Human Resources: Being Mission Centered in All We Do

AJCU HUMAN RESOURCE CONFERENCE 2019

KARIN BOTTO, AVP OF HUMAN RESOURCES & ORGANIZATIONAL DEVELOPMENT
JOE DEFEO, EXECUTIVE DIRECTOR OF AJCU IGNATIAN COLLEAGUES PROGRAM
Agenda

► What does the Jesuit mission have to do with Human Resources?
► The work of HR: *cura personalis* and *cura apostolica*
► Examples
► Understanding discerning leadership
► Table conversation
► Closing Examen
What do you love/enjoy about what you do?

Partner Dialogue (2 minutes)
What is your institution’s horizon?
Cura Personalis

► Care for the whole person
► Showing concern for all dimensions
  ► Intellectual
  ► Emotional
  ► Spiritual
  ► Physical
  ► Familial
► How do you see this concept coming to life in HR?
Cura Apostolica

- Care for the work or mission
- Jesuit college or university as a complex and communal body
- How do we belong to each other?

"...we recognize genuine cura apostolica when leaders discern their choices with the personal and institutional freedom that Ignatian spirituality evokes..."
Cura Apostolica

“...such leadership requires us to pay attention to our own spiritual growth and interior freedom and to stretch our imaginations regarding ‘care for the work’ in our day.”

- To become more humanistic and connected, not less;
- To discern with God more choices, not fewer;
- To act from courage, rather than fear.
Examples

► Hopefully, there are many examples in our work in Human Resource where there is alignment (in sync) between *cura personalis* and *cura apostolica*. (i.e. onboarding for mission, Jackson Lewis examples)

► There are times however in our work in Human Resources where there is a tension between *cura personalis* and *cura apostolica*. (i.e. making difficult decisions about benefits, deciding to terminate employment)

► Where else are these concepts in alignment or in tension?
Discerning Leadership

“It is only with the heart that one can see rightly, what is essential is invisible to the eye.” –The Little Prince by Antoine de Saint-Exupery

Includes:

- Being a contemplative in action
- Getting to know self, strengths, limitations, etc.
- Sensing the institution’s horizon and mission
- Including more than intellectual knowing
- Lies at the heart of Christianity
- Keenness of insight and skill in discriminating
- Severing or separating values, wants, needs
- Sifting through experiences and finding ways to proceed
Discerning Leadership

- Magis - discriminating between two options and choosing the better of the two
- Identifying and claiming authentic desires (deep vs. surface)
- Awareness of disordinate attachments & level of interior freedom & knowledge
- Requires creative generosity and availability

From a spiritual perspective, Ignatian Discernment considers...
- How am I being invited into companionship with Jesus?

Ignatian Discernment is the art of appreciating the gifts that God has given us and discovering how we might best respond to that love in daily life. It is a process of finding our way of discipleship in a particular set of circumstances. -Londsdale.
Table Discussions

How might you and your HR Teams build your capacity to be discerning leaders?
Closing Thoughts

- HR has a critical mission part to play.
- We are not alone in this work.
- We are in this together.
- We are partners in mission.
- We are called to be mission conveners, partners, and leaders.
THE EXAMEN

- Presence
- Renewal
- Forgiveness
- Gratitude
- Reflect/Review