

**Summary**  
**Ignatian Leadership and Human Resource Management**  
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In this article, Guibert reflects on human resource management within the context of Ignatian leadership. The reflections are framed around the challenges faced by institutions of the Society of Jesus, though much of the content is relevant to other organizations. The article is structured into the following three parts:

**1. Discernment and response to new apostolic necessities:** In this section, the document addresses the need for the Society of Jesus to renovate its governance and leadership in response to global challenges and the changing context of its mission. The text highlights the importance of adaptability, shared leadership, and collaboration in addressing the Society of Jesus's contemporary challenges.

Key points include:

- **Renovation of Governance:** Recent General Congregations (GC 35 and GC 36) have emphasized the need to update governance structures to be universal, agile, modern, and flexible. Governance must shift from focusing on individual institutions or provinces to a more supra-national and collaborative model. Subsidiarity, networking, and resource sharing are central to this renewal.
- **Ignatian Leadership:** Leadership in the Society must integrate Ignatian values and approaches, focusing on personal, spiritual, and apostolic dimensions. Recent General Congregations have called for renewed leadership through discernment, collaboration, networking, and practical changes in decision-making processes.
- **Lay Collaboration:** Over the past decades, lay collaborators have become increasingly important in leadership roles within Jesuit institutions, marking a shift from Jesuit-centered leadership to shared leadership. While lay leaders may need more formal Jesuit formation, new structures, training programs, and the practice of Spiritual Exercises help them assume leadership in line with Ignatian principles.
- **Collaboration with Other Faiths and Civil Society:** Expanding collaboration beyond the Jesuit community, including working with other faiths and civil organizations, opens new possibilities for fulfilling the mission. This approach emphasizes mission over efficiency and seeks to influence society and culture in more profound, more universal ways.

**2. Uniting Ignatian values and Leadership:** The paper focuses on uniting Ignatian values with leadership by emphasizing that leadership is not just about management skills but integrating deep spiritual and human values. Ignatian leadership combines modern

management with a deep spiritual foundation, prioritizing service, humility, solidarity, and the greater good.

Critical points of Ignatian leadership include:

- **Leadership as a Growing Discipline:** Leadership is seen as a growing discipline encompassing personal, social, and strategic abilities. Ignatian leadership should incorporate modern knowledge from fields like psychology and neuroscience but must also maintain a spiritual and moral core reflecting Ignatian principles balancing administrative tasks with spiritual leadership.
- **Jesus as a Model of Servant Leadership:** Jesus is an exemplary leader who focused on empowering others, criticized power-driven leadership, and led with a mission of reconciliation. Ignatian leaders are called to follow His example, seeking to restore relationships and work for the common good.
- **Ignatian Way of Proceeding:** Ignatian leadership integrates governance and subsidiarity, focusing on *cura personalis* (care for individuals) and *cura apostolica* (care for apostolic works). Leadership must promote unity of souls, accompaniment, and friendship while aligning spiritual and practical tasks.
- **Spiritual Leadership:** Leaders should have a deep spiritual life rooted in prayer, discernment, and personal connection with God. Discernment goes beyond strategic planning, aiming to discover God's will and seek what is good. This process requires patience, prayer, and collaboration.
- **Humility and Solidarity:** Ignatian leadership values humility, rejecting pride and self-centeredness. Leaders are called to embody the virtues of charity and humility, becoming examples for others. Authentic leadership requires interior freedom, self-awareness, and continuous personal renewal.
- **Solidarity with Creation:** Inspired by *Laudato Si*, leaders are encouraged to see themselves as part of creation, fostering a deep connection to the environment and promoting ethical stewardship. Leadership must go beyond resource management to a spiritual vision of unity with creation.

**3. Challenges for human resource management.** This last section addresses the challenges in human resource management within Jesuit institutions, emphasizing an Ignatian approach. The author underscores the importance of integrating spiritual values with practical management, fostering a collaborative environment that supports individual growth and the mission of Jesuit institutions.

Key points include:

- **Ignatian Framework for Human Resource Management:** People management should reflect Ignatian values, with a focus on personal and organizational growth.

Institutions must move beyond treating people as "human resources" and encourage them to become part of an "apostolic subject" aligned with the institution's mission of transforming society according to Gospel values.

- **Mission-Oriented Management:** Jesuit institutions exist to serve a mission that goes beyond personal or organizational benefits. They should not function as centres of charity for employees but must treat staff ethically, ensuring personal development while also fostering discernment and collaboration in planning and decision-making.
- **Collaboration and Sustainability:** Institutions must promote collaboration among Jesuit works and between Jesuits and laypersons. Lay collaborators play a vital role in sharing the mission, and institutions must continually innovate to meet evolving needs. Organizational and financial sustainability is a shared responsibility, and obstacles to innovation often come from within due to resistance to change.
- **Personal Growth and Spirituality:** Encouraging personal growth in Ignatian spirituality is crucial for all staff, particularly leaders, who must manage stress and burnout. Regular moments of prayer, discernment, and collaboration are necessary to strengthen the Ignatian identity and promote effective leadership and mission alignment.

By Susana Di Trolio, Spain, September 2025.