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New Book Shows How Jesuit Formation Shaped Pope Francis's Uncommon Leadership Style—and How It May Ignite a Massive Culture Change in the Catholic Church

From the moment he stepped onto the balcony to greet the throngs cheering his election, Pope Francis has captivated a worldwide audience with his uncommon leadership style. Now, in a new book, Chris Lowney, formerly a J.P. Morgan & Co. managing director who helped that multinational navigate an era of intense change in the finance industry, takes stock of the challenges facing the new pope. He explores how the pope's Jesuit training has equipped him to lead a 1.2 billion member church buffeted by change in *Pope Francis: Why He Leads the Way He Leads* (Loyola Press, hardcover \$22.95, October 4, 2013). "We can only understand this pope by first understanding what it means to think like a Jesuit," says Lowney.

Lowney believes that the new pope is trying to ignite a massive culture change in the church: "He has been articulating a vision that challenges the Church to reimagine itself in the twenty-first century." It's a shift that has implications beyond the church: "Pope Francis is challenging our wider culture's whole approach to leadership by embodying a refreshing, deeply counter-cultural vision of how leaders live and what they value," Lowney says.

A onetime Jesuit seminarian, Lowney offers unique insight into the intensive life and leadership training that Jesuits undergo. The pope is working from a handbook from the 16th century that has proven "exquisitely relevant to 21st century challenges," says Lowney.

Lowney looks at what is so distinctive about a Jesuit pope: his vision, decision-making, and priorities. He paints a vivid picture of Father Bergoglio the leader, drawing upon interviews with Jesuits who have worked beside him. His students and colleagues recall a man who embraced his share of community chores—pitching laundry into industrial washers at 5:30 in the morning or slopping pigs—and one who did not shy away from making tough choices while heading Argentina's Jesuits. One colleague describes him as "a pilot in a storm" whose "hands didn't shake" when facing challenges.

With a long habit of self-reflection ingrained by his Jesuit formation, Pope Francis developed a simple personal creed that illustrates the basis of good leadership: "Leaders must find peaceful self-acceptance, the conviction that they have a worthy contribution to make, flaws notwithstanding," Lowney writes.

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He distills six commitments that surface again and again in Bergoglio's life:

- Be who you are.
- Authentic power is service.
- Immerse yourself in the world's joys and sufferings.
- Withdraw to find perspective.
- Live in the present and reverence tradition.
- Lead through change with hope and optimism.

Another trait that Pope Francis inherited from Ignatian training is a bias for action. "Live with one foot raised," Ignatius said, training his order to be poised for mission. The Jesuit frontier spirit enthralled a young Bergoglio. "He is striving to catalyze this same energetic spirit in a Church he sees as too closed in upon itself," Lowney says. "This is a key dimension of the overall culture change he envisions."

Chris Lowney, a former Jesuit seminarian, chairs the board of Catholic Health Initiatives, one of the nation's largest health care systems. Previously, he served as a Managing Director at J. P. Morgan & Co. on three continents. He is the author of three other books including the bestselling *Heroic Leadership*, *Heroic Living*, and *A Vanished World: Medieval Spain's Age of Enlightenment*. Lowney was featured in the PBS-aired documentary *Cities of Light*, which echoed many of that book's themes. He speaks widely on leadership, corporate ethics, and decision making, and has been featured in *Forbes*, *Harvard Business Review*, *Fast Company*, and the *Wall Street Journal*, among others.

Lowney is donating half of his royalties from this book to schools and health care programs serving impoverished communities in developing countries. Visit www.chrislowney.com to learn more.

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by Chris Lowney

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