“The unexamined life is not worth living.”

- Socrates
Theological Reflection

- Term is used to define a process in which an individual or a group reflects on their personal or collective experience(s) in light of their faith.
- Is an essential element of faith formation, helping to integrate faith and life.
- Can help us to engage experience of ministry, dialogue with our faith tradition, and support issues of discernment.

- Rev. Dr. Richard Dickey

Theological Reflection

Three key elements

Experience ➔ Reflection ➔ Response
Sources for Theological Reflection

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Formation is a life-long transformative process that opens us to God’s action and connects us more deeply with self, God, others, and the world.

Through self-reflection and other practices grounded in theology and spirituality,

formation enables us to consider our calling, find deeper meaning in our work, realize our gifts, develop our competencies, and grow as a community in service of human dignity and the common good.
Organizational Moments when you might use Theological Reflection

- Leadership meetings
- Staff meetings
- Formation events
- Service opportunities
- Discernment processes
- Commissioning services
- Board meetings

Some examples

- Spiritual moments exercise
- Commissioning service
- Mary Oliver poem
- Reflecting on Catholic Social Teaching and measuring organizational policies against the document
Spirituality in the life of the organization

Definitions of Spirituality

“Spirituality is how a person finds meaning and purpose in his or her life in a way that is reflected in behaviors.”

- Gerald T. Broccolo

“Spirituality is an aspect of humanity that refers to the way individuals seek and express meaning and purpose and the way they experience their connectedness to the moment, to self, to others, to nature, and to the significant or sacred.”

- Association of American Medical Colleges; Nelson-Becker; referenced in Puchalski, et. al., Journal of Palliative Medicine
“The goal of our fostering a spirituality of work is to provide an environment that deepens our sense of meaning through the mission of Ascension Health. This affects the way work is done and service is provided. In a spiritually centered workplace, people have greater potential to become whole. They have a deeper connection with the meaning of what they do … ”
Select, welcome, and engage new associates, physicians, volunteers, and board.

Some examples of spirituality in this area include:

– Developing new interview questions that test potential candidates for mission fit
– Personally welcoming new associates
– Being a mentor to new employees

Reflection Questions:

*Have you experienced spirituality in this area?*

*Were you welcomed at your health ministry?*
Develop Relationships and Build a Model Community Reflective of Our Values

Examples:
- Hosting regular department meetings
- Supporting peer recognition
- Working with the community to address local needs

Reflection questions:
How have you developed and maintained relationships in your department?

Is your organization meeting the needs of patients and the larger community?

Create a healing environment through spiritual/emotional support and life-giving space.

Examples:
- Designating “Tranquility Spaces” or sacred areas for patients and associates
- Seek creative ways to create sacred space
- Provide a support network and recognize how you can help provide spiritual and emotional support to those around you

Reflection questions:
Do you have healing spaces in your department?
Do you think patients, families, and associates feel spiritually and emotionally supported?
Celebrate our identity in ritual.

Examples:
- Celebrating the feast days of the Founders
- Honor and celebrate associates

Reflection question:

*Have you seen any examples of how you celebrate your identity in ritual?*

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Weave Spirituality into Strategic and Operational Processes, Decisions, and Actions

Examples:
- Begin all meetings with prayer
- Consider mission implications when making business decisions
- Use the Organizational Ethics Discernment Process (OEDP)

Reflection Questions:
*Can you identify ways your department brings spirituality into decision making?*
*Does your department consider the poor and vulnerable when making decisions?*
Provide Vital Formation/Development Experiences

Examples:
- Retreat Day with your co-workers
- Opportunities for self-reflection
- Formation modules offered at all levels of the organization
- Learning more about health care ministry and the role of the laity in its future

Reflection question:
Have you had any opportunities for formation at your health ministry?

Why we need spirituality in our environment

There are many areas where we can see our spirituality in organizational life. Integrating spirituality into our environment has many benefits for patients and associates. Better integrating spirituality supports our mission to have spiritually centered, holistic care, also supporting our Call to Action.
The deliberate and untiring act of working through resistance to organizational transformation by building a circle of friends, fostering networks of human compassion and interweaving teams of relationships through which new ideas are born and new ways of responding to the mission take form and find expression.

- Sr. Donna Markham, OP, Ph.D.
VP, Behavioral Health Services
Catholic Health Partners
Spiritual Leadership

Spiritual leadership is a form of leadership that results from integrity, living every aspect of leadership based on core motivating values. Spiritual leadership is not something that you add on to an already existing leadership style, rather it permeates everything that one does, whether at home, in social life, or at work. The best leaders are the ones who are grounded in motivating values and have “faith,” and they live differently as a result of it...

When one lives spiritual leadership, that person does not only become more spiritual; rather he or she becomes integrally human. This splendid task of becoming who we are capable of being means journeying into the depths of oneself, stretching out to make one’s own those values that in a special experience become the motivation of life. The term “spiritual leadership” refers to a leadership that is the result of living with integrity those values that are the basis of one’s life and making all decisions in light of those values.

- Leonard Doohan

Our role in helping to cultivate the culture which supports spirituality

CHA Competencies for Mission Leaders

• Personal Qualifications
• Leadership
• Theology
• Spirituality
• Ethics
• Organizational Management
Reflection on mission leadership and creating the necessary culture

“Humans choose good work. At its simplest, good work is work that makes sense, and that grants meaning to the one who is doing it and to those affected by it. The stakes in good work are necessarily high. Our competence may be at stake in ordinary, unthinking work, but in good work that is a heartfelt expression of ourselves, we necessarily put our very identities to hazard. Perhaps it is because we know, in the end, we are our gift to others and to the world.”

- David Whyte

Additional Resources
