

To
Discern...

MAGIS

Right Right
(Good) (Better)

Morality

Right Wrong
(Good) (Evil)

Instinct

Pleasure Pain



**TO
DISCERN**

To strain
to see
when it is
**uncertain,
distant,
or dark.**

THE TRUTH



To discern
is to seek
what is not
self-evident.



We respect,
and recognize
the **diversity**
of views
and claims
in the world.

With **responsibility**,
we evaluate
these views
and claims
because they
are **not**
all equally correct.

PLURALISM
≠
RELATIVISM

OPEN-MINDEDNESS vs./& COMMITMENT TO ONE VIEW

| | NO COMMITMENT | STRONG COMMITMENT |
|-------------------------------|---------------------------------------|-------------------------------------|
| CLOSE-MINDEDNESS (INTOLERANT) | | Most Believers ("religious people") |
| OPEN-MINDEDNESS (TOLERANT) | Most Non-Believers ("secular people") | Those who discern |

Ignatian Discernment



The
MAGIS
is usually
not clear.

**DISCOVERING
GOD'S WILL**
GREATER GOOD
HIGHER PURPOSE
GREATER MEANING

Ignatian Discernment

refers to
what we do
to discover
our *Magis*.

GOD'S WILL
GREATER GOOD
HIGHER PURPOSE
GREATER MEANING



In Ignatian
Discernment,
we believe that
in every given
situation,
there is a

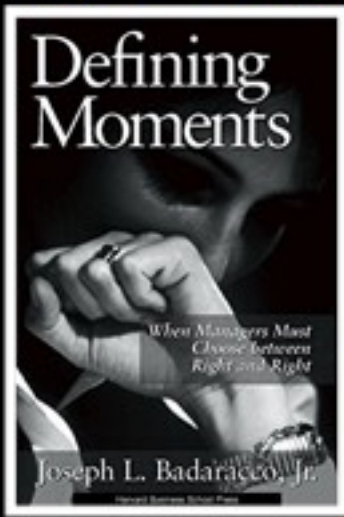
MAGIS



when one is deciding
right vs. right
--between a GOOD &
a BETTER choice

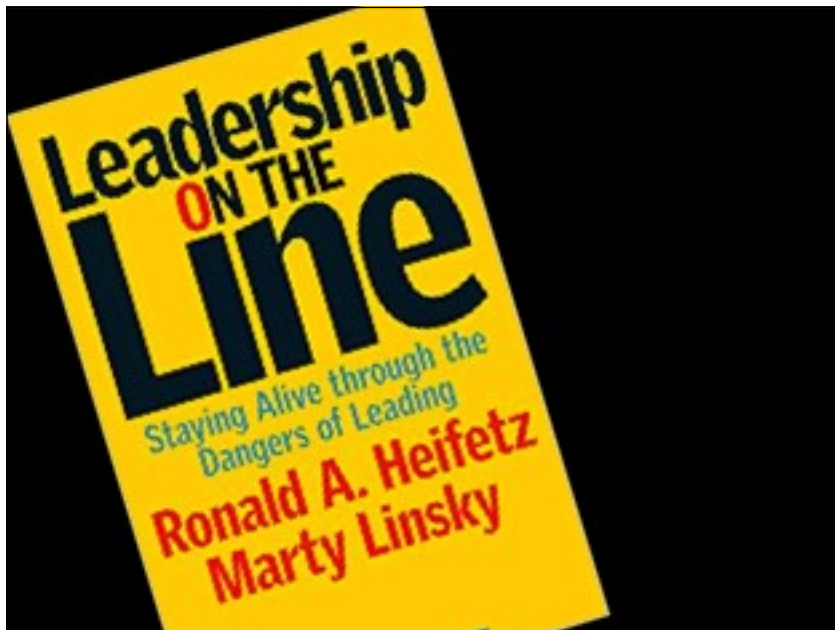


right vs. right choices



Our most difficult choices as leaders are NOT right vs. wrong, but **right vs. right**.

J. L. Badaracco, Jr
*Defining Moments:
When Managers Must
Choose between
Right and Right*



2 Types of Problems that Leaders Face

TECHNICAL PROBLEMS vs. ADAPTIVE PROBLEMS

A **TECHNICAL PROBLEM** requires an expertise for problem-solving and more often than not has a single black-and-white technical solution.



An **ADAPTIVE PROBLEM** is a problem that does *not* have a single, verifiable solution.

It is usually a **PEOPLE PROBLEM**. So... It involves **change, conflict, complexity**. It is usually **emotionally charged**.



“What is the problem in the first place? What are the issues?”

What is required is not technical expertise, but discernment and judgment.

An **ADAPTIVE PROBLEM** requires not only problem-solving, but also *problem-setting*.

Professional Discussions of Issues



PERSONAL FEELINGS AND AGENDAS

A leader should be able to discern beyond the professional discussions.



Many problems are both technical & adaptive. If the following are present, the problem is adaptive:

- * When you need to change mindsets...
- * If despite all the technical fixes, the problem persists..
- * When conflict continues..
- * When there is a crisis...
