

LEADERSHIP CONSULTANT WORK DISTRIBUTION GUIDELINES

Introduction

The role Leadership Consultants play as a part of Catholic Leadership Institute is incredibly important to its mission. They are sowers of the seeds of faith, bearers of the light of Christ, and companions on the journey for Church leaders.

For this reason, we are providing clarity and guidance around how LCs' working hours should be distributed both internally and externally. We want to be supportive of your professional, personal, and spiritual development, ensure alignment with our greater mission, and help you balance the demands of client work and the expectations of your participation in the culture and initiatives of the greater apostolate. This guidance will also support you in making informed decisions about saying "yes" to additional work. In addition, we want to provide guidance around the distribution of client work as we have seen that greater connection and interaction with clients results in stronger client relationships and ensures the early identification of issues and risks. This guidance was informed by the analysis of Salesforce data as well as tracking weekly activities from several LCs.

This document offers guidance to inform the balance of your work and to provide clarity around expectations of certain projects on which we have received the most questions, but it is not exhaustive. If you have questions about how this unfolds in your unique situation or assignments, please contact your manager.

General Travel

When scheduling onsite deliveries, Leadership Consultants should be attentive to spacing out deliveries to be good stewards of their own health and time as well as the resources of our apostolate. Consultants should not visit more than one diocese or location in a work week if it can be avoided. If it cannot be avoided, the LC should discuss the plan with Project Management before booking and receive prior approval. Consultants may deliver on concurrent days in the same diocese or location. For example, an LC could do an NGP session at two different parishes in the same diocese on concurrent days. An LC could also do work in adjacent cities/dioceses if travel is not excessive. For example, an LC could deliver an NGP session in Cincinnati followed by one in Covington on concurrent days because the cities are right next to each other.

Overtime

If an LC is close to working 40 hours in a given work week, they should delay internal activities such as training or administrative work until the following week to avoid overtime. If an LC knows they will have a week where their hours will be close to 40, they should have a conversation with their manager beforehand to gain approval before going into overtime.

Next Generation Parish

The Low-End Guidance reflects the minimum hours one would expect to see recorded on an LC timecard if they are assigned NGP work. The High-End Guidance is the maximum number of hours one would expect to see on an LC timecard.

Project Management:

TASK	WEEKLY GUIDANCE		MONTHLY GUIDANCE	
	Low End	High End	Low End	High End
Parish Lead Project Management	0.25	2	2	8
Diocesan Lead Project Management	0.75	2.5	3	10

Burn Rate for Project Management:

Up to X hours by the end of the phase	PREPARE	ENVISION	IMPLEMENT	ASSESS & LEARN
Parish Lead	25	25	25	25
Diocesan Lead	75	75	75	75

Delivery-Related Tasks:

TASK	ADJUSTED DELIVERY TIME	GUIDANCE FOR PREP/FOLLOW UP
Prep/Follow up for Onsite Delivery	Actual Delivery Time + 2 hours	Adjusted Delivery Time x .5
Prep/Follow up for Virtual Delivery	Actual Delivery Time + 1 hour	Adjusted Delivery Time x .5

See p. 9 of [Leadership Consultant Agreement & Handbook Addendum 24May24](#) for additional details and examples.



Coaching (NGP, CFM, or Standalone Agreement):

TASK	GUIDANCE
Prep/Follow up for Coaching	.5 prep/follow up hour for every 1 coaching delivery hours

How to Use the Internal Work Guidelines

The following page contains the internal work guidelines chart. The guidance for internal work is delineated by bandwidth “bands” which indicate the number of hours, on average, an LC wishes to work with CLI. These bands are discussed and updated at each quarterly LC/Supervisor check in to consider changes in each LCs availability.

To use the chart to assess your current internal work commitment, select the band in which you are currently working and review both the weekly and monthly low and high averages. While the number of hours of internal work may vary from week to week, your internal work hours should remain within the monthly average guidance.

To use the chart to assess a desired change to your bandwidth band, select the band in which you would like to be working and review the weekly and monthly low and high averages and compare those to your current band. While the number of hours of internal work may vary from week to week, you would want to plan for your monthly hours to fall within the monthly average guidance.

The “low end” guidance for monthly internal work is the minimum average an LC should maintain to be effective in their role. If your internal work hours are consistently below the low-end guidance or above the high-end guidance, your supervisor will work with you to ensure good work balance and prioritization of tasks.

If you have questions about the chart or how this unfolds in your unique situation or assignments, please contact your supervisor.

(cont. next page)

INTERNAL WORK		BAND 1 (.25-10 hrs/wk)				BAND 2 (10-20 hrs/wk)				BAND 3 (20-30 hrs/wk)				BAND 4 (30-40 hrs/wk)			
		Weekly Guidance		Monthly Guidance		Weekly Guidance		Monthly Guidance		Weekly Guidance		Monthly Guidance		Weekly Guidance		Monthly Guidance	
Work Category	Work Includes	Low End	High End	Low End	High End	Low End	High End	Low End	High End	Low End	High End	Low End	High End	Low End	High End	Low End	High End
Culture and Communication	Reading/viewing internal communications, Focus groups, Internal surveys, Learning Teams, MIT meetings, Virtual Prayer	1.00	1.50	4.00	6.00	1.00	1.50	4.00	6.00	1.00	1.50	4.00	6.00	1.00	1.50	4.00	6.00
CLI Academy	Attending or viewing courses (not course development or delivery)	n/a	n/a	1.00	1.00	n/a	n/a	1.00	1.00	n/a	n/a	1.00	1.00	n/a	n/a	1.00	1.00
Training (not CLI Academy or Team Days)	Security assessments, LC content or skill training, Employee training, LC Quarterly Gatherings, Fraternal Forums, Service Practicums (not training development or delivery)	0.50	0.75	2.00	3.00	0.50	0.75	2.00	3.00	0.50	0.75	2.00	3.00	0.50	0.75	2.00	3.00
Administrative	Timecards, Reimbursements, Booking internal travel, Manager and skip-level check-ins, Reviews, Role descriptions, LC:LC thought partnership	0.50	1.00	2.00	4.00	1.00	2.00	4.00	8.00	2.00	3.00	8.00	12.00	3.00	4.00	12.00	16.00
	TOTALS	2.25	3.50	9.00	14.00	2.75	4.50	11.00	18.00	3.75	5.50	15.00	22.00	4.75	6.50	19.00	26.00