

# Ignatian Leadership



# Chapter 7

*Ingenuity: The Whole World  
is our Home*



What distinguishes Jesuit ingenuity is not their characteristic behaviors, since ultimately specialists in leadership have exalted the virtues already mentioned: imagination, adaptability, creativity, flexibility, etc.

The distinctive mark of Jesuit ingenuity is rather: what makes possible these behaviors.

Loyola not only exhorted the young Jesuits to be adaptable and creative, but also prepared, through the Exercises, to adopt the behaviors, attitudes, and global vision that make possible an adaptability and creativity.



Strict obedience and ingenuity: perhaps opposing ideas, but not for those educated in the way of proceeding of the Jesuits...The spirit of indifference throws new light upon obedience. Now it is not a matter of who gives the orders and who obeys them...What's important is to cultivate freedom: indifference to do one thing or another and do it well, in order to obtain results.



Speed, innovation, and global focus only occur when great delegated authority goes accompanied by great centralized authority.



# St. Francis Xavier



Xavier, not originally intended to go on the journey to Portuguese India prepared himself in 48 hours to depart...He established a native school, and in 1556, brought the first printing press to Goa.... Xavier journeyed to Japan, seeking an audience with the emperor, and when rebuffed, set sail for China—dying about 30 miles off the coast on the island of Shangchuan.

# Leadership and Governance:

1. Benedict based his monastic rule on “stability.”
2. Francis envisioned a loose ‘band of brothers,’ governed by general chapters of all members. In the early years, there was no chain of command.
3. Dominic allowed apostolic outreach, but followed the Benedictine rule. Local and regional groups had independent governance structures.
4. Ignatius built a proactive, mobile, large-scale modern company (contemplatives in action).



# Roberto di Nobili

1. Di Nobili was the great Jesuit figure of acculturation in India.
2. He dressed in ochre-red robes, and shaved his head, like the sannyasin.
3. He eloquently argued for sensitivity toward the difference between religious faith and cultural trappings.



# Chapter 8:

## How Love Discovers Talent and Unifies Communities



The vision is made more acute if eyes are opened to see talent and potential. In a few words:

1. Vision, to see talent, potential, and the dignity of every person...
2. Courage, passion and commitment to release that potential; and
3. Loyalty and the resulting mutual support that invigorate and unite communities.

# Not to Reject any Talent: the Foreigner Converted into a Leader

The Jews had been expelled from Spain, their homeland, and Rome was disposed to seal them up in ghettos. Most Europeans did not want to be seen in their company. Nonetheless, St. Ignatius said to his companions that to have descendants of the Jews would be a grace, not a disgrace...



Diego Lainez, son of rich merchants was a descendent of Jews. His great grandfather had converted to Christianity, and, in accordance with the criteria of the time, that made Diego a “new Christian”...



What distinguished the Jesuits from other Orders wasn't only that they received those whom others rejected, but that they saw talent and human potential where others did not even seek them.

Love was the vision-guide that allowed them to proceed in such a manner. The Paraguayan Reductions were an example of the Jesuit commitment to collaborate with rejected persons and cultures to build a world where love and ingenuity meet.

## How Does Love Make a Company Better?

We do not live in a romantic world of clerics who believe in a utopia of a distant epoch. We live in a struggle decidedly less utopian, in the midst of individuals more admirers of Machiavelli than of Loyola. And the truth is that few hurry to defend leadership moved by love in the real world...Despite what is said about the sensibilities of business, the culture of business in the USA continues being chauvinist, a field of struggle in which they do not take prisoners.



The final blessings of leadership moved by love appear obvious wherever men and women are treated intimately, except in work. The only group in which all have participated, is the family.

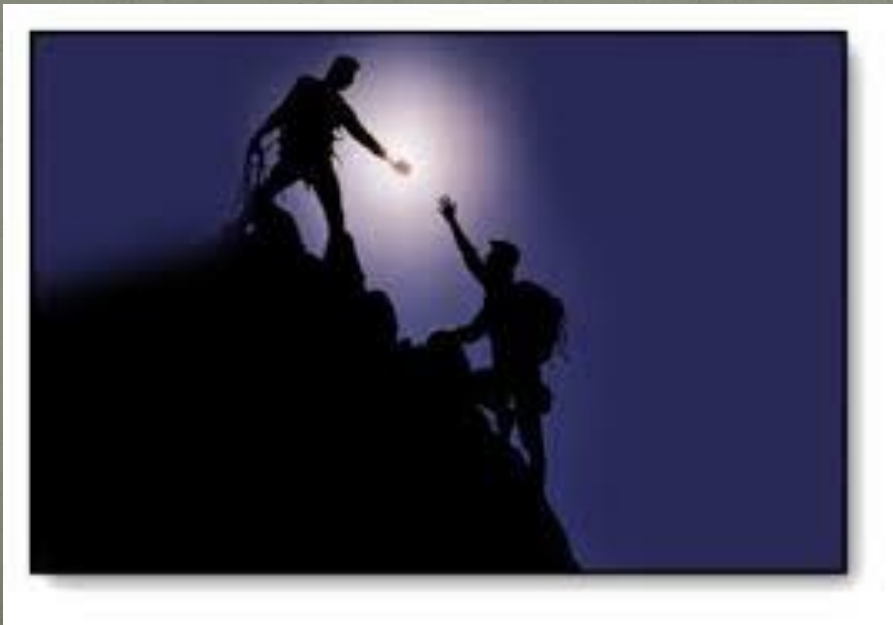


If the interior law of charity and love begins with vision, it is completed with action: love ought to be manifested more in actions than with words.



# Chapter 9:

## Heroic Leaders Visualize the Impossible, and Do It

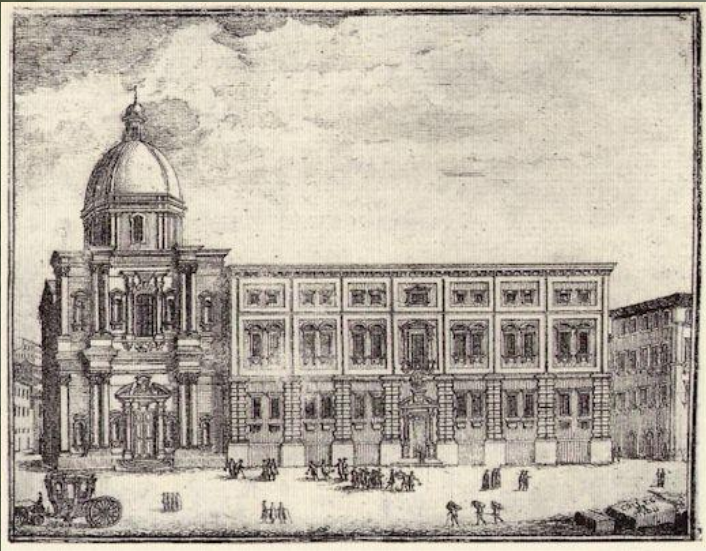


The Jesuits offered at least 3 steps to convert aspirations into reality:

First, they invited the novices to convert an aspiration of the Company into a personal vision;

Second, they created a culture that accentuated heroism, serving as a model; and

Third, they gave each the opportunity to grow through a significant contribution to an enterprise greater than one's own interests.



When the Company of Jesus celebrated its 40<sup>th</sup> anniversary its 150 colleges constituted the solid base for superior Catholic education in Europe. Historians of education have calculated that, by the middle of the 18<sup>th</sup> C., nearly 20% of the young men who pursued classical studies were educated in Jesuit institutions.

## The Limits of Ignatian Leadership

The Jesuits did not carry their courageous defense of the rights of the indigenous to its logical conclusion...even when the Guarani came to be fine musicians, artists, builders, and writers. There was one profession that was always prohibited: Catholic priesthood. The Jesuits, like the other religious orders, erected the equivalent of racial barriers in the entire New World. The Jesuits considered the Guarani a people much too young in the faith to be able to receive priestly ordination.

Heroic leadership was becoming a less-palatable option for the Jesuits as the Company had more and more to lose...Loyola himself reproved the reluctance of the Company to admit Asian postulants as candidates for priesthood, and encouraged the Jesuit directors in India to take more risks...



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