

# Ignatian Leadership



# 3 Fundamental Questions for Reflection

1. What constitutes leadership?
2. What characterizes a leader?
3. What is the difference between a leader and a manager?

The Jesuits struggled—with much success—with essential problems that have confronted J.P. Morgan and other great corporations: the organization of international teams that work harmoniously, building motivation, and remaining ‘ready for change’ as well as being strategically adaptable:

- 360 degree feedback

Loyola himself established a formula for success for the Jesuits, to take advantage of opportunities in the 'real world,' with leadership strategies from the 'real world.' His colleagues observed the Jesuit maxim: Work as if success depended on your own strengths, but have faith as if everything depended on God.

Diego Lainez: “ We are tempting God when we expect miracles. This would certainly be the case in a man (sic) who lacks common sense but who hopes to be a success merely by praying for it.”



Without any experience in educational leadership, the Jesuits organized themselves to establish 30 universities in the course of 10 years. Before the end of the 18th century, they had created 700 secondary schools and universities, spread over 5 continents. By one estimate, Jesuits were educating nearly 20% of all Europeans pursuing a classical higher education.



The Jesuits adopted a style of leadership that concentrated on engendering 4 foundational values:

1. Knowledge of oneself,

2. Ingenuity,

3. Love, and

4. Heroism

In other words, the Jesuits equipped their “apprentices” to ‘triumph’ in their work, forming leaders who:

1. Understood their strengths, their weaknesses, their values, and had a vision of the world;
2. Innovated confidently and adapted to a changing world;
3. Treated their neighbors with love and a positive attitude;
4. Strengthened themselves and others with heroic aspirations.



Chapters 2 and 3:  
What Leaders Do

The Jesuits show us a model of leadership that runs counter to the majority of their contemporaries.

They reject an accommodating focus that equips leadership simply with techniques and tactics.

They discover leadership opportunities not only in their work, but also in the ordinary activities of life.

# John Kotter

## The duties of a Leader:

- Establishing direction: developing a vision of the future...
- Aligning people: communicating direction in words and deeds to all those whose cooperation may be needed...
- Motivating and inspiring: energizing people to overcome major political, bureaucratic, and resource barriers to change...
- Producing change, often to a dramatic degree.

## Four differences are highlighted

1. We are all leaders and we lead all the time, whether for good or ill.
2. Leadership is born from within. It determines who I am and how I do what I do.





3. Leadership is not an action. It is my life, a mode of living.
4. I never finish the task of becoming a leader. It is a continuous process.

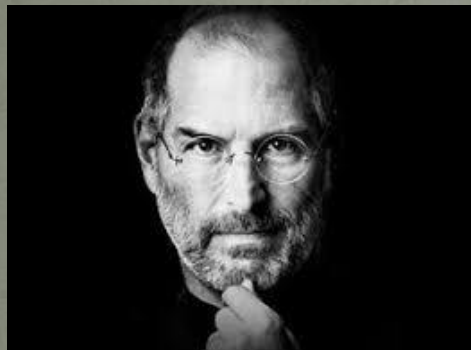
Corporate America's leadership model has insinuated itself into most notions of who leaders are. The stereotypical role models are those in charge: company presidents, generals, and coaches. The leader is the one who whips subordinates into a motivated frenzy...They foster what might be called a "1 percent" model of leadership: 1 percent of the team, only 1 percent of the time.

**The Jesuit model:** A leader seizes all of the available opportunities to influence and make an impact. Circumstances will present a few people with world-changing, defining-moment opportunities; most will enjoy no such bigtime opportunities in their lifetimes. *Still, leadership is defined not by the scale of the opportunity but by the quality of the response.*

A leader's most compelling leadership tool is who he or she is: a person who understands what he or she values and wants, who is anchored by certain principles, and who faces the world with a consistent outlook. Leadership behavior develops naturally once this internal foundation has been laid. If it hasn't been, mere technique can never compensate. A leader's greatest power is his or her personal vision, communicated by the example of his or her daily life...vision is intensely personal, the hard won product of self-reflection...



Confusion arises from an extremely narrow vision that believes leaders are uniquely those who exercise command over others and produce a transformative impact.



The stereotype of leadership of ‘those from above,’ who immediately transform everything, is not the solution—it is the problem. If only those who are in a position of commanding great ‘teams’ are leaders, all the rest have to be followers.



Leadership is not a job, not a role one plays at work and then puts aside during the commute home in order to relax and enjoy real life. Rather, leadership is the leader's real life. The early Jesuits referred often to *nuestro modo de proceder*, "our way of proceeding," or in Americanese, "the way we do things." Certain behaviors fit *nuestro modo*; others don't.



The Jesuit model for proceeding was a compass, not a list for testing. If one knows where he wants to go, a compass is an instrument much more useful.

# Historical Models of Leadership

## The general

- Attila the Hun

## The master manipulator

- Cesare Borgia

## The coach

- Nick Saban

# Self-development

Personal leadership is a permanent task in which knowledge of oneself continually matures, The external environment evolves and personal circumstances change, as do personal priorities.

# The Four Pillars

## *Self Awareness:*

Leaders thrive by understanding who they are and what they value, by becoming aware of weaknesses that can derail them and by cultivating the habit of continuous self-reflection and learning.

## *Ingenuity:*

Leaders make themselves and others comfortable in a changing world. They eagerly explore new ideas, approaches, and cultures rather than shrink defensively from what lurks around life's next corner. Anchored by nonnegotiable principles and values, they cultivate the "indifference" that allows them to adapt confidently.

### *Love (With greater love than fear)*

Leaders face the world with a confident, healthy sense of themselves as endowed with talent, dignity, and the potential to lead. They find exactly these same attributes in others and passionately commit to honoring and unlocking the potential they find in themselves and in others. They create environments energized by loyalty, affection, and support.

### *Heroism (Eliciting great desires)*

Leaders imagine an inspiring future and strive to shape it rather than passively watching the future happen....Heroes extract gold from the opportunities at hand rather than waiting for opportunities to be handed to them....Jesuits were also driven by a restless energy, encapsulated in a simple company motto, *magis*, always something more, something greater.

# Ignatius—a Twice-Born Leader

- Courtier
- Pamplona
- Recuperation
- Manresa
- Jerusalem
- Barcelona
- Alcalá/Salamanca/Paris
- Rome



## Jesuits became leaders because:

- They understood their strengths, their weaknesses, their values and their vision of the world;
- They innovated confidently + adapted themselves to a changing world;
- They treated their neighbors with love and a positive attitude; and
- They strengthened themselves and others with heroic aspirations.



Leaders accommodate themselves + others to a changing world. They explore new ideas, methods, and cultures rather than remaining on the defensive before what might await them around the corner. Affirming their non-negotiable principles, they cultivate the “indifference” which allows them to adapt without fear.

Loyola counseled the directors of Jesuits to govern with “all the love and modesty and charity possible,” in a manner by which their communities might thrive in environments “more of love than fear..”

Moved by love, Jesuits worked with passion and courage, whether it was teaching adolescents or confronting the colonialists who were abusing the indigenous peoples of Latin America.



Jesuit culture impelled the members of the Company to conceive of “great desires” in the midst of visualizing heroic objectives. Thus, they obtained outstanding results from individuals and groups.

The Jesuits were also moved by an indefatigable energy, expressed in the simple term, “*magis*,” which in Latin means “more,” always something more, something greater.

Self-knowledge, ingenuity, love, and heroism are not four techniques but four principles that form a way of living, a 'way of proceeding.'

No Jesuit 'triumphed' by adopting 3 of the principles and rescinding from the 4<sup>th</sup>.

To understand Jesuit leadership, we have to dissect it, to study the four essential elements, and then reunite them in order to bring that leadership to life.

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