

A PILGRIM PATH



THE JOURNEY OF IGNATIAN LEADERSHIP

Participant Guide
Prepared by Sarah Rudolph, IBVM

Welcome

Welcome to this workshop! We are about to journey together along a lifelong path of leadership marked by four guideposts. According to the Ignatian model of leadership, being a leader is more about who you are, and less about specific techniques for how to act. True leadership springs from within you, is integrated within your whole being, and transforms your actions. This workshop will explore the four guideposts that mark the path of Ignatian leadership and help you discover the leader you already are!



About Me

My name is Sarah Rudolph and I am a Loretto Sister. The Loretto Sisters are a congregation of Roman Catholic Sisters who can be found all over the world! I live in Toronto, Ontario, where I am currently studying for a Master of Divinity degree at Regis College.

The Loretto Sisters were founded by a remarkable woman named Mary Ward, who was inspired by the equally remarkable St. Ignatius of Loyola (you will meet both of these people in this workshop!). As a Loretto Sister, I, too, am on a lifelong journey of Ignatian leadership. Let's walk this path together.

Who is this workshop for?

This training workshop for the five Dons (student residence leaders) at Loretto College, as well as for interested members of the House Council. For some of the Dons this may be their first time participating in such training. For returning Dons, they will have participated in other leadership training programs in previous years. This workshop aims to teach about leadership qualities and skills inspired by the Ignatian leadership model.

Why is this Important?

The Dons will undergo a 10-day training session in order to prepare for their work as Dons at Loretto College, an all-female residence on the campus of the University of Toronto. Loretto College is operated by the Catholic religious congregation, the Institute of the Blessed Virgin Mary, more commonly known as the Loretto Sisters. Most of the training is done in collaboration with other Dons, both male and female, at the University of St. Michael's College. There are, however, certain Loretto College-specific training modules, particularly on the Ignatian model of leadership and the specific administration policies and practices of Loretto College. As part of their larger don training program, the Dons will also learn about the safety and security policies of the University of Toronto as well as team-building and community-building practices in order to help students feel comfortable in their new home on campus. This training module will be integrated within the last few days of the 10-day training session and will incorporate and reinforce elements from the larger training.

When will we meet?

One three-hour session, held on August 28, 2019 at the Mary Ward Centre which is located on the 2nd floor of Loretto College.

Where are we gathering?

Address: 70 St. Mary Street, Toronto, ON M5S 1J3

Tel: 416-925-2833

Website: <http://www.marywardcentre.ca>

Loretto College is within short walking distance (5 minutes) of the Museum, Bay, and Yonge/Bloor subway stops and is accessible by bus along Bay Street. Note: there is limited street parking on St. Mary Street. Payment for parking is required.



The Mary Ward Centre offers a multipurpose room with distinctive spaces for conversation/dialogue, meditation and storytelling, and arts and crafts. Each of these spaces can be customized for particular activities and events. The maximum capacity of the room is 150 persons. The Mary Ward Centre has a state-of-the-art audio-visual system that is straightforward and easy to use. Instructions are provided. Loretto College is wheelchair-accessible with access to an elevator from the parking lot. Accessible washrooms are available on the main floor of Loretto College.

Beverages and light snacks will be provided during the workshop. Lunch will be provided but participants may wish to purchase lunch from nearby coffee shops and cafés. Special meals for those with dietary restrictions are available for those who have previously indicated that they require one.

Our Desired Outcome

As a result of this workshop, it is hoped that you will be empowered as a Don to act as a leader according to the elements of the Ignatian leadership model: self-awareness, ingenuity, love, and heroism. You will know yourself as a leader and you will be able to practice new leadership skills. You will also be able to situate these leadership elements within the context of the mission and charism of the Loretto Sisters and their foundress, Mary Ward.

By the end of this learning event, you will have...

- Reflected on what it means to be a pilgrim on a journey of leadership
- Identified the four guideposts along the path of Ignatian leadership – self-awareness, ingenuity, love, and heroic deeds
- Discovered the guideposts in the lives of two great saints
- Embarked on a path of greater self-awareness and learned new techniques for becoming more self-aware
- Reflected on your own experiences of ingenuity and described how love motivates you to act
- Named how ingenuity and love were manifested in the life of a Loretto Sister
- Analysed the definition of heroism and applied it to a situation in your life
- Committed to a personal plan of action for leadership
- Created an inspiring piece of art to motivate you to act as an Ignatian Leader
- At home: Practiced a particular Examen prayer to continue reflection on the four guideposts of Ignatian leadership to support your personal plan of action

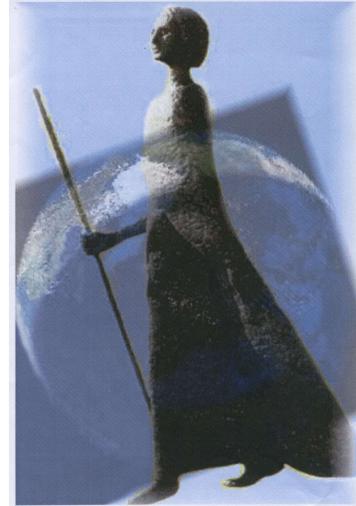
A Pilgrim on a Journey

We have started on the path of Ignatian leadership!

First, take a moment and think about the word **pilgrim**.

- *What comes to mind when you think of a pilgrim?*
- *What do you think might be the connection between being a pilgrim and being a leader?*

In pairs, take 5 minutes to introduce yourselves and to share your answer. Be prepared to share one idea with the larger group.



A **pilgrim** (from the Latin *peregrinus*) is a **traveler** (literally one who has come from afar) who is **on a journey** to a holy place. Typically, this is a physical journey (often on foot) to some place of special significance to the adherent of a particular religious belief system. In the spiritual literature of Christianity, the concept of pilgrim and pilgrimage may refer to the experience of life in the world or to the inner path of the spiritual aspirant from a state of wretchedness to a state of beatitude.

Wikipedia (<https://en.wikipedia.org/wiki/Pilgrim>)

Our Way of Proceeding

In this training session, you will learn about the journey of Ignatian leadership and the four guideposts that will help us along the way, as described by Chris Lowney in his book *Heroic Leadership*. As we journey together, we will discover the answers to the following questions:

- *Who is St. Ignatius of Loyola? What kind of leader was he?*
- *What are the four guideposts of Ignatian leadership?*
- *How does this relate to Mary Ward and the Loretto Sisters?*
- *As a Don, how am I an Ignatian leader?*

Together, we will find the answers to our questions through video, discussion, meditation, a scavenger hunt, reflection, and the arts!

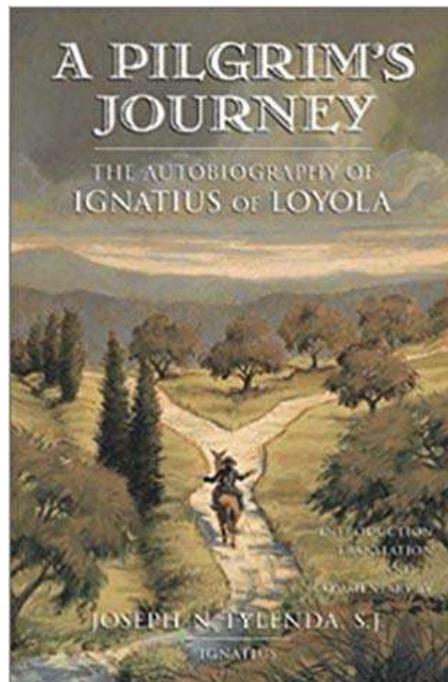
- *What are you most excited to learn about?*
- *What questions do you have before we start?*

What is the 'Ignatian' in the Ignatian Leadership Model? *Introducing St. Ignatius of Loyola!*

Since our leadership model revolves around the life of St. Ignatius, let's take a brief look at his life. Watch the 8-minute video '[St. Ignatius' from Who Cares about the Saints?](https://www.youtube.com/watch?v=h4ZLuk_X8u0) on YouTube. (https://www.youtube.com/watch?v=h4ZLuk_X8u0)

As you are watching the video, make some notes for yourself.

- *What are the key events of his life?*



“ If you want to be of use to others, begin by taking pains with yourself: the fire that is to enkindle others should be lighted at home. ”

- Ignatius of Loyola

Here is a condensed version of the life of St. Ignatius. You can read this on your own at home.

The Incredible Life of St. Ignatius of Loyola

St. Ignatius of Loyola (1491 – 1556) was born into Basque nobility in the family castle of Azpeitia, the youngest of thirteen children. His childhood dream was one of chivalry and adventure; longed to sacrifice himself for a great king, serve faithfully a beautiful lady and win immortal fame in the eyes of the world. His early adult life was marked by gambling, womanizing and fighting. He longed to prove himself in battle.

In 1516, he went to Pamplona and joined the army of the local duke. France attacked the city with an army of 12,000 men and heavy artillery. During the fight, a cannonball shattered one of Ignatius' legs and wounded the other. He was sent back to his parent's home to recuperate. When the wounds healed and the bone mended, St. Ignatius found, to his dismay, that one leg was shorter than the other. His bone protruded causing him to be unable to wear the tight-fitting hose and boots that were fashionable at the time. St. Ignatius commanded his doctors to saw off the offending lump of the bone and stretch his leg – all without anesthesia.

As he convalesced, he asked for some novels. The only two books in the house were one on the life of Christ and the other on the lives of the saints. As he read these books, his heart was gradually transformed. He became ashamed of the vanity, pride and lust that ruled his life. He underwent a conversion but he did not let go of the chivalric ideals of suffering and self-sacrifice. He shifted his focus from winning honor **in this world** to winning salvation **in the next**. He decided, as soon as he was well enough, to set out for Jerusalem as a humble pilgrim. On his way, he stopped at a Benedictine monastery in Montserrat. He exchanged his knight's clothes (giving them to a beggar) and took on the clothes of a poor pilgrim.

His next stop was Manresa, where he planned to spend only a few days. Plans changed and he remained there for nearly a year. In his effort to repent for his past sins, he embraced an austere program of fasting and physical penance. He gradually came to experience an inner peace which he enjoyed the rest of his life – a peace that he said comes from knowing that one is doing the will of God. It was during this time that he began writing what later became the **Spiritual Exercises**, which lay out a program of examination of conscience, contemplation, meditation based on a vivid representation of scriptural events and discernment of God's will in one's life.

He moved to Paris in 1528 where he studied philosophy for three years and graduated with a Master of Arts degree in 1534 from the University of Paris. He was joined by other followers who were to become the core of his group. As the group grew to eight, the little band decided to take private vows of poverty and chastity and also one to go to Jerusalem to convert the Muslims, or failing that, to place themselves at the service of the pope. In 1540, Paul III approved the Institute of the Society of Jesus. St. Ignatius was elected General Superior and served in that post until his death in 1556 at the age of 65.

Adapted from: <https://www.stmarymagdalen.org/Catholicism/Saints/StIgnatius.htm>

The Guideposts that Mark Our Journey

Together, let's read Chris Lowney's descriptions of the four guideposts of Ignatian leadership¹:

Four Guideposts of Ignatian Leadership

1. **Self-awareness** is understanding our **strengths, weaknesses, values and worldview**. Leaders thrive by **understanding who they are** and **what they value**, by becoming **aware of unhealthy blindspots** or weaknesses that can derail them, and by cultivating the **habit of continuous self-reflection** and learning.
2. **Ingenuity** is **confidently innovating** and **adapting to embrace a changing world**. 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 non-negotiable principles and values, they **cultivate the "indifference"** that allows them to adapt confidently.
3. **Love** is engaging others with a **positive, loving attitude**. 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 **honouring and unlocking the potential they find** in themselves and in others. They create environments bound and energized by loyalty, affection, and mutual support.
4. **Heroism** is **energizing ourselves and others** through **heroic ambitions**. Leaders imagine an **inspiring future** and **strive to shape it** rather than passively watching the future happen around them. Heroes **extract gold from the opportunities at hand** rather than waiting for golden opportunities to be handed to them.

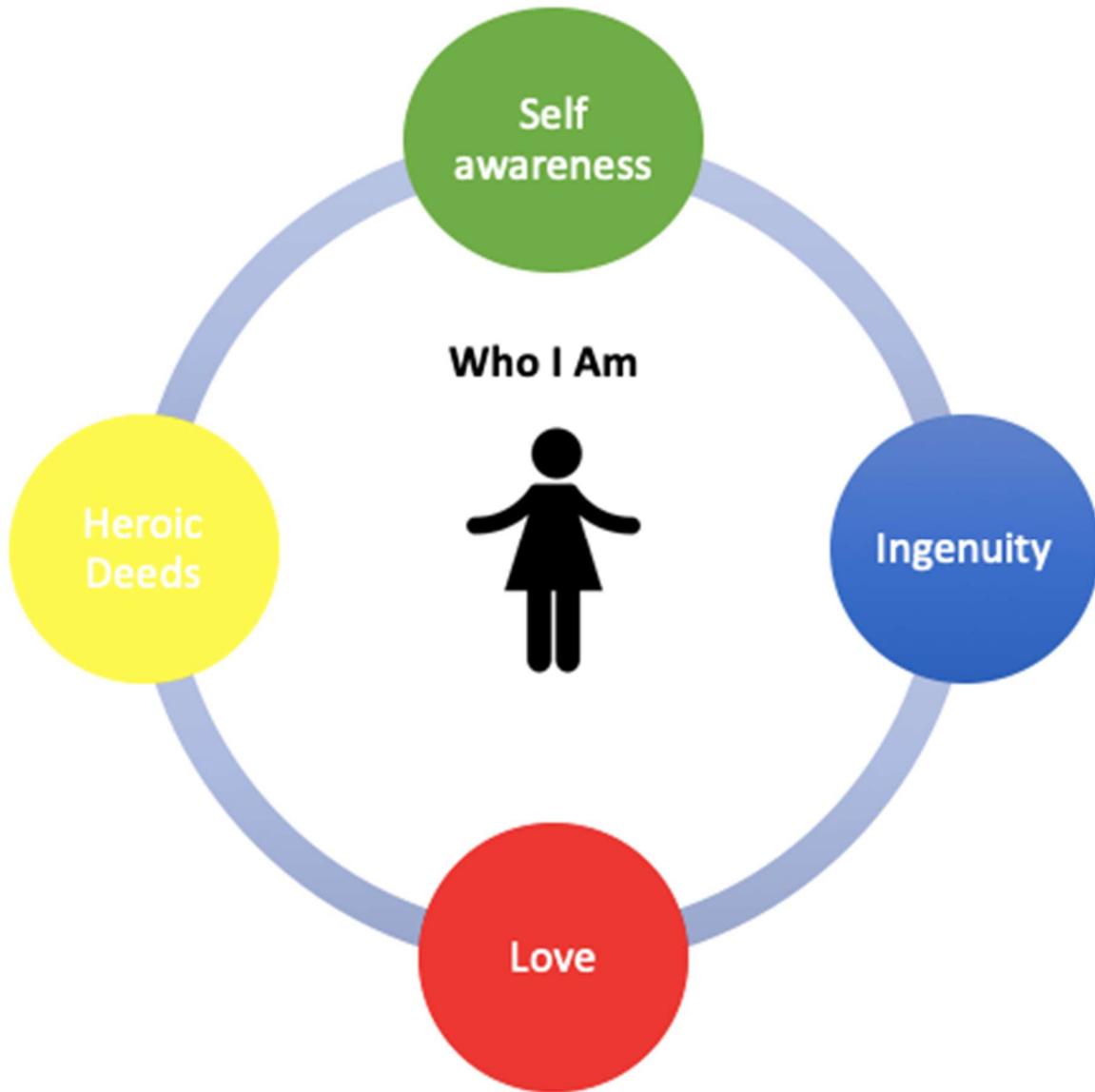
Each of the four guideposts is posted on the wall. Take a walk to each of the descriptions and think about the video you just watched on the life of St. Ignatius of Loyola.

- *Where do you see these four guideposts of leadership reflected in his life – in his personality and in his actions?*

Think of at least one way you see each guidepost in his life. You can look at the written story on page 7 for more ideas. Be prepared to share one of your ideas with the group.

¹ Chris Lowney, *Heroic Leadership*, (Chicago: Loyola Press, 2003), 27-33.

Another Way to Look at the Four Guideposts



*These four principles are part of who I am...
Being a leader is not so much about what I do but about who I am!*

We're on the Hunt!

Mary Ward, the foundress of the Loretto Sisters, was so deeply inspired by the spirituality of St. Ignatius of Loyola that she created a women's congregation based on it and its way of life. The Loretto Sisters are very much like the Jesuits in how they live and work, except the Loretto Sisters are not priests.

Mary Ward's life serves as a model for all Loretto Sisters. In this learning activity, you are on the hunt to learn more about Mary Ward and to discover the guideposts of Ignatian leadership that are present in her life, too.

*You will be organized into four groups and assigned to look for examples of one guidepost of leadership (**self-awareness, ingenuity, love, heroic deeds**) in the life of Mary Ward.*



- *You are free to consult "The Painted Life" (a pictorial representation of her life) that is hanging in the 2nd floor hallway next to the chapel.*
- *There are also other displays about her charism (the gift she gives to the Catholic Church and to her congregation) and her mission set up in the Mary Ward Centre.*
- *On the next page is a written story of the life of Mary Ward that you can refer to as well.*
- *Try to find 6-10 examples from her life that demonstrate the leadership principles. They can be small acts/moments or big events/decisions in her life.*
- *You have 10 minutes to complete your hunt and then you will report back to the group.*

The Extraordinary Life of Mary Ward

Mary, an English woman, was born in Yorkshire in 1585 during the reign of Elizabeth I. She lived in an age of religious intolerance. Her parents were devout Catholics at a time when Catholics were being persecuted for their faith. Her maternal grandmother spent fourteen years in prison because of her Catholic faith. Inspired by the deep faith of her family, Mary felt called to follow Christ in religious life. She joined a Poor Clare community in St. Omer in Flanders, now northern France. However, it quickly became apparent that God had a different plan! Mary wanted to follow Christ in a 'new way', free from religious enclosure and ready to step out to new possibilities.

She returned to London and worked tirelessly, caring for the sick, visiting prisoners, offering catechesis and supporting those struggling with their faith. A number of women joined her, ready to embark on a new adventure, a quest to follow Christ and spread the message of the Gospel. Towards the end of 1609, Mary Ward and her companions left London for St. Omer and opened a school mainly for English emigrants. At first Mary struggled to find the form of religious life which suited her dream, where the members would be free from enclosure and ready to undertake whatever was needed to support the faith and spread the Gospel. However, in 1611, God intervened in a special way again, inspiring her to 'take the same as the Society'. She now had clarity. Her rule and way of life for her members was to be based on the apostolic life of the men of the Society of Jesus (Jesuits). She wished her members to be dressed in the ordinary clothes of the time, not to be confined by monastic enclosure and, most controversially, to be self-governing without any interference from male congregations or bishops.

These demands were in contradiction to the norms of the Council of Trent and presented great difficulty for the leadership of the post reformation church. While the Pope expressed interest in her work, he was prevented by Church law of the time from giving his approval. Mary went to Rome to plead her case. During these years she travelled extensively throughout Europe, mainly on foot, opening new houses and seeking support for her cause. Schools were established in Belgium, Bavaria, Austria, Hungary, Italy. However, despite the success of the schools and local support for their work, the cardinals of the Inquisition objected to her plans and, hence, to Mary Ward herself, her companions, their ideals and work. In 1631, at the cardinals' insistence, Pope Urban VIII signed a Bull of Suppression, condemning Mary as a 'heretic, schismatic and rebel to the Holy Church'. She was imprisoned in Munich. Her Institute was pronounced to be 'suppressed, extinct, uprooted and abolished'. The schools were closed and the members of the Institute dispersed. While Mary was eventually released from prison, her life's work had been shattered. With a few faithful companions, Mary returned to her native Yorkshire and died there in 1645.

Adapted from: <https://loreto.ie/history/mary-ward/>



GUIDEPOST #1 - To Thine Own Self Be True

Together, let's read the following elements of self-awareness suggested by Chris Lowney²:

- **Appreciating oneself as talented**
- Identifying **personal de-railing baggage** that prevents the realization of full potential, especially the weaknesses that manifest themselves as habitual tendencies
- Articulating **personally motivating goals and ambitions** – not being content to merely drift along but instead living according to one's personal sense of *magis*
- **Determining what one stands for**, what impact one wants to make
- Developing a **worldview that guides interaction with others**
- Acquiring **the habit of updating oneself regularly**, indeed daily, on all the above

What is the Magis?

Magis is the Latin word for "more". In the Ignatian understanding, *magis* is the desire to do more for Christ, more for the glory of God, more to grow into ourselves.

Think about your experiences this week during Don training.

- *What have you learned about **yourself**?*
- *What **goals** do you have for yourself as a Don at Loretto College?*
- *How will your **gifts and talents** help you to achieve your goals?*

Take a few minutes to reflect on these questions and write some notes for yourself below.

² Lowney, 95-6.

Getting to Know Ourselves Better

There are many ways that we can grow in **self-knowledge**. We can keep a journal of our daily activities, make lists of our strengths and weaknesses, take personality tests, ask for feedback from friends, colleagues, and supervisors, and perform daily self-reflection techniques, among many other methods. In this learning task, we are going to learn to use the Examen prayer as a method for self-reflection.

The Examen is a **technique of prayerful reflection on the events of the day** to help us develop more fully into the people we are created to be. The Examen is an ancient practice in the Church that can help us see God's hand at work in our whole experience. It takes about 12 minutes to pray. Here are the five basic steps of the Examen.

THE IGNATIAN EXAMEN

Step 1. Become aware of God's presence. (1 minute)

I request God to lead me through my review of the day.

Step 2. Review the day with gratitude. (2 minutes)

The day I have just lived is a gift from God. I am grateful for it.

Step 3. Pay attention to your emotions. (2 minutes)

I notice how I feel about my day, the ups and downs I experienced.

Step 4. Choose one feature of the day and pray from it. (5 minutes)

I choose one moment of my day and spend more time with it, noticing where I may need to make amends for any failures or shortcomings, or where I ought to celebrate my successes.

Step 5. Look toward tomorrow. (2 minutes)

Resolve, in concrete ways, to live tomorrow well.

Now let's practice it together, following along with a guided meditation.

- *What is your reaction to the prayer? How did you feel while praying it?*
- *What did you learn about yourself from this experience?*
- *How can this prayer help you in your role as a Don? Make some notes below and be prepared to share one idea.*



GUIDEPOST #2 - Leading with Ingenuity

Together, let's read the following definition of Ignatian ingenuity according to Chris Lowney³:

[Ignatian] ingenuity is the **ability to innovate**, to **absorb new perspectives**, to **respond quickly to opportunities or threats**, and to **let go of strategies that no longer work** in order to embrace new ones.¹

Three aspects of self-awareness are essential for pursuing personal ingenuity:

- **Indifference**, which is understood as freedom from unhealthy attachments
- **Knowledge of personal non-negotiables**: the values, goals, and ways of working that are not up for discussion
- **Confidence** to embrace new approaches and explore new ideas or perspectives

- (Solo) What is your most important value? How can it help you to act with ingenuity? Make notes for yourself.*
- (In pairs) Share one experience where you came up with an innovative solution to a problem.*



GUIDEPOST #3 - Love, the Driving Force

Together, let's read the following description of love-driven leadership from Chris Lowney.⁴ Underline or circle any words that stand out to you.

Love-driven leadership is:

- The **vision** to see each person's talent, potential, and dignity
- The **courage, passion, and commitment** to unlock that potential
- The **resulting loyalty and mutual support** that energize and unite teams

Quietly reflect on the ways love motivates you to act in your daily life. Make some notes for yourself below.

³ Lowney 166.

⁴ Lowney, 170.

A Life of Ingenuity and Love

A. Read the following profile of Loretto Sister Veronica Hager and underline or circle any words that demonstrate ingenuity and love.

Profile of Sr. Veronica Hager, IBVM

As a child, I was very shy and extremely reserved. I grew up on a farm with designated chores every day. My spare time was filled with innovative projects in art, crafts, music (playing the harmonica or organ) or other creative projects. Since we always attended Public Schools, no religion was taught in the classroom. As a result, for two weeks every summer, our parish priest arranged for us to have catechism classes taught by the Loretto Sisters. I enjoyed these summer classes immensely and was attracted to the sisters as well. It was this, coupled with the background of daily Mass with my parents that really cemented my dream of becoming a religious sister.

I have always known since childhood that I have the capabilities and interest in all aspects of art. During my early teaching days, I only used that talent in my primary classroom situations. Several others sisters in our community noticed my talents, believed in me and encouraged me. Because of the support I received from other Loretto Sisters it was possible to enter a course of studies to develop that talent. After thirteen years of teaching primary school, I began a course of studies at the University of Regina, Notre Dame and the University of Indiana.

After graduating, I opened an art studio, Ars Vera Studio in Regina. I offered courses in oil painting, drawing, pottery and woodcarving; my students were all adults (mostly seniors). When not engaged in teaching art I complete work on consignment. Thirty years have passed and there has never been any lack of students. What I enjoy so much is the interaction with the students while instructing them in their painting or carving. Oh, the enjoyment of witnessing the satisfaction of a job well done!!

Adapted from <http://ibvm.ca/works/education/veronica-hager>





B. In groups of 2 or 3, walk around and look at the images of different pieces of Sr. Veronica's artwork. Discuss the following questions as you walk. Make some notes. Be prepared to share one idea with the group.

- *How does Sr. Veronica live by the guideposts of ingenuity and love? Do you see it reflected in her art?*
- *How might you live by these same guideposts?*



GUIDEPOST #4 - What Makes a Hero?

Together, let's read the following description of heroic leadership from Chris Lowney⁵:

Heroic leadership is **motivating oneself to above-and-beyond performance** by focusing on the **richest potential** of every moment. [The Ignatian] *magis* [is] the **restless drive to look for something more** in every opportunity and the **confidence that one will find it**. It's not the job that's heroic; it's the **attitude** one brings to it.

Take a few minutes to reflect on a time that you acted as a heroic leader. *What was your heroic attitude and how did it help you?* Share your story with the person sitting next to you.

⁵ Lowney, 209.

Making a Plan of Action for Leadership

This activity lets you reflect on the different guideposts of Ignatian leadership and decide how you want to use these guideposts in your work as a Don at Loretto College. This is the start of your personal journey of Ignatian leadership!

On your own, take 10 minutes to write down how you will commit to one action in each of the four guideposts.

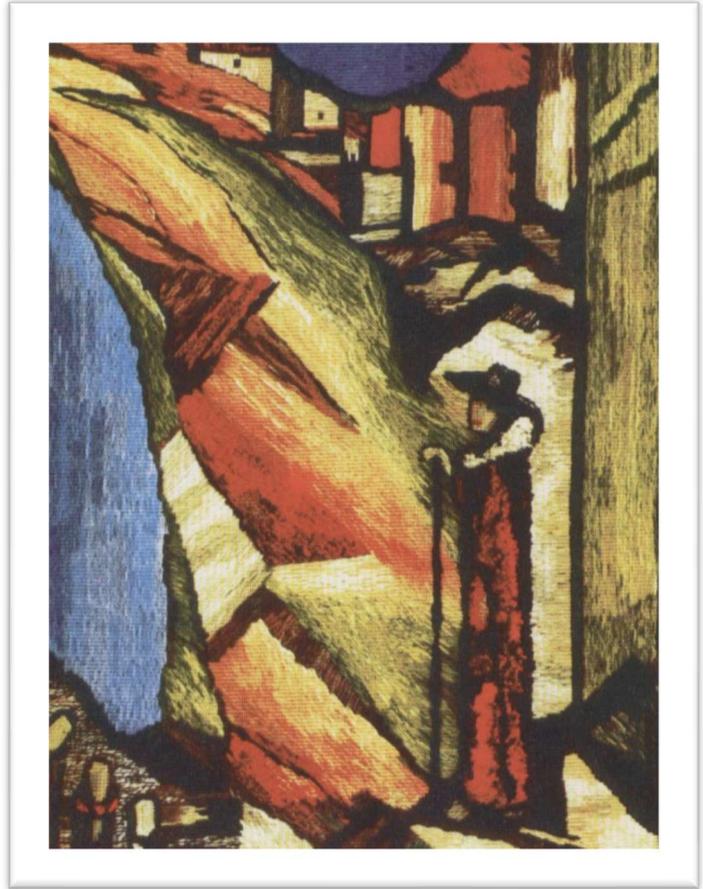
<p>1. What is one way you will develop your self-awareness?</p>
<p>2. What is one way you will act with ingenuity?</p>
<p>3. What is one way you will be motivated by love to help others develop to their potential?</p>
<p>4. What is one way you will act with heroism?</p>

Bringing It All Together: Being a Leader is Not What We Do, It's Who We Are!

The four guideposts along the journey of Ignatian leadership teach us that **being a leader is not about what we do, it's about who we are.**

When **we know ourselves well** (we know our gifts, strengths, weaknesses, values), we are able to **act with ingenuity**, responding innovatively to any situation we encounter. Knowing ourselves as gifted **we are able to draw out gifts in others**, and help them to develop into their fullest potential. We lead, **motivated by love**. And we strive for the *more* in all situations, **acting heroically in the daily events of our lives.**

Take five minutes to review and reflect on what you have learned about the guideposts of Ignatian leadership. This final learning task invites you to take what you have learned about the four guideposts and make it your own.



Using the art materials provided, you are invited to creatively express the four guideposts and how you might live them out. You might wish to make a card, a poster, a bookmark, etc. that you can take with you and place somewhere in your room to remind you of the four guideposts. Or you might wish to write a story, a poem, song lyrics, or some other expressive writing. This is your chance to express what it means to you to be a leader, so be creative!

To wrap up our workshop today, we will each share one learning with the group that was most helpful to us from the Ignatian leadership model.

TAKE HOME ASSIGNMENT

Leading into the Future: Further Reflection on the Four Guideposts

In the days following the workshop, as you begin your work as a Don and welcome new students to Loretto College, you are invited to keep reflecting on all that you have learned about the four guideposts of Ignatian leadership through the tool of a particular Examen.



A particular Examen is a version of the Examen prayer that focuses on (surprise!) a particular topic. The steps of the Examen are the same. You are welcome to pray this Examen as many times as you wish.

A Particular Examen on the Four Guideposts of Ignatian Leadership

- Step 1.** I ask God to be present to me and I invite God's guidance as I review what I have learned about Ignatian leadership. (1 minute)
- Step 2.** I name the gifts I have received from the Ignatian leadership model. I thank God for those gifts. (2 minutes)
- Step 3.** I reflect briefly on the 4 guideposts of Ignatian leadership. Self-awareness gives me the understanding of my strengths, weaknesses, values and worldview to be an effective leader. Ingenuity helps me to confidently innovate and adapt to embrace a changing world. Love drives me to engage others with a positive, loving attitude. Heroism motives me to energize myself and others through heroic ambitions. (2 minutes)
- Step 4.** I choose one of the guideposts to reflect on more deeply. Why is this particular aspect of leadership important to me? What gifts do I already have that relate to it? What new skills or attitudes do I need to learn to fully live by this guidepost of leadership? (5 minutes)
- Step 5.** I look toward tomorrow and see it as an opportunity to practice the Ignatian model of leadership. I commit to one way in which I will live according to one of the guideposts. (2 minutes)