

## WHO AM I TO JUDGE?

*“In his 1<sup>st</sup> month as Pope, he expounded on the necessity of service and how that imperative included him as well.”*

- His statement in 2013 that the church should not condemn homosexuals illustrates his belief that “judging” and “assessment” are not the same. He leaves judging to the higher power, but doesn’t hesitate to make appropriate assessments or decisions.
- Leaders’ critical responsibilities include assessing their group/people. Sound assessment requires dialogue and interaction, not just “periodic reviews”.
- He advocates “respectful and compassionate listening”

## DON'T CHANGE - REINVENT

*“Giving all your people a greater understanding of what their colleagues contribute to the organization is your best chance of eliminating inward-focused insularity.”*

- His speech at the 2013 conclave indicated that he was a forward thinker who favored change. He said that we should practice greater outreach.
- By becoming the 1<sup>st</sup> pope to take the name Francis, he suggested the power of personal reinvention and redemption.
- He wants the Church to question whether it is clinging to a potentially outdated ideology.
- Parallel to this thinking, he challenges us to examine whether our practices remain relevant or reflect a status quo that our institutions always protected.

## MAKE INCLUSION A TOP PRIORITY

*“It is not only in Francis’ world that people come first; if you lead people, then they are your top priority, as well.”*

- His experiences as the “Bishop of the Slums” changed him. He established a precedent of interacting with people on the periphery of society (“at the frontiers”)
- We must not “act like bureaucrats or government officials.”
- Pope Francis told an archbishop that he should go out at night to help feed and clothe the poor.
- To the pope, outreach includes approaching nonreligious Catholics who have left the church.
- Inclusion means seeking input on decision making (he assembled a team to advise him on world issues including people who aren’t afraid to challenge him)

## AVOID INSULARITY

*“If your people comes to you looking for an opportunity to grow and you feel that the person is able to handle the job, allow him or her to take on the responsibility.”*

- The church has been assessed as being “stuck in motion” and unwilling to entertain meaningful change.
- He believes that too much self-sufficiency indicates a lack of trust in God’s presence.
- You can be a strong leader while filled with self-doubt and vulnerability. Humility contributes to personal growth and makes you more likely to seek help.
- Don’t let insularity infect your institution/organization

## CHOOSE PRAGMATISM OVER IDEOLOGY

*“You can identify the self-interested people in your organization, because they often cling to the silos or cliques they have created... to insulate themselves from organizational change..”*

- He believes that the church must acknowledge reality and make appropriate and proactive adjustments. Clinging to a particular ideology or set of procedures while denying the actuality of change only holds an organization back, regardless of its size.
- Past performance is no guarantee of future success.

## EMPLOY THE OPTICS OF DECISION MAKING

*“Francis goes to great lengths to put people on an equal and even footing when engaging others in conversation.”*

- He deliberately conveys his humility. For instance, by taking public transportation as a bishop, he became more accessible – and more human – to his followers.
- He recognizes that leaders must make decisions that have serious consequences, and he believes that impetuosity is harmful. He says a rash decision he made years ago stemmed from immaturity and created that misperception that he is “ultraconservative”

## RUN YOUR ORG LIKE A FIELD HOSPITAL

*“Spend all your time talking and you will do nothing but confirm your own biases and prejudices.”*

- He compares the church to a hospital that treats the spiritually wounded just as a mobile medical unit tends to the physically wounded on the front lines in a war.
- He believes a worthy servant of the people acts with a sense of urgency.
- Trust your people to make sound, independent decisions. Micromanaging hurts performance and shows your mistrust in those you lead. As with a field hospital, you cannot make every critical decision.
- You must trust subordinates with authority over serious matters.

## LIVE ON THE FRONTIER

*“Pope Francis does not see the world as a static place but as an ever changing landscape that we all need to be attuned to.”*

- He used the word “frontier” to suggest people who live on the periphery. He means this literally – as with particular nun who lived for many years among the poor – and figuratively – as with nonconformist people who make counterintuitive decisions or flaunt conventional wisdom. People with experience on the frontier – either literally or figuratively – trust their ability to make decisions. They know when hesitation is not an option
- Effective leaders know how to make unorthodox decisions. They have the confidence and experience to act in the best interests of their organizations.
- Life on the frontier means putting your needs and desires aside to serve others.

## CONFRONT ADVERSITY HEAD-ON

*“The frontier is not a place; it is more of a positive and broad-minded attitude coupled with courage and audacity.”*

- In March 2014, he knelt and confessed publicly. He thus defined himself as a sinner – who could be redeemed through the rite of confession – and as someone who deserves forgiveness because “by extension, everyone is a sinner.”
- He demonstrated that he doesn’t put himself above anyone else. As a teenager, he lost a lung. Yet, he worked in a stocking factory daily after school. He learned from an early age to turn setbacks into opportunities to grow.

## PAY ATTENTION TO NONCUSTOMERS

*“Francis lives on the frontier while still exercising power and living by a self-imposed code of radical humility”*

- Under him, the church has reached out to nonmembers and to lapsed Catholics. He uses the internet and social media to raise the Church’s profile
- To gain a more accurate self-portrait, use whatever method you prefer to learn what noncustomers think of your organization. Raise your profile outside your immediate market.
- Pope Francis draws non-Catholics’ positive attention to the church with his humility, his outreach and his example of compassionate leadership.

## Daniel Goleman's concept of **RESONANT LEADERSHIP**

- ❖ Begin with the constituents' needs, not with self-ambition
- ❖ Ground on a sound "EQ" – emotional intelligence
- ❖ "IQ and technical skills are important, but EQ is the sine qua non of leadership." - *Daniel Goleman*
- ❖ Knowing and feeling the *dreams, desires and dispositions* of one's constituents
- ❖ Requires a capacity for Empathy

## Daniel Goleman 's *5 Core Competencies of Emotional Intelligence:*

- **Self-Awareness:** the ability to recognize and understand one's moods, emotions, and drives...
- **Self-Regulation:** the ability to control or redirect disruptive impulses and mood; the propensity to suspend judgment – to think before acting.
- **Motivation:** a passion to work for **reasons that go beyond money or status...**
- **Empathy:** the ability to understand the emotional makeup of other people...
- **Social Skill:** proficiency in managing relationships and building networks; an **ability to find common ground** and build rapport.

# Emotional Intelligence

## Self-Awareness

- **Emotional self-awareness**
  - the ability to read and understand your emotions as well as recognize their impact on work performance, relationships, and the like.
- **Accurate self-assessment**
  - a realistic evaluation of your strengths and limitations
- **Self-confidence**
  - a strong and positive sense of self-worth

# Emotional Intelligence

## Self-Management

- **Self-control**
  - the ability to keep disruptive emotions and impulses under control.
- **Trustworthiness**
  - a consistent display of honesty and integrity.
- **Conscientiousness**
  - the ability to manage yourself and your responsibilities
- **Adaptability**
  - skill at adjusting to changing situations and overcoming obstacles.
- **Achievement orientation**
  - the drive to meet an internal standard of excellence.
- **Initiative**
  - a readiness to seize opportunities.

# Emotional Intelligence

## Social Awareness

- **Empathy**
  - skill at sensing other people's emotions, understanding their perspective, and taking an active interest in their concerns.
- **Organizational awareness**
  - the ability to read the currents of organizational/social life, build decision networks, and navigate politics.
- **Service orientation**
  - the ability to recognize and meet customers'/others' needs

# Emotional Intelligence

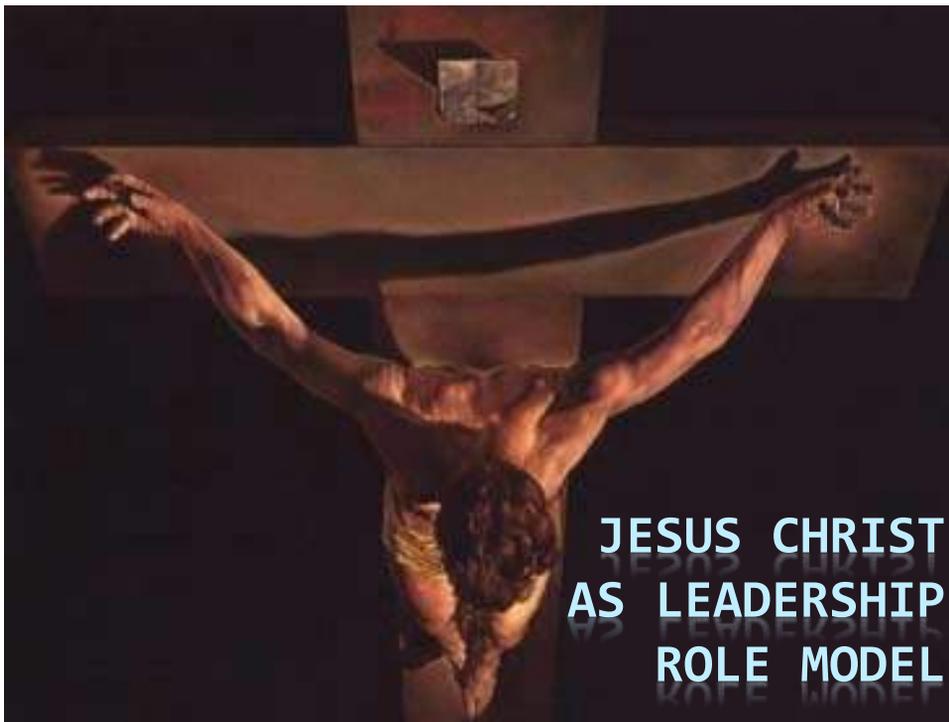
## Social Skill

- **Visionary leadership:** the ability to take charge and inspire with a compelling vision
- **Influence:** the ability to wield a range of persuasive tactics
- **Developing others:** the propensity to bolster the abilities of others through feedback and guidance.
- **Communication:** skill at listening and at sending clear, convincing, and well-tuned messages
- **Change catalyst:** proficiency in initiating new ideas and leading people in a new direction

# Emotional Intelligence

## Social Skill

- **Conflict management**
  - the ability to de-escalate disagreements and orchestrate resolutions
- **Building bonds**
  - proficiency at cultivating and maintaining a web of relationships
- **Teamwork and collaboration**
  - competence at promoting cooperation and building teams



## Interiority

- Before He embarked on his public ministry, Jesus spent 40 days and 40 nights in the desert
- Jesus went inward before going outward



## Jesus' Temptations in the Desert

Towards the end of His 40 days and 40 nights – confronting the devil and its temptations

- First temptation: *material needs*
  - "If you are the Son of God, command these stones to become loaves of bread."

## Jesus' Temptations in the Desert

- Second temptation: *power over the world*
  - "If You are the Son of God, throw Yourself down. For it is written: 'He will command His angels concerning You and with their hands they will support You, lest You dash Your foot against a stone.'"

## Jesus' Temptations in the Desert

- Third temptation: *fame and glory*
  - Then the devil took Him up to a very high mountain, and showed Him all the kingdoms of the world in their magnificence, and he said to Him, "All these I shall give to You, if You will prostrate Yourself and worship me."

## St. Ignatius on the Strategy of Satan vs. the Strategy of Jesus

- **Material wealth/pleasures**
- **Power**
- **Fame and glory**

### Versus

- **Poverty**
- **Humility**
- **Humiliation**

It is not about the  
leader's good.

It is about the  
Common Good.

## Care & Concern for the Person

- He approached and invited each apostle personally
  - *"Where do you live?"*



## Developed *Competence* and *Confidence*

- *Faith and trust* in oneself (confident)
- *Faith and trust* in the leader/elder
  - The followers have faith (*confide*) in the leader



## Community

- The “organization”
- Platform for
  - Discernment / Reflection
  - Formation
  - Support
  - Action



## Compassion

- Reaching out for the *least*, the *lost*, the *last*
  - (and daring to defy those that keep them least, lost and last)
    - The Sabbath, the Pharisees...



## Jesus Christ as leadership role model

- Interiority
- Care and Concern for the Person
- Developing Competence & Confidence
- Community
- Compassion for the *least*, *lost* and *last*

**BIDA CORE PRINCIPLES**  
A GUIDE



## CORE PRINCIPLES

### I. UPHOLD & DEFEND THE *DIGNITY* OF EVERY PERSON

- People do not lose dignity due to factors such as **age**, gender, disability, and ethnicity, or a lack of success
- This belief is the foundation of all the principles of the Catholic social teaching
- We believe that every person is precious, that people are more important than things, and that the measure of every institution is whether it threatens or enhances the life and dignity of the human person



### II. PROMOTE & GIVE WITNESS TO *TRUTH*

- “The way of peace is the way of truth...Truthfulness is even more important than peacefulness.” (Gandhi)
- Truth cannot be sacrificed in the name of stability; a refusal of all dishonesty/untruth
- Stability that is the product of unresolved issues tends to be shallow and short-lived
- This situation contributes to a culture of impunity



### III. DEMAND ACCOUNTABILITY OF ONE'S ACTIONS

- All of us should own up to our actions
- In the context of the public realm, government should be held accountable for all its actions in all policy areas at every point in its stay in power
- Democracy is a continuing process of citizen-participation not limited to voting
- During elections, even as this institution is a core mechanism of accountability that needs to be renewed and strengthened

### IV. BUILD AND SUSTAIN *DEMOCRATIC INSTITUTIONS*

- Democracy is the political form that best safeguards the *Dignity of every Individual*
- Genuine gains from the struggle against dictatorship and the restoration of democratic institutions should not be lost
- There is a need for institutions that provide **consistent, organized and self-regulating procedures, applied to all citizens equally** by providing agreed-upon rules and mechanisms which are accepted as credible and fair
- Institutions facilitate the peaceful resolution of conflicts

## V. DEVOTE SPECIAL ATTENTION TO EXCLUDED & VULNERABLE SECTORS

- An indispensable element of the “*common good*”
- Real and urgent **concerns of the poor should be given highest priority** amidst all efforts to search for the truth and promote accountability
- Search for the truth is integrally linked to the fate of the poor; corruption and dishonesty are anti-development and anti-poor
- Activities should seek to **involve the youth (and other vulnerable sectors) and harness their energies**, for truly sustainable reforms and institution-building for the long term



## VI. PRACTICE STEWARDSHIP

As God’s Caretakers, all our talents are gifts from God, that need to be cultivated responsibly, so that these may be shared with others in the spirit of love and justice.

**PEOPLE & THE GOODS OF THE EARTH ARE GIFTS.  
WE HOLD THEM IN TRUST, AS STEWARDS.**

*“God destined the earth and all it contains for all people and nations so that all created things would be shared fairly by all humankind under the guidance of justice tempered by charity.”*

*On the Development of Peoples*

## 4 MODES OF STEWARDSHIP

- ▶ Stewardship of SELF (S1)
- ▶ Stewardship of one's COMMUNITY (S2)
- ▶ Stewardship of SOCIETY (S3)
- ▶ Stewardship of the ENVIRONMENT (S4)



## S1 - STEWARD OF SELF

Healthy lifestyle

Developing one's COMPETENCIES

- Knowledge
- Skills
- Attitudes



## S2 - STEWARD OF ONE'S COMMUNITY

Responsibility to one's immediate community – *family, barkada, school...*

Social awareness (*MULAT AT NAGMAMALASAKIT*) and

Social involvement (*NAKIKISANGKOT*)

- Being aware of the “others” around us, especially the less privileged and the disadvantaged  
...and doing something to improve the quality of their lives



## S3 - STEWARD OF SOCIETY

Contributing to a just and humane society

- **Economy**– fair and just way of earning a living
- **Politics** – empowering use of authority and power that benefits the different stakeholders
- **Culture**– values, norms, practices and lifestyle that do not discriminate, that help realize peoples' potentials and bring out the best in them

