

■ Case Study: An Ignatian Business Leader

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Ignatian spirituality has much to offer private business leaders who face daily decisions about people, profit, and purpose. The following case study shows how discernment and faith can shape leadership in the business world.

■ Case Study: Leading with Integrity in Business

A CEO of a medium-sized company in Nairobi faced pressure to cut costs by laying off low-wage workers while preserving high executive bonuses. Instead of following the usual corporate model, she paused and applied Ignatian discernment to her decision-making process.

1. Gratitude & Light – She began with prayer, recalling that her employees were more than workers — they were families, lives, and stories.
2. Review – She considered options: layoffs, wage freezes, or profit-sharing. She weighed each in light of consolation (peace, hope, justice) and desolation (fear, despair, inequity).
3. Magis – She asked, ‘What option leads to the greater good for the whole community?’
4. Decision – She chose to freeze executive bonuses, cut non-essential expenses, and protect her lowest-paid staff.

■ Results

- Morale increased among staff, who felt valued.
- The company’s reputation for ethical leadership grew, attracting loyal clients.
- The leader gained peace of heart, knowing the decision aligned with her faith.

■ Lessons for Business Leaders

- Discernment applies to boardrooms: Prayer and reflection lead to better, more ethical decisions.
- Cura Personalis extends to staff and stakeholders: treat people as whole persons, not units of production.
- The Magis means prioritising the greater good, not just profit margins.
- Ignatian freedom helps resist greed and fear, opening space for just and creative solutions.

■ Business Leader's Examen ■

A five-question daily reflection tool for business leaders:

- 1■■ Gratitude – Where did I see God at work in my business today?
- 2■■ People – How did I honour the dignity of my employees, customers, and partners?
- 3■■ Decisions – Which choices today brought consolation (peace, justice, life)? Which brought desolation (fear, harm, selfishness)?
- 4■■ Integrity – Did I compromise values for profit? Where do I need forgiveness?
- 5■■ Hope – What grace do I ask for tomorrow to lead with wisdom, courage, and love?

■ Closing Prayer

'Lord, bless my work and my leadership. Teach me to serve generously, discern wisely, and build a business that honours You and uplifts people.'