

Woodstock Business Conference Formation Book

PART TWO

WBC TOPICS FOR FIRST YEAR

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I. Introduction

The pages that follow contain twelve topics for the first year of a new WBC chapter. The actual topics come with background articles, focus questions, and related Scripture passages can be found in the Woodstock Business Conference Process Book used by chapter coordinators. The topics appear in an order that allows progressive and cumulative reflection.

Experience has demonstrated that after the course of a year or so the members of a chapter take on some of the more than thirty cases developed by the WBC national office and often identify their own topics as they bubble up in discussion. This kind of selection usually occurs during the period of reflection at the end of the WBC chapter meeting. These twelve initial topics, in the order recommended here, are offered as an aid to those beginning participation with a WBC group. Each person brings a wealth of experience. These particular topics are designed to enable WBC members to help each other draw upon that experience in the workplace.

Some of the cases have proven so rich and provocative that groups have decided to return for one or two additional sessions in order to probe them more deeply. This happened, for example, when the Washington, D.C. chapter addressed the topic, "Compensation." At the end of the first meeting, the group chose to pursue the question of compensation at different levels (entry level employees vs. compensation for the highest executive), using the minutes of the prior meeting as background reading. Key questions raised during the session became focal questions for the next meeting. The coordinator summarized the questions, drafted the minutes of the meeting, and added a new Scripture text to provide the framework for the discussion. At the conclusion of the second meeting, the group decided to revisit the topic one more time to address the role of compensation schemes in the promotion of ethical or unethical behaviors. The minutes served as background for the upcoming meeting. These WBC members pushed themselves to answer questions for decision and action based upon their earlier conversations.

During the latter part of the first year's schedule conversations should be approached with a view to illustrating one or another dimension or phase or step in the WBC process (i.e., starting with experience, finding the pattern, naming the values, identifying the blockages, the relevance of the Gospel). Keep in mind, that the cases will lend themselves to the development of one of the goals of the Mission Statement: personal

growth and integration; bringing one's religious values to the work place; or seeking to have a beneficial impact on the larger society.

Since this is a cumulative process, new chapter members should feel free to identify more current topical articles from the business press or elsewhere to illustrate a particular topic. Some chapters have asked outside guests to make brief presentations and then join in the discussion which follows. Several alternative Scripture passages and background readings are given in case a chapter chooses to stay with a particular topic for more than one meeting.

II. Woodstock Business Conference Topics

FIRST YEAR

Topic 1. Business as Vocation

Grappling with the question whether one's work can be seen as a calling by God.

Scripture:

Psalm 25: 1-10 Trust in God The Lord is my light and my salvation; whom should I fear....You are my helper; cast do not cast me off; forsake me not,..."

or

Matthew 5: 1-2, 13-16 The Sermon on the Mount The Similes of Salt and Light The Jesus speaks to his disciples, commissioning them to be like salt and light in their world.

Background readings:

Michael Novak, "Is Business a Calling?," *Across the Board*, July/August 1996, pp. 40-44. This article tells the story of a man who visits a friend distraught over closing a factory. This friend has separate sets of morals: business and personal. He questions the drive of businesses to gain profit at any cost. Society demands that businesses use moral judgement, he gives examples of Calvin Klein's ads and Time Warner's music divisions' distribution of 'gangsta rap.' Article touches on compensation for top CEO's and how that affects the employees and society.

Michael Naughton, "A Labor Day Reflection: Three Views on Work," *Social Justice Review*, July/August 1995, pp. 109-111. Discusses three views of work: Job, Career, and Vocation. Job is described as a means to an end. The only purpose the occupation offers is income. Little else is derived. Career differs in that personal satisfaction is derived from the occupation. A career will serve an individual's own needs of development, however, there is little social benefit to this type of work in terms of public obligation. Vocation is simply a calling from God, "more than just material and psychic rewards." It must also include "social and spiritual good of Christian living."

Reflection Questions:

1. What do you think of the distinctions: job, profession, or vocation? How do you find them helpful (or unhelpful)?
2. At which level do you locate yourself in this spectrum? Are you there all the time? Mostly? Sometimes at one level and sometimes on another?
3. Looking at your firm's "corporate climate," which of the three levels does it mostly promote or instill in employees? How, in concrete terms, is the message conveyed?
4. Is it realistic to expect us to be living our "vocation" in our firm or business? Do economics, productivity, competitiveness, and efficiency permit such a thing?
5. What is my role in the formulation or presentation of the values of my firm?

Topic 2. Leadership: To Unleash the Human Spirit

Considering one's style of leadership in light of positive and negative examples from experience, the writings of experts in the field, and the desire to support human development.

Scripture:

John 10: 11-15 The Good Shepherd A good shepherd will lay down his life for his sheep.
or
Eccl 4: 7-12 Companions and Successors "Where a lone man may be overcome, two together can resist. A three ply cord is not easily broken."

Background readings:

Christopher A. Bartlett and Sumantra Ghoshal, "Changing the Role of Management: Beyond Systems to People," Harvard Business Review, May/June, 1995, pg.133-142. Compares Norton and 3M corporations. 3-M survived because it values and incorporates the individual employee's ideas. Communication is paramount to the success of an organization. The article describes many companies and how the top executives communicate with the front line managers. The successful companies have very open lines of communication. Organizations need to "adopt a management philosophy that is based on purpose, process, and people."

Patrick L. Townsend and Joan E. Gebhardt, "The Three Priorities of Leadership: Lessons from the Military," Leader to Leader, Spring 1997, pg.13-16. The military is run in a very strict manner. There is a code of conduct that demands leadership and responsibility for self and others that is unprecedented in business organizations. The authors say that business organizations would benefit from many of the military's values.

Reflection Questions:

1. Which leadership style(s) is most appropriate and under what circumstances: authoritarian, participative, and delegative?
2. Does unleashing the human spirit conflict with the need for appropriate controls?
3. Can one properly "develop" personal values and interpersonal relationships with business associates? How?
4. Do organizational transparency, emphasis on personal relations, and the new corporate contract reflect or challenge Gospel values?

Topic 3. Creating a Corporate Culture Consistent with Judeo-Christian Values

Christian values in the workplace, identifying the values of one's organization, locating specific instances where these values are expressed, and considering ways to create and maintain ethical values.

Scripture:

Luke 16: 1-12 The Parable of the Dishonest Steward No matter the size or number of lies or thefts, the liar or thief is not trusted by others.

or

Isaiah 45: 5-12 "Woe to him who contends with his Maker....Dare the clay say to its modeler, 'What are you begetting?' "

Background readings:

Ken Blanchard and Michael O'Connor, "Seven Steps to Becoming a Fortune 500 Company," *Leader to Leader*, Spring 1997, pg. 40-47. Discusses the problem with companies that are out to get "short term" returns. Organizations need to articulate and pursue their mission and values in order to succeed. This vision must be understood and carried out by all employees.

Don L. Boroughs, "The Bottom Line on Ethics," *U.S. News and World Report*, March 20, 1995, pg. 61- 66. The article talks about large companies that offer ethics training either because the executives are pro-active or due to government influence (lessor fines where a corporation offers this type of training to its employees when cited with improper behavior.)

James X. Mullen, "Actions Speak Louder than Speeches," *Wall Street Journal*, July 10, 1995. This articles suggests that the standard for employees is set by managers. If you have a staff that calls in sick, abuse expense reports, or lack accountability, it is most likely due to the example set by their manager. It is the manager's responsibility to "teach" each employee what the expectation is by example as well as everyday encouragement. Memos and speeches are not sufficient.

Thomas Petzinger, Jr., "A New Model for the Nature of Business: It's Alive!," *Wall Street Journal*, February 26, 1999, pp B1, B4. A revolution is at hand, more powerful than even globalization or technological change. This change is difficult to see because it involves the very act of seeing itself. "It is a revolution in the model upon which people in business create and interpret their worlds."

Reflection Questions:

1. Does managing by value make sense today? How are your values or the values of your company articulated to your employees?
2. Are Judeo-Christian values appropriate in today's pluralistic society?
3. How can the values and practices be aligned?
4. Is any code of conduct a proper basis for the evaluation of employees? Under what circumstances?

Topic 4. Loyalty

Explores a growing lack of loyalty of organizations toward their employees and of employees toward employers, the new corporate contract and the source of its manifestation in the experience of today's workplace, plant closings, layoffs, downsizing.

Scripture:

Matt 27: 3-10 The Death of Judas Judas regrets stealing silver from the priests and elders and having betrayed Jesus. He returns it and hangs himself.

or

Mark 12: 1-9 Parable of the Tenants The story of a vineyard owner who leaves his land to be cared for by tenants. The owner sends messengers to collect his share of the produce from the land. They are rejected and killed or beaten by the tenants. Finally, the owner sends his son, who is also killed. The tenants think that they will now inherit the land. The owner deals with the tenants and gives the vineyard to others.

Background readings:

John Haughey, S.J., "The Growing Dilemma of Loyalty to the Firm." Discusses the issue of loyalty to a company or employee in current times. As a result of the loss of loyalty, society as a whole suffers.

"Trust in Me," The Economist, Dec.16, 1995, pg. 61. Companies have to trust their employees in order to have a progressive atmosphere. Organizations are also forced to do this due to fewer people and the globalization of industries.

Barbara Presley Noble, "If Loyalty is Out, Then What's In?," The New York Times, Jan. 25, 1995, Sec. F, pg. 21. Quote from the article, "How does a company repair the bond broken by, as employees and employers alike would put it, 'business necessity'?"

Discusses the results of a study of middle managers of eight large companies going through 'restructuring.' The survival of the managers came down to how well they were able to adapt to the changes of the organization.

Reflection Questions:

1. How would you evaluate your loyalty to your business, firm, or organization, and its members? In Haughey's terms, is your loyalty "thick" or "thin," critical or uncritical, narrow or broad, balanced or co-dependent, healthy or idolatrous?

2. Have your thoughts about loyalty changed over the years? How? Does this please you?
3. What's the general tone of loyalty among the whole work force in your organization? What are the major contributing factors that explain this kind and level (or lack) of loyalty?
4. What seems to be the actual lived relationship between religious faith and workplace loyalty?

Topic 5. Compensation

Exploration of the forces driving compensation at the highest levels, at entry levels, and the impact compensation systems have on behavior within organizations.

Scripture:

Matt 20: 1-16 The Workers in the Vineyard Comparison of the Kingdom of Heaven to a landowner hiring laborers to work at his vineyard. Throughout the day laborers are hired to work in the vineyard. At the end of the day, when the pay is distributed, those who worked the least amount of time were paid first and the same amount as those who worked all day and were paid last. These laborers who worked the longer hours complained that it was unfair to be paid the same as those who worked only one hour. The landowner said it was his vineyard and he can do as he wishes.

Background readings:

Richard Harwood, "Who Earns What and Why?," The Washington Post, Jan. 29, 1994. Article discusses topic of a book by Derek Bok, The Cost of Talent. Argues that society should not let the market decide incomes, such as higher wages for business, law, and medical degrees versus teaching, ministry, and government. Bok sees a need to steer the brightest students into "public interest" jobs such as teaching and government.

Irving Kristol, "What is a CEO Worth?," The Wall Street Journal, June 5, 1996. In the past 10 to 15 years, CEOs have had salary packages averaging around \$30 million. What do they do to deserve such compensation? Board members claim they set the high salaries to prevent the CEOs from leaving. Also, stock options have been responsible for increasing the total value of the CEO's salary.

Jennifer Reingold and Ronald Grover, "Executive Pay, The numbers are staggering, but so is the performance of American business. So how closely are they linked?" Business Week, April 19, 1999, pp. 72-90.

Jonathan Kaufman, "Striking It Richer, Amid the Economic Boom, Many of the 'Haves' Envy the Have-Mores," The Wall Street Journal, August 3, 1998.

Reflection Questions:

1. Who (singular or plural) determines the level of individual compensation in your organization?
2. What are the criteria or forces that influence decisions about compensation?
3. Where and how does compensation fit among all the other components in the complex structure of your business? (efficiency, competition, service, personnel relations, profit, growth, market share, and so on).
4. What is the purpose(s) of compensation — from the viewpoint of a business, of the individual compensated, the general public, and others?
5. What are the ethical considerations that should influence levels of compensation? How do they come into play in the decision-making process? Does your organization pay a living wage?

Topic 6. Discernment and Decision

How tough decisions are made, what is considered, what processes are followed. What about issues that fall into the gray areas? What happens when we have to choose the lesser of two evils? Uncovering the roots of the ethical and moral squeeze on middle management.

Scripture:

Prov. 4: 1-13 Wisdom: The Supreme Guide "Get wisdom; at the cost of all you have , get understanding....Never let her go; keep her for she is your life."

or

John 13: 1-16 The Washing of the Disciples' Feet After supper, Jesus, knowing that his hour had come, set an example for his disciples by washing their feet. "As I have done for you, you should also do."

Background readings:

John Markhoff, "Intel's Crash Course on Consumers," The New York Times, Dec. 20, 1994, pg. D1&6. Intel discovered a faulty chip in its computer; however, they did not inform the public of this. Several months later that fault was discovered by an outsider and exposed on the Internet. As a result, Intel received much bad press and many customer complaints. After several months of indecision, the company decided to replace all defective chips without question.

Kurt Eichenwald, "He Told. He Suffered. Now He's a Hero," The New York Times, May 29, 1994, Sec.3, pg.1&4. The story of Mark Jorgensen, a Prudential employee who discovered fraud by the company. He was dismissed as a result and put through much hardship. After nearly a year, Prudential realized he was right and apologized.

Management Focus, "Good Grief. Having been first to take business ethics seriously, American companies also first to discover its limitations," *The Economist*, April 8, 1995, pg. 57. Many American companies, by 1995, had codes of ethics for operating outside the US. However, it's uncertain as to how many middle managers buy into this code of ethics in reality. A HBS study of young 'high fliers' found that they had very loose ethical standards. Also, middle managers don't have the option to walk away from an ethical dilemma at work due to financial and family commitment. The ethical leadership must come from the top.

"How to be Ethical and Still Come Top," *The Economist*, June 5, 1993, pg. 71. Considers why ethics courses at business schools are failing. Andrew Stark of the Univ. of Toronto, claims this problem is due, in part, to 'altruism, grand theorizing, and the language used' to teach these courses.

Reflection Questions:

1. The difficult questions for any executive or manager arise in the gray area, the landscape between what is easily right and what is clearly wrong. How do you come to a judgement in a gray area?
2. What are the resources that can help us to reach a good judgement, to take the correct action?
3. What do you do when experience shows that a mistake was made?
4. Do institutional practices aid or deter you from arriving at judgements and actions consistent with Judeo-Christian values?

Topic 7. Living as a Relatively Wealthy Person and a Business Leader in a World Where Many Are Poor

How has business responsibly shown compassion to those in need, those outside the economic system?

Scripture:

Ps 49: 2-20 The Vanity of Worldly Riches The wicked people who are rich and do not care for the unfortunate will not be able to take their riches to the afterlife. Those that have lived a just life will be looked after when they die. The rich cannot use their wealth to buy off God.

or

Luke 16: 19-31 The Parable of the Rich Man and Lazarus The story of a rich man who ignores Lazarus, a poor man at his door. Lazarus dies and is carried off by angels. The rich man dies and goes to the netherworld. While the rich man suffers from the flames and heat, he sees Lazarus at Abraham's side. He asks for help from Lazarus and is denied.

Background readings:

Karen Pennar, "A Helping Hand, Not Just an Invisible Hand," Business Week, March 24, 1997, pg.70-72. Economists are trying to figure out where the basis for the income gap lays. Many feel that globalization has gone too far, that government needs to intervene to keep things stable. Some feel that technology and the resultant need for highly skilled workers are to blame. The author says that corporations have a commitment to the community in which they are located.

Nick Cavnar, "Woe to Us Rich!" God's Word Today, April 1997, pg.46-49. WE have to give up the idea that we are the absolute owners of our own wealth and come to see ourselves as stewards, holding a treasure in trust for our Lord and His people.

William Raspberry, "People care about justice, but want programs that work," The Detroit News, Sept. 30, 1996. Based on a lecture given by Robert Theobald, he states that the U.S., Canada, and Europe are socially in despair. He claims this is a result of poor domestic policies and the growing trend of the economy's separation from community.

"Courts Say Microsoft Must Pay Benefits to Contract Employees," The Wall Street Journal Interactive Edition. Article about Microsoft's court battle with the U.S. govt. where court ruled that Microsoft does have to pay benefits to 'contracted' workers.

Reflection Questions:

1. By any standard we are "wealthy" and economically favored. What does this mean for me, for my company, for those I am responsible for, for those I encounter?
2. Does my organization show compassion for the "little ones?"
3. Are the little ones in our society the ones who will be the first into the Kingdom of Heaven and we, who have made ourselves so comfortable and secure, the last?
4. How, if at all, has my firm or have I responded to the disparity between the "haves" and the "have nots" in our community or the world?
5. What have I done as a steward of what has been given to me?

Topic 8. Managing as a Member of the World Community

Responding to the global economy, confronting practices in other parts of the world such as bribery, sweat shops, and dismal wages that would be improper in the United States, assimilating foreign employees, and engaging distant cultures.

Scripture:

I Cor 12: 12-30 One Body, Many Parts The body, like Christ, has many parts. Each part of the body was made to serve a purpose, and each is a part of the whole. Each person is a part of Christ.

or

Luke 10: 25-37 The Greatest Commandment and The Parable of the Good Samaritan. A lawyer asks the Lord how to gain eternal life. The Lord asks for his opinion. The lawyer says you must love the Lord with all your heart, being, strength, and mind, as well as your neighbor. The lawyer then asks who is his neighbor. The Lord tells the story of the Good Samaritan.

Background readings:

Richard J. Barnet, "Just Undo it, Nike's Exploited Workers," The New York Times, Feb. 13, 1994, Sec. 3, pg. 11. Article about Nike's production plant in Indonesia. The workers there earn \$1.35 an hour. There was a lack of accountability for how things are run outside of the United States.

G. Pascal Zachary, "Multinationals Can Aid Some Foreign Workers," The Wall Street Journal, April 25, 1995, pg. A1. Concern for free trade and the results of U.S. companies exporting manufacturing operations overseas. The U.S. government has asked corporations to consider a code of ethics when operating overseas. American companies need to be forceful in helping countries without labor laws adopt more humane practices.

Erle Norton, "Global Makeover: Ten Years Ago, Alcoa was a Thoroughly American Company. No Longer," The Wall Street Journal, Sept. 26, 1996, pg. R14. The top tier of this American based company is staffed with nationals from around the world. The CEO saw that, despite what his colleagues said, foreign operations are an important part of the company. These foreign employees, new to the U.S., found it hard to assimilate. The realization that the company has become so global, was hard for all to adjust to.

Reflection Questions:

1. Realistically, what can one firm or business do about all the problems in the world? What can I do as a person of faith?
2. Where do we stand on questions of trade, assistance to foreign countries, loans, and the export of jobs to take advantage of cheaper labor and less stringent working or environmental standards? What about countries that persecute Christians, followers of other religions, or those who enslave workers?
3. Is it right to export our political, cultural, or religious values to others? How open am I to different values from others in the world?
4. What do I feel about foreigners? The aliens in the land?

Topic 9. Participation by Business in the Political Process

Considering the practices, limits, and responsibilities of businesses and business people in lobbying and the political process.

Scripture:

Matthew 22: 15-22 Render unto Caesar. Was lawful to pay the census tax to Caesar. Jesus asked for their coin and told them to render to Caesar what was Caesar's and to God what belongs to God.

Background readings:

Clara Jeffery, "The Wall Street Effect: A Case Study," Harper's Magazine, May 1996, pg.41. Article discusses the acquisition of First Interstate Bank in CA. Two banks proposed to purchase First Interstate: the large, well-known Wells Fargo Bank, also of CA, and First Bank Systems of Minneapolis, the smaller bank. First Interstate decided to accept the merger offer from the smaller bank, which was not the most lucrative, because it was the better choice in terms of keeping more branches open and more employees from losing their jobs. After much pressure from Wall Street and the major shareholders of First Interstate, the more lucrative offer from Wells Fargo was accepted.

Teilhard de Chardin, "The Christian Perfection of the Human Endeavor," The Divine Milieu, pg. 64-67. God should be in our every movement and thought. As we go about our work, or our daily lives, our actions should be the actions of God. Many Christians feel their work is separate from their faith. He urges that people find a connection between God and their work and to think, before engaging in any activity, that God is in this activity.

Reflection Questions:

1. What do I as a business person and a person of faith understand to be my responsibility to participate in the political process?
2. When my organization or I advocate a position with government bodies of various types, how do I determine when it is being done in an appropriate way, and when we are crossing the line?
3. Where is our influence needed and where is it destructive?
4. Should I engage with others in society to address societal and political issues, or are these really distractions from my responsibilities to my company?

Topic 10. What Are the Morally Non-negotiables and How Did You Arrive at Them?

What are the morally non-negotiables? When and how to determine one's limits and boundaries in the context of the concrete business environment.

Scripture:

1 Kings 21: 1-15 Reign of Manasseh Describes the reign of King Manasseh, who took the throne when he was 12. He did many evil things that displeased the Lord, such as building altars in the temple of the Lord, and "consulting ghosts and spirits." The people of Jerusalem suffer due to the evil practiced there.

Background readings:

John A. Byrne, "Informed Consent," Business Week, Oct. 2, 1995, pg. 104-116. Follows the life of a Dow Corning employee through the breast implant crisis. John E. Swanson was responsible for the Dow ethics program called A Matter of Integrity. His wife received implants 17 years before and started to suffer side effects. Research uncovered the possibility that Dow's implants could cause autoimmune-system diseases such as Lupus; however, that research was never disclosed. After much tension and continued denial by Dow, Swanson finally left Dow. He had hoped to stay on until retirement, in two years, but it became impossible to stay. Eventually, Dow was held liable in a \$4 billion law suit.

J. Michael Stebbins, "The Vocation of Organizational Leadership," Faith and Values At Work, Fall 1996. Stebbins suggest that business people recognize that their faith and work can be intertwined. We need to be aware when love, joy, and peace are present and absent from our day. Reflection at the end of each day, or a daily "examen" (St. Ignatius Loyola), will aid in recognizing these instances and resolutions to them. In practicing this "examination of consciousness," we come closer to being more authentic.

Reflection Questions:

1. Where do we find the resources for taking the risk of telling the truth or doing what is right at high personal cost?
2. At some point in your work career, did you decide what would cause you to resign rather than proceed with an action you knew to be wrong?
3. Is there a way of doing business that has crept into your company or industry that is fairly prevalent or expected but which makes you uncomfortable? Some examples?
4. How do we deal with those practices that make us feel uncomfortable?

Topic 11. Diversity in the Workplace

Examining different ways organizations represented in the group have approached diversity, the problems and opportunities presented by a diverse workforce, minority hiring, and affirmative action.

Scripture:

Mark 10: 35-45 Ambition of James and John James and John asked Jesus if they could be seated at his left and right. Jesus said, only the ones who have prepared for that position may have it. The ones who are of greatest service to others will be the greatest of the group. These are the ones worthy of that position.

or

Rom 12: 2-18 Sacrifice of Body and Mind "Do not conform yourself to this age but be transformed by the renewal of your mind, that you may discern what is the will of God, what is good and pleasing and perfect." Whatever your function in life, do it well, and respect others and their functions and shortcomings.

Background Reading:

David A. Thomas and Robin J. Ely, "Making Differences Matter: A New Paradigm for Managing Diversity," Harvard Business Review, Sept.-Oct. 1996. Diversity in the workplace is more and more common these days. Many organizations are training their employees about "diversity" and what it means. This is welcomed by many, but some companies worry that this could lead to increased hostility and therefore lower productivity. The point is to show the differences in people and how those differences can add to the organization in unique ways and that everyone needs to understand each other. There are different ways in which an organization can approach diversity: 1) discrimination-and-fairness paradigm, 2) the access-and-legitimacy paradigm, and 3) the learning-and-effectiveness paradigm, which combines the first two. An example of the first is the U.S. Army, where everyone is treated the same. The second looks for and praises the differences in everyone to further the organization. The third uses the differences in each person, and takes the perspective of that person to further both the employees and the organization. Diversity can work for an organization; however, the leaders of the organization need to show that they really want it.

Paul M. Barrett, "Prestigious Law Firm Courts Black Lawyers, But Diversity Is Elusive," The Wall Street Journal, July 8, 1997, pg. A1, A9. A law firm in New York City aggressively tried to bring young black lawyers into the firm. They offered summer internships and generous compensation packages to encourage blacks to stay with the firm. Despite these benefits, the black attorneys leave the firm after a short time. The black attorneys say they leave due to a general feeling of unwelcomeness and a

communication problem with the all-white partners. They feel that if they stay, they have no chance to make partner.

Reflection Questions:

1. The HBR article makes the case that there is a continuum running from the Discrimination-and-Fairness Paradigm (equal opportunity, fair treatment, recruitment, and compliance with federal EEO requirements) to the Access-and-Legitimacy Paradigm (acceptance and celebration of differences) to the Learning and Effectiveness Paradigm (connecting Diversity to Work Perspectives). The implication is that the movement is from good to better to best. How attainable or even desirable is "best?"
2. The article also states that culture, ethnicity, and gender impact how work is done — and even what is done. How might diverse cultures impact team efforts — or achievement of corporate missions?
3. On page 88 of the HBR article, a female supervisor is promoted — and then does not succeed. An interested vice president probes the situation and then comments: "What was occurring was a mismatch between the cultural background of the recently promoted woman and the cultural environment of her work setting." They then coach the woman and also work to change the culture in which she works (even though the rest of the company is not changing!). What would be your prediction of success?
4. Paradigm 3 bears a resemblance to authentic behavior. It aligns who you are with what you contribute in a culture that is receptive and supportive. How dependent is authentic behavior on a receptive culture for success — or even tolerance?

Topic 12. Identifying a Very Clear Instance in Which I Was Conscious That God Was Present in a Situation and Actively Inviting, Urging, Challenging, Calling for an Action

Scripture:

1 Cor 12: 31-13: 8 Without love, a cymbal clashing Without love, nothing else is possible. All knowledge, possessions, and faith are worthless unless you also have love.
or

Gal 5: 16-26 Led by The Spirit The Spirit and self-indulgence rival each other. The fruits of the Spirit are love, joy, peace, patience, kindness, generosity, faithfulness, gentleness and self-control..

Background Readings:

James L. Connor, S.J., "Thoughts on Discovering and Sharing Where God is Active in One or Two Business Transactions," Memo to the Washington, D.C. WBC Chapter, Feb. 5, 1997. Father Connor points out that business transactions are conversations between people in one form or another. This replicates conversations that people have with God.

He makes the point that your conversations with others are also conversations with God, all in one. From The Jesuit General Congregation 34, Decree 26: "It is the Ignatian method of prayerful discernment which can be described as a constant interplay between experience, reflection, decision and action, in line with the Jesuit ideal of being 'contemplative in action.' "

U.S. Bishops, "A Catholic Framework for Economic Life," *Origins*, Nov. 21, 1996, pg. 370-371. The U.S. Bishops' Meeting of Nov. 12, 1996 discussed the economic situation of American society today and how it affects followers of Jesus Christ. They suggest 10 points for an 'ethical framework' by which people can live in such a society.

Reflections Questions:

1. What is the "story": when, where, with whom, about what?
2. How did you become conscious that God was present, active, and moving you in this unfolding incident?
3. What were your feelings as it moved ahead?
4. How did it come out?
5. What has been the aftermath or fallout?