

Faith in Leadership
How Leaders Live out Their Faith in Their Work and Why It Matters
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Discussion Starters

We offer these discussion starters for all, not just those in positions normally designated or perceived as leadership positions. We believe that all those present in an environment, workplace or other place, exercise leadership functions by what they say and what they do. As a pebble thrown ripples the surface of the lake and a pebble not thrown leaves the surface as it was, so too our every action or inaction affects those around us.

Forward, Preface, Chapter 1 – Moving from Faith to Faithfulness

1. Why is it becoming desirable to link leadership and faith?
2. What meanings does the author assign to *Leadership, Faith, and Faithfulness*?
3. How does a person at work live out faithfulness to their faith?
4. What would be the impact on your workplace, if you lived out one or two of the ideas for being a faithful leader in your workplace?
5. What feelings do you have about the message(s) of this chapter?

Chapter 2 – Integrity and the Art of Compromise

1. How did you define *Integrity* before reading this chapter? After reading the chapter?
2. Why is an understanding of integrity important developing faithfulness in your life?
3. Think over the past several days at work. When and how did you act with integrity? At what level of integrity did you act?
4. What if you acted as an integrated person in all aspects of your work and home life? How would your work environment become different?
5. What feelings do you have about the message(s) of this chapter?

Chapter 3 – Rebuilding Trust in the Fractured Workplace

1. Considering both the author's words and your experiences in your workplace, why is trust important in organizations? in personal relationships?
2. What definitions for *trust* do you find most meaningful? What makes them meaningful to you?
3. How would you suggest an improved trusting relationship could be developed in your workplace? What action could you take?
4. What would be the impact on your workplace if you persistently took action to build trust?
5. What feelings do you have about the message(s) of this chapter?

Chapter 4 – Confidence under Pressure

1. What is the difference between confidence and faith according to the author?
2. Why is it important to be aware of the nature of the relationship between confidence in self and faith in God?
3. How might the combination of confidence and faith affect the way one deals with difficulties, trials, and tribulations at work?
4. If you were to allow your faith to affect your risk taking, how would that affect your performance the performance of those around you?
5. What feelings do you have about the message(s) of this chapter?

Chapter 5 – Humility and Vision in the Life of the Effective Leader

1. Why did the author bring both vision and humility into his discussion of faith-based leadership?
2. What is vision? Humility?
3. How does the author say faith interrelates with vision and humility? What is the practical meaning of this interrelationship in the workplace?
4. What would happen in your workplace if you practiced a vision and humility that was motivated by a desire to serve those in your workplace?
5. What feelings do you have about the message(s) of this chapter?

Chapter 6 – Finding Wisdom and Purpose in Chaotic Times

1. What is the benefit that the author sees in chaotic times? How would you apply this concept to your work life?
2. What meaning is behind the author's suggestion to love first and then serve others? How would you apply this concept to your work life?
3. What would change in your workplace if you took the time daily to reflect on your purpose for engaging others in your workplace?
4. Why are both wisdom and purpose seen as important by the author?
5. What feelings do you have about the message(s) of this chapter?

Chapter 7 – Sharing Power as an Expression of Faith

1. What was the author's purpose in sharing power?
2. What commitment drove the author's willingness to share power?
3. How would a similar commitment on your part suggest you power?
4. If you acted more deeply on your faith in God and your faith derived purpose in life and work, what would change in your work place?
5. What feelings do you have about the message(s) of this chapter?

Chapter 8 – Mentoring the Next Generation of Faithful Leaders

1. How has being mentored and mentoring been present in your life?
2. In what ways do you agree with the author's description of mentoring? Disagree?
3. Why do you think you should seek a mentor at each new stage in your career and life? What would/did move you to be a mentor to someone in your workplace?
4. What impact would faith-based mentoring have on your work life, either as a mentor or the Mentee?
5. What feelings do you have about the message(s) of this chapter?

Chapter 9 – Dealing with Vulnerability

1. What is the key to dealing with vulnerability according to the author? What is your reaction to that idea?
2. Why is it necessary for us to recognize and deal with our vulnerability?
3. How is one's view of reality affected by one's faith in God?
4. What would be the impact on you at work of an increased, daily consciousness of your faith in God?
5. What feelings do you have about the message(s) of this chapter?

Chapter 10 – Sharing Personal Faith at Work

1. What reasons for not sharing his faith at work are similar to you feelings on the matter?
2. Why should our parishes prepare us to share our faith verbally as well as by actions?
3. What are some ways or situations in which you verbally share your faith?
4. What first step could you take in sharing your faith at work and what would be the impact of that step?
5. What feelings do you have about the message(s) of this chapter?

Chapter 11 – Shaping the Center with Wisdom from the Edges

1. What does the author mean by *penumbra management*? In what ways does this make sense and/or not make sense to you?
2. Why does the author think we should really get to know those with whom we work?
3. How would a leader—or anyone for that matter—begin to learn from the edges?
4. If you were to practice active listening on a daily basis in your workplace, what would that look like? What would be the impact on you and on your organization?
5. What feelings do you have about the message(s) of this chapter?

Chapter 12 – Recognizing Leaders' Hidden Beliefs

1. Why does the author compare management beliefs, rituals, and practices with religious beliefs, rituals, and practices?
2. What are the parallels in management and religious beliefs presented by the author? What do you think about the parallels drawn?
3. What management beliefs do you see affecting your workplace? How do those beliefs show themselves?
4. What beliefs, religious and/or management, would you like to see affecting your workplace? How would they change the workplace, if they were present?
5. What feelings do you have about the message(s) of this chapter?

Chapter 13 – Leadership and Legacy: One Leader’s Journey in Faith

1. Why does the author share his journey in faith?
2. In what ways has your journey in faith paralleled the author’s? Differed from the author’s?
3. What are your impressions of the four key principles of personal faith presented by the author?
4. What if you chose one of the principles to guide you over the next month? Which would it be? What results would you hope for?
5. What feelings do you have about the message(s) of this chapter?

Chapter 14 – Credo and Credibility: Management Systems at ServiceMaster

1. Why do you think ServiceMaster was chosen as the example of a workplace activated by faith-based philosophy?
2. In what way do you see ServiceMaster most credibly expressing a faith-based value in the operation of the company?
3. What one lesson from ServiceMaster would you like to integrate into your workplace given your personal level of responsibility? How could you do that? What would be your first step?
4. What would change in your workplace if you took that first step?
5. What feelings do you have about the message(s) of this chapter?