyone to come to this University—as student, staff, instructor or trustee—without knowing about the legacy of our patron.”

In 2001, Bill Hay was elected to the board of trustees of the University. While attending a Vincentian Heritage Retreat in Paris, France, and having literally walked in the footsteps of St. Vincent, Bill and Mary Pat returned to Chicago with an even deeper appreciation and understanding of Vincent’s life and works. Moved by their experience and impressed with Vincent’s leadership and management abilities, the Hays brought new inspiration to the William and Mary Pat Gannon Hay Vincent de Paul Leadership Project.

The work of the Project began in April 2002. Today the Project carries out the vision of the Hays to develop an awareness of Vincent-inspired leadership concepts and practices within the University community and Vincentian communities worldwide.

Our Mission

Mission

Like a great fire, The de Paul Leadership Project awakens and advances the vision, values, and leadership practices of St. Vincent de Paul in people and organizations worldwide. Providing Research, Leadership Development, Outreach, and Partnerships in the manner of St. Vincent, The de Paul Project ensures the continuance of the legacy of St. Vincent de Paul’s organizational genius and leadership skills in the service of servant leaders.

Vision

The vision of The de Paul Leadership Project is to develop an awareness of Vincentian leadership concepts and practices within the DePaul University community and Vincentian communities worldwide. Leadership development in the manner of St. Vincent de Paul provides an ethical and values-oriented model that draw on both Vincent de Paul’s history and on contemporary leadership practices.

Purpose

- Through participatory and appreciative inquiry, to identify and to advance Vincent-inspired leadership knowledge and practices among the DePaul University community and the worldwide Vincentian family;
- To provide value-based educational approaches to leadership seminars, training, and development;
- To create networks and new structures that sustain organizational culture and values in the future;
- To produce leadership development material for the use of individuals, programs, and organizations linked to St. Vincent de Paul’s mission and values.



Research

Reported by Marco Tavanti, Ph.D.

Why Leadership? Why Research?

A study conducted by Dennis Holtschneider, C.M., and Melanie Morey about the changing relationships between U.S. Catholic Colleges and Universities and their founding religious congregations indicates that in 1999 the population size of vowed religious was half of what it was in 1965 and that approximately three-quarters of this population were over the age 60 when the study was conducted (Holtschneider 2000). The researchers also found that just over a quarter of the schools participating in their study indicated that virtually no members of founding religious groups will work on campus or serve on collegiate trustee boards within 10 years, and that over half of respondents have no plans to address this shortage.

DePaul University, like other Vincentian-inspired institutions and organizations, reflects a great tradition of clergy, religious and lay people carrying on the heritage of St. Vincent de Paul and St. Louise de Marillac.

Today, the numbers of U.S. and European men and women belonging to the religious orders of the Congregation of the Mission (CM) and of the Daughters of Charity (DC) are largely diminishing and aging. This trend is also visible in most U.S. and European religious orders that registered a rapid decline in vocations since the 1960s.

The de Paul Leadership Project is a concrete response to the increasingly urgent need for leadership succession planning. The initial stage of research (from April to August 2002) identified the needs and expectations for the research project:

1. Assessment of existing Vincentian characteristics of leadership and management among lay and religious people at DePaul University and other Vincentian founded institutions;
2. A timely response to leadership succession planning in religious and lay organizations, especially within the Vincentian family of higher education, social service and charitable service providers;
3. Publication and delivery of educational materials, articles and training modules that advance Vincentian leadership concepts and practices.

Why Leadership Development?

DePaul University, like other organizations concerned about its mission and values, is concerned about the selection, formation and education of its leaders. Responding to this concern and fostering this process of leadership succession, The de Paul Leadership Project offers research and development to assess leadership practices and promote leadership growth. As Jay Conger observes, “in order for an organization to establish a base of attitudes and values consistent with its core philosophy and vision, it must first assess whether there is broad consensus around the vision to begin with (Conger and Benjamin 1999).” With this in mind, The de Paul Leadership Project develops assessments and provides consultation, coaching and educational programs that respond to the needs of Vincentian organizations and orients leadership development activities around mission-focused and values-based succession planning.

Research

Values-Driven Research

The values behind the Vincentian leadership model provides for Vincentian leadership values and principles. Six key values are associated with the Vincentian leadership model:

1. **Leadership Recognition**
You are a leader! Leadership may come from any place in the organization and does not depend on rank or formal titles;
2. **Personal Value Identification**
Discovery of strengths is encouraged through self-assessment and continued learning;
3. **Organizational Mission Alignment**
Through leadership research and development values and practices are aligned with organizational mission and objectives;
4. **Common Language**
Identification of a Vincentian leadership vocabulary that embraces Vincentian values and virtues and makes evident the underlying and unifying principles among a diversity of Vincentian organizations;
5. **International Comparison**
Leadership research and development is conducted in Catholic and Vincentian organizations nationally and internationally;
6. **Increase Visibility:** Vincentian leadership and service is well-known in Vincentian organizations and in the communities it serves, however, it is not well-understood.

Vincentian Leadership Model

Vincentian leadership is a practical approach that aligns organizations and individuals within mission-driven organizations to a set of four orientations (VLO) and twelve competencies (VLC) that are reflective of the best practices of Vincentian leadership. Each orientation serves as a framework for the competencies associated with it (see page 5).

Following a practical and behavioral approach, The Vincentian leadership competency model serves as a roadmap to individual and organizational values and mission identification, rather than as a selective function of knowledge, skills, ability and other characteristics—helping to create mode integration between the “be” and the “do” in leadership. Designed to accompany leadership development processes of individuals, groups and organizations, each leadership competency may be used as a guide to improve individual and group work processes through the application of systematic procedures and research-based principles.



Society of St. Vincent de Paul USA emergency response vehicle

“It is our duty to prefer the service of the poor to everything else and to offer such service as quickly as possible. If a needy person requires medicine or other help during prayer time, do whatever has to be done with peace of mind.

*Offer the deed to God as your prayer...
Charity is certainly greater than any rule.
Moreover, all rules must lead to charity”
-Vincent de Paul*

Research

Vincentian Leadership Model Orientations and Competencies



MISSION Vision Values Innovation	TASK Commitment Pragmatism Risk-taking
<ul style="list-style-type: none"> • Inspire a positive vision of the future • Base decisions on strong sense of mission • Articulate direction for organization's future • Maintain high ethical standards • Driven by values of honesty and integrity • Find inspiration through reflection • Welcome changes in methods and ideas from others • Look outside the organization for best models and practices 	<ul style="list-style-type: none"> • Stay involved until a task is finished • Clearly direct people to achieve objectives • Strive for excellence • Set clear and realistic goals • Base judgments on fact • Effectively communicate ideas & plans • View conflict as an opportunity to grow • Welcome innovation even when it involves risk • Openly receive criticism and challenges from others
PEOPLE Inclusiveness Collaboration Communication	SERVICE Empowerment Social Justice Service
<ul style="list-style-type: none"> • Accepting people with other ideas and personalities • Treating others with respect and dignity • Welcoming people who come with problems • Promoting teamwork and collaboration • Delegating responsibilities within a group • Communicating enthusiasm and confidence to encourage teamwork • Clearly communicating expectations • Motivating others • Transparency 	<ul style="list-style-type: none"> • Inspiring others with examples of service • Practicing leadership as a responsibility to serve rather than a position • Serving others regardless of race, gender, religion or position • Helping others to become better leaders • Creating a learning environment • Delegating appropriately • Working for social justice • Seeking to transform root causes of poverty and other injustices

Research

The Future of Vincentian Leadership Research

The Appreciative Inquiry (AI) method, which is behind the innovative research and development services of the William and Mary Pat Gannon Hay Vincent de Paul Leadership Project (DLP), suggests that the best way to stimulate transformation at the personal and organizational levels is to “ask the right question.” The idea is to stimulate a conversation among leaders and managers about the most significant findings of this research and how it may inform the implementation of effective initiatives that identify, develop and communicate value-driven leadership practices in Vincentian organizations.

To date, The de Paul Leadership Project has made considerable progress in reaching its objectives as they relate to assessment, succession planning and delivery of educational materials and programs.

The following points summarize these activities and findings and suggest, in the form of critical questions, a few possible directions for future research:

1. **How can we make this common language of Vincentian leadership more inclusive of other experiences beyond DePaul University, higher education and the United States?**
2. **Should assessments continue to be an integral part of the research?**
3. **How might we better engage other Vincentian universities, colleges and social service networks and agencies in research activities?**
4. **What do these findings mean for DePaul University? How can we learn more from other comparative analysis?**

A comparative analysis of the quantitative data shows that DePaul University scores higher in Tasks and People than the worldwide Vincentian family. International participants (outside the U.S.) score higher in the practices of social justice, service to the poor and commitment to values and mission, but score lower in risk-taking and inclusiveness, among other competencies.

5. **What are the common characteristics and what is distinctive of Vincentian leadership?**

The qualitative analysis of our 68 in-depth interviews shows other emerging dimensions and characteristics of Vincentian leadership including networking, effectiveness, care, formation, compassion and advocacy.

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**LEADERSHIP
INTERVIEW
QUOTES**
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Somehow in some way every institution has to serve the poor. If we did that as a matter of policy that could change the world.

-University Administrator



Vincent was working within a context of his society and what he was interested in was improving the lives of the poor, but also doing it in a way that those who were the givers themselves were transformed. They had a personal sense of making their society more humane, not necessarily simply in terms of social justice, but in terms of translating that into making society more humane. I think as we look at the 21st century, my own sense is that education opens up individuals to a sense of making society more humane.

-University Administrator

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**LEADERSHIP
 INTERVIEW
 QUOTES**
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Size is not the issue in an organization. It is a culture of personalism, which means a culture of relationality, a culture of communication, a culture of respect that make a difference.

-University Official



People learn much more, or imbibe much more, by being with, than being taught... Vincent and Louise's model of service is relational, the mission evolved through a relationship. Through relationships the story is passed on and I think that that's the most critical thing... Those relationships were the seed of mission and it's through that relationship with Louise and him that really the Daughters of Charity were born. So it's relationship with God and relationship with those with and whom we serve.

-Daughter of Charity



World Café Conversation on socially responsible and engaged leadership.

Research

6. **How might we better integrate Vincentian leadership findings and services with strategic initiatives at DePaul University and with other Vincentian institutions?**
7. **What will be the theme of the next conference sponsored by The de Paul Leadership Project?**

The Vincentian Leadership Conference in June 2003 generated an edited collection of Vincentian leadership articles published in a special number of the Vincentian Heritage Journal. Future topics to consider include: Vincentian leadership and Catholicity, poverty or higher education.

8. **How might we integrate Vincentian leadership research with community engagement and service learning?**

Active participation in the research, by members of the worldwide Vincentian community, will further advance the mission of The de Paul Leadership Project and provide timely publications, materials and programs that support Vincentian organizations in their leadership development and succession planning initiatives.

We welcome your comments and invite your suggestions for research activities and organizational partnerships.

A more in-depth analysis of these findings are available on our website at <http://leadership.depaul.edu> and will appear in an upcoming book on Vincentian Leadership by Marco Tavanti, Ph.D.

Participation in the Research

The William and Mary Pat Gannon Hay Vincent de Paul Leadership Project conducts quantitative and qualitative research to identify management and leadership practices based on the values and vision of Vincent de Paul.

Participation in the study involves completing the Vincentian Leadership Assessment available at our website or participating in an interview.

Participation is strictly voluntary.

For more information please contact us at:

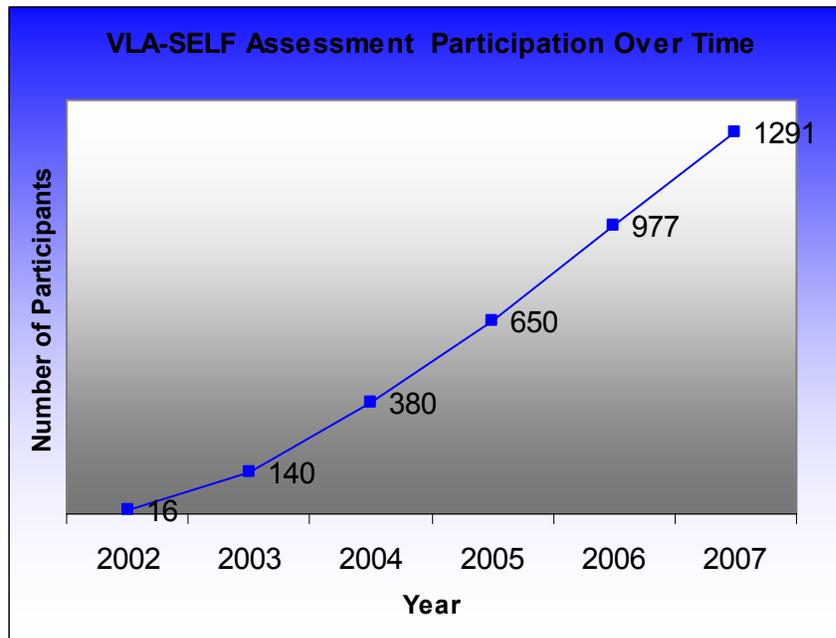
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or at 312.362.5519

Leadership Development

Reported by Mary McGuinness

Assessments, action plans, coaching services and educational resources are available online and through workshops, training sessions, classroom presentations and collaborations with DePaul University departments and divisions and other Vincentian organizations.



Assessments

Four Vincentian Leadership Assessment tools are available online at Project website at leadership.depaul.edu. Individuals are able to assess their leadership, invite others to provide feedback, assess cross-cultural competence and behaviors, and assess organizational values using on-line assessments.

This year, we improved the Vincentian Leadership Action Plan so that individuals may record their goals and track their progress on-line.

Leadership Development Workshops

Marco Tavanti visited Adamson University in Manila, Philippines to administer Vincentian leadership assessments and to conduct a leadership development program to Adamson administrators

Sixteen leaders enrolled in the Values-Centered Leadership Certificate offered jointly by the Management of Public Services Graduate Program and The de Paul Leadership Project. DePaul University managers, nonprofit fundraisers, educators and representatives from social service agencies and the department of community corrections made up the first cohort.

Taught by Marco Tavanti and Mary McGuinness, the program integrates values-based leadership theory (Servant leadership, Vincentian leadership and others) and concepts with more personal and applied approaches of leadership development. Participants assess competencies in communication, collaboration, shared values, mission, and teamwork, while examining change management and developing leadership skills in themselves and others.

Mary McGuinness facilitated a leadership development workshop for DePaul University Student Life. The session focused on interpretation of the VLA-Self Assessment and team-building for mission effectiveness.

Leadership Development

Skill Building Workshops

For the second year, The de Paul Leadership Project in partnership with Human Resources and Office of Mission and Values, offered and managers and staff an opportunity to further develop their communication and coaching skills in interactive workshops presented by Craig Mousin and Mary McGuinness. Fifty DePaul employees attended the sessions.

Facilitation

The de Paul Leadership Project facilitated a mini-retreat for the Chicago Vincentian Family Coordinating Committee. The dialogue revisited the mission and explored future directions for the CVFCC's program and activities.

As part of the continuing conversation related to Twenty12 Goal II: "To prepare students to be socially responsible future leaders and engaged alumni," Mary McGuinness contributed to the design of a University community forum and facilitated a World Café dialogue in June that encouraged reflection, and generated knowledge that will provide direction for the development of University structures, programs and curriculum that support the goal's objectives.

Coaching

The de Paul Leadership Project offers coaching as part of its leadership development activities. Vincentian Leadership coaches offered coaching and mentorship to participants in the Values Centered Leadership Certificate Program and to students enrolled in MPS 521: Leadership and Management, an elective for graduate students in the Management of Public Services Graduate Program.

Coaching clients include DePaul University managers, Vincentian social service agency leaders and executive directors and leadership in nonprofit organizations. Currently, coaching services are free of charge. A list of our coaches and their bios is located on our website.



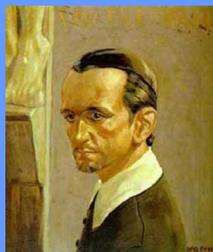
Guest speaker Mark McGreevy, CEO of the DePaul Foundation, with J. Patrick Murphy and William E. Hay

Educational Materials

Vincentian leadership development materials and tools are available on our website. This year, we developed resource portals for partnerships with the Society of St. Vincent de Paul and Catholic Charities. These organizations are able access leadership assessments, organizational development tools, reports, presentations and articles that support real-time interactions with Project staff and content.

We are currently developing on-line modules that correspond to the four orientations and twelve competencies of the Vincentian leadership model. The first module is entitled, "Vincentian Leadership." This module identifies the leadership values of Vincent de Paul, his transhistorical impact, and the principles and practices of Vincentian leadership.

Collaboration – Activities, Projects and Programs



Vincent de Paul
as a young man.

“It is not surprising that a good vessel should be preserved through a calm, since even a bad one would not be wrecked; but the excellence of a vessel is judged after it has been exposed to storms and has withstood the tempest.”
-Vincent de Paul



Mural of
Vincent de Paul.
Paris, France

The de Paul Leadership Project provides outreach, tools, training and leadership development programs to the DePaul University community and to external partners. This year the Project sponsored or co-sponsored collaborative programs and projects that emphasized Vincent de Paul’s leadership and invited individuals to examine contemporary leadership in Vincentian organizations and institutions.

Leading in the Legacy of St. Vincent de Paul

The de Paul Leadership Project is seeking submissions for a new publication to print in Fall of 2007. The publication entitled, *Leading in the Legacy of Vincent de Paul*, will feature reflections and writings by DePaul University staff, students, faculty and alumni that demonstrate how de Paul’s teachings inspire our leadership and contributions within Vincentian organizations and our communities today. To submit an essay for consideration, visit our website.

Catholic Charities

The Department of Religious Studies and The de Paul Leadership Project is providing a series entitled, “Catholic Social Teaching and Values-Centered Leadership” to managers beginning February 16, 2007. The four-part series provides participants with practical and ethical insights for understanding and applying Catholic teaching to leadership and delivery of social services. Presenters are Scott Kelly and Tom O’Brien of the DePaul University Religious Studies Department and Mary McGuinness and Marco Tavanti of The de Paul Leadership Project.

The Society of St. Vincent de Paul National Council USA

The Society of St. Vincent de Paul and The de Paul Leadership Project collaborated to produce and present recommendations for design and delivery of a curriculum that integrates leadership development, vocation, spiritual development and Vincentian community and service. The report, presented at the annual April meeting of Society leadership, included an executive summary of focus group and survey research and presentation of an educational module. The research team included Mary McGuinness, Sarah Miller, Laura Chavez, Brian Guyer and Ali Raissouni. J. Patrick Murphy presented the module entitled, *Leadership in the Manner of Vincent de Paul*.

Mark McGreevy Lecture

Mark McGreevy, Group CEO, The DePaul Foundation, visited DePaul University in May 2007. His presentation, “Massaging Life Into A Wooden Leg: Vincentian Values in Action in Post-Communist Europe,” spoke of the Vincentian values that inform the De Paul Foundation’s work with the homeless and disadvantaged and highlighted the Foundation’s expansion of their service model into eastern Europe. McGreevy’s presentation included powerful stories and images of the cultural, political and systemic challenges they face in meeting the needs of homeless children, offenders and addicts in Slovakia and Ukraine and how Vincentian principles of action inform their work.

Collaboration – Activities, Projects and Programs

Lens on Leadership Newsletter

The Project's newsletter, Lens on Leadership, was introduced in January of 2006. The newsletter is distributed to over 1,000 subscribers. This quarterly publication is available on our website and is distributed electronically to registered users of "My DLP"—a feature of our interactive website.

Vincent Week

The de Paul Leadership Project moderated a panel discussion of DePaul staff, students and faculty in response to the question, "Who are the Students We Serve?" The panel included Joe Filkins and Jaclyn Cameron of the Office of Institutional Planning, Katrina Caldwell, Director of the Office of Adult Student Affairs, Hank Streeter, Instructor in the College of Telecommunications and Information Systems and Ashley Quirke, Vice President of the Student Government Association.

Dr. Marco Tavanti of the De Paul Leadership Project presented his findings and shared insights on the Vincentian leadership Model.

Faith and Civic Engagement Conference

The World Café methodology, was used as part of the Faith and Civic Engagement Conference (FACE) that took place on September 22, 2006. Mary McGuinness worked closely with Keynote speakers Jon Dalton and Arthur Chickering and Conference Organizer, Karl Nass, to integrate World Café concepts into the day-long conference that brought together scholars and practitioners to expand the research, teaching, learning and practice of spirituality and civic engagement in higher education.

We Have a Dream: An Evening of Conversation Around the Values of Dr. Martin Luther King

On January 22, The de Paul Leadership Project, University Ministry, Steans Center and the Student Leadership Institute co-hosted a World Café titled, *We Have A Dream: An Evening of Conversation Around the Vision of Dr. Martin Luther King*. The event, funded in-part by the Office of Institutional Diversity and The Office of the President, brought together community members, staff, faculty and students to discuss Martin Luther King's vision and to ignite dialogue around our own contributions and actions for social justice.

DePaul University Student Leadership Institute

The Student Leadership and The de Paul Leadership Project are partnering to produce educational materials for undergraduate students that introduce principles and practices of Vincentian leadership. An Introduction to Vincentian Leadership Handbook that includes a leadership case study and leadership assessment tools and activities.

*"Prudence consists in speaking about important matters only and not relating a lot of trifles that are not worth saying."
-Louise de Marillac*

*"Knowledge puffs up; it is inclined to avoid humble, simple and familiar actions, which nevertheless are the most useful."
-Vincent de Paul*

Papers, Conferences and Presentations

Marco Tavanti presented the paper, *Strengthening Civic Engagement and Spirituality in Higher Education* at The Faith and Civic Engagement Conference (FACE), DePaul University on September 22, 2006. The paper, *Engaged Vincentian Leadership: The values and competencies that inspire leaders to serve in the footsteps of St. Vincent de Paul* was published, along with other papers by DePaul University faculty and staff, in the Journal of College and Character, Volume VII, No. 1. November 2006.

Authentic Leadership by Example: Ethical Development Through Memesis at DePaul University was written and presented by Tavanti and Scott Kelley at The 17th Institute on College Student Values "College Student Conduct in a Consumer Age: Is Higher Education Doing Enough to Teach, Model, and Monitor Student Ethical Behavior on Campus?" Center for the Study of Values in College Student Development at Florida State University. Tallahassee, Florida: February 8-10, 2007.

Tavanti and Scott Kelley presented, "*Service Ethics of Catholic Social Teaching*" to Catholic Charities on June 16, 2007. Drawing from four major paradigms in Catholic social teaching (solidarity, sustainability, subsidiarity and synchronicity), the seminar offered ethical insights for understanding and applying Catholic teaching to the organization and delivering of social services.

J. Patrick Murphy and students presented on Leadership and Management in the Community and Voluntary Sector the first annual **Where People Count** conference in Dublin, Ireland in July 2006.

On two separate occasions, Marco Tavanti and J. Patrick Murphy visited the Philippines to present workshops on Vincentian leadership. Tavanti presented at Adamson University in Manila. Murphy presented at Adamson University and at Universidad de Sta. Isabel (USI) in Naga City. USI is a private, Vincentian university owned and run by the Daughters of Charity.

In August, J. Patrick Murphy presented Servant Leadership in the Manner of Vincent de Paul to St. Anne's Parish in Hazel Crest. The presentation was part of a series of workshops intended to assist pastoral leadership teams in the Archdiocese of Chicago build collaborative leadership models and practices.

Mary McGuinness and Lynne Copp, director of the University Internship Program, co-presented, *Values-Based Leadership as a Social Change Agent* at the annual meeting of International Leadership Association held in Chicago in November 2006.

In June, McGuinness facilitated a University-wide dialogue using the World Café method to create a space for reflection, exchange of experiences, and ideas and knowledge related to DePaul University's strategic goal to prepare students to be socially responsible future leaders and engaged alumni

In April, The Society of St. Vincent de Paul welcomed J. Patrick Murphy and Mary McGuinness to their annual meeting of the United States National Council in St. Louis, MO. Murphy presented, *Leadership in the Manner of Vincent de Paul* which introduced the Vincentian leadership model and discussed core values of effective organizational leadership.

Thank you ! We thank the Advisory Board and Leadership Coaches whose talent, energy and commitment contribute greatly to the success of the Project. We also thank Hugh O'Donnell, C.M., Juan Julian Diaz Catalan, C.M., Gregory Gay, C.M., Sheila Gilbert, Manuel Gregg, C.M., Renee Rose, D.C., Kevin Collins, C.M., Mark McGreevy, Eric Vicens, Roger Playwin, Kieran Kneaves, D.C. for their collaboration with our Project and for their enthusiasm and leadership in bringing our mission to their organizations.

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