

SAMPLE SYLLABUS

Course Title:

Jesuit History and Leadership Culture

Course Location

Spain

Course Description

Saint Ignatius of Loyola, after his conversion and as a Knight in 1522, trekked 340 miles from Loyola (Basque Country) to Manresa prior to his ultimate destination of Jerusalem.

It was during this pilgrimage that Ignatius would experience a profound spiritual enlightenment and would develop the Jesuit Spiritual Exercises along with laying the foundation to a new religious order known as The Society of Jesus.

With this as a background, this international immersion will recreate the partial walking route of Ignatius' journey on *El Camino Ignaciano* with the goal and focus of understanding Jesuit History, Ignatian Spirituality and the Jesuit Leadership Culture.

Key Takeaways

- Experience the spiritual process that made Saint Ignatius of Loyola;
- Reflect on and discern your own leadership style and how it compares to the Jesuit culture of leadership;
- Understand and experience the importance of team building in recreating a successful walking pilgrimage;
- Learn the foundation of Jesuit history.

Required Readings

In addition to *Heroic Leadership*, participants will receive, at the start of the course week, a binder with printouts of a half-dozen short journal articles. The articles touch on themes such as leadership as a journey of self-growth; self-awareness as crucial to leadership; life experience as a crucible for leadership formation; etc. One article will be assigned for each day of the trek (students can read it the night before, or early in the morning before the day's trek begins). Reflection questions to go along with each day's article and themes will be provided, and students will be invited to reflect on the questions, in light of the reading, during the day's trek and the evening discussion.

The complete list of readings and discussion questions is provided in the accompanying document, "Readings & Questions."

This document was developed by Chris Lowney, chair of the board of Catholic Health Initiatives, and Steve Porth, Associate Dean and Professor of Management at Saint Joseph's University. Chris can be reached at chrislowney@gmail.com and Steve can be reached at sporth@sju.edu.

Sample Schedule

Date	Starting Point	End Point	Mileage	Comments
Oct 1 (Saturday)	Depart NYC in Evening	Arrive in Barcelona Sunday (Oct 2) in AM		
Oct 2 (Sunday)	Barcelona	Barcelona	Free Day (optional City tour)	Evening – Dinner and Orientation
Oct 3 (Monday)	AM Early Bus from Barcelona to Palau D'Anglesola	Verdu	14.8 miles	End at Shrine of St. Peter Claver, SJ
Oct 4 (Tuesday)	Verdu	Cervera	7.8 miles	
Oct 5 (Wed)	Cervera	Igualada	22.2 miles	
Oct 6 (Thursday)	Igualada	Montserrat	16 miles	Uphill trek to beautiful shrine of Montserrat, where Ignatius spent a night in vigil.
Oct 7 (Friday)	Montserrat	Manresa	14.1 miles	Downhill trek to Manresa, where Ignatius spent a year. Overnight at Jesuit retreat house.
Oct 8 (Saturday)	Conclusion of Course. Depart Manresa AM for Barcelona. Participants can fly home on Saturday or take a free day in Barcelona.			

Additional Information

Please note that van transport will be available to pick up luggage/backpacks each morning before the group starts to trek and deposit them at the destination hotel in the evening allowing each trekker to carry his/her daily necessities only. Please also note that the evening hotel accommodations will be simple. For the last evening in Manresa we will stay at the Jesuit Retreat House in Manresa.

Sample Daily Schedule

- 8:00 am – Breakfast
- Deposit luggage at van
- 9:00 am – begin trek; One Hour in silence—Walk in Silence, No Music Players or Smartphones
- Lunch on Road
- 4 PM – 5 PM – Aim to Arrive at Destination. Free time for Journaling, Relaxing, etc.
- 7 PM – Group Discussions – Reflection and discussion on Assigned Reading and Questions for the Day
- 8 PM - Dinner

Price -- TBD*

The price includes breakfast, lunch, academic materials and overnight accommodations from October 2 – October 8. The price does not include airfare or travel to / from airport and most dinners. Space is limited.

Reflection Paper

Approximately ten pages, double spaced, and due three weeks from the conclusion of the trek. (I suspect your papers will be more insightful and successful if you jump on this while your ideas are fresh).

Please answer four questions:

1. What were your one or two most powerful personal learnings about leadership, and how did that learning come about?

2. What were one or two ideas from the readings that resonated most powerfully for you? "Resonate" in this context could mean that something in the readings lined up very strikingly with a personal experience during the week. OR, "resonate" could simply be that the reading confronted you with some important insight about leadership that was new and important for you.

3. What were one or two elements that you definitely would not change about the readings or experience? Something that we did that really catalyzed learning for you.

4. What is something you would change to make it better, better in the sense of accelerating or amplifying the learning opportunities. This is an important question! As our "co-creators," you can help us refine the model. For this fourth question, please focus on the "big picture," not on things like, "get bigger TV sets and put rabbit on the menu in the haunted hotel in Iqualada." (We will consult you separately about practical suggestions; for the paper, focus on bigger picture things).

	El Camino Ignaciano Itinerary Schedule, Hotels, Restaurants & Costs (Prices are as of October 2016)
Day 1 October 2 Barcelona, Spain	Arrive @ H10 Gallery Hotel in Barcelona (on your own) 7:15: Group Meets at hotel lobby 7:30pm: Group Dinner at Cheri Restaurant, Enrique Granados, 122, (5 minute walk from hotel)
Day 2 October 3 Barcelona- Bellpuig- Verdu-Tarrega	7:00am: Breakfast at hotel and check out w/ luggage 8:00am: Leave Hotel, shuttle bus to Bellpuig from Barcelona (Cost of bus transfer: 580€, arranged through hotel in Barcelona) 9:45am: Transfer luggage to van at the parking lot of Hotel Bellpuig (Av. Lleida, Bellpuig) (luggage will be at each hotel before our arrival) (Cost of luggage transfer including 2 trips to Castellgali from Montserrat: 526€, payment method: cash only) 10:00am: start walking to Verdu 1:30pm: Lunch reservation at Cal Terriser Restaurant Contact Silvia for reservation: 973 347 094 (Cost: 16€ pp, payment method: visa or cash) Veronica, tour guide will meet us at the restaurant for visit to Verdu Shrine, church and castle (contact Veronica at 687 095 070) 4:30pm: Start Walking to Tarrega 5:15pm: Arrive Tarrega; Hotel Ciutat de Tarrega. c/Sant Pelegri, 95 (Cost: 39.50€ pp, including .50 Turist Tax pp and breakfast, payment method: visa or cash only) 8:00pm: Dinner at Punt de Trobada, C/ Sant Pelegrí, 109 (Note: most restaurants are closed in Tarrega on Monday evening. May have to walk 10 to 15 minutes for dinner)
Day 3 October 4 Tarrega-Cervera	8:00am: Breakfast at Hotel and check out 9:00am: Leave Tarrega to Cervera 12:30pm: Arrive Cervera; Hostal Bonavista, Ave. Catalunya, 14 (Cost: 75€ pp, includes lunch, dinner and breakfast, payment method: visa or cash only) 1:00pm: Lunch at Hostal Bonavista 4:30pm: Visit the Old Town on your own 8:00pm: Dinner at Hostal Bonavista

For more information on logistics, costs, etc., please contact Francis Petit (petit@fordham.edu), Associate Dean, or Liza Wynns (wynns@fordham.edu), External Programs Manager, both of Fordham University or the Director of the Oficina del Peregrino del Camino Ignaciano, Josep Luis Iriberry, S.J., at director@caminoignaciano.org.

Day 4 October 5 Cervera-Igualda	8:30am: Breakfast at Hostal Bonavista 9:30am: Leave Cervera to Igualada 1:30pm: Lunch reservations at Hostal Bayona-La Panadella Restaurant, Ctra. N-II, km 532 : 08717 – Montmaneu (Cost: 15€ pp, payment method: visa, mastercard, AMEX, cash) 4:00pm: Bus from La Panadella to Igualada (Be at La Panadella Gas station at 3:50pm to catch 4:00pm bus. (Cost: 3€ pp cash only)) 4:30pm: Arrive Igualada-Hotel America, Ave. Mestre Montaner, 44-45 (Cost: Double Room with breakfast 66.30€ pp, payment method: visa, mastercard, AMEX, cash) 8:00pm: Dinner in Hotel (Cost: 202.65€ A la Cart dinner for 12 people)
Day 5 October 6 Igualada-Montserrat	7:45am: Breakfast at Hotel America 8:30am: Leave Igualada to Montserrat 1:00pm: Lunch at Sant Pau de la Guardia-El Celler Restaurant, 08294 Sant Pau de la Guàrdia (Cost \$18€ pp) 3:30pm: Start walking to Montserrat 6:30pm: Arrive Abat Cisneros Hotel, Monestir de Montserrat, s/n, 08199 Montserrat 7:15: Dinner at Abat Cisneros Hotel (Cost: 93€ pp, including dinner and breakfast)
Day 6 October 7 Montserrat-Manresa	8:00am: Breakfast at Abat Cisneros Hotel 8:45am: transfer from Montserrat to Castellgali- (roundabout that leads to the old Church up in the town) 9:30am: Walk from Castellgali 1:30pm: Lunch at Manresa-Casa d'Exercicis, La Cova de Sant Ignasi, Passatge de la Cova, s/n (Cost: 12€ pp) 4:00pm: Bus transfer to Barcelona-Hotel SixtyTwo- Passeig de Gràcia, 62 (Cost: 473 €) 8:30pm Final Group Dinner-Restaurant Gaudim
Day 7 October 8 Departure	Two Bus transfer to Airport from Hotel SixtyTwo (Cost: 80 €per trip)

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Readings and Discussion Questions for the Ignatian Camino Leadership Course

In addition to *Heroic Leadership*, participants will receive, at the start of the course week, a binder with printouts of a half-dozen short journal articles. The articles touch on themes like: leadership as a journey of self-growth; self-awareness as crucial to leadership; life experience as a crucible for leadership formation; etc. One article would be assigned for each day of the trek (students can read it the night before, or early in the morning before the day's trek begins). Reflection questions to go along with each day's article and themes will be provided, and students will be invited to reflect on the questions, in light of the reading, during the day's trek and the evening discussion.

Dynamics of the week/learning activities:

- Participants will read *Heroic Leadership* before coming to Spain
- Early in the morning, before each day's trek (or, the night before), participants will read an article chosen to amplify a key theme of the day.
- During each day's trek participants will spend one hour of the day in silence, an opportunity to reflect on the readings and the ideas that are percolating about what their life experiences have taught them about leadership.
- During each day's trek participants will spend a half hour of each day trekking alongside a "partner" (partners will randomly rotate each day), an opportunity to share some of the ideas or questions that have been coming up for each during the day's walk.
- During each day's trek two of the cohort (a different pair each day) will take responsibility for keeping the group on task and moving forward during that day.
- At the end of each day's trek participants will spend some quiet time journaling their thoughts, questions, reflections from the day.
- At the end of each day's trek, before dinner, we will spend approximately 60 minutes as a full group, sharing our respective highlights and reflections from the day; the instructor may also share some relevant input on leadership or on Jesuit history/culture.

Below is a first draft list of the articles and accompanying reflection questions:

1. In advance of Day One of trekking/Monday:

Review: p 37 to 61 of *Heroic Leadership*: reminder of what the Jesuits are and how this trek to Manresa fits into Jesuit culture/history

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Read p. 142-157 of Ryan Meers, Significant Life Experiences: Maximizing Learning Opportunities for Leadership Development :

<http://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1003&context=aglediss>

[The researcher reviews how life experiences often contribute to leadership growth, experiences like adversity, stretch assignments, inspirational experiences, conflict. The article will help frame the “big picture” for the week, namely, that we will each be reflecting on our personal life experiences and how those have taught us about leadership].

Questions for reflection, discussion, and journaling on day one:

1. During your pre-reading today and every day: highlight or underscore passages from the reading that strike you personally. If a passage strikes you, chances are there is some learning for you by digging deeper: why did the passage hit you? Does it connect to something in your own life or work experience?
2. Spend some time recalling moments in your life when you learned something important about yourself, moments that you might now think of as “turning points” or “critical incidents.” They may be personal or professional, from your distant past, even childhood; or they may be from last week at work. You may wish to come back to these turning point moments for further reflection later in the week.

2. In advance of Day Two of trekking, Tuesday:

Review Heroic Leadership, p. 63-74; and 259-271; these excerpts revolve around failure and personal challenge as a “crucible” for leadership.

Read Robert E. Quinn, “Moments of Greatness: Entering the Fundamental State of Leadership,” *Harvard Business Review*, Aug. 2005, p. 75-83. Here is a link to the article NOTE WELL: THE ARTICLE on line has three sub-links titled “Read More”: it is important to print out and include these sub links as part of the reading): <https://hbr.org/2005/07/moments-of-greatness-entering-the-fundamental-state-of-leadership>

Questions for reflection, discussion, and journaling on day two:

1. As for every day: highlight passages in the readings that really strike you. Think about those during the day. *Why* did the passage(s) strike you? What is the passage saying to you or about you?
2. From the Quinn article: complete the checklist entitled “Are you in the Fundamental State of Leadership.” Then ask yourself: where could I be doing a lot better right now as a leader?

3. Bring to mind some deeply challenging experience, perhaps even a failure, from your professional life: what did you learn about yourself? How did it help you to grow as a leader?

3. In advance of Day Three of trekking, Wednesday:

Review p. 169-202 of *Heroic Leadership*; this excerpt invites you to think about “love” as one of the values that you may wish to make a hallmark of your leadership approach.

Read: James M. Kouzes and Barry Z. Posner, “Leadership Begins With An Inner Journey,” *Leader to Leader*, Spring 2011 <http://www.leadertoleaderjournal.com/sample-articles/leadership-inner-journey.aspx>

Values Sort Exercise: [I have attached to this email a PDF file that would be printed out for the “Values Sort” exercise].

Questions for Reflection, Discussion, and Journaling on Day Three:

1. As with every day, “mine” the readings: underscore passages that strike you and reflect on these during the day.
2. Do the “values sort” exercise and reflect on what you came up with: anything surprise you? Call to mind ways in which you really role model these values and can be proud of yourself; call to mind, on the other hand, moments where you missed the chance to role model your values: why do you think you fell short and how could you do better?
3. This day is about articulating the values you want to stand for in life and as a leader. As you reflect on the readings and exercises, journal some of your resolutions or convictions about your leadership and life values.

4. In Advance of Day Four of trekking, Thursday:

Review *Heroic Leadership*, p. 105-126; the excerpt underscores the link between good leadership and knowing oneself in a deep way.

Read Daniel Goleman, “What Makes a Leader,” 1998, *Harvard Business Review*
http://www.undp.org/content/dam/samoa/docs/UNDP_WS_TLDP2_Whatmakesaleader.pdf

Read Rick Lash, “Top Leadership: Taking the Inner Journey,” May/June, 2002
<http://iveybusinessjournal.com/publication/top-leadership-taking-the-inner-journey/>

Questions for Reflection, Discussion, Journaling:

1. Underscore the passages that hit you and reflect on them.
2. How could you become a more self-aware person? Are there any practices you want to begin doing next week? Are there times of the day or week that you could set aside for reflection? At the bottom of this syllabus is an outline of a simple approach to daily

reflection that you could incorporate into your work day, absorbing less than five minutes each day. Have a look at it and consider beginning this practice.

3. The Goleman article breaks “emotional intelligence” into five components: self-awareness, self-regulation, motivation, empathy, social skills. Call to mind a life experience that showed your strength with one or more of these attributes; call to mind a life experience that showed your weakness in one or more of these areas.
4. The Lash article uses metaphorical ideas for the life leadership journey, like, “the call,” the road of trials, facing the abyss, and transformation. Which of these images resonates most strongly with where you are in life right now? Reflect on the idea of “transformation:” how is life, and your Fordham EMBA experience, gradually transforming you into a different and better person and leader?

5. In Advance of Day Five of trekking, Friday:

Review *Heroic Leadership*, p. 277 to 295; the excerpt invites you to think about leadership in a holistic and integrated way; and the excerpt challenges you to seize your own leadership opportunities in life.

Read Clayton Christensen, “How Will You Measure Your Life?” *Harvard Business School: Working Knowledge*, May 2012, <http://hbswk.hbs.edu/item/clayton-christensens-how-will-you-measure-your-life>

Questions for Reflection, Discussion, and Journaling on Day Five:

1. As for every other day: what struck you in the readings? Why?
2. Imagine that you are looking back on your life from the position of old age. What “footprint” or legacy would you want to have left? How would you want people to have remembered you, inside and outside of work? Write some of these in your journal.
3. Look through your journal entries for the last few days. Take courage and hope from the things you’ve written: you’ve learned something about yourself through major moments in life; you have lots of skills and talents; your life has given yourself lots to be grateful for.
4. Now give yourself some advice for the rest of the way. In order to achieve the legacy you just wrote about, do you need to “bend the curve” of your current life trajectory in any ways? Write about this in your journal. For example, to complete your legacy and leave the kind of “footprint” you want, is there any “old skin” you have to shed? Do you have to make any changes, small or large, in the way you are working or living your life?

Appendix A:

Review of the Day for Managers

This is an adaptation of a form of daily reflection developed by Paul Campbell, S.J.

What follows is a very simple daily reflection approach that can keep you on track despite each day's chaos and distractions. Set aside about five minutes toward the end of the day and review the following:

- **From your perspective as a manager, what was the high point of the day?**
 - Why?
 - Can you discern a pattern in what constitutes high points?
 - What can you do to increase the number and duration of these high points?
- **The low point of the day... Again, look for reasons and patterns.**
 - What would you do differently if you were given the chance for a “do over”?
 - How can you decrease the likelihood of repeating the same kinds of low points?
- **When were you working at your best during the day?**
 - Recall as many details as you can. What made it your best work?
 - Were you working alone? With others?
 - Who brings out the best (and worst) in you? Why?
- **When did you struggle to stay focused and engaged?**
 - What were you doing that challenged your focus?
 - Was this an isolated incident, or is this something you deal with a lot of the time?
- **Think about each of your direct reports. Imagine how he/she might have pictured interacting with you.**
 - What concrete things could you do to improve communication between you and your direct reports?
- **Look toward tomorrow.**
 - Are you going to make any changes in your demeanor, communication styles, and attitudes?
 - What are you going to do to help your direct reports work more effectively and with greater satisfaction?

Appendix B:

Instructions for the Values Sort Exercise, which will take place on Day 3 of the course/trek:

Step #1: Scan the list of values and quickly mark each value as an “A” or a “B.” Your “A” group is for your **most important** values; your “B” group is for your **less important** values. The two groups can be as large or small as you wish. Do this step within one minute.

Step #2: Reduce your “A” group to your top 6 most important values.

Step #3: Now reduce your top 6 values down to your top 3 values.

Step #4: In your journal, write down what each of these 3 top values means to you and why you chose it.

The list of values:

Passion	Diversity	Moderation
Fun	Wisdom	Order
Service	Integrity	Safety
Recognition	Competence	Challenge
Health	Growth	Equality
Status	Change	
Authority	Quality	
Legacy	Honesty	
Creativity	Achievement	
Innovation	Knowledge	
Effectiveness	Commitment	
Family	Quality	
Trust	Teamwork	
Courage	Perfection	
Accountability	Simplicity	
Efficiency	Structure	
Fairness	Risk-taking	

Independence

Balance

Loyalty

Happiness

Spirituality

Wealth

Do you hold any other "A" group values that are not on the list above?? Include them.