Agenda

- What is leadership
- What is reconciliation for restorative justice
- Reconciliation
- What is forgiveness for restorative justice
- Religious themes of forgiveness
- Forgiveness leadership competence
- Process of forgiveness and reconciliation
- Elements of forgiveness
- Forgiveness
- Further research

We tend to talk about justice in communities that have been in turmoil rarely about forgiveness and mercy. Rob Enright
Leadership

“a relational process of influencing individuals, groups, and organizations (inside and outside the boundaries of the global organization) representing diverse cultural/political/institutional systems to contribute toward achievement of the global organization” (Teagarden, 2011, p. 17)

“an individual who inspires a group of people to willingly pursue a positive vision in an effectively organized fashion while fostering individual and collective growth in a context characterized by significant levels of complexity, flow and presence" (Mendenhall, Bird, Osland, 2013, p. 75)

“The way to prevent trauma is to lead people quickly back to peace. Helpers must have peace and pass their peace to others who are in distress” (Shepard’s House, 2015, p. 7)
When you care enough to find out what happened and why, your empathy establishes a foundation for reconciliation (Chapman, 2014, p. 151)

Reconciliation

“a social process with which people deal with the past, acknowledge past atrocities and suffering, and at the same time change destructive attitudes and behavior into constructive relationships toward sustainable peace. It includes a whole society” (Reconciliation and transitional justice: How to deal with the past and build a future, 2009, p. 3)

“process of developing a mutual conciliatory accommodation between antagonistic or formerly antagonistic person or groups. It often refers to a relatively amicable relationship involving one-sided or mutual infliction or extreme injury” (Lerche, 2007, para. 3)
The problem is that forgiveness and reconciliation is relatively new and uncharted as a leadership competency within the transitional justice and organizational leadership field (Palanski, 2012).
Forgiveness

"a process (or the result of a process) that involves a change in emotion and attitude regarding an offender. Most scholars view this as an intentional and voluntary process, driven by a deliberate decision to forgive" (Forgiveness: A Sampling of Research Results, Bullock, 2008, p. 5)

“operational definition of forgiveness “is the act of releasing another from the guilt, shame, or deserved retribution they have merited through their own intentional or unintentional actions directed at another which have resulted in hurt, anger, animosity and relational polarization” (Yergler, 2005, para. 10).

“Only the brave know how to forgive. A coward never forgives. It is not in his nature” (Smalley, 2009, p. 140)
Forgiveness is not always easy. At times, it feels more painful than the wound we suffered, to forgive the one that inflicted it. And yet, there is no peace without forgiveness.

Servant leaders create a culture of forgiveness and reconciliation from internal as well as external workplace offenses (Barbuto & Millard, 2012; Barnabas & Clifford, 2012)
Forgiveness

“How can I forgive?

It hurts too much ...

I need justice!

It’s too difficult!!

“Forgetfulness is me giving up the right to hurt you for hurting me” (Smalley, 2010, p. 136)
To emotionally heal from the bitterness, anger, and resentment of past wrongs from organizational bulling, individuals are incapable of psycho-social healing without a spiritual component.

### Religious Themes of Forgiveness

<table>
<thead>
<tr>
<th>Religion</th>
<th>Reference</th>
<th>Religious Scriptures</th>
<th>Principles</th>
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</table>
| Islam/Muslim | Sat An-Nur (The Light) 24:22 | "Let not those among you who are endued with grace and amplitude of means resolve by oath against helping their kinsmen, those in want and those who migrated in the path of God. Let them forgive and overlook. Do you not wish that God should also forgive you. Indeed God is Oft-Forgiving, Most Merciful." | • God's choice to forgive and punish  
• Human basis for relationships (Siddiqi, 2013) |
| Judaism      | 2 Chronicles 7: 14          | “If my people who are call my name and humble themselves, pray seek my face, and turn from their wicked was, then I will hear from haven, and will forgive their sin and heal their land” | • Interpersonal relationship between God and man  
• Genuinely seek forgiveness (Sipe & Fick, 2009) |
| Christianity | Matthew 6:14-15             | "For if you forgive men when they sin against you, your heavenly father will also forgive you. But if you do not forgive men their sins, your Father will not forgive your sins" | • Link through Jesus Christ to God’s forgiveness (Sipe & Fick, 2009) |
TIER IV
Lead the Institution
- External Awareness
- Political Savvy
- Strategic Thinking
- Vision
- Diplomacy Forgiveness

TIER III
Lead Organizations and Programs
- Creativity & Innovation
- Entrepreneurship
- Financial Management
- Cultural Awareness
- Partnership
- Organizational Forgiveness

TIER II
Lead People and Projects
- Conflict Management
- Developing Others
- Human Capital Management
- Leveraging Diversity
- Relational Forgiveness

TIER I
Lead Self
- Managing/Decisiveness
- Influencing and Negotiating
- Prioritizing and Planning
- Work Processes and Systems Management
- Relational Forgiveness

Foundation (All Tiers)
- Accountability
- Career Minded
- Computer Literacy
- Continual Learning
- Customer Service
- Flexibility
- Integrity and Honesty
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Public Service Motivation
- Resilience
- Technical Credibility
- Work-Life Balance
- Written Communication

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<tr>
<th>Organization Level</th>
<th>Lack of Forgiveness</th>
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<th>Servant Leadership</th>
<th>Leadership Competence</th>
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<tbody>
<tr>
<td>Individual</td>
<td>• Self-doubt</td>
<td>• Happiness</td>
<td>• Compassion</td>
<td>• Self awareness</td>
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<td>• Anger</td>
<td>• Presence</td>
<td>• Individual</td>
<td>• Integrity</td>
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<td>• Withdrawal</td>
<td>• Personal responsibility</td>
<td>Transformation</td>
<td>• Encouraging</td>
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<td>• Poor health</td>
<td>• Peace of mind</td>
<td>• Selflessness</td>
<td>• Tolerance</td>
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<td>• Unhappiness</td>
<td>• Authenticity</td>
<td>• Powerful catalyst</td>
<td>• Leading Oneself</td>
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<td>• Guilt</td>
<td>• Choice</td>
<td>• Center of</td>
<td>• Intercultural Intelligence</td>
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<td>• Fear</td>
<td>• Openness</td>
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<td>• Emotional Intelligence</td>
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<td>• Depression</td>
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<td>forgiveness</td>
<td>(House et al., 2002)</td>
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<td>• Low self-esteem</td>
<td>• Benevolence</td>
<td>• Healing</td>
<td>• Resilience</td>
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<td>(Stone, 2002)</td>
<td>• Compassion</td>
<td>• Listening</td>
<td>• Technical competence</td>
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<td>• Revenge</td>
<td>• Individual</td>
<td>• Self awareness</td>
<td>• Resourceful</td>
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<td>• Aggression</td>
<td>Transformation</td>
<td>• Empathy</td>
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<td>Behavior</td>
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A leader who fails to lead an organizational culture of forgiveness and reconciliation hampers the relational effectiveness of individual, organizational, community, and global conflict resolution measure toward peace and stability (Ferch, 2012; Tutu, 2000)
**Forgiveness and Reconciliation: Leadership Competence**

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<tr>
<td>Organization</td>
<td>• Secrecy • Mistrust • High turnover • Low allegiance • Political posturing • Confusion (Stone, 2002) • Avoidance • Uncooperative • Dysfunction • Competition • Organizational Sabotage (Fehr &amp; Gelfand, 2012)</td>
<td>• Open authentic culture • Empowerment • Pride in Organization • Meaningful Work • Values in Action (Stone, 2002) • Optimism • Trust • Integrity • Restorative Justice approach to conflict • Cultural values • Empathy • Emotional maturity • Altruistic • Self-transcendent values (Fehr &amp; Gelfand, 2012)</td>
<td>• Commitment to the growth of people • Building community • Strategic Foresight (Smith, 2005) • Building community • Listening • Empathy • Foresight • Persuasion • Stewardship • Healing • Power Sharing in Decision making • People over Production (Smith, 2000; Ferch, 2012) • Leading Others • Leading Organization • Think Strategic • Balance Conflict Demands • Initiate and Implement Change • Change Agent • Cross-Cultural • Relational Skills • Systems Thinking/plan • Intercultural Intelligence • Organizational Strategic Foresight • Social Intelligence (Diacoff, 2012; Van Velsor, et al., 2010)</td>
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"forgiveness is an important leadership competency because it is a way for individuals to repair workplace relationships, and overcome debilitating thoughts and emotions resulting from interpersonal injury" (Kymenlaasko, 2012, p 432)
Process of Forgiveness

- Forgiveness is a process
  - Forgiving to easily (dismissive, ignoring our true feelings)
  - Refusing to forgive (resistant, getting stuck in or feelings)

Forgiveness requires a change of heart, incapable of changing
on your own

Forgiveness DOES NOT depend on other people changing
or making restitution

If we expect others to earn forgiveness from us, we will have a
hard time receiving forgiveness when we need it

Forgiveness is a difficult and long term process of deciding to repair not only the emotional tags associated within an abusive organizational climate but also to release the hold of past anger, hostility, and bitterness from workplace interpersonal emotional and psychological injury (Church, 2010).
Elements Forgiveness

- Naming the injury
  - What happened, who caused it, all consequences unfolded

- Claiming the injury
  - You stop rationalizing the behavior of the offender
  - You accept that you cannot undo your own harm

- Choosing to forgive
  - Cognitive vs emotional decision
  - Choosing to release the injurer, no longer a victim
  - No longer seeks revenge, perpetrator owes victim anything

- New Self
  - Recover from life’s deepest hurts by releasing emotional tags

We must renew our commitment to forgive others each and every day for the wrongs done to us. Forgiving ourselves is also a daily process. Sometimes we are afraid to forgive ourselves. We cling to fear as if it were a thing of value.
Elements of Forgiveness

GRIEVING

- **Loss–Hurt**
  - Shock and numbness
  - Denial
  - Emotional Outburst
  - Anger and Fear
  - Loneliness
    - • Guilt and Isolation
  - Depression

- **Loss Adjustment**
  - Helping Others
  - Affirmation
  - Hope
  - New Patterns
  - New Strengths
  - New Relationships
  - New Relational Risks
    and strategies

The process begins with acknowledgement and sorrow

Those who don’t seek forgiveness carry a host of burdens. Every harsh word, every unclean thought, every instance in which we neglect to do the right thing or go ahead and do the wrong thing—without forgiveness, they create an ever-widening gap between fellow human beings.
Forgiveness
Further Research

- Empirically measure the validity of forgiveness as an organizational leadership competence

- How does forgiveness as an individual and collective competence shape individual, organizational, communal, and national reconciliation

- How do leaders create forgiveness within an organizational culture in today’s complex and uncertain environment

- What operational role does forgiveness play within the theoretical framework of servant leadership

To help others find a peaceful state of mind we must be peaceful ourselves
Forgiveness and Reconciliation as a Leadership Competence
Restorative Justice

QUESTIONS
BACK UP SLIDES