

GENERAL INTRODUCTION- INPUT

INTRODUCTION

Module 1 (Called to Leadership) focused on growing participants' self-awareness and engaged them in a process of self-discovery for the sake of deepened personal integrity and wholeness, the foundations for the leadership work to which they are called. While there are many things that a leader can do alone, fruitful and purpose-driven leadership relies on understanding and collaborating with others. In this context, the process of leadership development continues and moves from the focus on the individual to relationships with others. Module 2 transitions from “me”, and all the ways I must learn to lead myself, to “we” and the work of promoting teamwork and collaboration. The two main attitudes that this module highlights are **mutuality** and **commitment to building trust** among companions who are leading with and for others.

MAIN IDEAS

A map for the module

Our common leadership journey requires that we manage relationships of all sorts. We interact on a daily basis with various individuals (whether direct reports, superiors, colleagues, clients, beneficiaries, suppliers...) and we may be involved in groups or teams of various sizes. We recognize that each of these relationships might involve many challenges, yet also promises many potential fruits (both for us and others), especially the graces of working together towards a common greater purpose. In this context, Module 2 will address some of the most relevant themes related to interpersonal leadership development and will focus on four main aspects of leading with and for others:



For this module, like in the others, the habit of reflective practice that we might describe in Ignatian terms as “contemplation in action” will be important.

The Interpersonal World: this section invites us to dedicate time to reflect on and assess foundational elements in our interpersonal relations. It calls us to answer questions such as:

- Who am I committed to? How do we interact together?
- How mutual are our relationships and how are they affected by power?
- How does communication with others really work?
- How can we practice resonant and emotionally intelligent communication?
- How culturally aware are we?

Working with groups and teams: this section explores the inner workings of a collective unit. The suggested worksheets attempt to provide insights on questions like:

- What are our personal experiences of working with others in collective units? What are the benefits and challenges?
- What makes a team? What can we learn from the Ignatian tradition about the authentic spirituality of teams?
- How can we describe the dynamics within our group? How healthy are these dynamics?
- How do we manage our authority role within our team? How do we relate to our own authority figures? How do we assess this relationship and how can we improve it?

Practices for Interpersonal Leadership: this section provides helpful practices and tools to enable leaders to mobilize their teams towards a common goal. The suggested worksheets focus on questions like:

- What guides team performance? How important is performance management and how can we develop others?
- How do we motivate and encourage team members while keeping team discipline?
- How do we build trust and cohesion in a team?
- How can listening transform our relationships?
- What purpose and values guide our teamwork?
- How can we exchange useful feedback?

Interpersonal difficulties: This section focuses on managing and transforming conflict and covers questions such as:

- How do we relate to conflict?
- How do we break unhealthy interactions?
- How do we negotiate to preserve mutual interests?
- What tools can help us manage conflict and transform difficult interactions?...

Note: Many tools shared in Module 1 will be handy in this module as well. We invite you to return to them and practice them. Action Inquiry and the Triple loop of learning will be particularly useful to gain awareness on our interpersonal work.

Note 2: For those who have taken the GLP (in module 1) - Handout 3 offers a helpful review of the action logics and integrates them with this module.

Reaping the fruits of collaborating together

Module 2 engages us in a reflective learning process facilitated by personal and group reflection/activities and drawing from both interpersonal leadership models/tools as well as the reflections from the Ignatian tradition. Maximizing this learning experience requires a **generous openness** from our side to the possible fruits of this journey as well as a careful management of the downsides of separation, compartmentalization, and over-individualism.

By cultivating this attitude of openness, we recognize in our relationships unique opportunities of learning with and from other people. As Carl Jung said: *“The meeting of two personalities is like the contact of two chemical substances: if there is any reaction, both are transformed.”* Thus, in any interaction we have, we can ask ourselves the following questions:

- What learning did they bring? What did they teach you about the other person? What did they reveal about yourself? Did it change the other person?
- How open are you to insights that arise from your daily interactions with others?

The growth to which we are called in our interpersonal leadership is not limited to mastering knowledge, skills or a set of techniques, but covers our attitudes and hearts. We are invited to remain receptive to those experiences that may seem disruptive or challenging (e.g conflicting perspectives, honest feedback, exercises that invite us to some personal disclosure...). Such experiences push us out of our comfort zone and teach us, through self-awareness and presence to others, how we can be more skillful in collaborating together.

Learning from our interpersonal challenges is aided by the belief that people are basically good but imperfect, and that we are each responsible for managing our own experience and beginning change in ourselves. It also rests on our ability to bring curiosity rather than judgment to the ways we reflect on ourselves and what we observe in others.

The service of our shared mission calls us to solidarity, companionship, and collaboration. This includes Jesuit/Jesuit; Jesuit/lay; lay/lay, inter-religious; cross sector; etc. As we enter the interpersonal domain with an attitude of discernment, our interactions with others become opportunities to experience God’s grace at work in our relationships and our teams and grow in appreciation of each other, welcoming both our vulnerabilities and the gifts we each bring to our common mission.

IGNATIAN NOTE

*“The purpose of this Society is not directed merely at the salvation and perfection of the souls of its members by divine grace, but rather by the same grace to work assiduously for the **salvation and perfection of the souls of our neighbours**”*
(Ex., 1, 2)

Community and relationships are at the core of Ignatius’ spirituality. In his address to GC36 Pope Francis reminds us that “if Ignatius’ heart was inclined in one direction or the other, it was toward helping his neighbours; so much to the point that he would get angry whenever he was told that someone wanted to spend time with the Society “in order to save his soul. Ignatius did not want people who were good for their own sake if they did not want to place themselves at the service of their neighbours” (Aicardo I, point 10, p. 41).”

In his book “Directions for Communication” which is one of the backbone resources for this module, Willi Lambert notes that Ignatius and his companions were a community defined by a way of a relation. They understood themselves as “friends in the Lord”, their sense of identity and their belonging to each other came from their belonging to Jesus.

This module is an opportunity to contemplate Ignatius and the first companions and understand key themes related to the way they built their community and interacted together and with others. Ignatius’ letters, the Spiritual Exercises, the Constitutions and many other references provide rich insights on various themes relevant to interpersonal leadership such as: communication and listening, feedback and praise, dealing with cultural diversity, the relation between authority and service, respect and reverence towards others... The Ignatian tradition also provides examples of conflict, of teams that failed and others that succeeded (Ignatius’ teams in Salamanca and Alcalá versus Ignatius’ team in Paris). It provides as well insights into the spirit that guided Ignatius and his companions and energized their mission.

EXPECTED LEARNINGS AND OUTCOMES

1. Setting the foundation of the module and linking it to the previous module (Moving from an individual perspective to a collective perspective)
2. Introducing the framework and clarifying the scope
3. Growing intentionality and clarifying expectations

“In and of themselves, innocence and holiness are worth more than all else. However, unless prudence and agility in dealing with others are likewise present, these persons are lacking something, and are incapable of leading others.”

Saint Ignatius