



# *Forgiveness and Reconciliation as a Leadership Competence Restorative Justice*

**World  
Conference  
International  
Institute of  
Restorative  
Justice**

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## • **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)**



## Reconciliation

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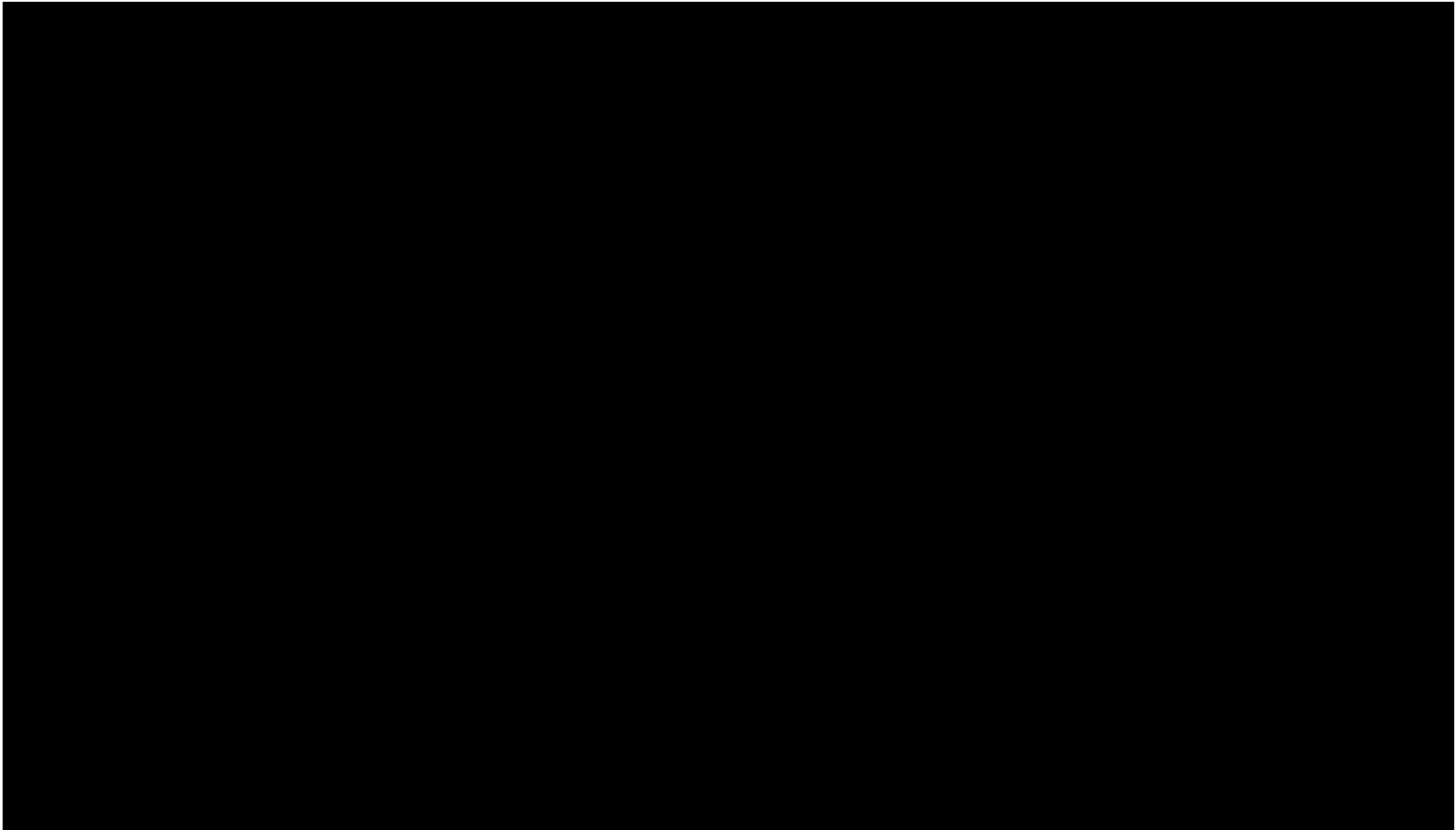
**“a social process with which people deal with the past, acknowledge past atrocities and suffering, and at the same time change destructive attitudes and behavior into constructive relationships toward sustainable peace. It includes a whole society” (Reconciliation and transitional justice: How to deal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

**When you care enough to find out what happened and why, your empathy establishes a foundation for reconciliation (Chapman, 2014, p. 151)**



***Forgiveness and Reconciliation: Leadership Competence***



**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

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**"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 and Reconciliation: Leadership Competence*

*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



**“Forgiveness is me giving up the right to hurt you for hurting me” (Smalley, 2010, p. 136)**





## Religious Themes of Forgiveness

Religion	Reference	Religious Scriptures	Principles
<b>Islam/Muslim</b>	Sat An-Nur (The Light) 24:22	"Let not those among you who are endowed 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."	<ul style="list-style-type: none"> <li>• God's choice to forgive and punish</li> <li>• Human basis for relationships (Siddiqi, 2013)</li> </ul>
<b>Judaism</b>	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"	<ul style="list-style-type: none"> <li>• Interpersonal relationship between God and man</li> <li>• Genuinely seek forgiveness (Sipe &amp; Fick, 2009)</li> </ul>
<b>Christianity</b>	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"	<ul style="list-style-type: none"> <li>• Link through Jesus Christ to God's forgiveness (Sipe &amp; Fick, 2009)</li> </ul>

**To emotionally heal from the bitterness, anger, and resentment of past wrongs from organizational bullying, individuals are incapable of psycho-social healing without a spiritual component.**



***Forgiveness and Reconciliation: Leadership Competence***





# *Forgiveness and Reconciliation: Leadership Competence*

		<b>Leadership Competence</b>		
<b>Organization Level</b>	<b>Lack of Forgiveness</b>	<b>Forgiveness Culture</b>	<b>Servant Leadership</b>	<b>Leadership Competence</b>
<b>Individual</b>	<ul style="list-style-type: none"> <li>• Self-doubt</li> <li>• Anger</li> <li>• Withdrawal</li> <li>• Poor health</li> <li>• Unhappiness</li> <li>• Guilt</li> <li>• Fear</li> <li>• Depression</li> <li>• Low self-esteem (Stone, 2002)</li>   <li>• Revenge</li> <li>• Aggression</li> <li>• Avoidance</li> <li>• Passive/Aggressive Behavior (Fehr &amp; Gelfand, 2012)</li> </ul>	<ul style="list-style-type: none"> <li>• Happiness</li> <li>• Presence</li> <li>• Personal responsibility</li> <li>• Peace of mind</li> <li>• Authenticity</li> <li>• Choice</li> <li>• Openness (Stone, 2002)</li>   <li>• Benevolence</li> <li>• Compassion</li> <li>• Understanding</li> <li>• Restorative Justice (Fehr &amp; Gelfand, 2012)</li> </ul>	<ul style="list-style-type: none"> <li>• Compassion</li> <li>• Individual Transformation</li> <li>• Selflessness</li> <li>• Powerful catalyst</li> <li>• Center of organizational forgiveness (Yergler, 2005)</li>   <li>• Healing</li> <li>• Listening</li> <li>• Self awareness</li> <li>• Empathy</li> <li>• Benevolence</li> <li>• Decisive (Smith, 2005)</li> </ul>	<ul style="list-style-type: none"> <li>• Self awareness</li> <li>• Integrity</li> <li>• Encouraging</li> <li>• Confidence builder</li> <li>• Tolerance</li> <li>• Leading Oneself</li> <li>• Intercultural Intelligence</li> <li>• Emotional Intelligence (House et al, 2002)</li>   <li>• Resilience</li> <li>• Technical competence</li> <li>• Resourceful (Mendenhall et al., 2013)</li> </ul>

**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*

	<b>Leadership Competence</b>			
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<b>Organization</b>	<ul style="list-style-type: none"> <li>• Secrecy</li> <li>• Mistrust</li> <li>• High turnover</li> <li>• Low allegiance</li> <li>• Political posturing</li> <li>• Confusion</li> </ul> <p>(Stone, 2002)</p> <ul style="list-style-type: none"> <li>• Avoidance</li> <li>• Uncooperative</li> <li>• Dysfunction</li> <li>• Competition</li> <li>• Organizational Sabotage</li> </ul> <p>(Fehr &amp; Gelfand, 2012)</p>	<ul style="list-style-type: none"> <li>• Open authentic culture</li> <li>• Empowerment</li> <li>• Pride in Organization</li> <li>• Meaningful Work</li> <li>• Values in Action</li> </ul> <p>(Stone, 2002)</p> <ul style="list-style-type: none"> <li>• Optimism</li> <li>• Trust</li> <li>• Integrity</li> <li>• Restorative Justice approach to conflict</li> <li>• Cultural values</li> <li>• Empathy</li> <li>• Emotional maturity</li> <li>• Altruistic</li> <li>• Self-transcendent values</li> </ul> <p>(Fehr &amp; Gelfand, 2012)</p>	<ul style="list-style-type: none"> <li>• Commitment to the growth of people</li> <li>• Building community</li> <li>• Strategic Foresight</li> </ul> <p>(Smith, 2005)</p> <ul style="list-style-type: none"> <li>• Building community</li> <li>• Listening</li> <li>• Empathy</li> <li>• Foresight</li> <li>• Persuasion</li> <li>• Stewardship</li> <li>• Healing</li> <li>• Power Sharing in Decision making</li> <li>• People over Production</li> </ul> <p>(Smith, 2000; Ferch, 2012)</p>	<ul style="list-style-type: none"> <li>• Leading Others</li> <li>• Leading Organization</li> <li>• Think Strategic</li> <li>• Balance Conflict Demands</li> <li>• Initiate and Implement Change</li> <li>• Change Agent</li> <li>• Cross-Cultural</li> <li>• Relational Skills</li> <li>• Systems Thinking/plan</li> <li>• Intercultural Intelligence</li> <li>• Organizational Strategic Foresight</li> <li>• Social Intelligence</li> </ul> <p>(Diacoff, 2012; Van Velsor, et al., 2010)</p>

**“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 too easily (dismissive, ignoring our true feelings)
  - Refusing to forgive (resistant, getting stuck in our 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

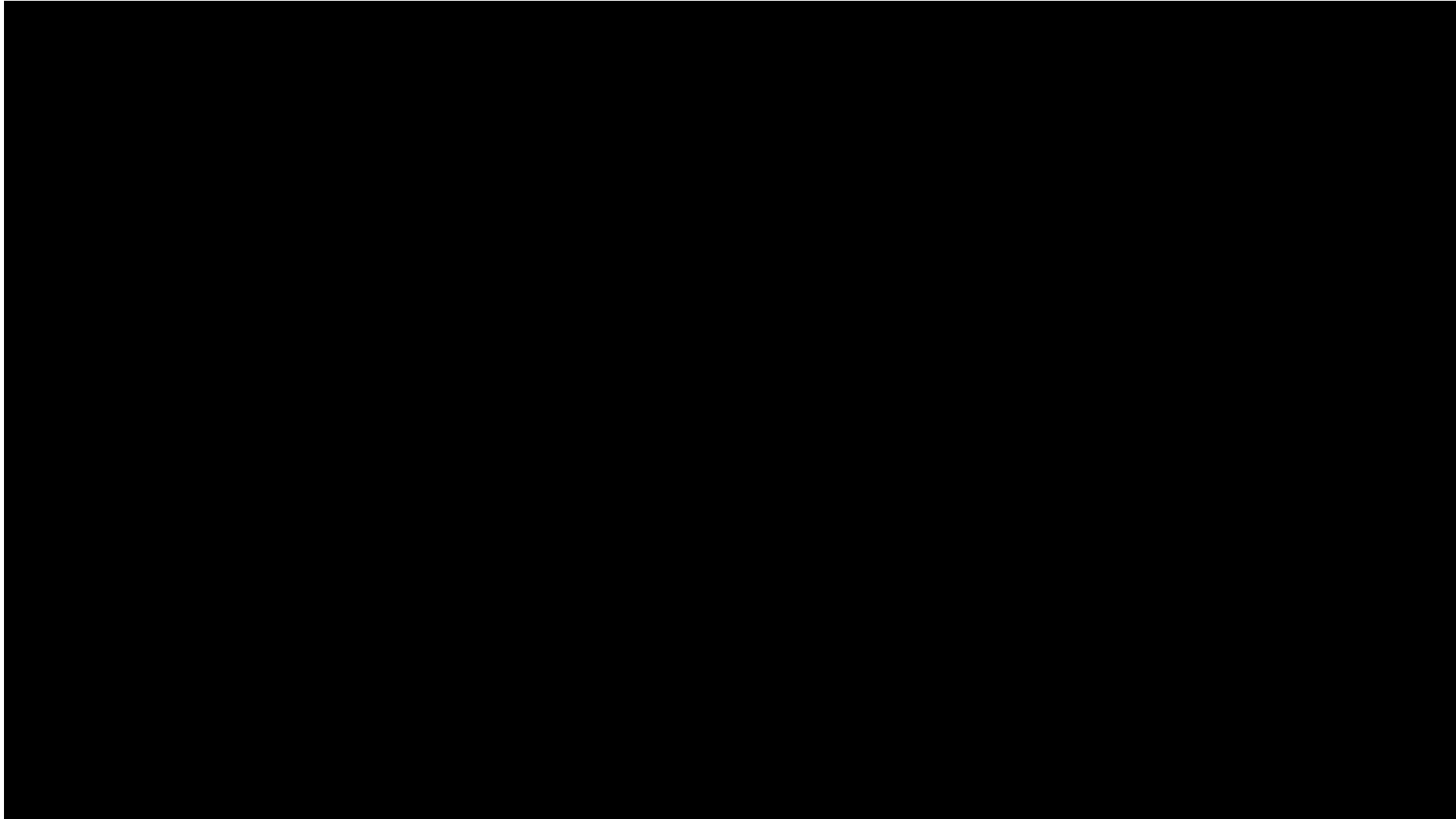
The process begins with acknowledgement and sorrow

**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 and Reconciliation: Leadership Competence***

**Forgiveness**







# ***Forgiveness and Reconciliation: Leadership Competence***

## **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**





# *17<sup>th</sup> International Leadership Conference: Forgiveness as a Leadership Competence*

**BACK UP SLIDES**