

## PROLOGUE

This manual is designed for Ignatian leaders, for people with responsibility within Jesuit and Ignatian institutions. It presupposes, moreover, that you see your role not just as a job but also as in some sense a vocation, whether within or alongside the Society of Jesus and the Roman Catholic Church. You may thus be a Jesuit yourself; equally you may well not be. Jesuit works today operate as partnerships, and the person with overall responsibility is often not a Jesuit. This manual is about celebrating and making the most of these partnerships. How can we work and grow together, creatively and imaginatively, for the greater glory of God and the greater good of souls.

To function well as an Ignatian leader you will need to know various things about leadership, about management, and about how organizations work. You will need to have your own spirituality, and to be seeking a balance between on the one hand the desire to do things as well as possible, and, on the other, discipleship of a Christ who succeeded through failure. You'll also need to know a bit about the Society of Jesus (the Jesuits), and in particular the different ways in which it works alongside others. And you'll need to have thought a bit about how these two things interact. How should Christianity in general, and the Jesuit label in particular, influence our sense of good management practice? More importantly, perhaps, when is it right not to let religious arguments divert you from what you know to be right?

All those things are important and indispensable, and this manual will often touch on them. But they will not be our main focus. If you are reading this manual, you already know a lot. If you need help on faith-development or leadership theory, there are plenty of other places where you can find it. This manual is about something else: helping Ignatian leaders develop their sense of vocation. How can we grow as human beings and as followers of Christ through the missions we have been given? How can we lead our institutions in the service of Christ's mission within the body of the Society of

Jesus? How can grow together towards God in and through our work, and in and through our different states of life?

What follows reflects what happened on the 'Ignatian Leadership Programme' (hereafter ILP) held between 2015 and 2017 (see [document](#)). There were about 30 participants, from all over Europe. They came from all kinds of Jesuit enterprises in different parts of Europe and the Near East (schools, universities, social centres, refugee service, spiritual centres, etc.). They spent a week together on four occasions in different countries (Spain, Austria, Italy and Lebanon). It was a rich collective experience. Despite the differences in starting-point, culture, and depth of experience, each participant discovered new insights and found a space where they could move forward, both personally and professionally, in their apostolic service. All the indications suggest that the effects back home have been remarkable.

The material is divided into four modules in the best traditions of Ignatian spirituality, it tries to help us overcome unhelpful habits and to structure our lives so as to find God. It involves not only prayer, but also reflection and exercises of various kinds. Moreover, like Ignatius's own *Spiritual Exercises*, it has four parts, even if the division is rather different from the famous four Weeks. We believe that any Ignatian leader needs to be working constantly at four levels:

- the development of their personal spiritual resources
- the interpersonal relationships within the organization for which they are responsible
- the dynamics of the institution as such, and its relationship with other agencies, whether under Christian and Jesuit auspices or beyond
- the commitment to service at the margins, or --- to use Pope Francis's phrase --- the 'peripheries'

Our four modules address these four areas. Each module combines experiential reflection, a targeted consideration of Jesuit source documents, and technical insights.

## **A growing call for leadership capacity**

The development of leadership capacity has been a key priority for the Society of Jesus over the last years. There have been calls from GC34<sup>1</sup>, GC35<sup>2</sup> and GC36<sup>3</sup> to foster this development. The conferences, provinces and regions of the Society of Jesus have responded well. These calls arise from the particular challenges which the Society has been facing during the last decades. We would highlight three of these challenges:

1. **The growth of lay ministry.** The Society of Jesus continues to grow as a dynamic, mission-driven, apostolic body in service of the Church and of the world. In many Jesuit works around the world, lay people are undertaking leadership. This growing cooperation with gifted and committed lay people has expanded the mission and transformed the Society's way of working. The Society wants to assist this change, by promoting the formation of both laity and Jesuits and by offering leadership formation rooted in Ignatian spirituality. As Christians, by virtue of our baptism, we are each given the responsibilities of priest, prophet, and king in the call of Christ.
2. **New global challenges:** The challenges of maintaining and enhancing ministries in a pluralistic, globalized world call for new paradigms in the Society of Jesus. Continuous changes, especially those that affect people at a deep level, require gifted and courageous leadership..
3. **Fewer Jesuits.** When there were many Jesuits in the same institutions (schools, universities, retreat houses) with daily interpersonal contact it was easier to transmit insights by a kind of osmosis, The probability of leadership naturally

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<sup>1</sup> GC 34, D. 13, n. 8-9 and n.20

<sup>2</sup> GC 35, D. 5, n. 30-32

<sup>3</sup> GC 36, D. 2, n.10 and n. 12c

emerging from the group was larger. Today, a more intentional approach has become becomes a necessity.

These three reasons, amongst others, have inspired the Ignatian family to begin to foster start several initiatives related to leadership. This manual is the result of one of these initiatives.