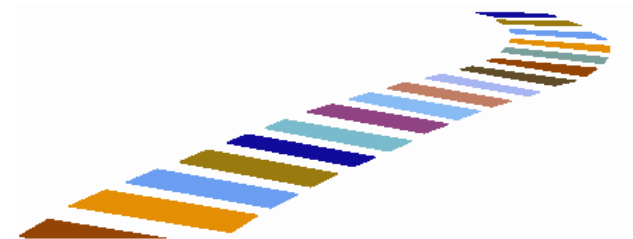




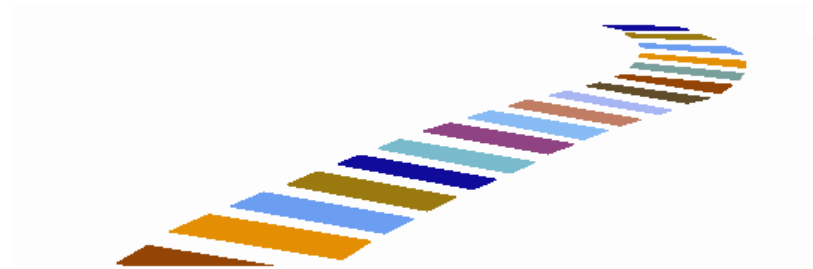
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# The Vocational Dignity of the Worker



# Ministry Leadership Formation

- Ministry Leadership Formation is a three year program that provides the working knowledge and skills to lead the mission and ministry of Catholic Health Care and affiliated organizations.



**Catholic Tradition**  
Sets the Agenda

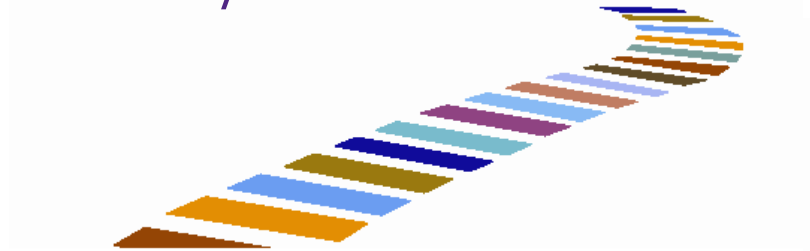
**Cultural Information**  
Informs the Agenda



**Individual & Communal Experience**  
Evaluates the Agenda

# The Vocational Dignity of the Worker: Overview

- Vet the word “vocation” or “calling” in work situations
- Identify the worker’s search: job, career, and calling
- Distinguish vocational discernment from vocational dignity
- Discuss the input/exercise on call/contradiction



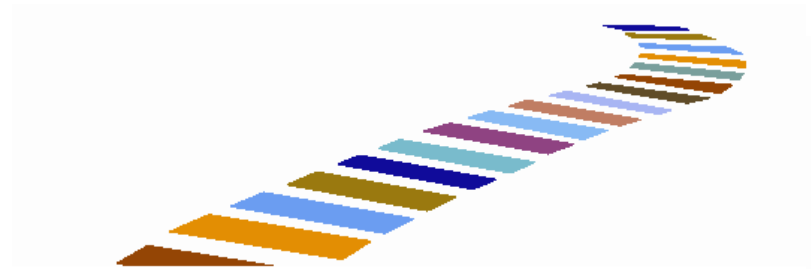
# Vocational Dignity is expressed and enhanced in the workplace ...

- when work happens in a community of supportive and respectful relating
- when the theological grounding of work as a vocation is brought forward
- when the interests and talents of workers are expressed in and through the work
- when work life and personal life are positively related
- when we reflect on and learn from the vocational work stories of others



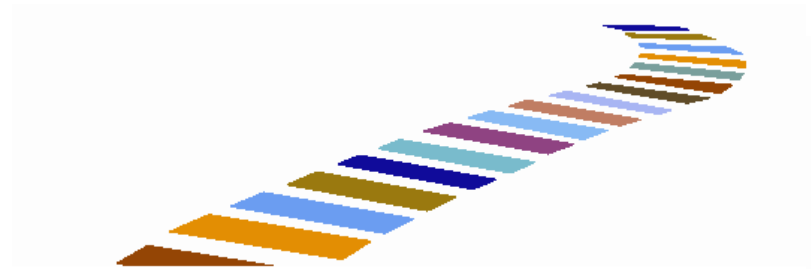
# Vocational Dignity is expressed and enhanced in the workplace ...

- when attention is invested in the work
- when we are passionate about what we do and enjoy doing it
- when we remember the people who have helped us
- when we connect larger purposes with specific tasks
- when the voices of workers are included in decision-making
- Action|Feedback
- Evaluations



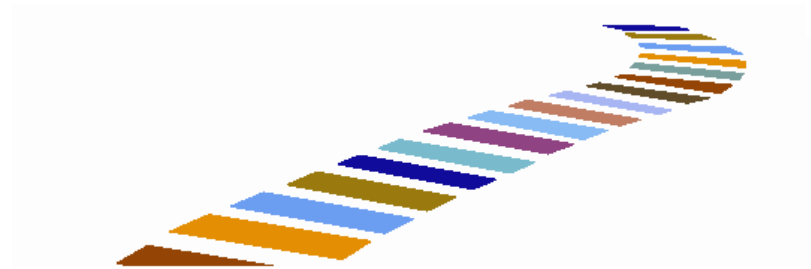
# Vet “Vocation and Calling”

- When you heard the word “vocation” or “calling,” what were your immediate reactions?
- If you would use the word “vocation” or “calling” in one of your work settings, what might be some of the immediate reactions?



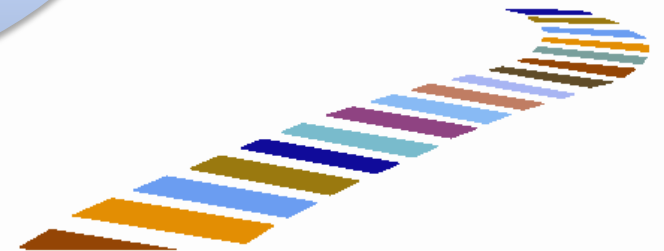
# The Search of the Worker

- When you changed work, position, or work site, what were you looking for?
- When co-workers talked with you about changing work, position, or work site, what were they looking for?



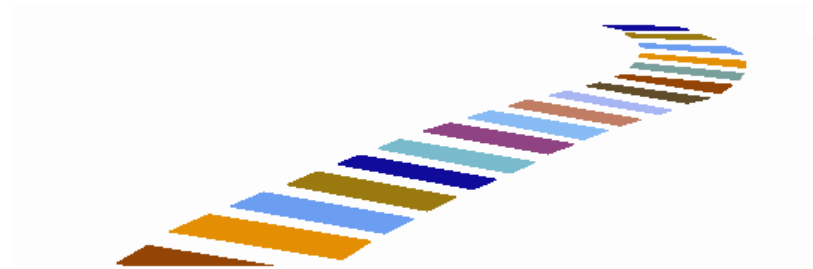


# The Search of the Worker



# The Search of the Worker

- Job = legitimate concern with the relationship between work and personal life
- Career = legitimate concern with advancement and social standing
- Calling = legitimate concern with fulfillment and contribution



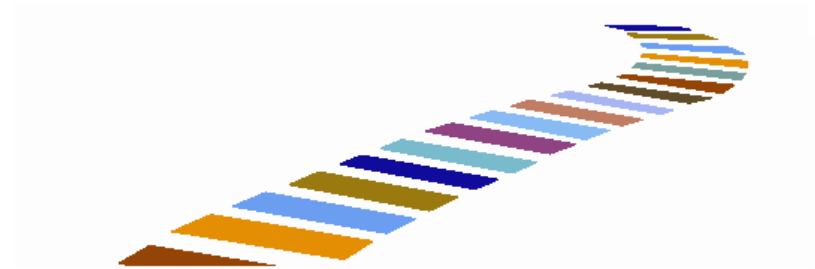
# Vocational Discernment

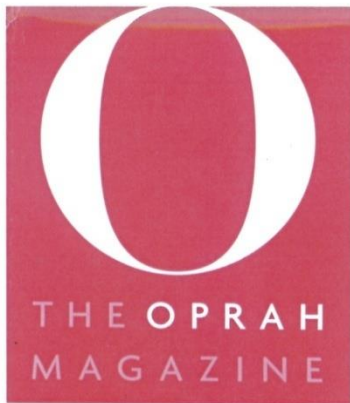
## ■ Vocational Discernment

### – USA TODAY SNAPSHOTS

- If you could start your career over in a completely different field, would you?
  - Yes = 51%
  - No = 24%
  - Maybe = 25%

## ■ Important but not our focus





THE OPRAH  
MAGAZINE

LIVE YOUR BEST LIFE

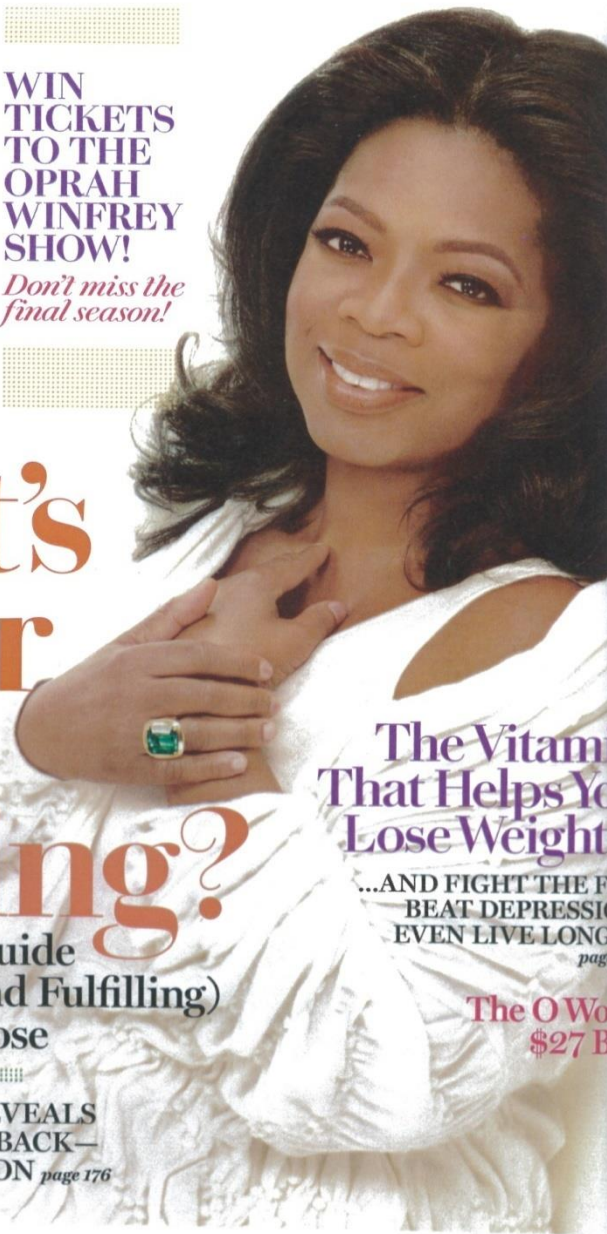
WIN  
TICKETS  
TO THE  
OPRAH  
WINFREY  
SHOW!

*Don't miss the  
final season!*

# What's Your True Calling?

An Easy-Does-It Guide  
to Finding (and Fulfilling)  
Your Life's Purpose

*Plus:* THE QUIZ THAT REVEALS  
WHAT'S HOLDING YOU BACK—  
AND HELPS YOU MOVE ON page 176



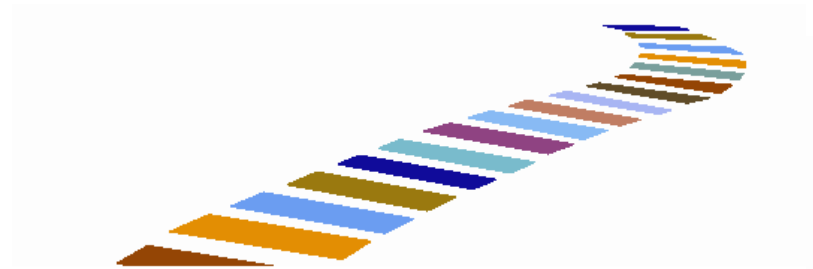
The Vitamin  
That Helps You  
Lose Weight

...AND FIGHT THE F  
BEAT DEPRESSIO  
EVEN LIVE LONG  
page

The O Wo  
\$27 B

# Vocational Dignity

- The essential dignity of people is experienced as a call to use and develop their interests and talents both for their own benefit and the good of others. This dignity energizes the world of work.



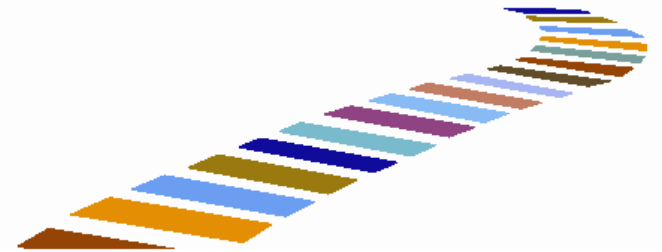
# Vocational Dignity

Listen, when cadence of knocking hammers  
so much their own

I transfer into our inner life, to test the strength of  
each blow –

Listen, electric current cuts through a river of rock  
–

Then the thought grows in me day after day,  
The whole greatness of this work dwells inside a  
man.



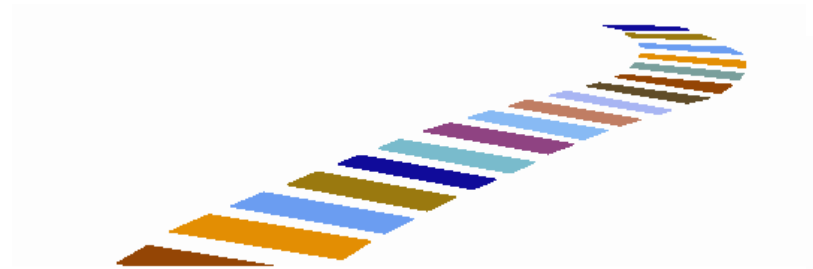
# Vocational Dignity

- Participation in divine creative activity
- Work for the person, not the person for work
- Work as self-realization and contribution



# Call/Contradicted

- What policies, structures, and behaviors jeopardize the dignity of the worker?
- What policies, structures, and behaviors respect the dignity of the worker?





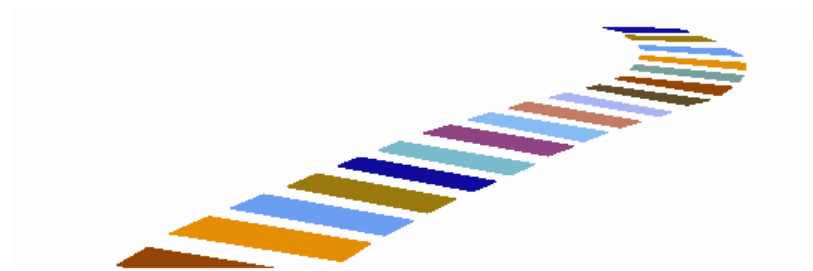
## ... when work happens in a community of respectful and supportive relating

- Gallup polls show that most workers rate having a caring boss even higher than they value money or fringe benefits. In interviews with two million employees in seven hundred companies, Gallup found the relationship with a person's immediate boss determines how long employees stay at that company and how productive they are; people stay at a job because of relationships.
  - Birute Regine, “Letting the Heart Fall Open: Spirit, Vulnerability, and Relational Intelligence in the Workplace,” in **The Workplace and Spirituality: New Perspectives on Research and Practice**, Ed. By Dr. Hoan Marques, Dr. Satinder Dhiman, and Dr. Richard King (Skylights Paths Publishing, 2009)



**... when work happens in a community of respectful and supportive relating**

- Recall a time when a leader showed you either respect or support. Tell the story of that time and identify the form that respect and/or support took.
- What was the long term impact of that experience?

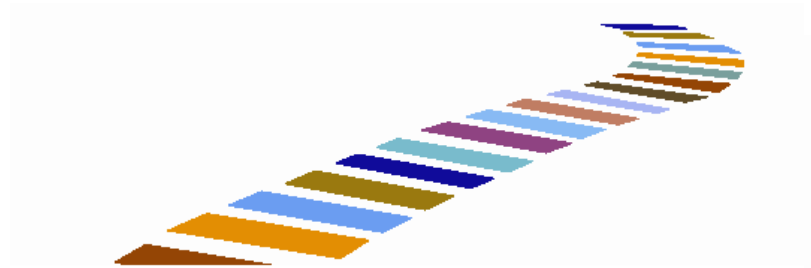


**Theological Context:**

**Universal Call**

**and**

**Vocational Community**





# Vocation

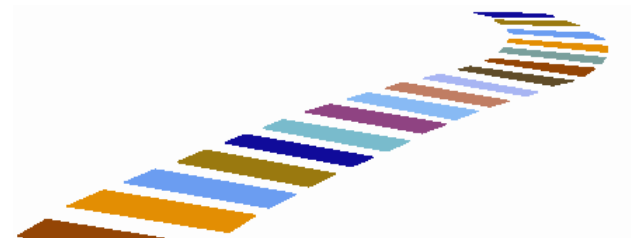
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**“Vocare”**

Call

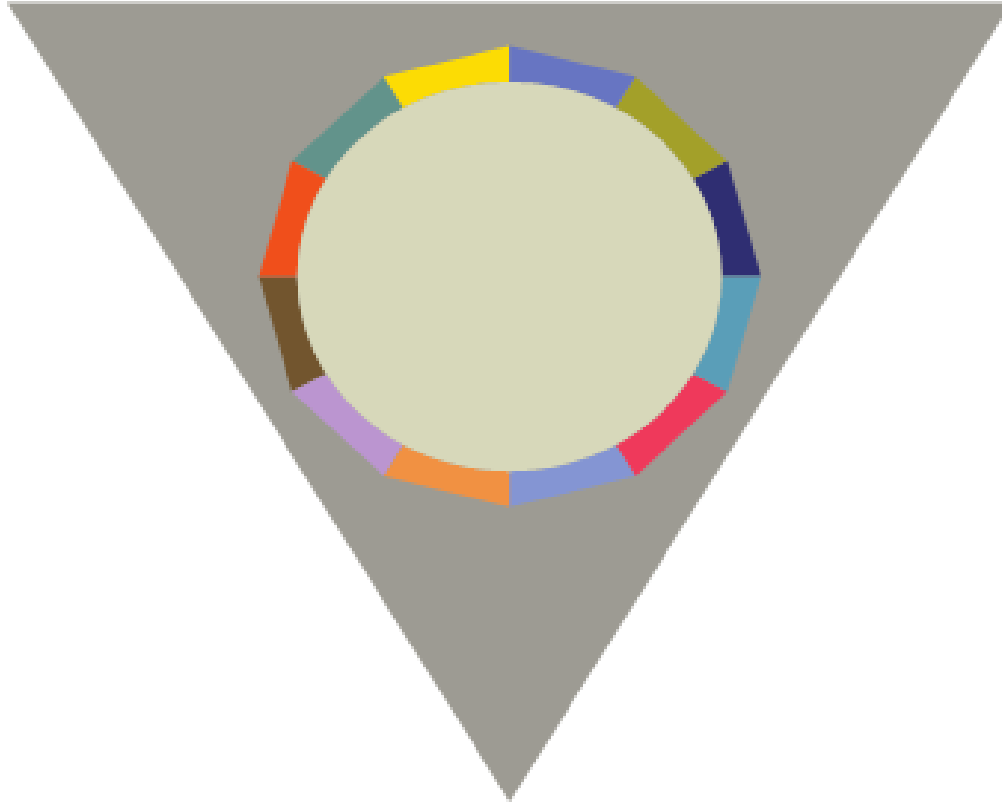
Invite

Name



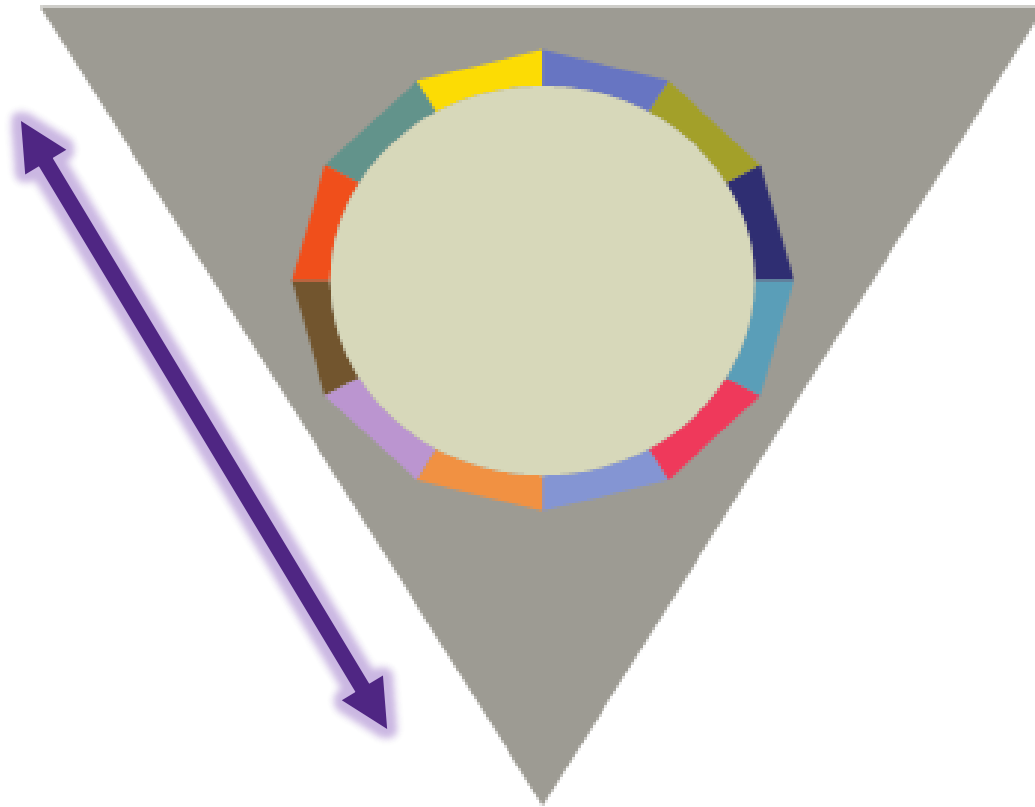
# Vocation or Calling

**Central Theme in Judaism and Christianity  
and therefore  
Central to the Catholic, Christian Tradition**



# Vocation or Calling

**Central Theme in Judaism and Christianity  
and therefore  
Central to the Catholic, Christian Tradition**

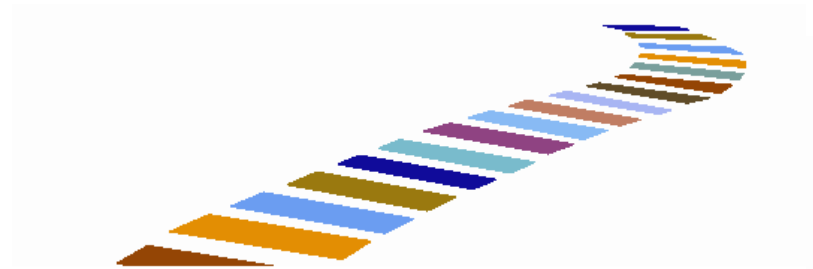


# Vocation or Calling

## Judaism/Hebrew Scriptures:

- Genesis 1: God calls humanity into existence [Creation]
- Genesis 3: God calls upon Adam & Eve to name the animals [Co-creation]
- Exodus 20: God called the People of Israel out of Egypt and said:  
“I am the Lord, your God... and you are my people”  
[Covenant]

Creation, Co-Creation, and Covenant are all about a calling, a vocation



# Vocation or Calling

## Christianity/Christian Scriptures:

Christ = The New Creation (The New Calling)

To Call = Κάλεῖν

Christ

Κάλῶν

Kalon

Disciples

Κάλλομμένοι

Kalloumenoi

Church

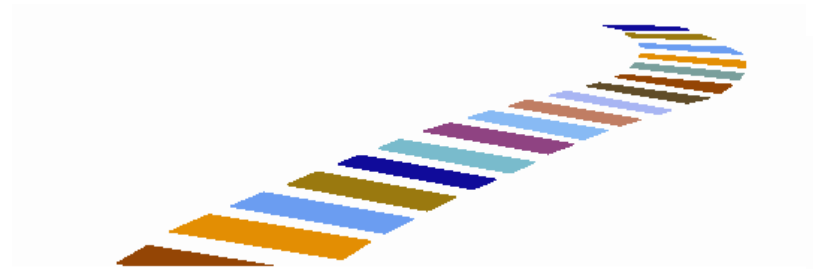
Εκκλεσιᾶ

Ekklesia

Christian Vocation/Calling

Κλησίς

Klasis





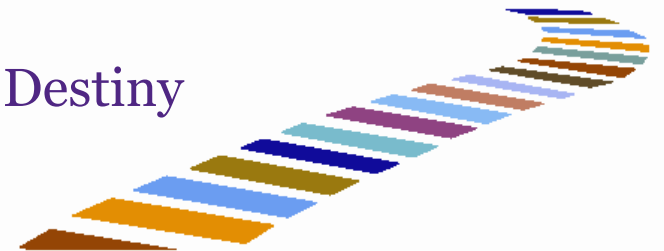
# Each Element of the Tradition Rooted in Calling

Creation:	Called into Existence and Placed in the World
Co-Creation:	Called to Cooperate
Covenant:	Called into Personal Relationship with God and One Another
Christ:	Called to Reconciliation
Christian Community:	Called to Share in Christ's Ministry
Eternal Life:	Called to Fulfillment

Within the Catholic/Christian Tradition

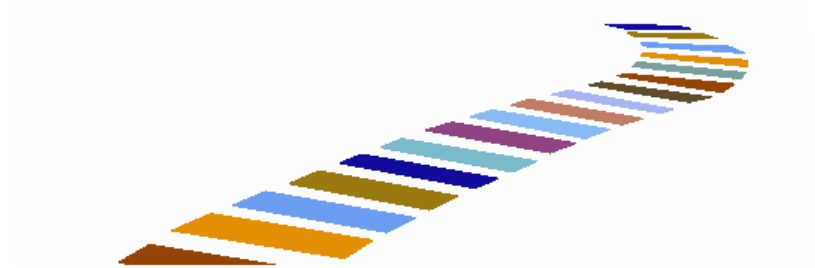
Calling =

the Book Ends of Human Life and Destiny



# Universal Call : Grounded in Creation

- Heard in Human Experience
- Reiterated in Christ
- Proclaimed by the Church
- Claimed by all persons of good will

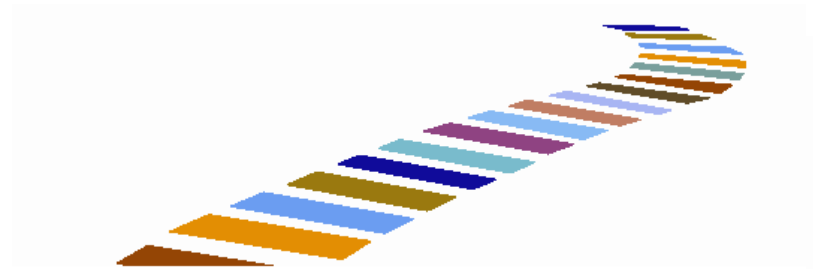


# when the interests and talents of workers are expressed in and through their work

“During their busy lives, what gives people in business their greatest pleasure, and what at the end of their lives gives them their greatest satisfaction?

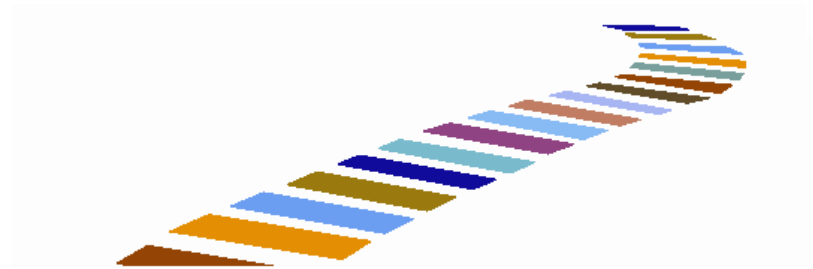
Whatever it is don’ t we often call this “fulfillment.” But fulfillment of what? Not exactly a standing order of what we placed ourselves. We didn’ t give ourselves the personalities, talents, or longings we were born with. When we fulfill these – these gifts from beyond ourselves – it is like fulfilling something we were meant to do.”

Michael Novak



**when the interests and talents of workers are expressed in and through their work**

- Work is positively related to overall self-image and evaluation of what gifts and talents a worker has and is able to bring to the work.
- Stories.



## **when the interests and talents of workers are expressed in and through their work**

- What are some of your interests and talents that are used and developed in the workplace?
  
- What are some of the individual and organizational challenges to using and developing those interests and talents?



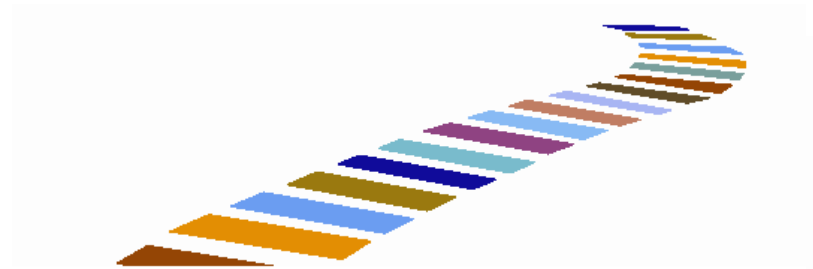
# Action|Feedback

- What did you hear or say this morning that you think would benefit a person or people you work with?
- Looking ahead into your calendar, what do you have to do in the next month that would be enhanced by including some of what you said or heard this morning?



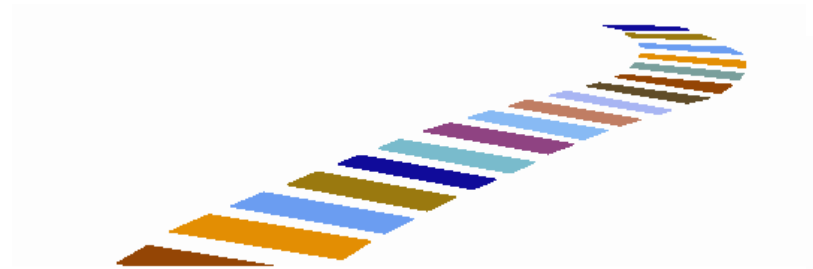
# ... when we reflect on and learn from the vocational work stories of others

- What can we learn – positively and negatively – about a vocational dignity from these seven stories?
  - The Book Editor
  - The Cashier
  - The Data Entry Operator
  - The Factory Worker
  - The Nurse
  - The Doctor
  - The Administrator



## ... when work life and personal life are positively related

- Work is positively related to personal life. It recognizes, connects, and contributes to the wider and valued circles of personal life.
- Stories.





## ... when work life and personal life are positively related

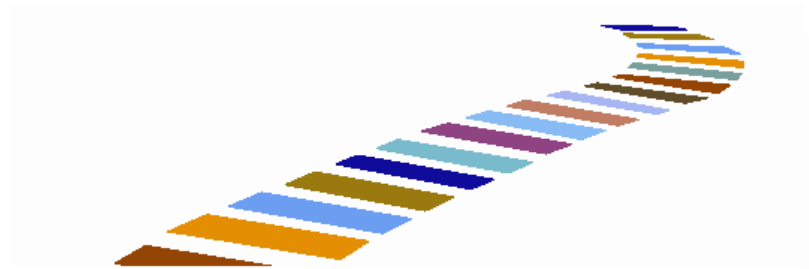
- What are some of the significant ways work hinders and/or supports your personal life?
  
- What are some of the individual and organizational challenges positively relating personal and work life?



## ... when attention is invested in work

- “... small adjustments can turn a routine job one dreads into a professional performance one can look forward to with anticipation each morning. First, one must pay attention so as to understand thoroughly what is happening and why; second, it is essential not to accept passively that what is happening is the only way to do the job; then one needs to entertain alternatives and to experiment with them until a better way is found. ‘When employees are promoted to more challenging positions, it is usually because they followed these steps in their previous jobs. But even if no one else notices, the worker who uses psychic energy this way will have a more satisfying job.’”

Csikszentmihalyi, Mihaly, **Finding Flow: The Psychology of Engagement with Everyday Life** (Basic Books, 1997), p 105



## ... when attention is invested in work

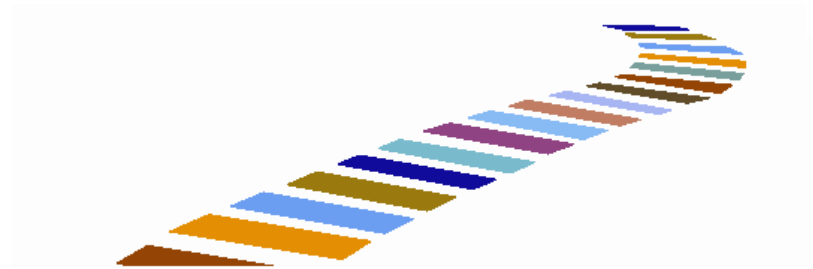
- “...the ability to control psychic energy. Instead of waiting for an external stimulus or challenge to grab our attention, we must learn to concentrate it more or less at will. The ability is related to interest by a feedback loop of mutual causation and reinforcement. If you are interested in something you will focus on it, and if you focus attention on anything, it is likely you will be come interested in it.”

Csikszentmihalyi, Mihaly, **Finding Flow: The Psychology of Engagement with Everyday Life** (Basic Books, 1997), p 128



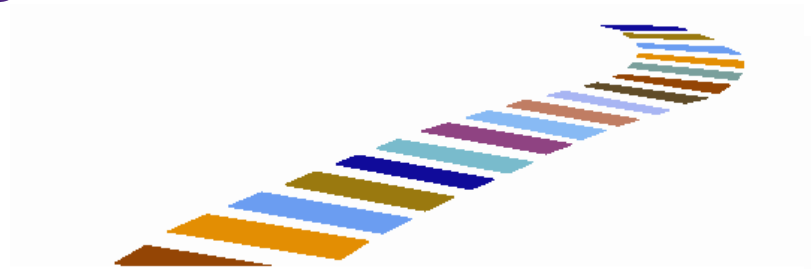
## ... when attention is invested in work

- Tips to help invest attention
  - Develop priorities
  - Review intention, goals, and motivation
  - Clear away outer distractions
  - Clear away inner distractions
  - Become curious



## ... when attention is invested in work

- Does this conversation about investing attention have merit to it, especially in the light of the prevalence of multi-tasking?
- If so, what do you do to invest attention?
- What might you do to get better at it?



# Action|Feedback

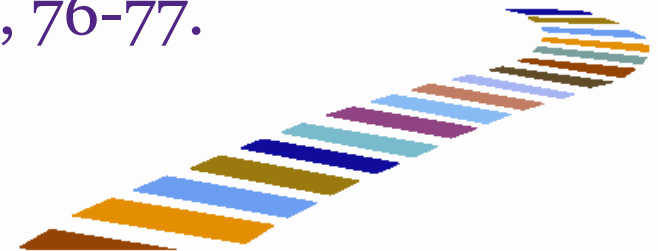
- What did you hear or say this afternoon that you think would benefit a person or people you work with?
- Looking ahead into your calendar, what do you have to do in the next month that would be enhanced by including some of what you said or heard this afternoon?



# when we are passionate about what we do and enjoy doing it

- “If you hire people whose passion intersects with the job, they won’t require any supervision at all. They will manage themselves better than anyone could ever manage them. Their fire comes from within, not from without. Their motivation is internal, not external. Just think about the times that you were passionate about a project, something that was so compelling and absorbing that you could hardly think of anything else. Did you need to be managed or supervised? Of course not...”

Stephen Covey, **The 8th Habit: From Effectiveness to Greatness** (Free Press, 2004), 76-77.



# when we are passionate about what we do and enjoy doing it

“If you are looking for leaders, how can you identify who are motivated by the drive to achieve rather than by external rewards? The first sign is passion for the work itself – such people seek out creative challenges, love to learn, and take great pride in a job well done. They also display an unflagging energy to do things better. People with such energy often seem restless with the status quo. They are persistent with their questions about why things are done one way rather than another; they are eager to explore new approaches to their work.”

Daniel Goleman, “What Makes a Leader?” **Harvard Business Review**  
(November-December, 1998).



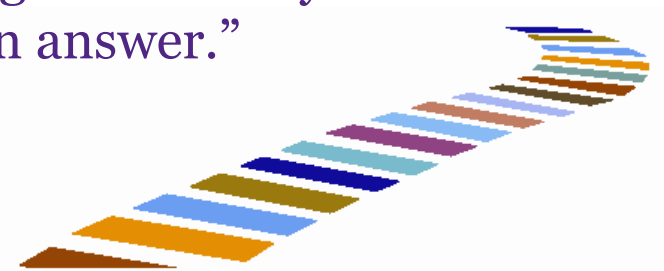


# when we are passionate about what we do and enjoy doing it

- “You know a task is meaningful to you when you find yourself excited about the task. It’s easy to concentrate on the task – to focus your attention and energy on it. In fact, you are likely to find yourself resenting the time you spend on other, less meaningful tasks and to borrow time from those tasks so that you can devote more time to the one that matters. You find yourself thinking about the task a great deal, and your subconscious works on the task even when you are not consciously thinking about it, so that you come back to the task with new insights. You find that you are judging how productive a day you had by whether or not you were able to make progress on this task, rather than getting sucked in by other demands on your time. You also see clear signs of your own commitment to the task in how you manage to find way around obstacles and how you don’t take no for an answer.”

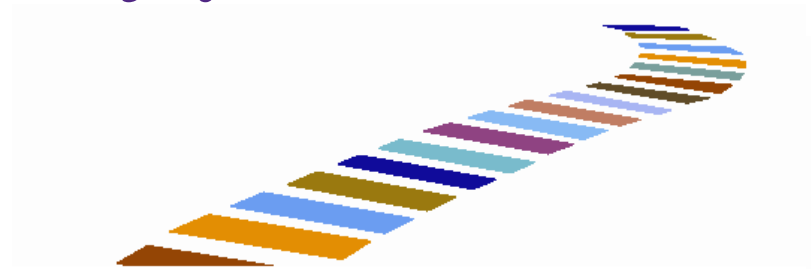
Kenneth W. Thomas, **Intrinsic Motivation at Work**

(Berrett-Koelhe, 2000) 51.



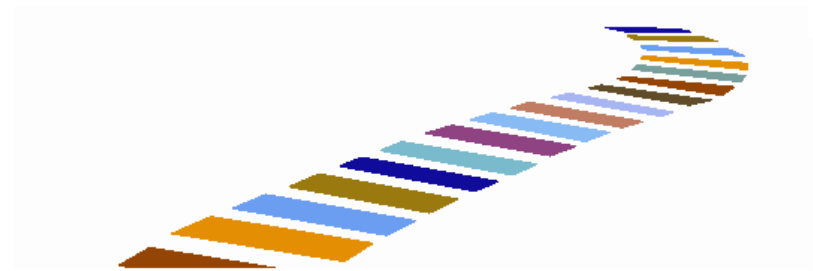
# when we are passionate about what we do and enjoy doing it

- Select a task you are passionate about and enjoy.
- Identify precisely what is the “enjoyment factor.”
- Consider exporting the “enjoyment factor” to other tasks.



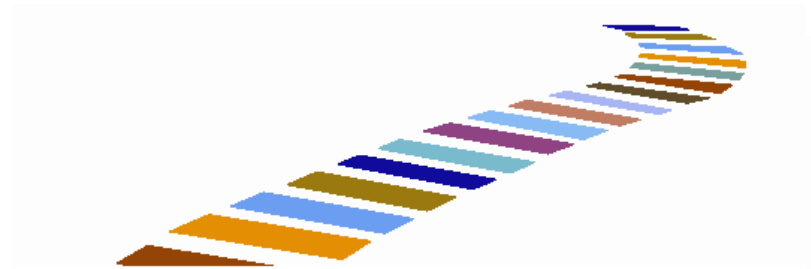
## ... when we remember the people who have helped us

- Recall someone at work who took a personal interest in you and helped you develop in your profession and within your organization.
- Briefly tell the story of your relationship and identify exactly what was his/her help.



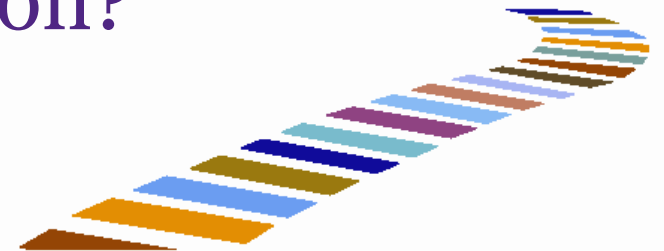
## ... when we connect larger purposes with specific tasks

- Distinguish Task Purpose from Task Activities.
- Select two of your tasks and articulate its purpose.



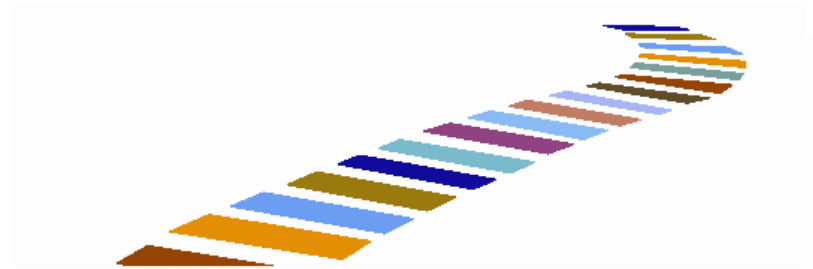
## **... when the voices of workers are included in decision-making**

- How is your voice included in the decisions that affect you and the direction of the organization?
- How does the organization and you, as a leader, include the voices of workers in the decisions that affect their work and the direction of the organization?



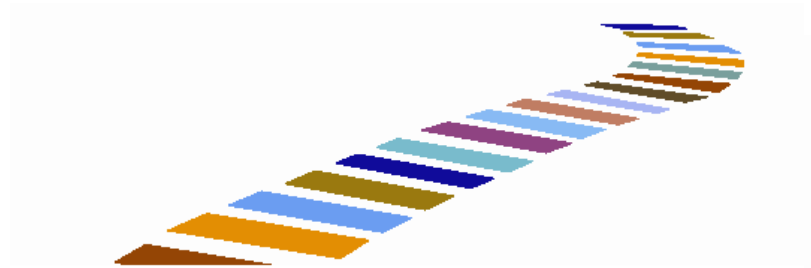
# Enhancing a Vocational Attitude: Person

- Read “Why Vocation Is Important.”
- Note connection of gift (being loved) and giving (loving others.)
- Call is emerges out of gift.



# Enhancing a Vocational Attitude: Purpose

- Remember larger purpose
- Story
- Quotations





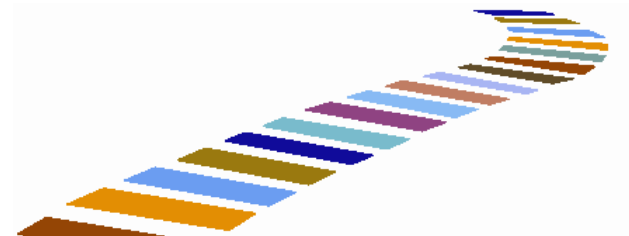
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## **Action|Feedback**

*What did I do?*

*What was the feedback?*

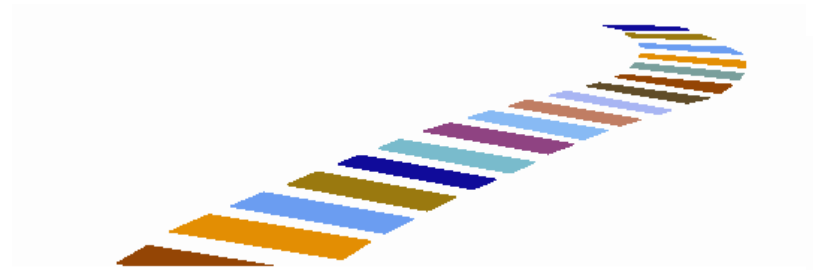
*What did I learn?*





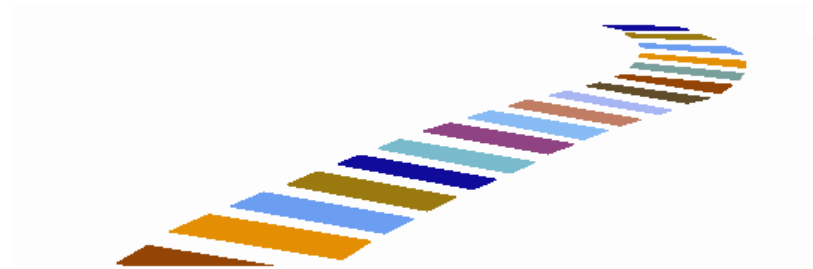
# Action | Feedback

- Goal:
  - To more fully integrate Catholic identity into all aspects of the mission and workings of the organization
- We support this goal by:
  - Further building ‘communities of practice’ both off-site (here) and on-site (virtually)
  - Enabling peer learning through dialogue, sharing of integration practices and growth of knowledge



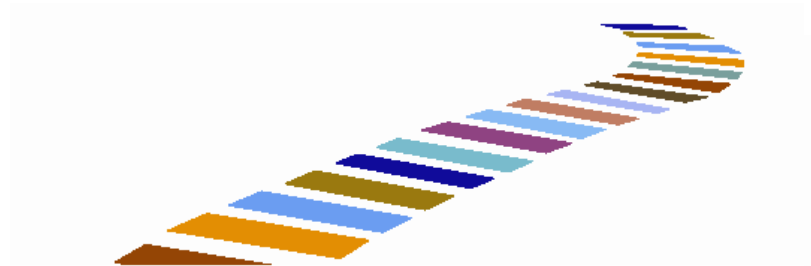
# Action | Feedback

- Hoped for Outcomes:
  - To increase individual accountability regarding integration of process - personally and organizationally
  - To increase system / local organizational integration



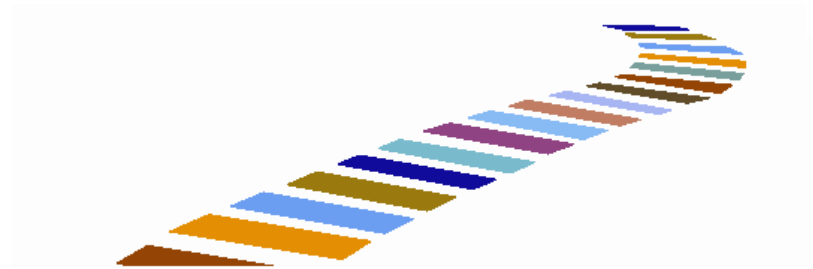
# Action|Feedback

- Preparation:
  - Integration Moments
  - Reflective review of materials and process at session
    - A|F examples
    - Booklet
  - Notes to future self
  - Forum planning



# Action|Feedback

- Virtual process:
  - **Discussion** section will be opened for Forum to share, plan and develop your **Action|Feedback** (you will all receive Discussion notifications in Outlook)
  - Forum Coordinator will help moderate the discussions
  - Each person will complete their own **Action|Feedback** (as usual) before the noted deadline



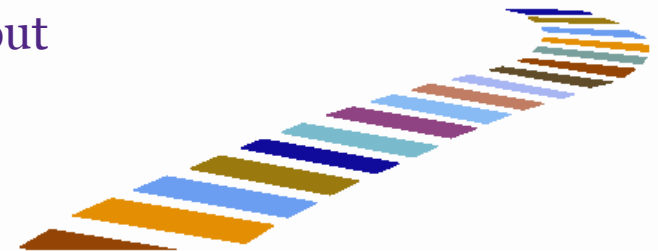
# Action | Feedback

## ■ Virtual process:

- Forum Coordinators will review all of the submissions creating summaries and make suggestions in their report regarding –

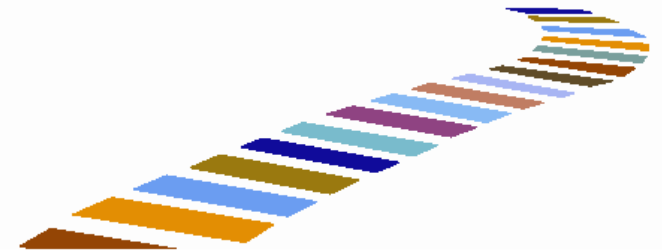
**“particular learnings which are important for our skills of articulation and integration.....”**

- All members will receive email alerting them of Forum Coordinator’s submission
  - View other forum members work
  - View Forum Coordinators draft report-out
  - Engage in discussions (on-line)

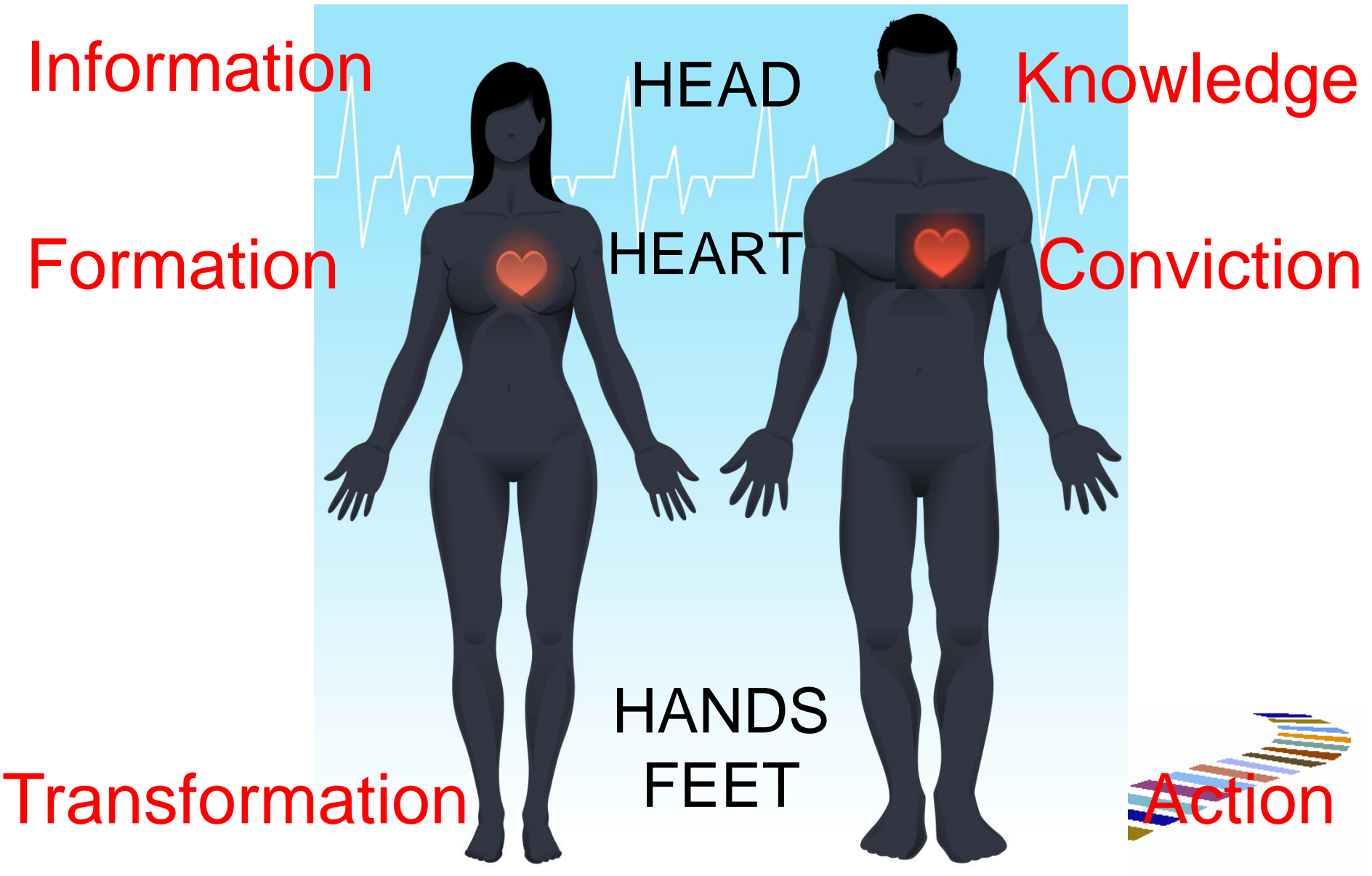


# Action|Feedback Reporting Out

- At the next session we begin in forums to more fully express and communicate A|F experience
  - FC facilitates and amends summaries
- Then we gather in two forums with staff to share summaries and identify transferable learnings for leaders and organizations
  - MLC Staff facilitates this process
- MLC Staff reports out on transferable leadership and organizational learnings

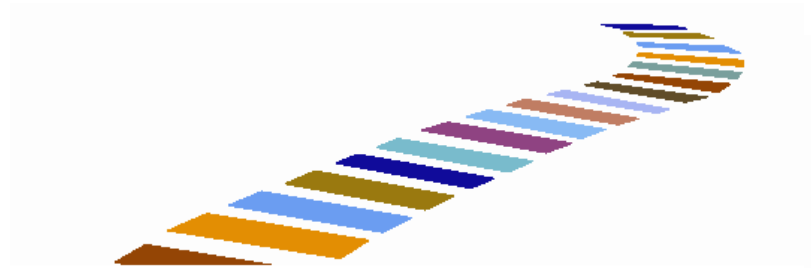


# The Formation Experience



# Action|Feedback Due Dates

- Deadline for A|F Submissions – Vocation
  - **August 22<sup>nd</sup>, 2014**
- Deadline for Forum Coordinator’s Report
  - **August 29<sup>th</sup>, 2014**







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