

The case should be written in ways that facilitate substantive conversation about topics, and decisions, that matter. In general this means that there are problems (or opportunities) that must be defined, and decisions that must be made, which have viable (often mutually exclusive) options that are worthy of principled discussion and communal discernment.

***A Global Jesuit Case is:***

* **Original.** The case characters, situations, and learning objectives are innovative
* **Believable.** The characters and the situations are believable (authentic)
* **Memorable.** The characters, the situation, and most importantly the key learning lessons are sticky for most readers.
* **Goal Relevance**. Within the options that are discoverable in the case are leadership options that have relevance to transcendent goals and which could be realistically implemented by the leaders in the case.
* **Theoretical Rigor.** The leadership theories that are illustrated in the case -- and are presented in the teaching note – are consistent with the established theories in the field and substantial empirical evidence.
* **Contemporary.** Adopters often have a preference for cases that are anchored in contemporary business situations
* **Timeless.** Adopters also often have a significant preference for case that are timeless.
* **Objective.** The case fairly presents the knowable facts that are depicted in the case

***Global Jesuit Cases may seek to:***

* **Foster Jesuit Value Consistency***.* The cases submitted for consideration are encouraged to be written in ways that are congruent with "Jesuit" values and traditions. examen (self-awareness), agilis vita (innovation and life agility), cura personalis (concern about the entire person), magis (eclipsing mere competence) and the Ignation Pedagogical Paradigm (IPP).
* **Foster Congruence with Catholic Social Teaching.** The cases submitted for consideration are encouraged to be written in ways that ultimately are congruent with the principles of respect for human dignity and pursuit of the common good.
* **Foster Effective Moral and Inspirational Leadership** *.*
* **Foster Both/And Values (Versus Either/Or Values).** Cases submitted to the GJCS should consider emphasizing a way of holding values in a dialectical, “both/and” manner, rather than a more common dualistic, “either/or” approach.
* **Foster Gravitas.** Cases should facilitate conversations on topics that matter.**Foster Problem Sensing, Framing, and Solving Skills.**
* **Foster Gandhian Truthfastness.** (Polite Insistence on the Truth)
* **Foster Social Entrepreneurship.**Including values of social justice, human dignity, moral leadership and sustainability while concurrently fostering organizational innovation and profitability.
* **Foster Epistemological (Way of Knowing) Complexity.** A GJCS could have a focus both on solving defined problems and anticipating, finding and defining problems.
* **Foster Sustainability***.* The GJCS is dedicated to a scope of cases such that both the economic system remains vital and the external moral-cultural, political-legal, and environmental systems also remain vital.
* **Foster Specialized, Disciplinary Management Skills.**In an era of specialization, clearly there are significant advantages that flow from specialization.
* **Foster Adaptive, Integrative General Management Skills.** Higher level (i.e., general management) requires a capacity for broad, integrative, thinking. The foci of integrative generalists is on a diversity of epistemological perspectives

***4 Pillars of Heroic Leadership (Chris Lowney)***

* **Self-Aware: "To order one's life"** Leaders thrive by understanding who they are and what they value, by becoming aware of unhealthy blind spots or weaknesses that can derail them, and by cultivating the habit of continuous self-reflection and learning.
* **Ingenuity: "The whole world will become our house"** Leaders make themselves and others comfortable in a changing world. They eagerly explore new ideas, approaches, and cultures rather than shrink defensively from what lurks around life's next corner.
* **Love: "With greater love than fear"** Leaders face the world with a confident, healthy sense of themselves as endowed with talent, dignity, and the potential to lead. They find exactly these same attributes in others and passionately commit to honoring and unlocking the potential they find in themselves and in others. They create environments bound and energized by loyalty, affection, and mutual support.
* **Heroism: "Eliciting great desires"** Leaders imagine an inspiring future and strive to shape it rather than passively watching the future happen around them. Heroes extract gold from the opportunities at hand rather than waiting for golden opportunities to be handed to them.