POOR SERVANTS OF DIVINE PROVIDENCE
- General Management -

Management with persons

Calabrian Cooperation
Reporting Guidelines

For an Opera of disciples-brothers-missionaries

Calabrian Management: Subsidy 04
Verona, 2017

POOR SERVANTS OF DIVINE PROVIDENCE
- General Administration -

MANAGEMENT WITH PERSONS

Calabrian Cooperation
Reporting Guidelines

«We have to deal with much respect our employees;
they, themselves are our collaborators and we cannot treat them
as masters treat their workers».

(Saint Giovanni Calabria)

For an Opera of disceples-brothers-missionaries

Calabrian Organization: Form 04
Verona, 2017

MANAGEMENT WITH PERSONS
Guidelines for employee relationships
in the Calabrian Organization

Presentation

Those who help the Lord's work, rather than being benefactors,
they, themselves are the great beneficed. (Sᴀɴ Gɪᴏᴠᴀɴɴɪ Cᴀʟᴀʙʀɪᴀ)

Dear Brothers,

According with what is stated in the XI General Chapter of the Poor Servants of Divine Providence on the methodology of collegiate management, inspired by the spirit of the Opera, we present herewith the booklet *"MANAGEMENT WITH PERSONS - Guidelines for the Calabrian Cooperation Report with the Collaborators".*

In this IV Teaching Aid, the General Council offers to the Delegations and the Missions some reflections and some practical and essential elements for the management of the people, focusing on the richness of our charism experienced and witnessed in the relationship with the people whom the Lord has entrusted us with, in order to carry on the mission and the activities of the Opera.

We are grateful to the Father because in every part of the world, where the Opera is present, gives us available people who collaborate in serving the poorest and abandoned. On our part, we must welcome them in the awareness that the first providence are people themselves. At the same time, it is our responsibility to offer to co-workers, some training elements on Carisma and Calabrian values, without neglecting any technical procedure to qualify the work more and more.

As already stated in the XI General Chapter of the Congregation of the Poor Servants of Divine Providence, the collegiate method is the one that manifests more the charisma and the Calabrian spirituality in management. Particularly the "Management with People" sector, evokes the spirit of the family, but not only: it brings the collaborators to a full involvement and full participation in the specific mission of the Opera.

We do not want that the collaborators, entrusted to the Opera be "passive employees", and then simply carry out a deployment within our business, but we want they could feel and live the membership of the Opera and its evangelizing mission which far exceeds their Job assignment.

«The membership to the Opera, is a bond of eternal life», Don Giovanni Calabria frequently used to remember.

We hope that these guidelines will help and deepen the essential elements of Calabrian spirituality in people's management, in the awareness that all of us who belong to this Opera are called to live and manifest Its great intuition and that the grace of belonging to It, does not take away the responsibility of each person to live in accordance with the mission entrusted.

Our collaborators are first and foremost "collaborators of a mission and a charisma" in order to continually expand and revitalize them; in the other hand, the Providence needs the professional and humble service of people who have the grace of being chosen to perform their work in the Opera.

In this sense the words of Don Calabria are completely realized, *«All those who help the Lord's Work are not only benefactors but are themselves the beneficiary»*. Let the Management with people keep always these essential principles and values of Calabrian spirituality.

To all Delegations and Missions, we ask to apply these principles in the consciousness, that the testimony of the Charism of the Opera "in managing with the people" will never be lacking and will more and more be prophetic even for the society in which we live and work.

Wishing everyone a good mission and a good job, we greet you fraternally and remember you in our prayer.

FR. MIGUEL TOFFUL
AND BROTHERS OF THE GENERAL COUNCIL

Introduction

If once the decisive factor of production was the land and later the capital, understood as the whole of machinery and equipment, today the decisive factor is more and more the man himself. (Centesimus Annus 32)

In this 4th Calabrian Management Teaching Help: "**People Management** - Guidelines for Calabrian Cooperation Reporting Collaborators" it is intended to offer the activity managers a reflection on the great richness that is the Calabrian Carisma, experienced and witnessed in the management of the activities, mainly in the relationship with the collaborators. The goal is to integrate these charismatic aspects with the technical management procedures of such an important sector for the Congregation. The Teaching Aid "Management with People", is trying so, to give an answer, even not definitive, to the many questions made by the Church's Social Doctrine and by the various assemblies realized in the Calabrian Opera on this subject. Specifically, the objectives on which we want to propose a practical path to this Teaching help are as follows:

- First of all to answer the request of the XI General Chapter, where in resolution no. 14 it is demanded that "each Delegation adopt an instrument that regulates the human and charismatic relationship with the laymen collaborators";

- Performing what the Calabrian Charism asks about the relationship with the workers of the Opera: religious, employees and volunteers. This means enhancing people in the work, because "the first Providence of the Opera is us," as founder St. John Calabria's used to say. Collaborators are the first Providence today.

- Manage with your collaborators by using a "Collegiate Management Model, inspired by the spirit of the Opera" as required by the XI General Chapter of the Congregation. Collegiate management asks us to manage "with" the employees and not just to manage the employees.

- To use as a management tool with people the technical competence management procedures. For the Calabrian Organization, this means that the competent collaborator, in addition to having the proper technical training, must possess the skills and attitudes indispensable to carry out his professional task and must be prepared to pursue a path of growth in values and spirituality calabriana;

- To realize the conclusions of the X General Chapter (2008), albeit late, where it was urged to draw up a "Charter of Calabrian Principles" which contained the guidelines for recruitment and for the possible dismissal of employees of the 'Opera. On that occasion, the

chapter leaders wanted to emphasize the importance of employing people with technical training, but mostly consistent with the values of the institution. They also have talked about the dismissal of the collaborator, which must be implemented with charity (Doc. XI General Chapter, 33).

- At the request of the X General Chapter we add what the Chapter XI stated: "On the basis of the common dignity of the children of God, we recognize the importance of the lay collaborators as an integral part of the Opera. We are called to cover together a path of communion and participation. Let the Generic developments and the individual delegations develop the necessary complementarities, giving rise to activities and organizations focused on co-responsibility and the sharing of the Charism of the Opera. Let look particularly after the formation of our lay associates "(Doc. XI General Chapter 28).

- Let involve Calabrian Operators to give Primary importance to Management with People in order to contribute to an effective Calabrian enhancement and training of collaborators and thus achieve a prophetic management. It is important what we do, but today it is equally important to make sense of what you do.

- Standardize the Management Sector with people in all the activities of the Opera and thus identify a shared management model that might improve the collaborators.

All this must be done because we live in an era of great changes that take place at an extreme speed, and we, together with our activities, are called to confront us with the present times. In particular, these changes have brought deep consequences to interpersonal relationships within the work environment, to the point that the focus of management, first centered on structures and control, has now passed on people. We are convinced that changes of this level, require managers to break the many established paradigms.

We start this reflection from an analysis of the current management context, with reference to some concepts and paradigms, transversal to the whole management theme with people. In the first chapter of this teaching help - People Management: Premised – we deal some important considerations to introduce a management model that wants to prioritize the relationships with collaborators.

The second chapter - Models for a Calabrian Method of Managing People - leads us to reflect on management models that can be a foundation for building a method consistent with the institutional charisma. Finally, in the last four chapters, we are more specifically involved in the theme of Management with people in Calabrian Organizations. In these chapters, the teaching aid trace out some management procedures for a Calabrian method of People Management.

MANAGEMENT WITH PERSONS: BACKGROUND

Let our faith be practical, consistent:
no contrast between the faith we profess
and the conduct we hold.

(S**AN** G**IOVANNI** C**ALABRIA**)

1.1 Calabrian charism and Workmanship of Opera

As a matter of fact, with "Charisma" we will mean a gift of eyes able to see things that others who do not have that charism or who do not participate, do not see.
(Bruni e Smerilli, 2010)

In our time, the use of the term "charisma" is marked by the sociology of religion. Max Weber, sociologist and philosopher, used to define the concept in thid way: «Charisma indicates a person's quality, considered out of the ordinary, for which that person is valued as having supernatural forces, supernatural characteristic or simply properties out of daily, forces or properties that are not accessible to anyone else, or as sent by God... and consequently felt as a "leader"».

If we consider the subject from the point of view of authority, we can distinguish between charismatic and legal or traditional leadership. The history of the Church has always been marked by tensions between "Charism" and "Institution". The Church would not be the same without one or the other. Therefore, it is in its essence to combine the dimension of the Spirit and the ecclesial-institutional dimension.

It is in this context that we must understand the "charisma" of many men and women, who have given rise to new ways of being, responding to the changing of times that bring new needs. They were moved by the action of the Holy Spirit, who prompted them to understand and establish new paradigms. It has not been different for San Giovanni Calabria.
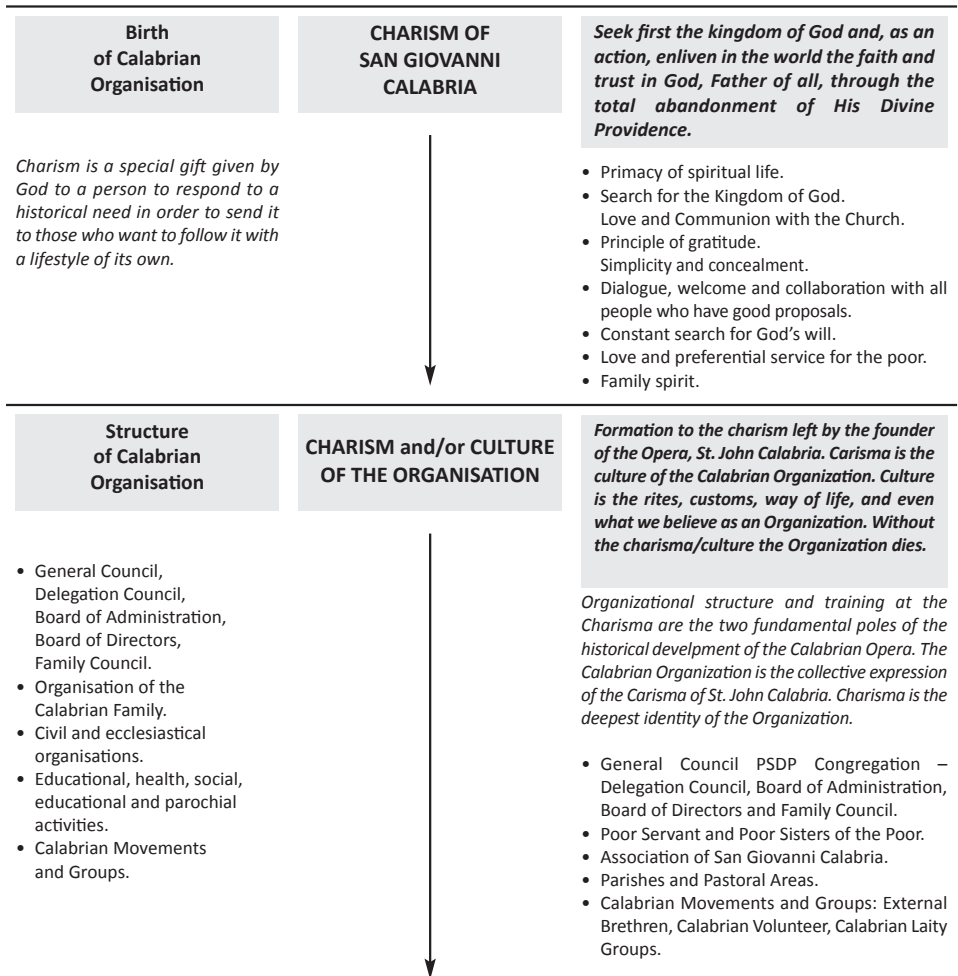
In the face of new and urgent questions of the beginning of the twentieth century, after some time since he began to welcome with the Opera, abandoned children in the city of Verona, don Calabria felt the need to give a unified and secure address to this new activity, but he also felt that it had to be something "different" from what already existing.
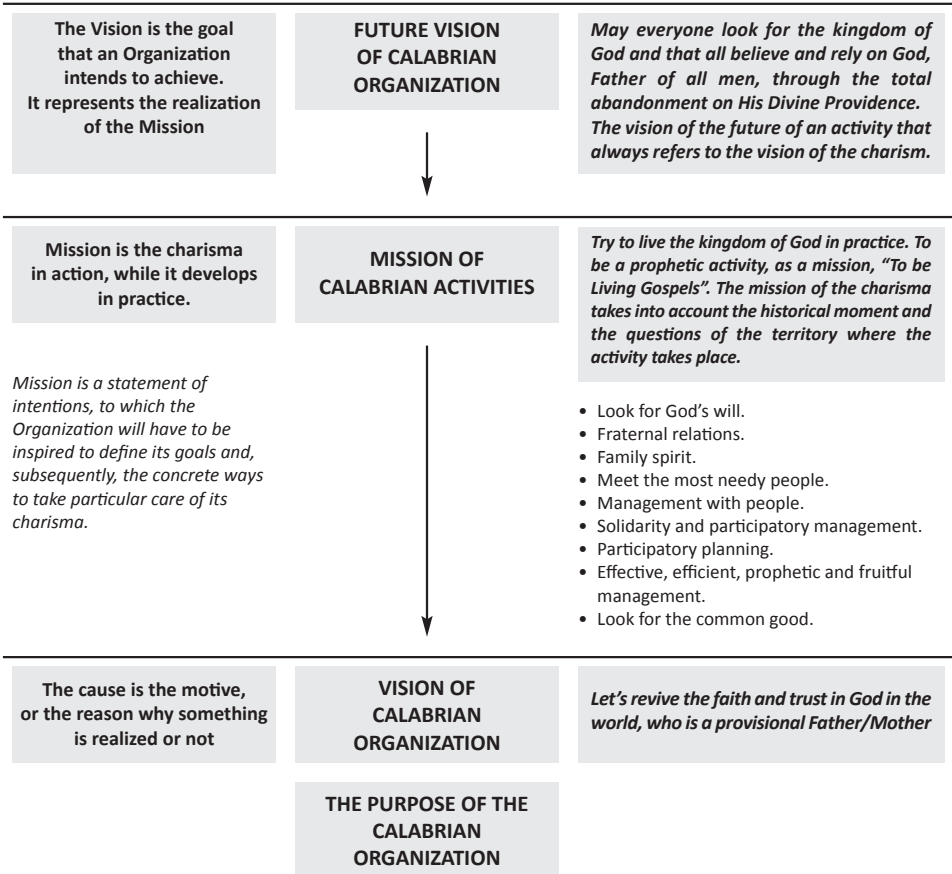
A night of particular uneasiness in which he could not sleep, he read the four Gospels and the Acts of the Apostles, pointing out the parts that had most impressed him. On that night, disturbed and seemingly dark, he would have talked about it for the rest of his life and from that night he got all the great intuitions that would guide the religious, the laity, and all those who would be assisted in his Houses. To this fact, we give the name of "charismatic inspiration". Don Calabria was impressed by the Gospel of Matthew (Mt 6: 24-34), who speaks of God as the Father who provides everything necessary for those who are entrusted and abandons to Him. He also read, that the Lord never abandons us and that we must have great faith in His action in the world, to which we give the name of "Divine Providence".

The way in which the institution is run, with regard to needs and resources, it must be compatible with the unitary vision of that night. Management must remain in perfect harmony with the vision and mission of the Charism. Therefore, there are values and a unique way of being, which we call "Calabrian Charism".

The constant search for the "Kingdom of God," which forces us to consider the others as our true brothers, especially the last and most abandoned ones, regardless to conditioning or resource guarantees, requires faith, abandonment, trust. Only by doing so, the Institution testifies charismatically to the beneficiaries and to the world, that God is the Father and that we must have unlimited trust in his tender and loving Providence. If we renounce this, the Calabrian Charism, through our fault, will cease to exist.

As part of the management of the Works, in order to define the vision, mission and cause of Calabrian activity, we can follow this path:

Birth of Calabrian Organisation	**CHARISM OF SAN GIOVANNI CALABRIA**	*Seek first the kingdom of God and, as an action, enliven in the world the faith and trust in God, Father of all, through the total abandonment of His Divine Providence.*
Charism is a special gift given by God to a person to respond to a historical need in order to send it to those who want to follow it with a lifestyle of its own.	↓	• Primacy of spiritual life. • Search for the Kingdom of God. Love and Communion with the Church. • Principle of gratitude. Simplicity and concealment. • Dialogue, welcome and collaboration with all people who have good proposals. • Constant search for God's will. • Love and preferential service for the poor. • Family spirit.
Structure of Calabrian Organisation	**CHARISM and/or CULTURE OF THE ORGANISATION**	*Formation to the charism left by the founder of the Opera, St. John Calabria. Carisma is the culture of the Calabrian Organization. Culture is the rites, customs, way of life, and even what we believe as an Organization. Without the charisma/culture the Organization dies.*
• General Council, Delegation Council, Board of Administration, Board of Directors, Family Council. • Organisation of the Calabrian Family. • Civil and ecclesiastical organisations. • Educational, health, social, educational and parochial activities. • Calabrian Movements and Groups.	↓	*Organizational structure and training at the Charisma are the two fundamental poles of the historical develpment of the Calabrian Opera. The Calabrian Organization is the collective expression of the Carisma of St. John Calabria. Charisma is the deepest identity of the Organization.* • General Council PSDP Congregation – Delegation Council, Board of Administration, Board of Directors and Family Council. • Poor Servant and Poor Sisters of the Poor. • Association of San Giovanni Calabria. • Parishes and Pastoral Areas. • Calabrian Movements and Groups: External Brethren, Calabrian Volunteer, Calabrian Laity Groups.

The Vision is the goal that an Organization intends to achieve. It represents the realization of the Mission	**FUTURE VISION OF CALABRIAN ORGANIZATION**	*May everyone look for the kingdom of God and that all believe and rely on God, Father of all men, through the total abandonment on His Divine Providence. The vision of the future of an activity that always refers to the vision of the charism.*
Mission is the charisma in action, while it develops in practice.	**MISSION OF CALABRIAN ACTIVITIES**	*Try to live the kingdom of God in practice. To be a prophetic activity, as a mission, "To be Living Gospels". The mission of the charisma takes into account the historical moment and the questions of the territory where the activity takes place.*

Mission is a statement of intentions, to which the Organization will have to be inspired to define its goals and, subsequently, the concrete ways to take particular care of its charisma.

- Look for God's will.
- Fraternal relations.
- Family spirit.
- Meet the most needy people.
- Management with people.
- Solidarity and participatory management.
- Participatory planning.
- Effective, efficient, prophetic and fruitful management.
- Look for the common good.

The cause is the motive, or the reason why something is realized or not	**VISION OF CALABRIAN ORGANIZATION**	*Let's revive the faith and trust in God in the world, who is a provisional Father/Mother*
	THE PURPOSE OF THE CALABRIAN ORGANIZATION	

Charism is a particular gift of the Spirit to a person or to many people. We are therefore before an experience of the Spirit, which does not exhaust itself in the life of the founders, but thanks to the disciples of the Charism grows dynamically in history. The Carisma draws on the Gospel, therefore it is susceptible to a deeper understanding as it occur for the Word of God he is carrying.

It is crucial to study the sources of Charisma, but not to return to how the founder acted in his time. Charisma should not be studied as a point of arrival. Conversely, it is important to return to the sources of Charisma as a starting point then for rooting in the present, to better read the signs of the times and to respond adequately, in line with the action of the Spirit, so as to make our future creative.

To define the vision, mission, and goals of Calabrian activities, we need to return to the sources at the beginning of the Opera and bring back the motivations of this beginning in the present reality at the present time. With a deep study of the history of charisma and contemporary reality where we operate today, we can define what the mission of our actions is today. The charisma in management is like the lymph of a tree: without it, the tree dies. But in order to this lymph could flow better, today even more than in the past it is important that the management pays particular attention to the relationship with people who are part of the Organization.

1.2   Why the expression "Management with people"?

Many authors have recently discussed about the best terminology to be employed in managing the employees within the work environment. It is true that terminology in itself is not enough for a management to be satisfactory and capable of promoting charisma and mission. However, it cannot be denied that it expresses the culture of the Organization and that, in fact, clearly outlines the methodology and philosophy with which it intends to lead the administration.

In relation to this issue, all authors agree that the term "human resources" is inconsistent and overcome. In fact, we have realized that people cannot be considered resources, because the resources are material or financial. Certainly, we cannot use the term "human resource sector" for the sector that deals with the employees.

Later, the term "management of people" was born, more modern and more contemporary, but also discussed. Many scholars have come to the conclusion that the term "management of people" is placed at the same level as other types of management, such as money management, machines, or even animals. By managing of people, the human being would be put in a passive situation, at the same level as inanimate objects or irrational beings. This logic has to get worried about, the organizations and professional men dealing with people in the Calabrian Opera. For these reasons it is not correct to calling this sector with the name "people management".

To solve this problem, the term "Management with People" has been coined. Some authors feel that it is more appropriate, because it means working with people and not using them as if they were simple objects to achieve results. In addition, "Management with People" means involvement, involvement of a collaborator with the mission, vision and values of the Organization. The term "Management with People" evokes the "family spirit" advocated by Calabrian spirituality. And above all, the term "Management with People" addresses us to a "collegiate management model inspired by the spirit of the Opera" as the XI General Chapter of the Congregation asked.

Therefore, as a Calabrian Organization, we promote the term "Management with People", as we maintain that people are not inanimate or irrational figures that can be administered as resources. We do not want that collaborators, be passive employees. We believe that the staffing sector can be called a "Management Sector with People", so that the term is closer to Calabrian philosophy and charisma.

1.3   Managing people and results: a possible binomial

Working smartly in Managing People is a complex task. We assume that people are not always as predictable as we would like they could be, regardless of whether they are inside or outside the Organization. So it is possible that the management lives a dilemma: if it wants to stand out for the results, it will fall into humanity, or conversely, if it is very human, it will run the risk of having poor results in the business. We, not rarely, find managers who in order to be more humane, let run too many things; on the other hand, we find managers who, in order to achieve some results in the activities, think that they have to act in a bureaucratic way: rigid, impersonal and centralized ways, with little human methods. Yet, none of these attitudes, leads the management to achieve a good balance.

To overcome this dilemma, it is crucial that the operator possesses principles of life and superior management vision. All this happens when the manager acts for a human promotion of the collaborators, without any hidden agenda, personal interests nor interests in favour of the organization they work for. This is a free and favorable action to human growth without expecting any return of the same size of the investment, without hoping for results or counterparts for the action done. A manager acting in this way, is aware that the investment is a risk, but he invests anyway, because he knows that the return is not material, but made of principles.

Principles can be defined as the address of the values the manager assumes, the one in which he believes and does not allow it to be violated without any reaction. People firm in their principles are stronger, safer, less vulnerable in adverse situations than they may have to face in management. So they define more easily their personal mission and the Organization's one. In

addition, they assume their responsibilities and correct their actions from mistakes and not by the tales of others. Finally, the principles of life prevail over any misfortune or misunderstanding with their collaborators. In fact, despite the misunderstandings, the manager continues to implement positive actions to train people.

A top management vision is achieved when the administration tries to unite the humanization of work with the desired results for the business. In other words, management takes the lead role and focuses on the organizational processes, needed to attain the goals. Managers, that is, have to worry about the employees, work for their development, encourage them, and direct them, they must work well inside the work team. At the same time, they must demand results from their collaborators, that is, well done work, without any waste and with quality perceived by users.

A top vision of management, means entering the strategic area "Management with People", inside the Organization. So it is now time to remove the area "Management with people" from the "cellars" of the buildings of the Organization and bring it into the Management meeting boardroom, as this sector must take part in the strategic decisions taken by the Management. In fact, people who have a leadership role in the Organization must be willing to work with their staff: plan, track goals and aims, and evaluate the results together. Otherwise, the administration will continue to claim that there are communication problems, that employees do not feel responsible for running the business and that the Director of the management with the people was wrong at the time of recruitment.

Leaders without principles and without proper values, will never be able to get this top management vision, because they do not perceive that as far as modern technology could be, they need people to accomplish it. The added value of an Organization lies not simply in the technology adopted to develop the business, but in the way that employees welcome and serve the user.

Having principles of life and superior vision of management, means to think like Mother Teresa of Calcutta when she used to say:

> *Many times people are egocentric, illogical and senseless.*
> *Forgive anyway.*
>
> *If you are kind, people can accuse you of being interested.*
> *Be kind anyway.*
>
> *If you are a winner, you will have some false friends and real enemies.*
> *Win anyway.*
>
> *If you are honest and free, people can deceive you.*
> *Be honest and free anyway.*

What you have spent years to build,
People can destroy it from one hour to the other.
Continue to build it anyway.

If you are in peace and happiness, people can feel envy.
Be happy anyway.

The good you do today may be forgotten tomorrow.
Continue to do it anyway.

Give the world the best of you, but this may not be enough.
Give the best of yourself anyway.

Think that, all in all, it has always been between you and God.
It has never been between you and men[1].

The synthesis of these two points of view, human and professional, would create an incomparable added value, so it is crucial that the superior management and the management sector with the people, strive for the activity to reach the desired goals.

1.4   The ten precepts of the Calabrian collaborator

The collaborator present in an activity of the Opera Don Calabria, has the commitment to live and practice the values inherent in the Charisma and the mission of the Organization. In turn, the Management with the People sector, is charged with formulating strategies and creative means so that, these values could be learned and practiced inside the work environment. Calabrian Charism is the culture of the Organization and cannot be missed in favour of the life of the activity. The ten precepts of the Calabrian collaborator are:

1. Know and accept the principles, norms and philosophy of the Institution which has as fundamental concern the quest for the realization of the human being, who is the son of God.

2. Living Calabrian Mysticism, rooted in faith and trust in God who is Father, Lord of Life and History, who loves us with infinite love.

3. Exercise professionally the function for which he was hired, doing the job responsibly and creatively, and not as a mere executor of orders.

---

[1]   Mother Teresa of Calcutta, cited by Fabrizio Rosso, in *People's Gestion or Indigence? Human Resource Management Sector Survival Manual in the Healthcare Area.* Ed. Loyola, S. Paolo, 2003.

4. Respect people without any discrimination of race, sex, religion, and social condition, because you recognize in them brothers and sisters, sons and daughters of the same Father.

5. Take part in the training activities proposed by the Institution, even if they are of a human, professional or spiritual nature, in a process of continuous training and refinement in the work you are doing.

6. Create a spirit of dialogue and participation in yourselves and in the others, promoting at your best, the communion and the family atmosphere in the activity.

7. Build a climate of transparency, help and mutual trust in the working environment, opposing any gossip or information that can discredit any other person.

8. Work for the co-responsibility so that the rules, timetables and work organization could be respected by everyone.

9. Take care of the physical structure, by informing the responsible people, whenever you realize that something needs to be repaired or have a special attention.

10. Put at people's disposal your gifts and your qualities, and encourage your colleagues to do the same, with a view to the fulfilling of all[2].

The knowledge and practice of these principles by each of the collaborators in the working environment, let the Calabrian Organization be a lighthouse that radiates the charisma and give testimony to the mission. Moreover, it enables the collaborator to participate and contribute with a useful strategy to develop the activity in order to best serve the users.

---

[2] *Our way of being and living inside the Calabrian Opera,* teaching-help for the training in the Delegation "Nossa Senhora Aparecida, Brazil.

*Don Calabria
with External Brother lawyer Giuli,
outside San Zeno in Monte's
church.*

*Don Calabria with
don Luigi Pedrollo*

MODELS FOR A CALABRIAN METHOD OF MANAGEMENT WITH PERSONS

Under certain decisions, apparently inspired only by the economy of politics,
true form of idolatry are concealed:
money, ideology, class, and technology.
(S**OLLECITUDO** R**EI** S**OCIALIS** 37)

2.1 Elements for a Calabrian Management Method

The economic sphere is neither ethically neutral nor substantially inhuman and antisocial. It belongs to human activity and, just because it is human, it must be ethically structured and institutionalized. (Caritas in Veritate n. 36)

Considering the great emphasis given to the management in the Organizations and the countless proposals of management models nowadays offered, it becomes very important to reflect on which model it is more appropriate to be integrated with the Calabrian management method, everything in a consistent manner with the Charisma.

First of all it must to be underlined, that the management approach adopted in an activity presupposes the strategic vision of an organization. The vision of the future in the Calabrian activity, must be enlightened by the institutional charisma. St. John Calabria had a clear vision of how it the Congregation of the Poor Servants of Divine Providence should be. He used to start from the assumption that the Opera is God's, that God is our Providential Father \ Mother, that the poor are our masters and that the Opera is a lighthouse that illuminates the dark night of the world. It's clear therefore, that within Calabrian's Charisma people are always at the center of all what is done and lived.

As we have already seen in the teaching aid nr. II, "Guidelines for the drawing up of the Management Plan in the Calabrian Organization", For vision we mean: a desirable dream and scenario or a goal that has to be achieved in the Organization. Vision is what the Organization intends to do and be in the future and moreover the management method must be consistent with it. However, to have a strategic vision of the Organization, it is also necessary to have clear in mind all its components and to analyze all the various structures that make up it.

In addition to charisma, the organizational components that must be observed to define a management method are as follows: economy, technology, politics, members, strategy, market, organization structure, developed activities, the required administrative processes and the people. In our case, these elements must be included within the vision of the Organization itself. In fact, the Organization must decide how to act in the light of these organizational components to maintain its focus and reach the desired goals that are to achieve the objectives laid down by the mission.

The management method for the organizations born from a charisma is so important that it can now become a true sign of prophecy, just as in the past the monasteries were a sign of prophecy with their innovative organization. "Monasteries saved civilization in a creative way, because they were also places of great innovation. "The abbeys and the monasteries have set up, forms of democracy and relative political autonomy. The monks were not only teachers but also consultants in the drafting of the statutes of the new cities, jurists and judges[3].

---

[3] Luigino Bruni e Alessandra Smerilli, *L'altra metà dell'economia.* 2014, Città Nuova Ed. p. 31.

Even Pope Francis in the apostolic exhortation " Evangelii gaudium" and in the encyclical Laudato sì, he leads us to think of another type of economy and organization. According to him today, we must focus the issue, as well as the possibility of an economy of inclusion, starting from the recovery of its human roots and in the same time the overcoming of at least three reductionisms. The first reductionism sees the man as an economic agent driven above all by selfishness, which is a worse form of rationality, rather than a co-operation, which to be realized, must be supported by personal and social virtues. The second conceives the subjects of the economic activity - private and public organizations - as simple entities aimed at producing goods and services or maximizing the profit of capital holders, without taking into account the social responsibility towards the territory and the environment. The third reductionism refers to the concept of "wealth of nations", which is often flattened on goods and services produced on a territory in a given time unit, while failing to adequately consider the social, cultural, and spiritual goods of a people[4]. This is a statement that confirms how the method in the economy is never neutral.

Today, our Religious Organizations must be, like the monasteries of the past, places of prophecy, innovations and creativity to bring to the present society a humanized method of management where the collaborators and users are the protagonists. Only such a management method, can bear witness to the charisma that the founder left us.

It therefore appears evident that in order to choose its own method of management, an organization must define its vision of the future. It must be clear for all the collaborators, what is the aim that the institution propose to itself, where it dreams of being and the objective that it intends to give with its activity in a next future. In this horizon, the proposal of Management with People must be the innovation that enables people to be involved in the activity we are doing.

To have a Method of Management consistent with the Calabrian Charisma, it is important to know the management models practiced in the contemporary society. For this reason, let's deal with some models that can help us to create a Calabrian Management Method with People.

2.2 Management models in contemporary society

The Management is one of the sectors most exposed to the changes observed in the contemporary society. In fact, we must face this alternative: changing the management method or making impossible the fulfillment of the mission we are called upon to accomplish.
Many authors involved in the management area, highlight several management models used today in Organizations. Here we synthesize four models to understand that not everyone is fit for our organization.

---

[4] Mario Taso, *L'economia secondo Papa Francesco, Ovvero un nuovo umanesimo dell'attività economica,* http://www.webdiocesi.chiesacattolica.it. Cons. 11.02.2017.

As Calabrian managers we can ask ourselves: with which of these models does our management identify better? What model can we take as the basis for implementing the Calabrian management method we want?

a) Model focused on strategies, structure and system

This model is characterized by a combination of technology and a control-based relationships. Another feature is that the strategies of the Organization are just a prerogative of the Leadership and this is often incarnated in one person. This means that the strategic actions needed to conduct the activity, are not discussed with the other managers and collaborators, and even less, decided together with them or with the Council.

The management model, based on strategies, structure and system, is still very much used inside the Organizations, but today it is also heavily criticized for its limiting the relationship between management and collaborators. The Management seems to be far from the employees and uses management processes that do not favor their participation. In accordance with this model, the employees are not listened, they cannot give suggestions, are not invited to contribute to the good of the Organization. This restriction creates an environment that inhibits creativity, participation, and collaborator's initiative in favour of the mission development. Collaborators merely act with a sense of conformism and of course do not wear the "T-shirt" of the institution. It is a management model that does not create in them the principle of "intuitu operae".

The model focuased on strategies, structure and system was successful in a historic period of stability, when events were predictable or even nothing new happened. It is the period that can be identified with the Second World War, when the Capital was a very scarce resource and the management model was backed up on it. The management was characterized by the centralization of decisions and control.

Today the problem is no longer the shortage of consumption goods or capital. The problem with management is the lack of knowledge about access to the goods produced by the society. However, the knowhow cannot be acquired as it happened with material resources; It can only be exploited by the person who owns it. The Knowledge is immaterial and this entails a great change also at the management level. For this reason, it is unanimous among authors that the management model focused on strategies, structures and systems will not work well nowadays. This means that the Top Management can no longer be the sole strategist of the organization, but it is necessary to involve the whole staff.

We can conclude that the management model focused on strategies, structure and system does not agree with a management model that wants to be collegial.

b) Model based on goals, processes and people

To avoid the stagnation of an Organization and the death of the activity, it was necessary to create a new model as an evolution of the previously seen one. It is a management model based

on: purposes, processes, and people, also called Individualized Organization. In this perspective, the person begins to have the initiative and becomes the highest value of the Organization.

In that scenario, the work environment becomes important and the organization itself begins to operate in the network. Individual initiatives are thus increased and promoted. It is no longer possible to have only one working group, but it is necessary to know how to work in a team. In this new reality, it is essential for the Organization to keep well in mind its vision and mission and that they could be known and shared by all its employees.

This new philosophy of management is characterized by the assumption that the Organization contributes to the formation of people's behavior, creates an environment that enables them to take initiatives, cooperate and learn. The management of the business has the responsibility to create a favorable environment and some mechanisms that encourage people to realize all their potential; In addition, the leadership again, must always move from its traditional authority and control, to the ability to explore and stimulate the energies, freedom of initiative and creativity of its collaborators.

The Model based on: Proposals, Processes and People, has led to a strong improvement of the collaborator in the Organization and has shifted the focus from the management to theme regarding the competence. From the point of view of competence, Organizations have begun to acquire the necessary flexibility in order to adapt to the constant need for change imposed by the internal and external environment. Competence-focused management has allowedthe Organizations to rethink of work rigidity and job stability. This means that in the skills model, work is not only a goal that can be reduced to a list of tasks but needs to be left the chance to innovate now.

In this regard, Philippe Zerifian (2001), a scholar on the theme of skill in the world of work, states that in the management system with focus on skills, " the work becomes the direct extension of personal skills and the individual is more active in Front of a Professional situation ". By accepting the management and focusing on skill, organizations have also begun to accept the idea that people can expand their duties and responsibilities in accordance with their abilities.

With the importance given to skills, the management of the Organization and the old human resources sector, have started to lose the monopoly of the employees' behavior inside the work environment. The management model has gone into dealing with everything that interferes in relationships between employees and organizations, going far beyond the structure, administrative processes, tools, mainly legal-disciplinary and traditional practices of the old Human Resources Sector[5].

---

[5] ZARIFIAN PHILIPPE, *Obiettivo competenza: per una nuova logica* - 2001. P. 56. Philippe Zarifian is associate professor of sociology at the University of Paris-Est-Marne-la-Vallee, Doctor of the College of Social Sciences and Director of Research at LATTS, Associated Laboratory CNR.

The focus on skills in the work environment has important implications for management with people, such as changing the profile of people involved in the organization. If people were first asked for obedience and discipline, autonomy is now very important. In other words, people are seen as managers of their relationship with Organization and their professional development.

Certainly, the focusing on the competence, has given more room for contributing to the positive goals of the activity or the Organization; It has made it possible for collaborators to activate their creative potential, intuition, ability to interpret and act on the context, generating further more benefits for the organization's mission. Also for this reason, today, it is more appropriate to call with the words: "Management with the persons", the sectors that in a former time were called " Management of human resources" or "Employees management" This is because every person has the skills they can share for the good of the Organization itself. Only by executing a management with the collaborators can they share their skills.

In the light of all this, today's organization's profile cannot be up-to-date without training its employees. However, the biggest challenge is to create a working environment where people can develop their potential, creativity and initiative.

The skill-focused management system, creates a new connotation of the Organization, far different from the previous one: now the Organization becomes a group of people subject to rules and relationships established by them themselves. These rules and relationships cannot and must not be rigid. It is necessary to free the Organization from the self-made trap. It must create the conditions to be at the same time, local and globalized; Behave like a Great Organization and at the same time move as if it were small; Be decentralized and maintain centralized aspects. The key point is that today's complex world requires both personal initiative and teamwork.

In today's complex environment, the Organization needs to establish the mission, the vision and values that can be shared with its collaborators, creating starting from these elements, an environment favorable to learning and development of fraternal and solid relationships.The Mission, the vision and values, give collaborators a common perspective of Organization. The main function to be developed by the management of the business, within the management model with priority over the goals, processes and people, is to give employees the opportunity to acquire and live the values,the vision and mission of the 'Organization, so that they can identify themselves with these elements and stay united.

The management model with focus on the goals, processes and people, get the Organization tied to the individual, since people are different from each other for their values and skills they have. But to create these possibilities and this institutional climate, the leaders need to develop a method of prophetic management that witnesses the Charism.

Considering the foregoing reflection, we can certainly say that the management model that emphasizes the purposes, processes and people, enhancing their competence, favour a more human-centered and personalized management so as the Calabrian philosophy requires. We

can therefore exploit this tendency to develop a management style that is close to the mission of the Opera, combining in itself the characteristic of being an efficient, effective, prophetic, and fruitful management.

c) Model based on the development of trust

Confidence is characterized by the development of social virtues that produce spontaneous cooperation in a team and individual autonomy. In this case, investment takes longer to become a recurring practice in the Organization; This is, however, a practice that believes in the potential of the collaborators, making the team motivated and involved with the mission.

In order that, there could be a trust-based management in the Organization, you must abandon the model that is based solely on the development of individual virtues and which privileges the performance of the individual. The management approach that privileges the individuality, seeks co-operation through the logic of coercion and the application of bureaucratic methods such as contracts, rules, procedures and financial regulations and moreover a formal control in general. These bureaucratic procedures have the purpose to accomplish the task that the trustworthy relations make spontaneously.

On the contrary, the virtues of a trust-based management method are innumerable. The climate of trust produces motivation, satisfaction and personal commitment of the collaborators in accordance with the mission of the Organization. It heightens the level of cooperation of collaborators in the business, both with the Opera and among themselves. It promotes the change processes in the Organization and decentralization. The adoption of trust inside the Organization, leads to a more efficient management style, enabling the creation of organizational skills known as social capital stimulating in the same time, creativity and innovation. Trust creates the most important capital of the Organization, the social capital, the one that leads to sustainability.

Here are some positive aspects that involve a climate of confidence within the working environment:

• greater satisfaction and commitment of the staff;
• improving communication between management and staff;
• improved quality of information sent to management;
• acceptance of authority delegation;
• incentive to the exercise of leadership;
• perception of justice in judgments;
• construction of Citizenship in the Organization;
• decrease in internal competition and conflicts;
• improving individual performance;
• improving Team Performance.

From an economic point of view, confidence in the work environment reduces the cost of formal monitoring, the risks associated with personal interactions, job accidents, absenteeism, disputes, and opportunistic behaviors that express disinterest for work.

A trust-based management approach, makes the employee's sense of belonging to his or her work environment more meaningful. And this will tend to reflect on a strong sense of community, creating a great deal of commitment to the collaborator in the internal and external relations of the Organization. This makes the attribute of trust a fundamental element in creating a family environment,to perform the "intuitive Operae" as the Calabrian Charisma predicts.

To have a confidence-based management approach, the organization must have a stable work environment with low turnover among employees and with transparency of the social and economic mission.

As we can see, the trust-based management model with people, if really based on thrust, helps to create a family spirit with fraternal and solidarity relationships in the working environment. All this brings the collaborators to feel part of the Opera, which is crucial to witnessing the Calabrian Charism.

d) Mutual learning mental model

Another way of getting in and out of the work environment to facilitate the creation of a Calabrian management method is the mental learning model of mutual learning.

Following F. Kofman (2004)[6], in order that in an Organization could be prevalent the mental learning model, it is necessario to overcome the mental model of unilateral control. The latter is characterized by the concentration of the power in the hands of the leader, which often happens, because of his incapability, to recognize his own limits or the intent of hiding them. Conversely, in the mental learning model of mutual learning the manager assumes the following features:

- he considers a human being with his limits, accepts that his opinion is partial and knows that he does not have the monopoly of truth;
- being involved in the dialogue, he understands also that: even the collaborators ideas have a logic and is willing to understand their point of view and look for a collective solution for mutual learning.
- the Existing restrictions in the business environment, can become an incentive to flexibility and negotiation;
- judges the mistakes made as an opportunity for growth. It makes it possible to review the processes that generated the error and so he can learn how to develop his role with greater efficiency;

---

[6] Fred Kofman - University of Buenos Aires and University of California, Berkeley. Writer, Philosopher and Coach; Director of the University of S. Francisco Marroquin - Guatemala.

- plans and conducts the activity and tasks in a collective and participatory form;
- he creates a low defensive and high-learning environment;
- exposes His way of thinking and accept that it could be discussed
- encourages the employees' opinion
- takes on the role of protagonist and at the same moment the responsibility that the function imposes on him;
- he is not afraid to discuss controversial issues and dilemmas, to make them clear and overcoming;
- causes the comparison of points of views as a means of learning.

The mutual learning model is highly positive and imply positive consequences for both the staff and the organization. With this management style, the collaborators refrain from acting in a defensive and manipulative manner.

People who have relationships with the business become more transparent in their opinion and performance. Collaborators put more engagement into business and work more enthusiastically. In their turn, in the sectors, the level of individual competition decreases and the collaborators begin to focus much more on their work and willing to learn. In this way the mistakes are identified, taken and quickly corrected. In addition to this, in this mode of management, the processes are continually improving. New ideas emerge and these are used to improve the fulfillment of tasks, and the collaborators, through their consent, become more available to set new goals and procedures for the good of the business.

This model possesses a high level of dream and idealism. It is a method that requires people with a differentiated profile and basically willing to give up their individual projects of competition and conquest.

The model of mutual learning requires from people, indispensable values such as happiness, fullness, freedom, peace and love (Philip). It also requires from the collaborators virtues such as: responsibility, autonomy, excellence, honesty, humility, respect, compassion, goodness, integrity and discipline. So, as a person hardly lives in an individual manner all these values and virtues, the same thing happens in the work environment. The climate and the institutional organization must be elements that help people to learn how to live these values.

2.3 Calabrian Management Method with people

After we have reflected on the four management models that we find in the contemporary management, we can conclude that some of them can help us to outline a Calabrian Method Management with people. These models are: the model based on intentions, processes and people, the model based on the development of confidence and the Mutual Learning mental

model. These forms of management are closer to the spirituality, philosophy and charisma that we have been left behind by St John Calabria in relation to the relationship with the people. They are also models that bring more results at the production level of goods and services.

These models are characterized by the development of social virtues and are suitable for a management that promotes the integral development of people. They are models that evaluate the collaborators as people who have their point of view, their spirituality, their desire to be in the center of attention and who need to learn and to relate. In addition, they recognize that, being human people, the collaborators need to receive attention for their physical and mental health so that they could fulfill themselves and be happy. According to these three management models, people are not segmented and divided individuals, who in the work are only considered as professional men.

Conversely, this view is overcome, and collaborators are considered people with a single life, which develops inside and outside the Organization.

This is the mental structure that must be at the basis of the realization of a Method of Management with people in Calabrian Organizations, those of the Poor Servants of Divine Providence. It must be a method that gives space to a relationship of trust and learning and that is interested in developing a policy of valorization of the collaborators. A valorization of people as the sons and daughters of God and, consequently, our brothers, as the Gospel lived and witnessed by St. John Calabria asks us.

We cannot forget that the management models we have seen before, if we want them to be part of the Calabrian Operational Management method,they must be applied in concrete: applied not only by the management, but by all business sector managers. To conclude, the management-centered approach to purposes, processes, and people, together with the development of trust and mutual learning, must be the source of a Calabrian method of People Management.

MANAGEMENT WITH PERSONS IN THE CALABRIAN ORGANIZATIONS

Bless, Lord of the centuries and millenniums, the daily work
with wich the man and the woman procure the bread for themselves and for their loved ones.
In your paternal hands we also offer the efforts and the sacrificies tied with the work
in union with you Son Jesus Christ, who has redeemed the human labor
from the yoke of sin and has returned it to his original dignity.

(JOHN PAUL II, *Homily to Workers,* May 1st, 2000)

3.1   Managing with people, today

The Deep changes experienced by society, have also greatly influenced the world of Organizations. One of the effects of these changes was to give the theme of management in general, and more specifically to the management with people, an importance that has no precedent.

This new event, has led the Organizations to understand - especially the Undertakings- that they are nothing without the skills of people. It's the people who define visions and goals, who choose the structures and strategies; after all, it's the people who do the Organization. That is why many authors claim that the Organizations are social constructions based on relationships, but certainly they cannot be considered as static bodies. The Organizations are not just bureaucratic or physical structure but they are mainly relationships of people. San Giovanni Calabria would say that the institution is not the schools, the hospitals, the houses but the institution is the collaborators.

At the moment, the only way for the Organization to achieve its goals, to accomplish its mission and to become more proactive and dynamic it is through its staff. Joining talents to the working team has become crucial for an institution in order to improve its performance and to strengthen its image in front of the company in which it operates, its users and partners.

It is for this reason that inside the institutions the management of people is of fundamental importance, it must be the area that brings the collaborators closer to the mission, vision and values of the Organization. The collaborator's relationship with the institution represents the way people accomplish their goals and individual goals. Their realization is in relation to work; that is the reason why there must be an exchange, a synergy of efforts. In other words, the institution collaborates for the realization of the individual and the individual does the same for the development and realization of the institutional mission, thus establishing a solid and reciprocal relationship between the parties.

The Organizations determine their goals based on the knowledge they have and the ability to carry them out in order to distribute assignments and functions. So the selection and recruiting process begins and they look for the right people in the right places. Finding talents does not mean forgetting all the employees who are already inside the organization, but looking inside and out and building an "inventory of human talents", consisting of a combination of knowledge and behavior.

The Management with People is a task that needs to be performed by all employees who have kind of leader functions. The leaders of the various services must be the ones who are first informed of the objectives of the Organization. Management with People, when practiced for the benefit of collaborators, is a spiritual indicator in the Organization.

3.2   Managing people with focus on their skills

The Skills represent the fund of knowledge, skills and qualities that we carry with us in various personal and professional experiences and that we gradually improve with the various experiences we make.

In the selection process, when it is time to define the profile of the people to be hired, in accordance with the management guidelines in private companies, three skills must be considered: knowledge, capability and attitudes. In the Organizations born of a Charism, like Calabrian Work, one must consider five skills: knowledge, attitudes, abilities, values, and spirituality. These five skills must be taken into consideration when hiring, training and verifying the skills of a collaborator.

In the figure below we see which are the skills needed to be considered when selecting, training and evaluating a Calabrian collaborator:
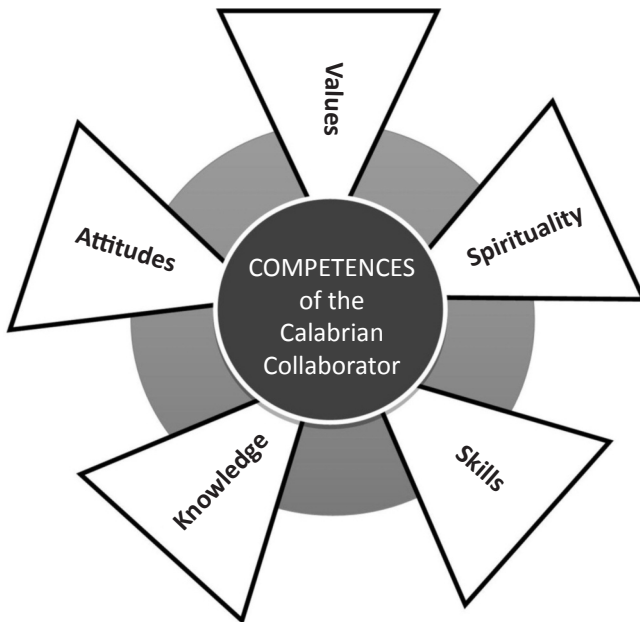
In the process of selecting a candidate we cannot fail to evaluate values and spirituality. It must be checked whether the candidate is willing to take a training course on the values and the spirituality / charisma of the Organization. These competences must also be verified " in itinere", during the temporary contract, before the contract for indefinite period. It is therefore recommended that the spiritual factor and the values be verified during the work period of the collaborator and according to his attitudes.

It is important to emphasize that the concept of competence is not only about people. Many authors associate it with the work team or the Organization. For example, in the working teams there is a collective competence emerging from social relationships. In this way you can classify skills as human, professional and organizational. The Relations within the Organization can or cannot foster the development and practice of skills.

An organization engaged in a process of evolution and spiritual growth, socializes and shares with its collaborators - religious, volunteers and employees - its principles and values; Forms people and provides them with human, professional, and spiritual growth.
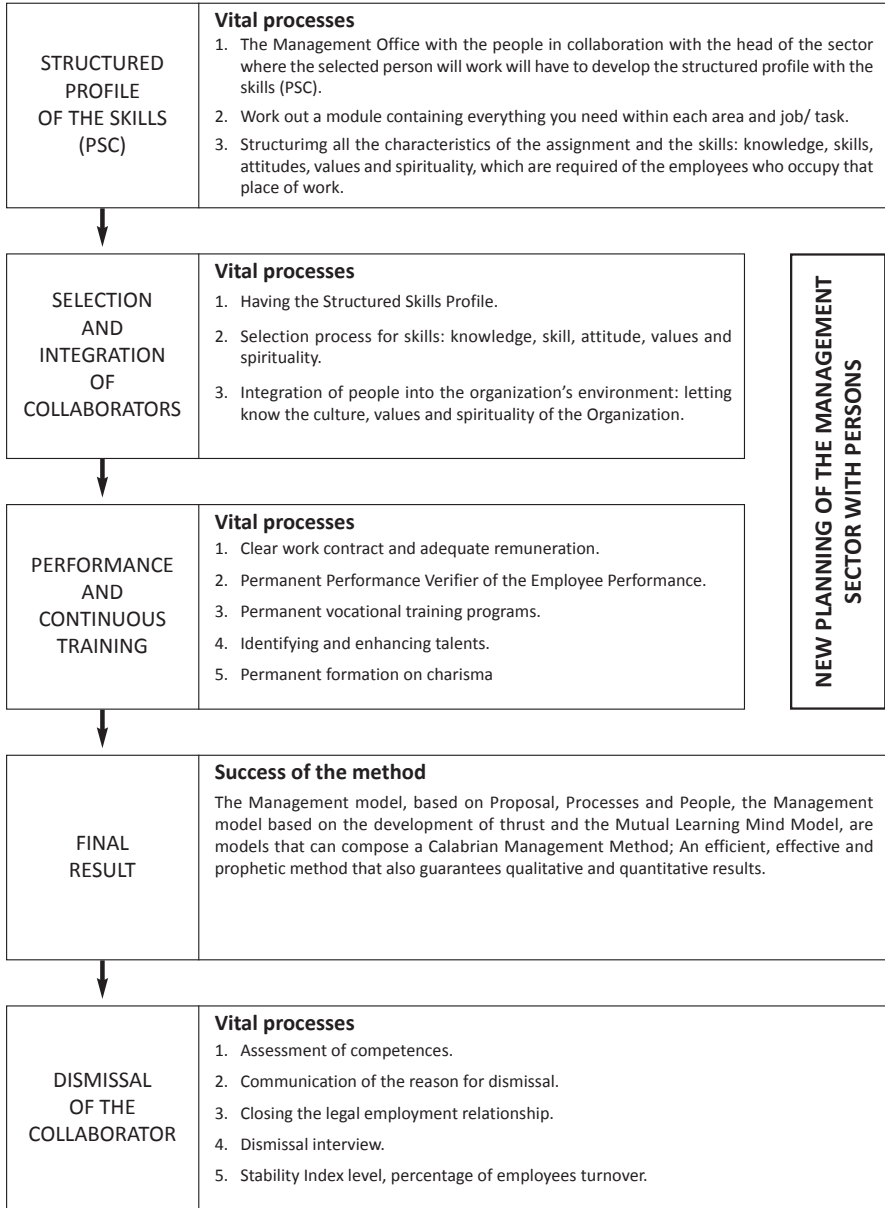
3.3   Management plan with people in Calabrian Organizations

Work Management Planning with People is of fundamental importance for Calabrian activities.In fact, It is important to plan the path that we must undertake to achieve the goals.

Today, even religious organizations, born of a charism, are called upon to plan the activities they carry out. In this sense, the document of the Congregation for Consecrated Life Institutes and Apostolic Life Societies states that it is necessary that each institute *"elaborates multi-annual plans and projections, so as to prevent, as far as possible, the emergence of problems to be faced When they are still manageable*[7]*"*. On the other hand, the XI General Chapter asks *"to increase the principle of collegiate management in all activities; Implement the programming and verification method*[8]*"*. Working in the Management sector with People on the "design-verification" binomial means, means that we can periodically wonder "where we are" and "where we want to go". To plan the Management sector with the People inside the Calabrian Activities, we present a synthetic schema with vital business processes regarding the goal we want to reach.

---

[7]   Congregation for Consecrated Life Institutes and Apostolic Life Societies, *Guidelines for the Management of Property in Consecrated Life Institutes and in Societies of Apostolic Life*, Circular Letter, 2014, p. 9.

[8]   Final Document XI Chapter Poor Servants of Divine Providence, *"Witnesses all over the earth. Disciples, Brothers, Missionaries",* p. 21.

STRUCTURED PROFILE OF THE SKILLS (PSC)	**Vital processes** 1. The Management Office with the people in collaboration with the head of the sector where the selected person will work will have to develop the structured profile with the skills (PSC). 2. Work out a module containing everything you need within each area and job/ task. 3. Structurimg all the characteristics of the assignment and the skills: knowledge, skills, attitudes, values and spirituality, which are required of the employees who occupy that place of work.
SELECTION AND INTEGRATION OF COLLABORATORS	**Vital processes** 1. Having the Structured Skills Profile. 2. Selection process for skills: knowledge, skill, attitude, values and spirituality. 3. Integration of people into the organization's environment: letting know the culture, values and spirituality of the Organization.
PERFORMANCE AND CONTINUOUS TRAINING	**Vital processes** 1. Clear work contract and adequate remuneration. 2. Permanent Performance Verifier of the Employee Performance. 3. Permanent vocational training programs. 4. Identifying and enhancing talents. 5. Permanent formation on charisma
FINAL RESULT	**Success of the method** The Management model, based on Proposal, Processes and People, the Management model based on the development of thrust and the Mutual Learning Mind Model, are models that can compose a Calabrian Management Method; An efficient, effective and prophetic method that also guarantees qualitative and quantitative results.
DISMISSAL OF THE COLLABORATOR	**Vital processes** 1. Assessment of competences. 2. Communication of the reason for dismissal. 3. Closing the legal employment relationship. 4. Dismissal interview. 5. Stability Index level, percentage of employees turnover.

NEW PLANNING OF THE MANAGEMENT SECTOR WITH PERSONS

The management of people sector, is not a department isolated from the general management of the business. The alignment with this is achieved when an analysis of the climate, culture, and asset management is done. Only later, the management situation and the type of relationship that it develop with its employees can be clear. By correcting existing malfunctions, we can make a management plan operational with people. After that, the People Management sector, will be able to work a model of selection, training and eventual resignation of collaborators. This process will serve to make a new check on the management of the Organization. Management Assessment of the management in an Organization, is an opportunity to review the pattern path taken.

the Knowledge of the business management model is crucial because the Management Plan with people can effectively improve the results of the management itself and show that it is possible and practicable the way of replacing the central management practices with a model based on relationality. Finally, Managing People will be efficient and effective if aligned with the asset management model.

3.4   Evaluation of the Organization

The organization's assessment is important to begin implementing a Management Plan with People. In order that this could happen well, the managers must have the courage to bare the reality of their organization. They must have the needed humility to recognize the real situation and have the firmness in making decisions to make a correct and accurate diagnosis of reality. On the other hand, a good management never disregards a regular evaluation of the Organization. In fact, it is fully aware of the need to know what is going on in the Organization and to take effective decisions to expand its internal and external vision.

The Organization's assessment, as the aims of bringing to the surface a part of the reality that is present in the activity and finds its strength in two pillars: the culture and the climate of the Organization.

Considering the existence of various models of culture and climate assessment of the Organization, we do not expect to develop a specific tool in this teaching aid. We leave to each management sector with people, the task of developing the valuation tool considered more appropriate to its reality.

However, we want to reflect, as a Calabrian Organization, on the importance of the culture and the climate of the Organization, this because the mission, which the management is called to accomplish upon, could come to its fulfillment and reach the proposed goals.

a) Culture of the Organization

According to the scholars such as Edgar Schein, the culture of the Organization is the coherent set of fundamental assumptions that a given group has invented, discovered or developed by learning how to cope with its external adaptation and internal integration problems, assumed that have worked well enough To be considered valid and therefore to be taught to new members as the correct way of perceiving, thinking and feeling in relation to those problems.

This experience shows how things must work within the Organization and are transmitted and taught in the informal halls of the institution to other people just arrived. In other words, the culture of the Organization "is a kind of social energy or currency that moves the Organization, demarcating territory and rules that are not always explicit, regulating behaviors, establishing rules of conduct, and forming a system expressing the identity of 'Organization by beliefs / values and its symbols and rites'. 9)

Another author who talks about the culture of the Organizations is Josè Maria de Anzizu. He states that most of the organizations ged the greatest influence on the formation of culture by the founder. This means that his "values, ideas, goals and personalities, form the basis from which the Organization begins its existence, survives the first difficulties and develops."10) The culture of the Organization is an extension of what he believed, the goals and mission of the founder.

That is why it is crucial in order to understand the Organization, that its collaborators know the founder, its principles, and its values. Following this line of thought, we can state that the organizational culture for Calabrian activities is identified with Charism, that is, an emanation of Charism.

With the passing of time, with social changes, with the arrival of new leaders, with the advent of new management models, it is natural that the original culture changes. At this point lies the challenge of Calabrian management, that is to adapt to historical circumstances without losing the essence of charisma. Carisma must always influence the culture of the Organization. Charisma, which is the word of God, is permanent, is forever. The culture of the Organization is the expression of Charism, but it is not Charism.

In the following diagram, we present the relationship between Carisma, culture and mission of the Calabrian Organization:

---

9   Edgar Schein, is a Harvard Doctor of social Psychology and a professor at Sloan School of Management. One of his principal research work, published in 2009, was the Culture and leadership Organization's book.
10 Jose Maria de Anzizu graduated in Law at the University of Barcelona and completed his education and studies in various European and North American institutions.

FOUNDER

- Birth of the culture of the Organization.
- Influences of the social scenary of the time.

- Personal values and beliefs about the Organization and its internal functioning, inside the mission.

ORGANIZATION AND ITS CULTURE

- Structural behavior.
- **Influences of the today's social scenary.**

Fidelity and values

Symbols and rites

CLIMATE

- Practical use in the daily life.

Communication

How people can or should express themselves. Phrases and rites used in repetitive form and possessing strength/meaning.

Behavior

How people have to act – what is valued and what is condemned by culture – and how to relate inside the Organization.

Concept

Physical references, totems of objects, environment, layout. Uniforms or how to present oneself or dress accepted by the institution.

By interpreting the culture of the Organization in this way, we can state that in the case of the Calabrian Opera, the culture and mission of the Organization must be the reflection of the charisma and values left by St. John Calabria. Therefore, the charisma inherited from the founder must be deeply understood and respected because it could fit in with the historical moment without losing its fundamental values. This is one of the greatest responsibilities of the management sector with people, along the implementation path of the management project.

Anthropologists argue that an institution dies when it loses its culture and San Giovanni Calabria called incessantly its collaborators to "return to the Gospel" to "live the pure and genuine spirit" of the congregation. Without the culture as an expression of charisma, the Organization changes, it can persist but it is another thing, it is no longer the organization desired by the founder.

b) Climate of the Organization

We cannot confuse the culture of the Organization with the climate. As we have seen, culture is the whole of values, rites and symbols of the Organization, while the climate is made up of feelings and inner feelings that increase or decrease the degree of employee's satisfaction. Normally, the culture of the Organization directly or indirectly affects the climate, while climate does not always influence a cultural change.

In other words, if the mission, values and vision of the Organization are rooted in the Charism, it creates a climate conducive to the development of the activity. Conversely, if inside the organization: mission, vision, and values in the Organization are not an emancipation of the Charism, the climate is compromised.

Because a favorable climate in the Organization is developed in order that it could motivates collaborators to share the goals and strategies of the Organization, it is necessary for the collaborators, who play a leading role in the activity, to determine within them a change of values and conception of the person. To create a good climate in the Organization and in Business, the Executives are called upon to make some changes in the way of conceiving the proceedings and people. They have to pass:

• from a conception of man as a bad being to that of man as an essentially good being;

• from the tendency to evaluate people in negative form, to see people positively;

• from thinking that men are rigid beings, who do not change, to see people as beings in the process of growth, willing to change;

• from the view of man divided into many separate parts, to the acceptance and valorization of individual differences that involve a vision of the individual as an integral person and as one;

- from prohibiting collaborators to expressing their feelings, to allowing them to have adequate expression of feelings and their effective use;

- from covering oneself as masks and representations, to an authentic and sincere behavior;

- from the use of the status to maintaining power and social prestige, the the use of status for the relevant Goals of the Organization;

- from being wary of people, to be trusty;

- to escape the risks, to the desire to accept them;

- to the belief that the process of drafting a work plan is unproductive, to the vision that the elaboration of a work plan is essential for achieving a goal;

- from the primary emphasis given to the competition, to the great importance given to the collaboration.

There are authors who say that the climate in the workplace is the result of a symbiosis between administrative processes, also called entry variables, and the results obtained from the activity which can be seen in the following figure:

CLIMATE

Entry variables	Employees variables	Results
• Economic conditions and Remuneration	• Motivation of people	• Efficient
• Structure of the Organization	• Training	• Efficient
• Charism/culture of the Organization	• Stimulation	• Membership
• Participation in decision-making	• Satisfaction level	• Prophetic
• Training and sense of work	• Productivity	• Fruitful
• Leadership style		
• Evaluation of the collaborator's performance		

ACTION

The success or failure of entry variables will determine the organization's climate, which consists of dependent variables, which in turn lead to an efficient and effective result for the activity and make it effective and prophetic. Ultimately, entry variables affect employee motivation, determining why the business can be successful. Thus, the greater the positive influence of the entry variables, the better the quality of the work results. And positive results improve the climate that helps to make entry variables operational. This creates the virtuous circuit of Management with people in the Organization.

One of the most important factors determining the Climate of the Organization is the ability of managers to create an environment conducive to motivation and commitment to the achievement of the Organization's goals. The manager has a preponderant role in motivating employees.

Management professionals with people need to know the climate of the Organization, if they do not endanger the very existence of their industry. The problem then is to measure the degree of satisfaction within the Organization, because what is not measured can not even be objectively improved.

For this reason, an organization's climate research must be carried out. It will give a picture of the degree of material and emotional satisfaction of people in everyday life on their workplace. The main objective of the Organization's climate survey is to provide a map of critical factors that negatively affect the satisfaction of the activity.

For climate research, we do not recommend using the standard survey template that is usually used in the management sphere. This model can be based on existing schemes, but be customized and conformed to the reality of each activity. For this reason, as we have already said, here will not be suggested a specific way of polling the climate of the Organization; This tool remains in charge of each of the activities of the Opera.

Organizations that have acquired their specific identity - that is, they have evolved from the management model based on strategies, structures, and systems toward the model-oriented approach to processes, processes, and people - adopt an attitude attentive to collaborators as people. These organizations perceive the importance of considering collaborators as a source of initiative, strength, and creativity, and see these opportunities as beneficial for the business. Therefore, Organizations seek to create a flexible climate because the initiative, knowledge and talent of the collaborator come to the fore for the Organization's success.

In order to improve the organization's climate, management must give priority to:

- the feeling that everyone is involved in the tasks entrusted to, through the exploitation of people's energy and the promotion of entrepreneurial initiatives;

- self-discipline, through clear performance standards, democratization of information and the development of countless challenges, with a basis in peer-to-peer comparisons, with ambitious delegations;

- openness to criticism and tolerance towards failure through support for the acquisition of knowledge and skills, to assume responsibility and self-management;
- a culture of trust in the climate of trust needed to accept risks, having in the individual training the central element of the relationship between managers and collaborators.

In summary, to transform the climate of the Organization, it is crucial to develop the spirit of initiative, tolerance and self-esteem in the collaborators. The center-of-minded approach to thinking, processes, and people on the development of trust and the mutual learning mentality model is based on the conviction that the spirit of initiative that Organizations require is within it Organization and implementation through its collaborators. This spirit is often overwhelmed by a management model that creates an oppressive climate. These models create a favorable climate for achieving institutional goals.

SELECTION AND INTEGRATION OF TALENTS

*Economy should be interested not only in the efficient allocation
of material assets, but also in the design of institutions
in which individuals are happy to interact with one another.*

(MATTHEW RABIN, 1993)

4.1   Selection of collaborators

A model that promotes people's participation and development, is spiritually better than the one that concentrates the power, decisions and merit of success in a handful of hands. Therefore, an indicator of spiritualization of the Organization is a reasonable degree of collegial, shared and apprenticeship-based management. (Afonso Murad, 2007)

As we have already mentioned, the goals of the Organizations can only be achieved with and through the people who make up the members. Hence the importance of carefully following the selection process.

Once established that the selection is a process through which is made the choice of candidates with the needed profile to occupy an available job, the main target of the selection will be hiring the best among the candidates who are fit to do that function. When properly conducted, the selection ensures the entry of high potential people, goal of any Organization.

An important tool in selecting collaborators is the analysis of candidate characteristics: knowledge, skills, attitudes. The analysis and description of the functions are the fundamental basis of every work of management with people.

People selection is not an activity that must remain restricted to the People Management area. The greater the participation of the area that requires a new collaborator, the greater the chances of success and the integration of the latter into its new function. The features required for the function and therefore those that are searched and analyzed in the candidate must be objective, clear and well-defined.

The Staff selection has never had such a significant value for the results of an institution as at present. A well-planned, integrated and implemented practice will have a positive impact on the organization. For this reason, if the choice of collaborators is best achieved, with the aim of benefiting the institution, there are great chances of success.

Today, besides requiring technical expertise from candidates, the institution needs people who have behaviors and attitudes that are appropriate to the values, mission, vision, and goals and needs of the Organization. It often happens that the person is taken for his or her ability, but promoted or dismissed for his behavior.

Organizations are becoming increasingly complex in their processes and they are required to produce social outcomes, innovation, quality as regards products and services, a better approach to the user, and even better financial return. This need for results forces the Organization to have a team of well-prepared and satisfied staff. The first step that the Organization has to achieve to reach that goal is to have an efficient recruiting and selection sector that knows the needs of the Organization itself.

The following elements are important to make the process of selecting new collaborators as objective as possible:

- have the Structured Profile of Competences compiled: a description of the required knowledge, skills, attitudes, values and spirituality;

- understand the major challenges that are expected from the job seeker;

- have the correct perception of the desired behavioral profile of the candidate in the workplace;

- understand the culture, values and principles not only of the institution, but of the area, and even of the team that will integrate the new collaborator;

- understand (and understand) the mission, vision, strategic goals, and principles of the institution to avoid taking the risk of hiring people who do not have a corresponding profile;

- always seek the participation of the members of the sector requesting a new collaborator. Without this participation, the selective process will be compromised.

People selection activity, is a strategic process that has its own methodology and cannot be seen as a subjective event and without its relevance.

To select the right person at the right place, planning your selection is of paramount importance. Developing a card, with a clear description of skills of thr persons requiring the job, helps you to define the person's profile. By competence we mean knowledge, skills, attitudes, values, and spirituality

To describe the skill profile required by the workplace, we present the tab in the following pages as an example.

STRUCTURED PROFILE OF COMPETENCES

FUNCTION: Administrative sector
AREA: Accounting

SHORT DESCRIPTION OF THE FUNCTION

• Perform the required work from the Technical and Administrative Office of the Delegation in the accounting area. Check the accounting activities of the various cost centers.

DUTIES/ATTRIBUTIONS

• Working in harmony with the Delegation and the Administrative Coordinator of the Technical and Administrative Office of the Delegation

• Have contacts with the Houses and activities of the Delegation

• Coordinate and consolidate the budget

• Coordinate the reimbursement of taxes

• Check and visit the Houses, record and archive documents

• Implement the technique of local administrations

COMPETENCES OF FUNCTION
Knowledge

• Degree in economics

• Knowledge of business and accounting economics

• Knowledge of the administrative and financial procedures of the institution

• Knowledge of regulations relating to religious organizations.

• Knowledge of Calabrian mission and vision

• Constant updating in the field of expertise

• Knowledge of computer systems for accounting

Skills

- Experience in managing internal administrative procedures
- Experience in preparing administrative and financial reports
- Ability to receive information, interpret and transform them into innovative actions

Attitude

- Good relational skills
- Global Vision of the Institution, Sectors and Administrative Procedures
- Purposing skill
- Good communication
- Commitment
- Flexibility
- Identification with the philosophy of the Institution in the performance of its functions

Values and spirituality

- Bent to know the Charisma and the culture of the Institution
- Availability for participation at the celebratory moments of the Institution
- Participation in continuous, technical and spiritual training meetings

Qualification required

- Administration, Economics and Accounting and Postgraduate Courses or Competences in Related Areas.

With the drown up form, it becomes easier to select the most suitable candidate for the job available. The structured profile of skills is also important for assigning new tasks to collaborators within the business. The form with the profile of competence clearly establishes the mansion of the collaborator which must always be revised and updated.

4.2 Means for recruiting collaborator

Recruiting people who will be later selected, must follow the following order:

1° *internal recruitment:* occurs within the same institution, where the employees considered fit are considered for a different role.

2° *mixed recruitment:* It is what draws from internal sources as external to the selection of people and can be done in three alternatives: external recruitment followed by internal recruitment; Internal recruitment followed by external recruitment; Internal and external recruitment at the same time.

3° *External recruitment:* are people who come from outside the institution. People who have been identified with recruitment techniques. They may also be employees of other organizations, who have been involved in the proposals submitted.

To give preference to people who already work within the Organization, if done well, it can be a form of promotion and a prize for collaborators.

4.3 Interview stages

The first phase of the interview consists in analyzing the candidate's curriculum vitae, checking the written information, qualifications and requests. Interview must be in an appropriate environment, free from interruption or noises which should take place at the agreed time, in order to avoid fatigue and / or stress to the candidate. The necessary material: modules and questionnaires on the competence profile, must be within reach. In the interview, it is necessary for the interviewer to remember:

• to Start the interview by putting the candidate at ease, clarifying the reason for the interview and above all the existence of a place available, in order that he could feel confident of a real interest for him. Later, check your personal and professional information;

• information on the Structured Profile of Skills is derived from the questions previously prepared;

• to Give the candidate enough time to clarify any doubt;

• the candidate must be informed on the next stages of the selective process and its approximate duration;

• a duration of 45/60 minutes is appropriate for an interview, since more time must be devoted to the investigation phase on the information related to the competence profile;

• discrimination must be avoided.

4.4 Informative interview with the Management of the activity

After the preselection of the candidate by the requiring area and the management sector with the people, it is of vital importance, in an activity carried out by the Poor Servants of Divine Providence, that the final decision on the choice of the candidate be made by the Director General or Religious President, responsible for the activity. The interview with the Director Religious President is not a merely bureaucratic or hierarchical act, but must have the purpose of verifying the requirements the candidate presents in the sphere of values and spirituality that are required by the Charism of the Organization.

In this meeting, to the extent possible, it has to be verified whether the general values which the candidate has got, fits to the Calabrian way of being and acting, on the economic, social and cultural side of the Organization. The candidate must be informed about the pastoral activity and the importance of the Charisma learning and its influence in the practice of the mission that the Poor Servants are called upon to accomplish.

In those activities where the Director General or the President is not a Poor Religious Religious, after the interview with the candidate, the religious must also give his final opinion.

After the meeting with the Director / President, if there is the consent of the interviewers, the candidate will be sent to the relevant department to complete the admission process.

As we have said earlier, since management is centered on the collaborator's personality, selecting a new collaborator becomes an indispensable and important procedure in order that the activity could reach the mission it is called upon to implement.

4.5 Information to the collaborator

As mentioned, it is important that the new collaborator receives a manual from the Institution with the general information about the Organization and relative reports within the business. Specifically, the manual must contain:

- Nature and institutional purpose
- Mission, Values and Vision of the Organization's Future
- Ethical guidelines to be respected
- Common co-existence rules
- Obligations according to labor's laws that must be respected
- Behavior that the employee must have inside the business.

Each activity must draw up its Calabrian co-worker information manual. The employee who is to be hired must state that he has received the manual information by signing a statement similar to the following:

RECEIVENG STATEMENT OF THE MANUAL
OF EMPLOYEE INFORMATION

Through this letter, I declare herewith, that I have received the Handbook and hence I have got knowledge of all the information re nature and institutional purposes governing the employment relationships inside the legally constituted institutions which belongs to the Poor Servants of Divine Providence.

I am committed to fulfilling my work in a responsible, respectful, correct and integrity way, respecting in the same time, the fundamental principles that guide the mission, vision and values of the Institution.

Name of collaborator: _____

Role assuming: _____

Date: _____/ _____/ _____

Signature of the collaborator: _____

Once signed, this statement must be kept in the collaborator's file together with the other documents.

MANAGEMENT OF PERFORMANCE AND CONTINUOUS EDUCATION

*The secret of success
lies in the persistence with which we pursue a purpose.*

(BENJAMIN DISRAELI)

5.1 Employee recruitment

Understanding the Holy Spirit as the principle of interdependence and relationality of all beings, changes the vision the human being has of himself and of the world.
(AFONSO MURAD)

After the selection process and after having identified the candidate that better corresponds to the needs of the function requested by the Organization, if the candidate agrees to be part of the staff of the House, and after agreeing the working time, salary and General conditions of work, we can proceed with the admission procedure.

Once the employee has accepted the assignment, the theme of the Charisma of the Organization must be resumed constantly during the training sessions, even by the leadership whenever a feedback is given to the collaborator.

All legal formalities must be fulfilled to formalize the employee's recruitment. The purpose of the term contract is also to provide an adequate time for mutual knowledge between both sides: the employees and the institution. In this way, the employee will be interested in maintaining the employment relationship and the institution could assess the technical, the social and disciplinary attitudes of the collaborators. It is hoped that a new course could be offered to all new employees, with the aim of helping them to better know the institution.

5.2 Training course for newcomers

It is indispensable that a training course for new collaborators on the theme "Institutional Nature and Purposes" is realized. The course must be structured with at least 6 hours of training during which these topics could be treated:

THEMES TO BE HELD DURING THE HOURS OF EDUCATION	HOURS OF TRAINING
1. - The thought of Don Calabria and his Charisma.	1.30
2. - Opera Don Calabria: style, spirit, values. - The function of the team, pastoral council, within the activity. - History of business, growth and development.	1.30
3. - The ethics of activity where he works: a sense of purpose. - Professional ethics: duty and style, responsibility and empowerment.	1.30
4. - The commitment of the Calabrian Opera towards the activities for the poor. - The activity: legal aspects and administrative aspects: mission, vision and values of the activity.	1.30
Total minimum hours of training	**6.00**

The course for newcomers, as well as being a Calabrian training meeting, must also be an instrument for welcoming the collaborator within the activity and allowing him to know the organization where he works.

5.3 Evaluation of employee's performance during his/her temporary contract

For a valuation of the employee's performance during his temporary contract, we present the following file as a template:

FILE OF TRASVERSAL ASSESSMENT
Name of the Organization _____ **Duration of the temporary contract.** Date: _____   **Collaborator** _____ **Qualification** _____ **Operational Unit/Service** _____ **from** _____ **to** _____   He/she joined the "Institutional Nature and Purposes" course: Yes ☐   No ☐

RELATIONSHIPS WITH THE INSTITUTION	EVALUTATION DEGREES				
Sharing and respecting the institutional goals of the activity	01	02	03	04	05
Compliance with regulations, directives and institutional values	01	02	03	04	05
He/she responds with availability to service needs by demonstrating flexibility/organizational adaptability	01	02	03	04	05
Care of one's own person and hygienic rules	01	02	03	04	05
Respectful of working time	01	02	03	04	05

RELATIONSHIP AREA	EVALUATION DEGREES				
Behaviors to establish a positive relationship with users/citizens	01	02	03	04	05
Respect for privacy/office secret/professional secret	01	02	03	04	05
Courtesy, kindness, sensitivity towards the user	01	02	03	04	05
Availability of interpersonal relationships and spirit of collaboration for teamwork/teamwork ensuring a positive climate	01	02	03	04	05
Respect for the professional role	01	02	03	04	05
Respect for hierarchical roles	01	02	03	04	05
Propensity to welcome suggestions and/or proposals from superiors aimed at improving individual and/or group performance	01	02	03	04	05
PLANNING AND ORGANIZATION AREA	EVALUATION DEGREES				
Organizational capacity	01	02	03	04	05
Operating precision	01	02	03	04	05
Recruitment of responsibilities related to their activities	01	02	03	04	05
Ability to maintain and possibly improve the yields of production processes	01	02	03	04	05
Ability to carry out one's task even in face of new situations or unforeseen difficulties	01	02	03	04	05
Ability to identify work-related issues and/or to propose methodologies/innovatory or bettering solutions	01	02	03	04	05
Personal initiative	01	02	03	04	05
Availability in tutoring/tutoring new staff, students or trainees	01	02	03	04	05
Ability to manage instrumental equipment	01	02	03	04	05

FILE OF TRASVERSAL ASSESSMENT

Name of the Organization _____

Duration of temporary contract. Date: _____

GLOBAL ASSESSMENT

_____

_____

_____

_____

_____

Date: _____/_____/_____

Signature of the Coordinator: _____

NOTE 1 - EVALUATION DEGREES REFER TO THE FOLLOWING PARAMETERS	
01	Gravely inadequate compared to expectations
02	Insufficient compared to expectations
03	Sufficient compared to expectations
04	Fair compared to expectations
05	Very good compared to expectations

NOTE 2 - PROCEDURE TO ADOPT WITH THE COLLABORATOR AFTER THE EVALUATION OF THE PERIOD OF TEMPORARY CONTRACT				
Marks	Parameters	Percentage of parameters	Average reached	Decision to be taken
01	Gravely inadequate compared to expectations		00 - 49%	Make a specific training program for the collaborator
02	Insufficient compared to expectations			Closing of the contract at its natural expiration
03	Sufficient compared to expectations		50 - 89%	Feedback of weak parameters
04	Fair compared to expectations			Renew the temporary contract or draw up the open-ended contract
05	Excellent compared to expectations		90 - 100%	Draw up an open-ended contract
		100%		

NOTE 3 - CROSS-EVALUATION METHOD	
These are the three steps to be taken for cross-assessment:	
01	Using the cross-evaluation board, ask the collaborator to do his self-evaluation.
02	The direct hierarchical manager evaluates the collaborator.
03	The collaborato and his direct hierarchical manager meet to make a feedback, comparing the two assessments. It would be desirable to invite a third person to partecipate to the meeting. The final evaluation is the one that comes out from the feedback.

5.4   Collaborators training

By training, we intend to create inside the working place a favorable climate that might be conducive to technical, relational and spiritual growth. It's not just about teaching a job or training to find solutions to an unforeseen event in the workplace. Calabrian pedagogy does not segment the person, but sees him as a God's son and daughter. Therefore considers it in all its dimensions. Therefore, the pedagogy that will be guiding the Calabrian education must bring the seal of hope. In other words, the pedagogy at the base of the training of the collaborators must be characterized by the valorization of the person, solidarity, gratuity, service, availability, the work done with dedication and pleasure[11].

As we have already said, coaching the workers is a very important element for the Organization's success. Without a well-planned and careful training, the mission that the institution is called to achieve is hardly to be realized. In the face of the competitive, complex and uncertain scenario in which the Organizations are involved today, it becomes essential to update the knowledge and to find new models both from the technical and the managerial point of view. Therefore, if an organization wants to grow and reach its goals, it must constantly worry about the professional and human qualifications of its employees.

the Organizations in the present, will be more and more distinguished for the quality of training of their employees. According to the scholars of this theme, the training means preparing the person about the task he will have to do in the workplace. Forming the staff of the Organization means teaching them the basic requisites needed to carry out their functions efficiently and efficaciousness, develop skills, disseminate culture, values, mission and the vision of the organization. Specifically, the training objectives may be as follows:

• prepare people to perform peculiar tasks;

• changing people's attitudes;

• help your collaborator develop new skills;

• bring the collaborator to look into some aspects of his work;

• share the knowledge and experience of charisma and mission;

• transmit information;

• develop concepts;

---

[11]   Delegation Nossa Senhora Aparecida, Our way to be and live. Elements of orientation of the social and Calabrian action, page 41.

- improve communication;

- reduce the need to redo work or reduce errors;

- improve interpersonal relationships;

- prepare people and the Organization in the moment of replacing or transferring people internally.

The professional profile required by the Organizations, requires not only the ability to perform routine activities, but also the application of cognitive skills, so that the collaborator does not only configure himself as an executor, but also as an active subject that can solve or suggest solutions to events not envisaged inside the work environment. That is, it is necessary to start an educational process that could make the person a collaborator with a systemic view of the Organization in which it is inserted.

For a dynamic training of employees in the work environment, it is necessary that in the activities, depending on the number of collaborators, is constitute a training sector that works in a permanent way, to develop a technical and pastoral training.

The structure, the complexity, and size of this sector depend on the number of employees involved in the activity. The goal of training is to provide a permanent education to all employees, so it is important to have a training plan. That is, education must be a permanent process of training, refinement and updating of all staff. Their personal and professional growth is reflected in the quality of the service they are called to provide to our users. Therefore, in Calabrian organizations, permanent formation becomes indispensable, because the services offered could be up to the Charisma of the Organization. Training helps to "do good things" as St. John Calabria said.

5.5 Analysis of training needs

The first phase of a well-planned and careful training process, such as the one you want to get inside the Calabrian Opera, is the analysis of training needs. The main purpose is to identify problems, deficiencies, areas of improvement, causes of discomfort or disservice, waste, elements that can affect the development of human capabilities, or to find opportunities to intervene later through targeted actions. Needs analysis can also serve to discover motivations, expectations, desires, and orientations.

Correct and effective analysis of training needs, should therefore not only be limited to the collection of needs expressed by the Organization and deriving from the recognition of a difference between the expectations of the company and the real capacity of workers. But it must consider also the potentialities, the motivations and expectations of the users themselves in the training process.

According to Quaglino and Carrozzi (1998), the analysis of training needs must take place on two levels: the recognition of the organizational needs of the organization and the recognition of the needs of the individual.

a) The analysis of the Organization's training needs is realized by collecting data on:

• **the Organization**: a description of the various aspects of organizational reality, past events verified within or outside the Organization, critical events that have put the Organization's operation and survival into crisis; Objectives and current situation; Plans and programs to which the Organization is oriented;

• **the Collaborators**: personal data (age, degree, seniority, qualification,...), organizational behavior data (absenteeism, turnover, resignation...);

• **training**: historical framework of previous training activities realized within the Organization.

b) The analysis of the individuals' training needs is realized through:

• **activity Analysis**: Description of the tasks that the individual carries out in everyday life, with particular attention to the critical aspects that occur during the developpement of the assigned work;

• **role Analysis**: description of some aspects of the organizational role developped, useful in identifying the training needs;

• **analysis of critical events**: situations that the individuals find particularly critical and that happen with a certain frequency;

• **analysis of the system of individuals' expectations:** explicit recognition of the necessity of training needs by the staff.

The information necessary for the analysis of training needs is identified through quantitative and qualitative methods and tools, among which the most common are: structured and unstructured interview, the careful observation, questionnaire and analysis of business documentation.

c) The interview
It is an interview with the aim of knowing the opinions, attitudes, perceptions, experiences and characteristics of the person, proposing to the subject questions established from the beginning and arranged in a well-defined order. The interview can be structured or unstructured.
The structured interview is made up of pre-set questions that are set following a well-defined and predetermined order. It may seem like a questionnaire aloud, but in conducting an interview, unlike the questionnaire,the style and mode require to get involved, to enter into an exchange that is still face to face. **In the unstructured interview,** however, the interviewer has no set

questions but only a series of topics to be developed. Concernig style and mode of conduct it is what looks more like the talk concept.

d) The observation partecipates
It is a complex search technique that involves the insertion of an observer within the investigating group. The observer participates in meetings, observes people while they are working, uses as data, not only verbal and non-verbal behaviors but also the reactions to his presence.

e) The questionnaire
It is a tool that is needed in particular situations such as, for example, represented by the presence of a large population to be analyzed or geographically distributed over large distances. The questionnaire is often preferred as a survey tool, because it can be used to obtain quantitative, easy-to-understand and interpretable data. The disadvantage, however, is that the questionnaire allows to detect general and surface data, sometimes unreliable for reasons related to its formulation, compilation, and data collection.

f) The analysis of the documentation
A non-secondary role in the needs analysis, consists of personal documents (such as diaries, letters and autobiographical annotations), public documents (such as organizational notes and educational policy and management measures with people, literature and other materials representing the Collective organizational experiences)

From a careful analysis of the training needs, it will therefore result in a congruent formative proposal, transforming training needs into real learning objectives.

g) Pastoral career - *It is suggested that Pastoral care, should be configured in a team with the participation of religious and lay people.*

From a biblical point of view, the pastoral word comes from pastor, the person who cares for the sheep and leads them through safe ways. Regarding pastoral care, Jesus Christ is the Good Shepherd. He is the way, truth, and life, which we must follow and have as a model for our existence (Jo 10,7). We cannot forget that every leader, manager and co-worker of a Calabrian activity must feel like a pastor and a protagonist of a better society. For this and in this sense, pastoral care must be part of the formation of the collaborators. In addition, the pastoral work in the working environment is an area of human evangelization and formation which has as its mission to promote fraternity, spirituality and the Calabrian Charism together with the collaborators and users of the activity. More specifically, the function of pastoral work in the working environment is to announce Jesus Christ and his proposal; motivate life changes, practices of management and practice of activity seeing these things as one.

Pastoral care must lead us to see whether practices are consistent with Charisma and the philosophy of the Organization; To foster the spiritual dimension of collaborators and users; try to keep alive the Calabrian Charism in activity; to develop spirituality to give meaning to life and to motivate solidarity; intensify the effort of research and understanding of the person in its entirety, enhancing his life experience; to engage the whole activities in cultivating human and Christian values and foster greater integration of activity with the local ecclesial community.

The activities carried out by the Technical Training sector, as well as the pastoral activities, should be planned and implemented in a coordinated and complementary way, as both are part of the Management Plan with the people. The management of people sector, must be integrated with the technical training and pastoral care.

5.6   Permanent evaluation of collaborator's performance

For performance evaluation we mean a cognitive activity designed to give a judgment on an action or a set of actions intentionally carried out and intended to produce external effects. This evaluation must follow strict and codifiable procedures. It is a very important step in the People Management Program, and for this reason, the permanent evaluation system must derive from a management strategy. In addition, the evaluation must be consistent with the Organization's style, culture and charisma.

the Performance evaluation cannot therefore become a court of judgment of the person. In order to avoid any adverse effects of performance assessment, the trust among employees must be developed towards the evaluation process. It is important that the managers and service managers inform the staff that the evaluation processes are always active and explain to them that the success of the evaluation depends on the will of the collaborator to experiment and learn a new vision. In addition, the Organization must demonstrate that its collaborators and leaders are aware of the benefits and challenges that lead to evaluation.

For performance we mean the result of practical application - in work and other human activities - of knowledge, attitudes, abilities, values, and spirituality. Performance assessment is the critical analysis that is being made regarding the discrepancy between the behavior of the employee and the Organization's expectations, established through planning. The gap between the desired and the real employee performance must be the essential focus of performance evaluation.

In this sense, the performance evaluation corresponds to a systematic analysis of the work of the collaborator in relation to the work it performs, the goals set, the results obtained and its development potential. At present, It is assessed the overall performance of the Organization,

ie are assessed: individuals, teams, team and sector leadership and organization management. The directors, the presidents of the activities, the superiors and the economics of the religious communities must also be evaluated. Performance evaluation does not judge the person but evaluates his role so he can continually improve. The aspects of the Permanent Performance Evaluation are: the opportunity to know and clarify, to deal with the manager, and to understand how to improve, the view of the possible developments and the training that must to be done.

The performance evaluation procedure is used today in Organizations through different methods. Conventional assessment methods, 360 degree assessment, objective evaluation, skill appraisal, total quality assurance assessment, quality assessment in services, and others are used today. However, to be useful, all these methods need to be associated with the People Management Program.

Many authors who deal with this issue are critical towards conventional performance evaluation methods, as they claim that there is a risk of violating the integrity of the person. They also argue that traditional evaluation processes are not suitable for modern management models. According to them, the treatment given to people through conventional assessment methods is the same as that of the products of an assembly line that passes for a quality control before being accepted or discarded. And these authors conclude by saying that, even considering the needs of Organizations, when such needs collide with the values of the Organization, they must hand over their place to others.

As a Calabrian Organization, before adopting a performance evaluation method, we need to ask ourselves what is the most appropriate and consistent with the Organization's values, culture, philosophy and mission. In fact, not all roads lead to a fraternal and solidarity environment in the working place.

We propose that the Calabrian Opera give priority to the performance evaluation method for goals. According to some authors, this method is suitable for a modern management. Moreover, we think that the targeted assesment method is more adhering to the person's vision outlined by the Calabrian Carisma.

Peter Drucker[12] states that the collaborator has the following role in the evaluation for objectives:

- defines its short-term goals;
- reflects on the tasks he has to carry out in his work;

---

[12] Peter Drucker is a world famous author for his works on corporate management theories. He has consulted around the world for businesses of all sizes, for government agencies and non-profit organizations. He has taught "Politics and Philosophy" at *Bennington College* and then for over twenty years he has been a teaching professor at the *Graduate Business School* in New York. Since 1971 he has been *Clarke's professor of social science at Claremont Graduate School,* California.

- evaluate the strong and weak points he can find;

- draws up specific plans to reach its goals;

- writes the main features of the job he is doing;

- defines broad areas of responsibility and how they work in practice;

- defines the behaviors it must have in the work environment.

In this way, the collaborator performs his / her own assessment.
According to the author, the leaders - directors, service managers, industry coordinators - of the Organization have the function of:

- helping the collaborator to carry out his self-assessment, elaborate his goals and plans for the future in accordance with the organization's reality;

- discuss with the collaborator the plan, reformulating it as far as to find the most appropriate one;

- analyze, along with the collaborator, his self-assessment, redefining the goals in the medium term.

The role of the manager in the performance appraisal of the objectives, is to use the knowledge he has about the Organization, to help the employee to plan his career in relation to the needs and the reality of the Organization, defining its goals and methods for reach them.

The performance evaluation method for goals, unlike conventional assessment, is characterized by emphasizing the future rather than the past. That is, defining realistic goals and seeking effective forms to reach them, evaluation becomes a tool for a constructive end. For the collaborator to become effective in the Organization, he needs time, but an organization seeking growth for its collaborators knows that this time dedicated to thi aim, is well spent.

The Goal performance evaluation, unlike evaluation by analysis, leads us to judge the evaluation process in a positive way. We have no doubt that this method motivates and involves the collaborator in the Organization's mission.

The use of the performance appraisal procedure is a way of seriously discussing the organization's relationship with its collaborators, and it is also useful to establish new relationship standards with users, regardless of the size of the business. An institution that wants to progress, applies the performance appraisals to all employees, and make this moment a great opportunity to grow.

Each activity can process its Performance Evaluation Card. However, to guide the management in the evaluation process, we suggest applying the following tab:

a) Contributor performance evaluation card model

FILE OF TRASVERSAL ASSESSMENT

Name of the Organization _____

Unspecified time contract. Revision no. _____   Date _____

Collaborator _____

Qualification _____

Operational Unit/Service _____ **from** _____ **to** _____

He/she joined the "Institutional Nature and Purposes" course: Yes ☐   **No** ☐

RELATIONS WITH THE INSTITUTION	EVALUATION DEGREES				
Participate in Charisma formation meeting and spirituality of the Organization	01	02	03	04	05
Collaborates and participates in the celebrations promoted by the Institution	01	02	03	04	05
Shares and respects the institutional goals of the business	01	02	03	04	05
Respects the regulations, directives and institutional values	01	02	03	04	05
Replies with availability to service needs by demonstrating flexibility/organizational adaptability	01	02	03	04	05
He/she cares for his/her person and the hygiene rules	01	02	03	04	05
Respects working hours	01	02	03	04	05
RELATIONSHIPS AREA	EVALUATION DEGREES				
Has a behavior designed to establish a positive relationship with users/citizens	01	02	03	04	05
Respects the privacy/secrecy of the office/professional secret	01	02	03	04	05
Has courtesy, kindness, sensitivity towards the user	01	02	03	04	05
Has availability to interpersonal relationships and spirit of collaboration for teamwork/teamwork ensuring a positive climate	01	02	03	04	05
Respects the professional role	01	02	03	04	05
Respects hierarchical roles	01	02	03	04	05
Is inclined to welcome suggestions and/or proposals from superiors aimed at improving individual and/or group performance	01	02	03	04	05
PLANNING AND ORGANIZATION AREA	EVALUATION DEGREES				
Has organizational skills	01	02	03	04	05
Has operational precision	01	02	03	04	05
Assumes responsibilities associated with its activities	01	02	03	04	05
Has the ability to maintain and eventually improve the yields of production processes	01	02	03	04	05
Has the ability to carry out his/her duties even in fron of new situations or unforeseen difficulties	01	02	03	04	05

Has the ability to identify problems related to his/her work and/or to propose innovative or improved methodologies/solutions	01	02	03	04	05
Has personal initiative	01	02	03	04	05
Has propensy in tutoring/tutoring new staff, students or trainees	01	02	03	04	05
Has instrumental management ability	01	02	03	04	05

FILE OF TRASVERSAL ASSESSMENT

Name of the Organization _____

Unspecifed time contract. Revision no. _____   Date _____

GLOBAL ASSESSMENT

_____

_____

_____

_____

_____

Date: _____/_____/_____

Signature of the Coordinator: _____

NOTE 1 - EVALUATION DEGREES RELATED TO THE FOLLOWING PARAMETERS	
01	Gravely inadequate compared to expectations
02	Insufficient compared to expectations
03	Sufficient compared to expectations
04	Fair compared to expectations
05	Very good compared to expectations

NOTE 2 - PROCEDURE TO BE TAKEN WITH THE EMPLOYEE AFTER EVALUATION				
Marks	Parameters	Percentage of parameters	Average reached	Decision to be taken
01	Gravely inadequate compared to expectations		00 - 49%	Training program
02	Insufficient compared to expectations			
03	Sufficient compared to expectations		50 - 89%	Feedback of weak parameters
04	Fair compared to expectations			
05	Very good compared to expectations		90 - 100%	Price
		100%		

b) Cross-evaluation method

1. Using the Cross-Evaluation Board, ask the collaborator to do his self-evaluation
2. The immediate hierarchical manager evaluates the collaborator
3. The Collaborator and his immediate hierarchical manager make a feedback, comparing the two evaluations. It would be desirable to invite a third person to attend the meeting. The final evaluation is the one that comes out of the feedback.

c) Checking and evaluation potentialities

The evaluation of employees - whether religious, employees or volunteers - is an organic and systematic procedure to ensure periodic verification for each employee. This check is used to evaluate and identify, according to homogeneous criteria, the performance and the professional characteristics of the work done by the collaborator. Also Executives must undergo the performances verification.

People with their attitudes, knowledge, skills, values and spirituality are the main foundations of the Organizations. In this new context, people cease to be human resources, comparable to material resources, and are treated as living beings, endowed with intelligence, feelings and aspirations. And the development of their skills is an important part of this renewed vitality. It is not enough to have potential, it is necessary to work to put it into practice. In this sense cross-performance assessment can help you to consider all the potential of your collaborator, helping them to achieve, with time, a proper global performance.

And when it is deemed appropriate, it should be remembered that it is possible and legitimate to enhance the virtues of a collaborator by giving recognition to its values and its competences. Granting a prize does not contradict the charism. Different, however, is the discourse regarding the incentive: in that case, in fact, there is a risk that the collaborator can only do if it is incentivized.

MANAGEMENT OF THE CLOSURE OF A WORK RELATIONSHIP

I strongly recommended you the spirit of faith: see God in all and all in God;
see God in the poor you meet on your way;
in the person you are dealing with; in the children you will need to educate;
in the souls that Divine Providence will bring you closer.

(SAN GIOVANNI CALABRIA)

6.1 Reflecting on closing the employment relationship with the staff

Spirituality of communion means exercising the art of listening, not looking for something that is more resembling in the other, but to seize the other instead of turning him off[13].

Managing the termination of a work relationship with an employee is as important as the moment of recruitment, if not more. This is all the more true if we consider an institution like ours that promotes the need for human quality development. In order to better understand how to act when closing a work relationship within the Organization, it is important to understand how the current capitalist system sees the work and the worker.

In this respect, Philippe Zarifian[14] argues that the emergence of industrial capitalism and the practice of the Scientific Organization of Work at the end of the nineteenth century, led to a real separation between work and the worker as a person. Work is defined as a set of operations, which can be described, analyzed, rationalized and organized beforehand. On the other hand, the worker is seen as a set of skills that can be bought in the job market and employed to accomplish part of an activity which an organization needs to achieve its goals. In this light, the worker is not always seen as a person with knowledge, spirit of enterprise and feelings. Indeed, he is usually simply seen as manpower or as a workforce.

But the story has not always been so, there were times when the separation between work and worker virtually did not exist. Just remember the craft of the farmer and the craft corporations, in which the work was part of the life of those who performed it. That is, those who knew how to do an activity he did it for the rest of his life and transferred his own knowledge from generation to generation. He was recognized by the community for what he was doing. The person and what he was doing were a unique thing.

In the capitalist system, work is marketed, sold or traded. In fact, we have been accustomed unawares, to dealing with this work, as separate from the collaborator as if he were a product in the labor market to be used, traded or discarded when we no longer need him or when he is obsolete. In this way, we cannot see that behind a job, there is a person.

In the activity carried out by a Calabrian institution, the skills required for a working role must be seen as something inherent in the person, that is, work is a mission; it is not an element separate from the individual who performs it. In these circumstances, if the interruption of the employment relationship is carried out without transparency, professionalism and not in a respectful form, it can emotionally destroy the person and lead to serious psychological and emotional problems. In addition, this emotional state may adversely affect the other members of the team, who will lose the motivation to share the cause of the Organization.

---

[13] Studi Calabriani, *Un solo cuore e una sola anima,* 2007.
[14] Philippe Zarifian, *Obiettivo competenza: per una nuova logica,* 2001, p. 58.

Therefore, it is advisable that dialogue and transparency ought to be used in the event of resignation or dismissal of collaborators, especially with those that have a strong identification with the Organization, with its mission and values. Only if you use transparency, your co-worker will be treated as a brother or sister and helped to develop a new professional plan when it is out of the organization.

6.2   Closing the employment relationship

The end of the relationship with a collaborator, as we have already said, is very important. However, in daily practice, it is not this way. We can observe that in the existing literature that talks about managing people, much is written about selection and recruitment, and almost nothing about the possible dismissal or resignation. And this is symptomatic. The little we find on this subject is limited to the preparation of a dismissal interview and the calculation of the employee's turn-over rate.

The result of his lack of knowledge on the subject is the large number of managers without any specific training to coordinate the closure of a work relationship. This demonstrates that the fact that dismissal of an employee is as important as his recruitment is not considered enough.

In the Calabrian Organization, at the time of dismissal or resignation of a collaborator, the manager must not confine himself to the legal-financial sphere, but also to consider the psychological, emotional and social aspect of the person in front of him. Moreover, if we consider the charisma handed down by St. John Calabria, the collaborator is not a simple product on the market, which is bought, used and discarded. For the Calabrian Charisma, the collaborator is a brother or sister, children of the same Father, God, a person who is part of the family to carry out a mission and to become a person. It should also be considered that the staff members, over time, identify themselves with the institutional cause and if the employment relationship is terminated without any former preparation, it can create to them psychological and spiritual problems, causing them to feel victims of injustice and Lack of humanization by the institution.

It is for this reason that in this chapter we want to present some lines that can guide the managers in such a delicate moment, both for the collaborator and for the organization. On the other hand, we know that if the organization has an efficient Management Office with people, where the whole process of selecting, evaluating and training the collaborator is done, this contributes to a transparent and efficient management of the work- report closure. It can take place for several reasons: retirement, choice of a collaborator who decides to change work, choice of institution that decides to stop a collaboration.

6.3 Communication in the process of closing the employment relationship

A democratic management of the Organization, helps and makes the process of closing the relationship more peaceful. The prerequisite of a democratic management is transparency in relationships, in defining roles, in controlling results, and in evaluating goals. These features clarify the role of the manager in dealing with his team, including the moment of the interruption of the relationship. The Collegiate planning is a good way for the collaborator to understand what the Organization expects from the field in which he is placed and by its function. Scheduling well-worked and also well systematically used by management, is a tool to develop communication and democracy correctly.

On the other hand, if an institution's choice of interrupting a collaborative worker relationship, catch him unexpectedly, this represents a warning alarm for management, which must probably change his method of conducting the activity, making it more Collegiate and Focused on Goals, Processes, and People. If this happens, in fact, it means that the management must take action in relation to collaborator errors, without letting the error happen deliberately, so that it does not arrive late to make corrections to its performance. When the closure of the relationship is unexpected, it also shows that the management is failing to make periodic assessments and feedback on hiss work situation with the employee, as recommended. So the management runs the risk of failing to change the collaborator's path, leading to a dismissal that might have been avoided.

Conversely when management is democratic, the termination of the employment relationship occurs naturally, without causing resentment, sorrow, gossip, uncertainty and speculation by other members of the group on the real reasons for the dismissal / resignation of the employee.

6.4 Work-severance interview

It is proven that most of the time, when there is a need to close a working relationship with a collaborator, Organizations are concerned only with the bureaucratic-legal process, because there would not be any job disputes. This is important, but not enough. Today this practice is changing, as there are already Organizations that see the moment of termination of employment as an opportunity to identify the right things and the mistakes that could compromise the success of a management.

The work-severance interview, should preferably be made immediately after the closure of the collaboration. The aim of this interview is to give support to the ex-collaborator and seize the most information and impressions on the Organization, such as perceived problems and feelings. They can this way, contribute properly to the process of improving the business. It is important

that the interview is informal, such as a chat, be confidential and takes place in a confidential place. For this reason, the compilation of the interview form should not be considered compulsory.

Since the Severance Interview is a document, all fields must be observed when compiling, unless the employee refuses to answer some questions. The interview should include the opinion of the interviewer, that of the responsible coordinator, and then be archived in the ex-collaborator's file.

6.5 Form for work-severance interview

Name: _____

Function: _____

Date di admission: _____/_____/_____

Date of closure: _____/_____/_____

Working time/Function: _____

Immediate Supervisor: _____

Interview date: _____/_____/_____

Reason of dismissal: _____

_____

_____

1. Would you go back to work in the same business? Why? (to be asked in the case of a closure of the Organization's initiative report)

_____

_____

_____

_____

2. What would you feel to leave as a contribution to the Organization's improvement process?

_____

_____

_____

3. Make an assessment of the Organization in relation to the following aspects.
- [E]   Excellent
- [O]   Great
- [G]   Good
- [R]   Regular
- [B]   Bad

- Interpersonal relations: . . . .   [   ]
- Physical resources: . . . .   [   ]
- Values and standars of the Organization: . . . .   [   ]
- Schedule, Organization and target set: . . . .   [   ]
- Your immediate Coordinator: . . . .   [   ]
- The Management of the Organization: . . . .   [   ]
- Training and Growth opportunities: . . . .   [   ]
- Your salary and benefits granted: . . . .   [   ]
- Your task: . . . .   [   ]

4. Comments

Interviewer's opinion: _____

_____

_____

_____

Will the ex-employee be re-negotiated by the Organization in future? ☐ YES ☐ NO

Because: _____

_____

_____

_____

_____   _____
RESPONSIBLE OF THE INTERVIEW   IMMEDIATE COORDINATOR

The interview at the end of a work relationship is an important resource for the Management of People, as it is a tool for getting valuable feedback from people who have been part of the collaborative framework. It can be an indication of the positive aspects and of those that need to be reviewed in the management practices with people to reduce the employee turnover. Moreover, this interview is an opportunity which the Organization has to listen to the collaborator and help him find a new job where necessary.

6.6   Stability level indicator of employees in the Organization

The Stability Level Index, indicates the quality of the Management's relationship with people working in the Organization. As a result, it is a powerful indicator of quality of work and management.

This index - Turnover Global - corresponds to the average recruitment and dismissal of collaborators in the Organization. It is intended to capture fluctuations of -coming in and goig out - of employees into the company staff in order to avoid the negative impact of an unplanned turnover.

The turnover indicator can be calculated as follows: the number of employees dismissed / discharged in the month (CLM) + (more) the number of collaborators admitted in the month (CAM); The sum of the two values is divided by 2 (two) and the result is divided by the number of staff members in the previous month (NCQP) and multiplied by 100 (one hundred).

In this way, we determine the turnover value in percent. The result must be considered by the management as a cost, so it is desirable to approach zero. It is a cost because when a collaborator goes away bring with him all the acquired knowledge and the Orgamisation loses productivity for the vacancy. To all this we must add the costs of a new bargaining, the time it takes so that the new collaborator could reach the desired average of productivity and also eventual work disputes. The high turnover rate of collaborators also leads to an indirect cost to the Organization, such as the insecurity that is generated in the work environment which generally involves demotivation and loss of quality in the work itself. The organization's climate substantially worsens.

A high turnover of collaborators can have various causes. For example, lack of wage policies,of employee training, of efficiency in communication and information among employees, and of this last one with the management. Both ending of work relationship interviews and the Employee Stability Level Index in the Organization are very useful elements for Managing People, overall to change strategy if needed.

Conclusion

In a society where the capital dictate the rules for coexistence and relationship, this manual shows another way: a path where people are the greatest value of the Organization. The individual, in constant relation with the organization inside the work environment, becomes the great protagonist and propeller of the Opera. It's People that make sense to Calabrian activities. For this reason, we would like that the Guidelines regarding People Management, in this IV teaching help (Management with People -Guidance Guidelines for Employees in the Calabrian Organization) could show an ever-clearer horizon of how the management must relate with its collaborators in the activities of the Opera, thus becoming a prophetic management.

In today's activities it can happen that there is lack of knowledge and expertise to develop the services which people need. Knowledge and competence are qualities that belong only to people and not to technology or capital. The Activities can have the best existing technologies and all available media, but if there were no people to handle and use these technologies and these tools, the results in services for those who need it, would be virtually of no value.

However, as far as the management with people is concerned, it is important to emphasize a fundamental difference between the thought of St. John Calabria and the present one. While the Calabrian Charism sees the collaborator's person as brother and sister in Christ, in contemporary organizations people are still treated as means to produce more and better.

We would like that this Management Aid with People could be the first step in concretizing a Calabrian management methodology that transforms the workplace of the Work into a true witness of fraternity and service to the needy people. We want make progress as to the point that the management of works might be an expression of the faith we profess. Contemporary society needs different management models, where people are the real reason of being inside the Organization, becoming the protagonists of the management process.

The wish and hope are that as a Calabrian Work, through the management of people, we can witness to contemporary society that human being is made for the giving, which expresses and implements the dimension of transcendence.

<div align="right">

Br. Gedovar Nazzari
General Administration

</div>

Index

Chapter I
Management with persons: background

Chapter II
Models for a Calabrian method of management with persons

Chapter III
Management with persons in Calabrian Organizations

Chapter IV
Selection and integration of talents

76