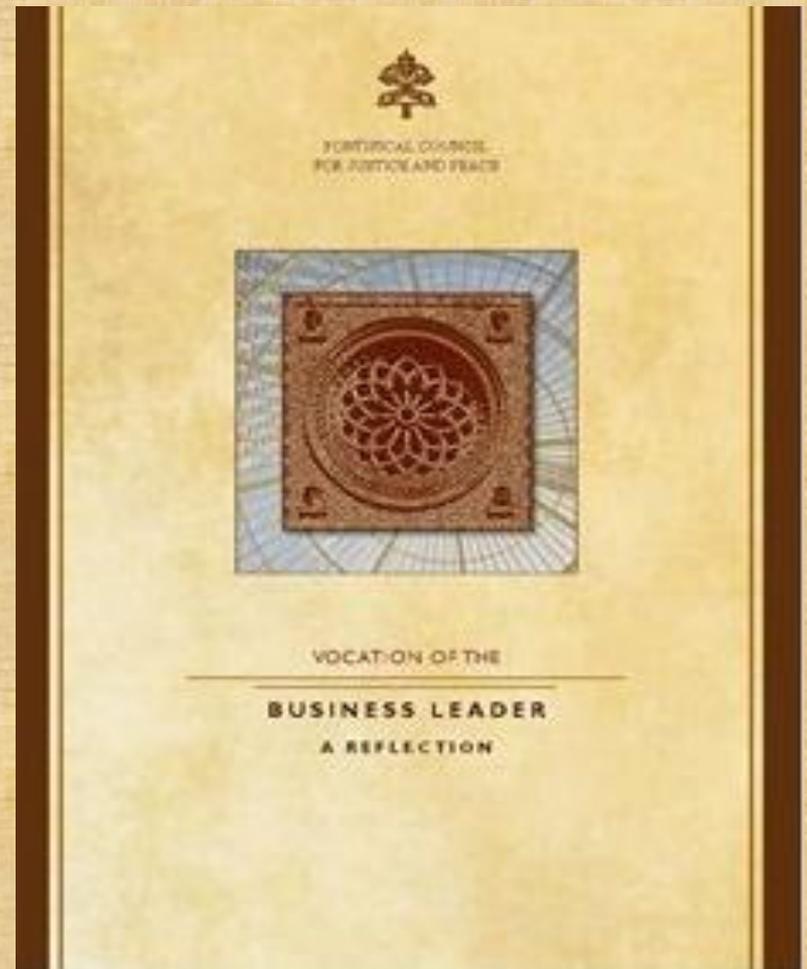


Pontifical Council for Justice and Peace

VOCATION OF THE BUSINESS LEADER

University of St. Thomas,
Houston

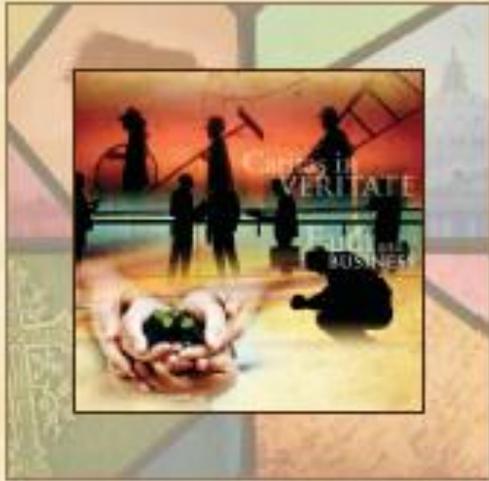
February 7, 2013

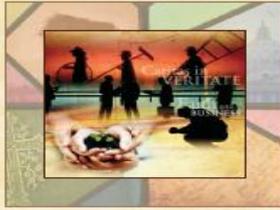


VOCATION OF THE BUSINESS LEADER

Outline

1. Context and Challenges
2. Title: *Vocation of the Business Leader*
3. The Structure of the Document: See, Judge, Act
4. Implications for Business Education
5. Discussion





1. CONTEXT and CHALLENGES

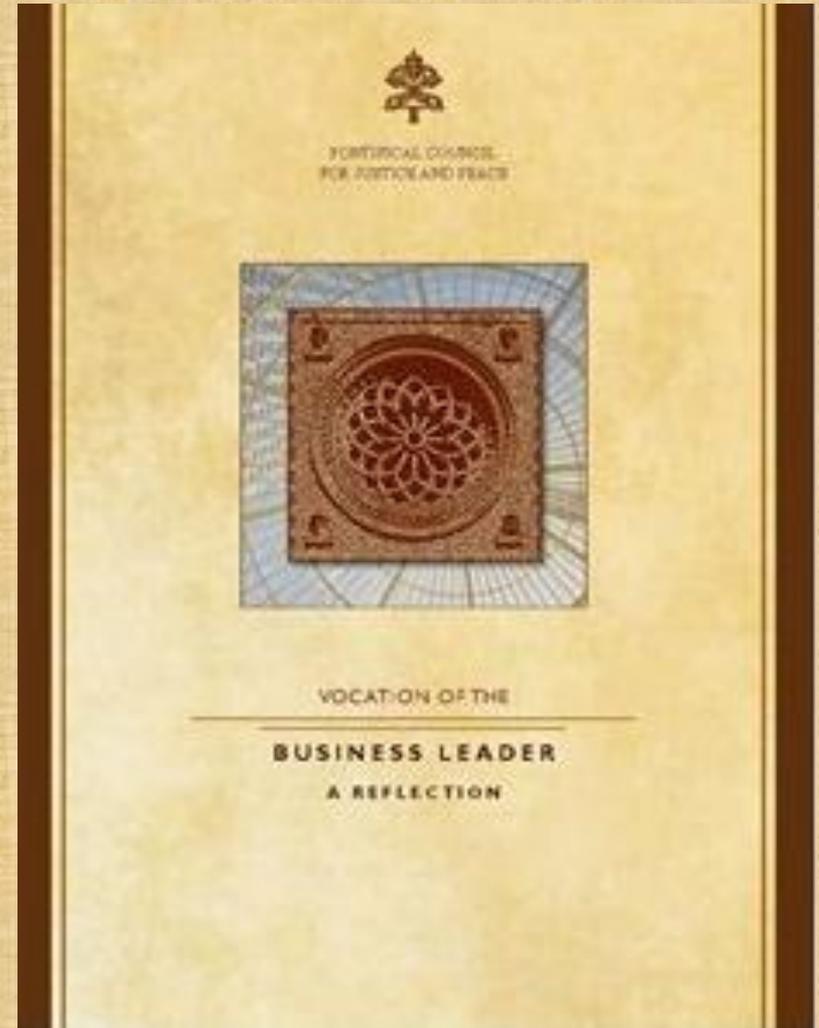
•Two Ditch Problem:

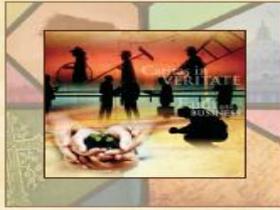
Accommodation: “Christians . . . have accommodated themselves to the world, living as if God does not exist. They not only live *in* the world, but they have become *of* the world. When Christian business leaders fail to live the Gospel in their organisations, their lives ‘conceal rather than reveal the authentic face of God and religion’.”

Anti-Business Attitudes: Some in the church think that if we are to change the world, we should do it only through the state not through “good companies.”

•Abstraction Problem:

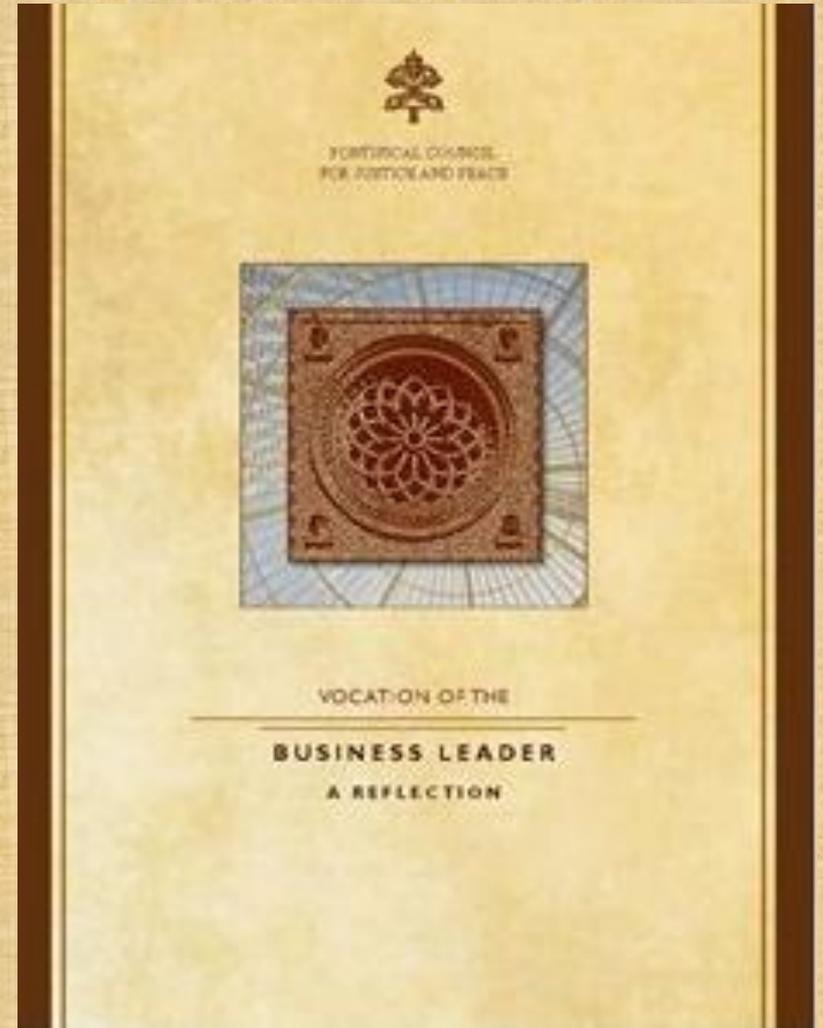
“We seem to have a sense of what we yearn for, but behavioral specificity is thin” (Andre Delbecq).





2. TITLE: The VOCATION of the Business Leader

“In the Gospel, Jesus tells us: ‘From everyone who has been given much, much will be demanded; and from the one who has been entrusted with much, much more will be asked’ (Lk 12:48).”



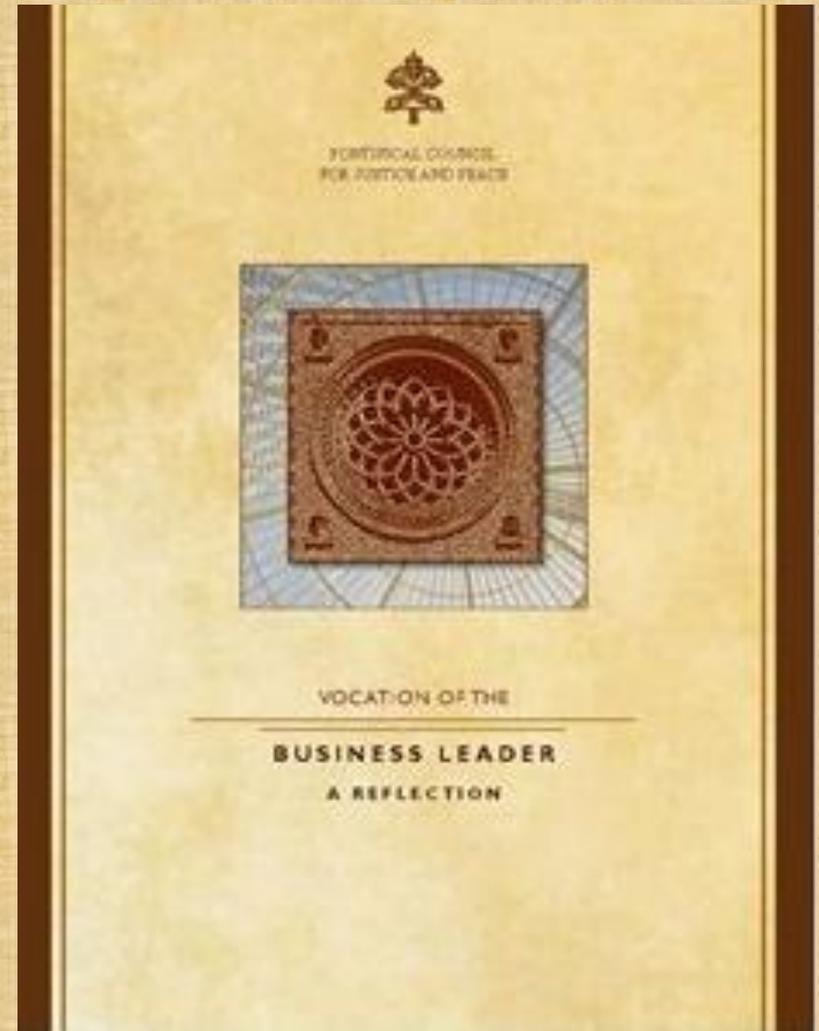
Vocation: Being Chosen

“Men are less free than they imagine; ah, far less free. The freest are perhaps the least free. Men are free when they are in a living homeland, not when they are straying and breaking away. Men are free when they are obeying some deep, inward voice of religious belief. Obeying from within. . . . Not when they are escaping to some wild west. The most unfree souls go west, and shout of freedom. . . . The shout is a rattling of chains, always was. Men are not free when they are doing just what they like. The moment you can do just what you like, there is nothing you care about doing. Men are only free when they are doing what the deepest self likes. And there is getting down to the deepest self! It takes some diving.” D.H. Lawrence.



Business “institutions are highly diverse, including cooperatives, multinational corporations, small entrepreneurial start-ups, employee-owned businesses, family businesses . . . Some of these businesses are publicly traded stock companies, while most are privately held. Some have revenues larger than many countries, but most are small. Some are owned by thousands of investors, others are owned by a single person or family.”

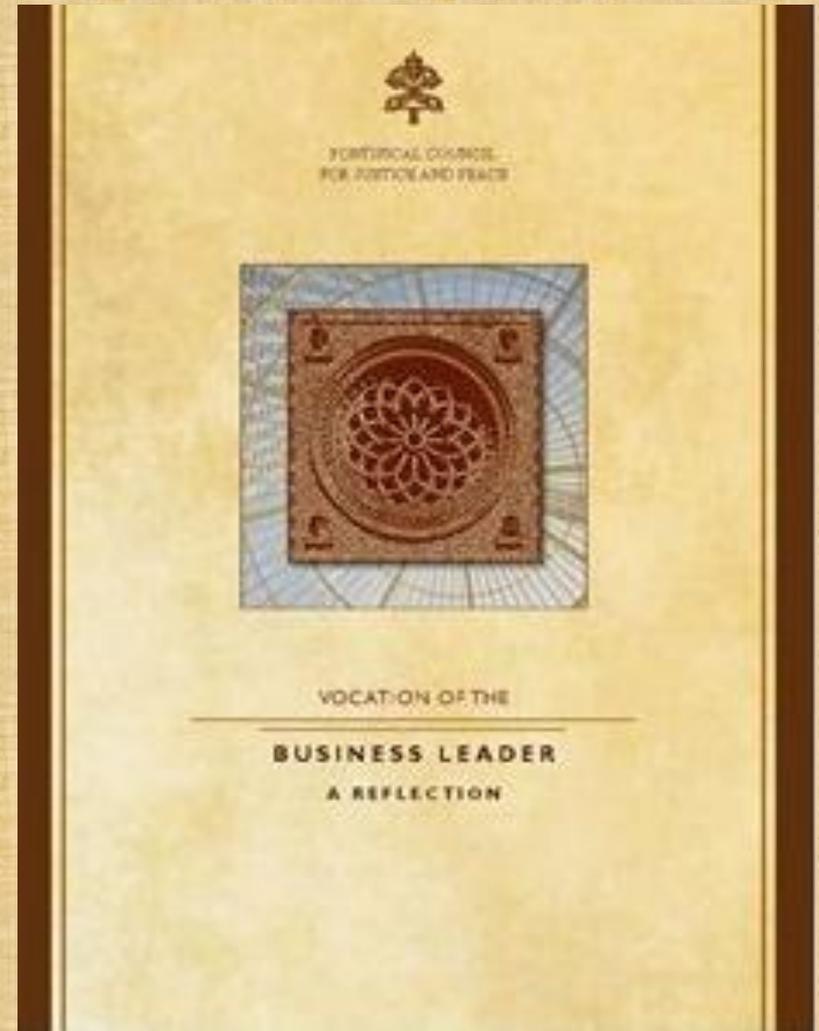
The Vocation of the **BUSINESS** Leader

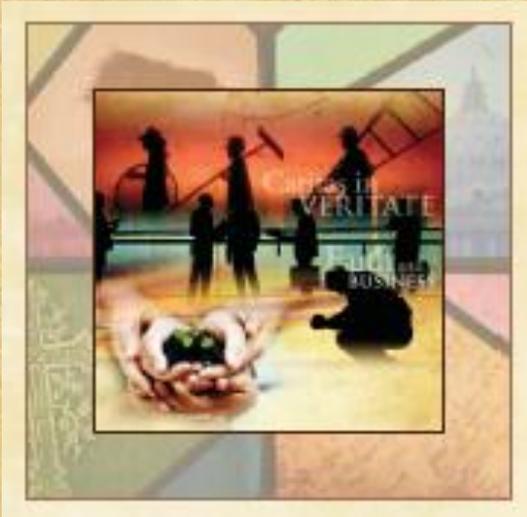




The Vocation of the Business LEADER

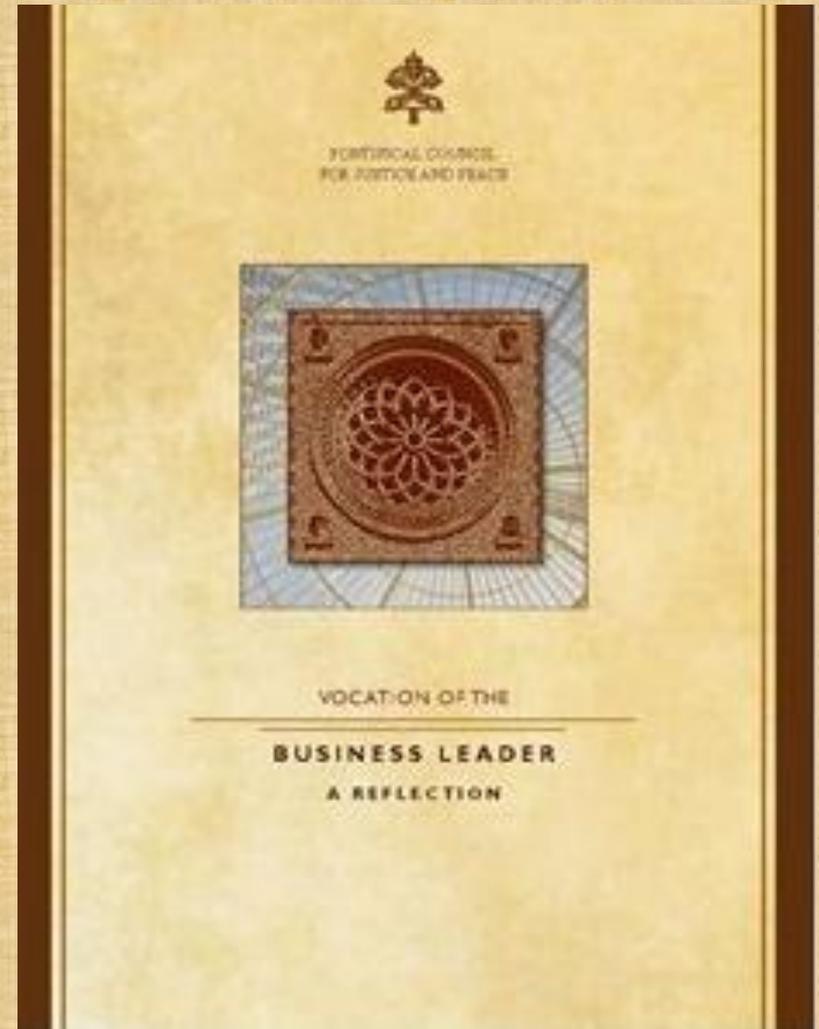
- “We wish to speak specifically to Christian business leaders, who have at the heart of their work the deep sense of God’s calling to be collaborators in creation.
- “We wish to speak to all business leaders of good will who have an influence on the behaviors, values, and attitudes of the people comprising their enterprises.
- “From CEOs to heads of teams to those with informal influence, business leaders of all kinds play a critical role in shaping economic life and creating the conditions for all people to develop integrally through business institutions.”





“An important part of the business leader’s vocation . . . entails **seeing** clearly the situation, **judging** with principles that foster the integral development of people, and **acting** in a way which implements these principles in light of one’s unique circumstances.”

3. THE STRUCTURE OF THE REFLECTION



Seeing Permanent White Water



- **Globalization**
- **Communication Technology**
- **Financialization**
- **Cultural Changes**

Seeing

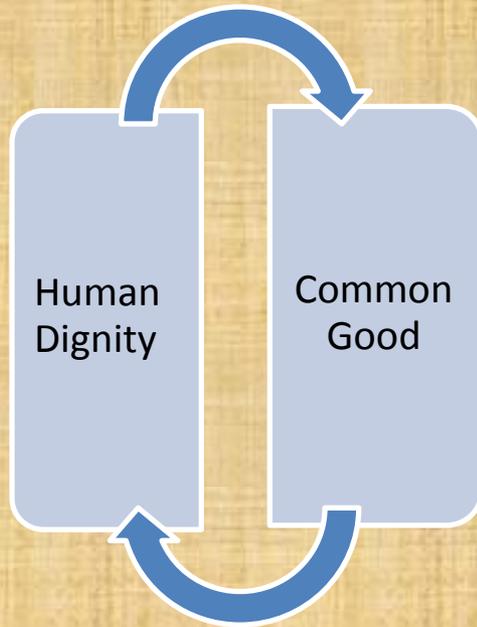


- **Seeing Fact and Value**
- **Seeing Things Whole and not Just Parts**
- **Seeing beyond “neighbors” – to *fraternity***
(Benedict XVI)

“As society becomes ever more globalized, **it makes us neighbors but does not make us brothers.** Reason, by itself, is capable of grasping the equality between men and of giving stability to their civic coexistence, but it cannot establish fraternity. This originates in a transcendent vocation from God the Father, who loved us first . . .” -- *Caritas in veritate*

Judging

First Principles of Judgment



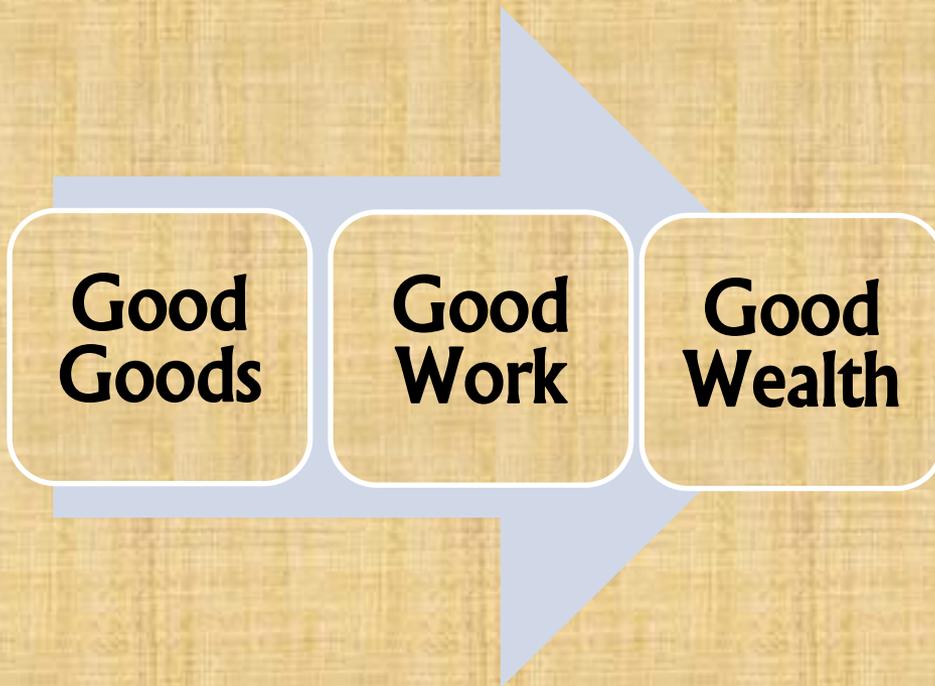
FOUNDATIONS

Human dignity: Beyond Individuals to Persons

Common Good: Beyond an Association of Individuals to a Community of Persons

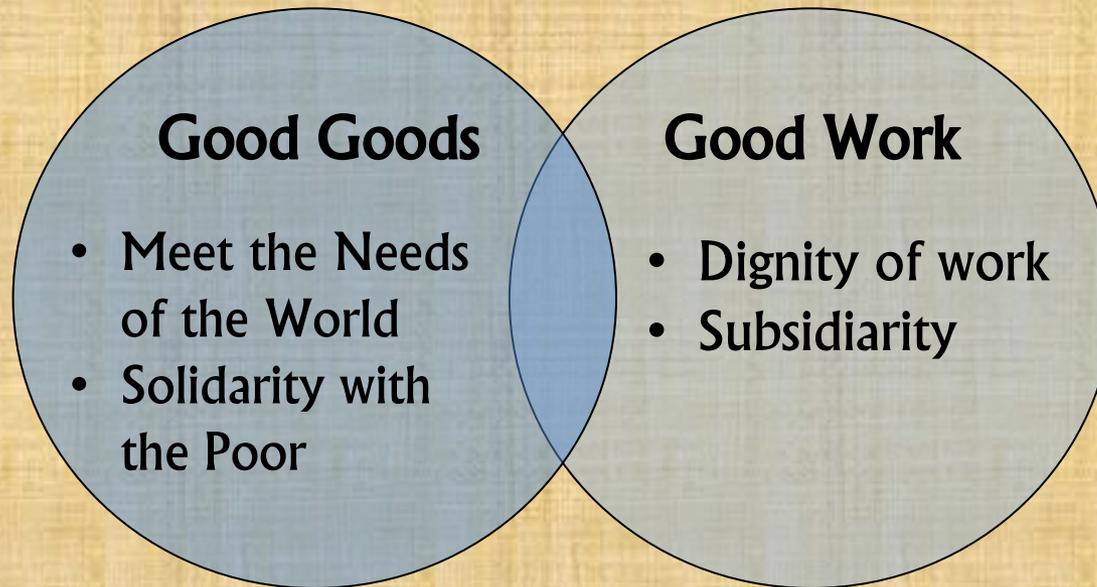
A FRAMEWORK FOR JUDGMENT

The Good Business Does

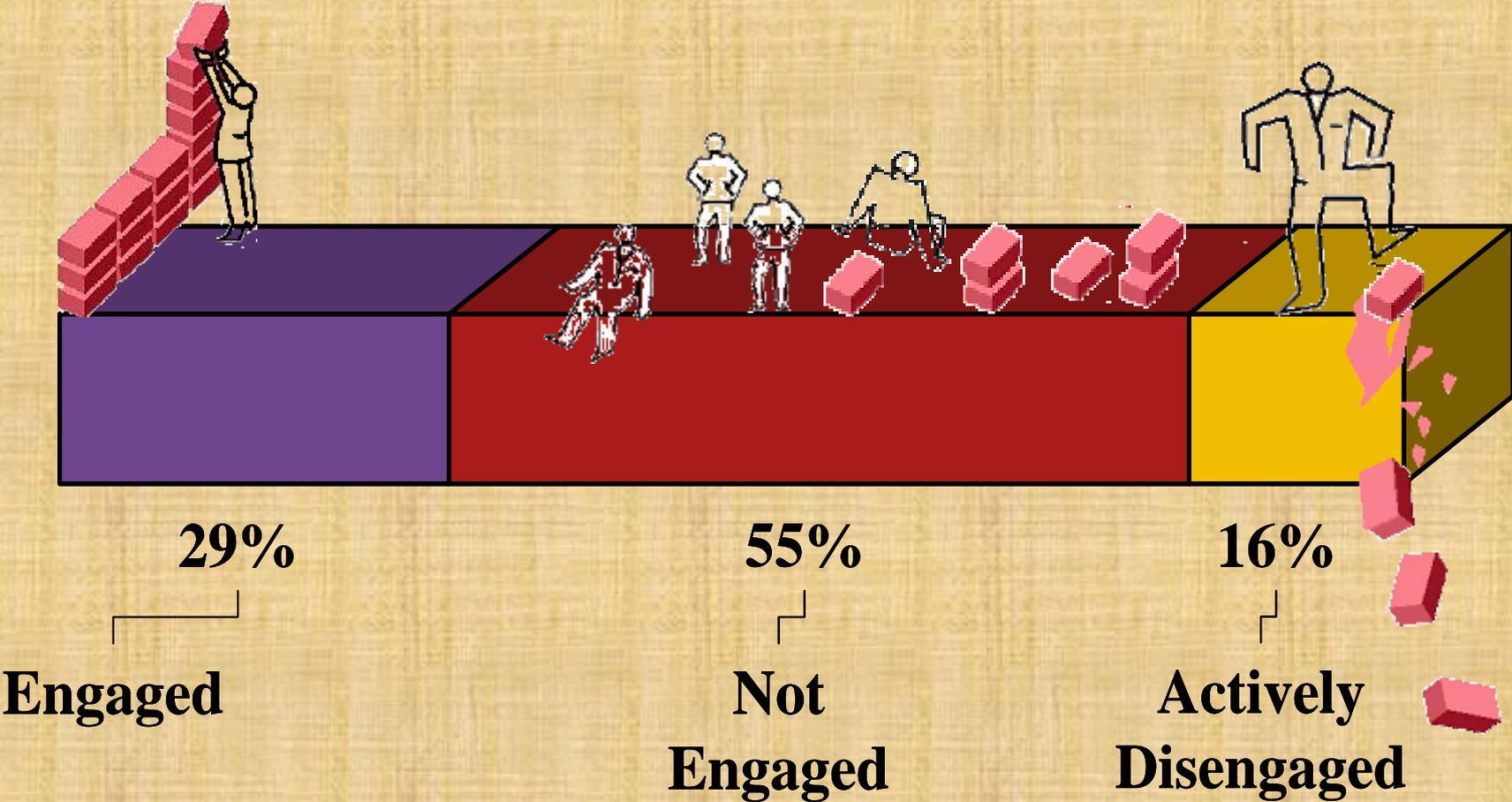


- **Good Goods:** making goods which are truly good and services which truly serve;
- **Good Work:** organizing work where employees develop their gifts and talents; and
- **Good Wealth:** creating sustainable wealth so that it can be distributed justly.

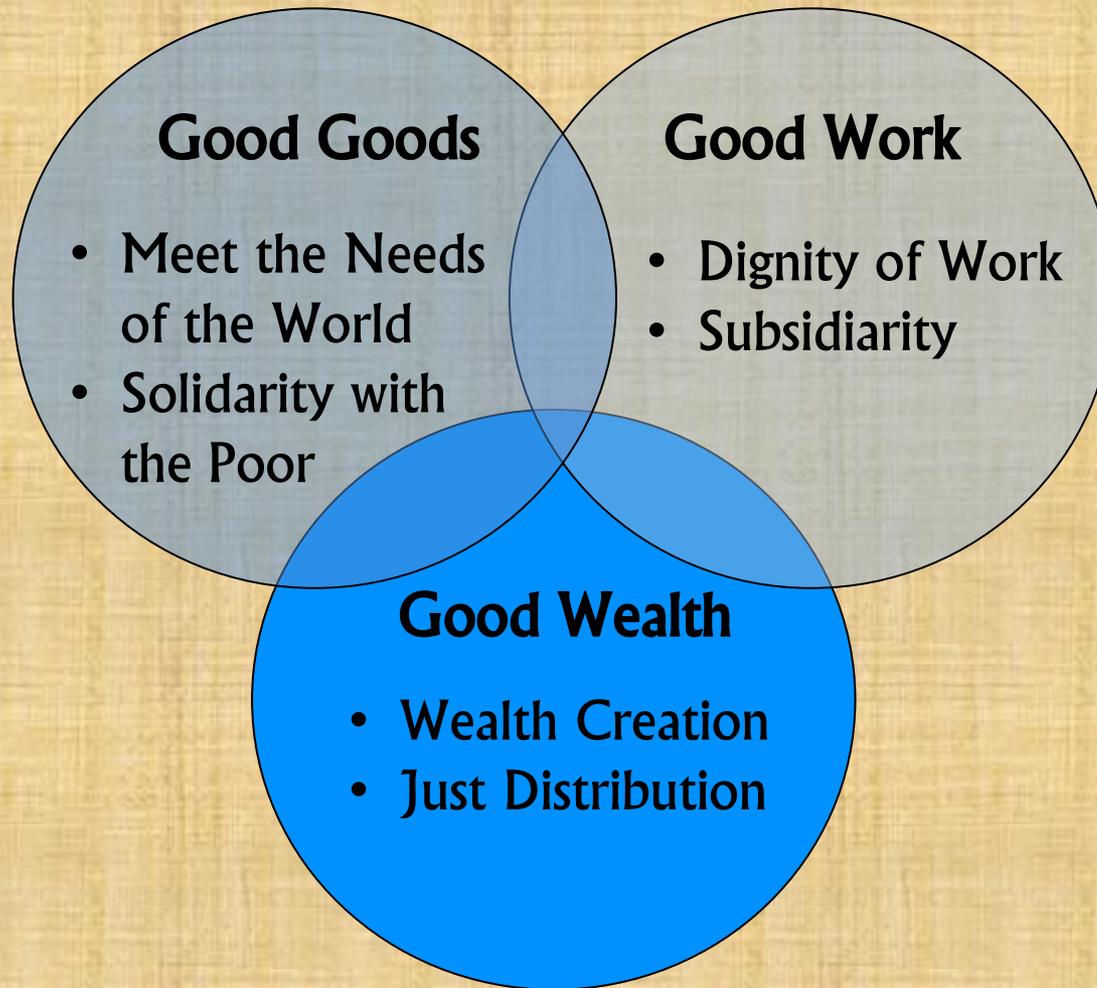
Business as a Community of Persons



Participative and Engaged Employees



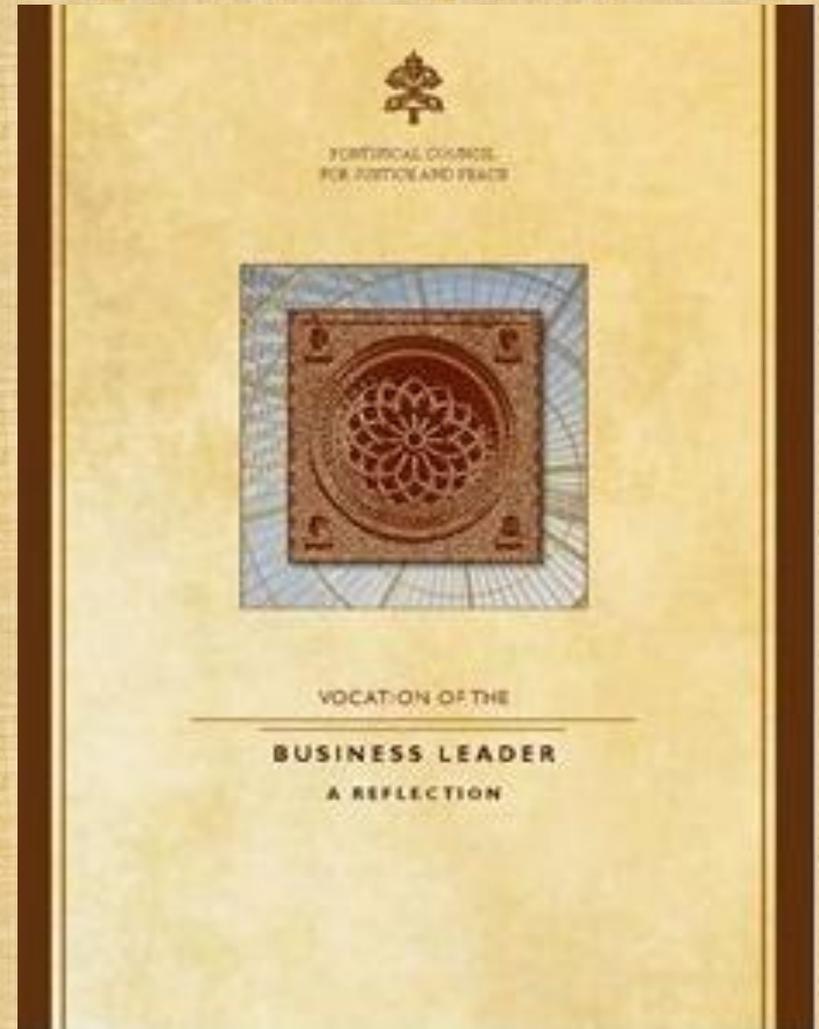
Business as a Community of Persons





Fixations and “GOLDEN CALVES”

“The **golden calf** is a symbol of *misplaced devotion*, born of a false idea of true success. . . . Each of these ‘golden calves’ amounts to a kind of **fixation** [and] . . . [e]ach has the capacity to ‘en-trance’” the leader and the business into **idolatry**.



Three Fixations/Golden Calves

1. Consumerism

- ❖ Choice as King
- ❖ Disordered Goods

2. Individualism

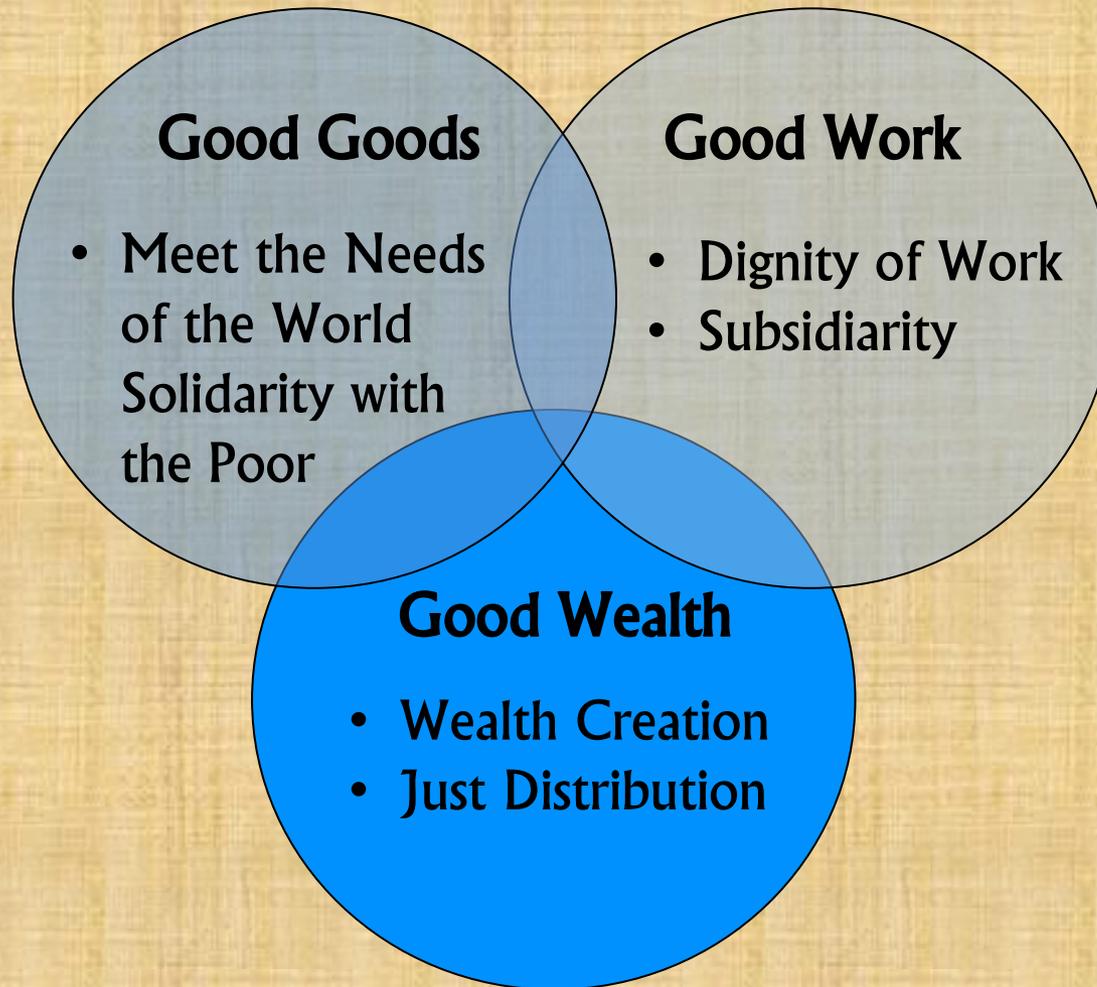
- ❖ Satisfaction as King
- ❖ Disordered Work

3. Materialism

- ❖ Price as King
- ❖ Disordered Wealth



Seeing Things Whole



Acting



- **Receiving:** “The first act of the Christian business leader, as of all Christians, is to receive; more specifically, to receive *what God has done for him or her.*”

The Illusion of the Self-made Entrepreneur



- “[W]ithout receptivity in their lives, business leaders can be tempted by a quasi-Nietzschean ‘superman’ complex. The temptation for some is to regard themselves as *determining* and *creating* their own principles, not as receiving them. Business leaders may only see themselves as creative, innovative, active and constructive, but if they neglect the dimension of *receiving*, they distort their place within the world and overestimate their own achievements and work.”

Acting



- **Receiving:** “The first act of the Christian business leader, as of all Christians, is to receive; more specifically, to receive *what God has done for him or her.*”
- **Giving:** “The second act to which the Church calls the business leader is *giving* in a way which *responds* to what has been received.”

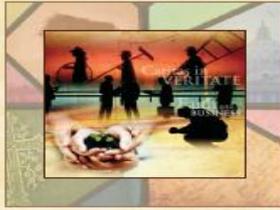
Educating Highly Principled and Effective Business Leaders



Discovery: A Deeply Humanistic Education that is centered on the person and opens one up to reality.

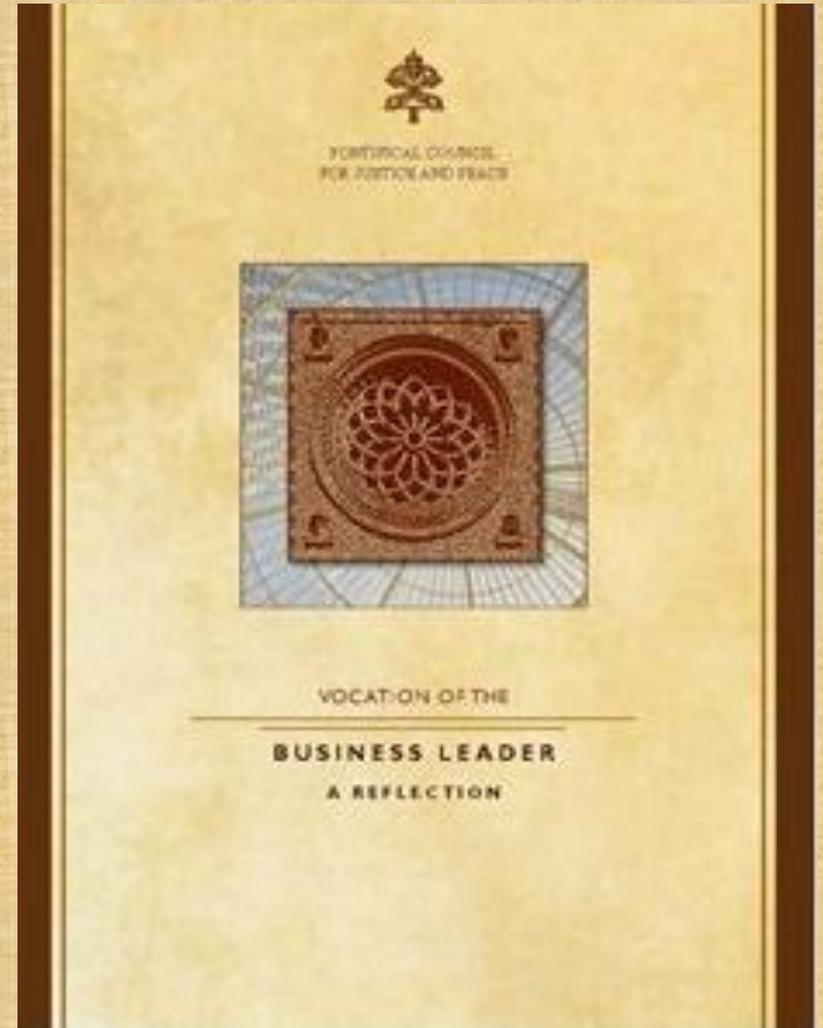
Applied: Technically Competent Education that grounds one into how things work and why they matter.

Integration: And a Unity of Knowledge that integrates virtue and *techne* (practical wisdom), faith and reason, vocation and work, and business and society.



Vocation of the Business Leader

Discussion





“God created me to do Him some definite service; He has committed some work to me which He has not committed to another.

I have my mission—I never may know it fully in this life, but I shall be told it in the next.

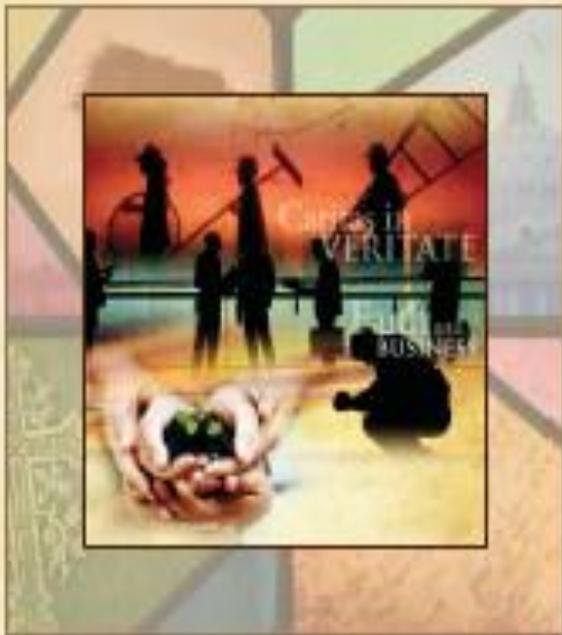
Somehow, I am necessary to His purposes...I am a link in a chain, a bond of connection between persons.

**He has not created me for naught.”
(John Henry Newman)**

PONTIFICAL COUNCIL FOR JUSTICE AND PEACE

VOCATION OF THE BUSINESS LEADER

A FINAL WORD



“As a prisoner for the Lord, then, I urge you **to live a life worthy of the calling you have received.** Be completely humble and gentle; be patient, **bearing** with one another in love. Make every effort to keep **the unity of the Spirit** through the bond of peace.” (Ephesians, 4:1-4).

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