

FOUNDATIONS
of
ADVENTIST
LEADERSHIP

A LEADERSHIP WORKSHOP

*Based on the Collected Papers
from the Leadership Symposium
General Conference Session*

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Integrity:

*A 21st Century
Imperative—*

PART 2

Based on the Presentation by

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Session 5 will address *the* following questions:

1

In what ways can integrity be breached, and what are the consequences?

2

Why is integrity so important?

3

What are the effects of immoral conduct on the part of church leaders?

4

What types of hostile work environments should we avoid?

5

If colleagues or employees are underperforming, what is our responsibility? What are the effects of failing to be honest in our performance evaluations?

6

How can we safeguard personal and organizational integrity?

7

How do we live a life of integrity amidst the opportunities and challenges of the 21st Century?

III. In What Ways Can Integrity Be Breached *and* What Are *the* Consequences?

Breaches of integrity always hurt
people
institutions
churches
the reputation of our God

Already the 21st Century has been marred by blatant breaches in integrity.

World Trade Center September 11, 2001

Why did it collapse?

The inferno buckled
the steel girders that
ringed and
supported
each floor.



Integrity is the steel infrastructure that supports our

- *characters*
- *families*
- *institutions*
- *communities*
- *church*

Broken integrity fractures

- *personal and professional relationships*
- *trust within a family, community, institution, and church*

There is no such thing as a minor lapse of integrity.



Dishonest Behavior:

Perjury, Duplicity, Fraud, Immorality

1–Fraud and illegal conduct

WorldCom: at one time the world's second largest

telecommunications provider
Bernie Ebbers, CEO of WorldCom

- *was convicted of profiting from fraudulent accounting practices and hiding \$366 million in personal loans*
- *with his associates, caused the bankruptcy of WorldCom*
- *Shareholders in WorldCom lost \$180 billion; 20,000 employees lost their jobs.*



Enron: formerly a world leader in electricity, natural gas, and communications

Kenneth Lay, CEO of Enron

Jeffrey Skilling, COO of Enron

- *have been indicted for securities fraud (insider trading), bank fraud, and wire fraud*
- *caused the bankruptcy of Enron*
- *caused thousands of employees and investors to lose their life savings*
- *went on trial beginning January 2006*

Enron “has since entered the common conscious[ness] as a symbol of fraud and corruption.” (Wikipedia online encyclopedia)



Arthur Andersen: formerly one of the big five accounting firms in the US

David B. Duncan

- *was the Arthur Andersen auditor for Enron accounts*
- *ordered the shredding of Enron documents to conceal Enron's fraudulent accounting practices*
- *has pleaded guilty to obstruction of justice in the Enron case*
- *helped cause the downfall of Arthur Anderson*
- *as a result, the company has gone*

ANDERSEN

Tyco International: a producer of electronic components, health care, fire safety, security, and fluid control products

Dennis Kozlowski, Tyco CEO

Mark Swartz, Tyco CFO

- *fraudulently inflated the company's stock prices*
- *stole about \$600 million from the corporation and its shareholders in forgiven loans and bonuses*
- *have been convicted and sentenced for their crimes*

The Tyco logo is displayed in a bold, blue, italicized sans-serif font. It is positioned on the right side of the slide, partially overlapping the text area.

Qwest International: a large telecommunications carrier in the western states

Joseph Nacchio, former Qwest CEO

- *was recently indicted for insider trading*
- *was also accused along with others of \$3 billion in stock fraud*



Adelphia: America's sixth largest cable television provider.

John Rigas, Adelphia CEO

Timothy Rigas, Adelphia CFO

- *stole hundreds of millions of dollars from the company*
- *caused investors to lose more than \$60 billion*
- *have been convicted and sentenced to prison*

The Adelphia logo features the word "Adelphia" in a bold, red, italicized sans-serif font. A white starburst graphic is positioned to the left of the letter 'A', with a horizontal line extending to the left from the starburst's center.

Corporate leaders such these have

- *put their own self-interest ahead of organizational responsibilities*
- *put the public at risk by causing the collapse of large corporations through their fiscal irresponsibility and blatant dishonesty*
- *robbed shareholders of their rightful returns*
- *jeopardized the employment of staff and their longer term financial stability*

2–Immoral Conduct

Widespread in the secular world, immoral conduct has even invaded the Christian church.

Televangelists Jim Bakker and Jimmy Swaggart are two of the best-known televangelists to fall prey to this temptation.

The fallout from immorality on the part of church leaders is always devastating.

- *disrupts and usually irreversibly damages the lives of family members*
- *impacts corporate communities and church organizations*
- *causes confusion among church members about the moral code for living*
- *ruptures trust of our families, communities, and church entities*

3–Hostile Work

Environment Some hostile environments follow.

Discrimination based on

- *race or ethnicity*
- *gender*
- *disabilities*

should never occur.



Sexual harassment is unacceptable.



Like discrimination, sexual harassment

- *is illegal in many countries*
- *should be cause for discipline up to and including dismissal*



Nepotism is a perception of favoritism towards the employed relative of a leader or manager, such as having access to special perks, receiving insider” information, or being excused for unsatisfactory performance.

- *Associates and supervisors often feel intimidated.*
- *Fear of retaliation may prevent confrontation of unacceptable behavior.*
- *Reverse discrimination may occur.*

The “End Justifies *the Means*” Trap

1

It is not appropriate to engage in a cover-up even to protect the good name of the church.

Transparency demands that

- *financial difficulties be promptly disclosed to, and addressed by, the responsible governing bodies*
- *failure to fulfill regulatory requirements be reported to the appropriate agency as soon as the failure is recognized*

2

It is not appropriate to hide confirmed sexual misconduct of

- *a teacher with students*
- *a pastor with parishioners*
- *supervisors with subordinates*

In the USA, sex offenders must register with law enforcement.
It is never appropriate

- *to agree to hold that information secret*
- *to allow such offenders to participate with children in church activities*

3

In the matter of performance evaluations, “loving kindness” must never blunt honesty.

Colleagues and employees deserve authentic feedback in their evaluations.

If they are underperforming, we must

- *communicate concerning areas that need change*
- *address unacceptable behavior*
- *provide coaching to help them achieve a positive outcome*



Failure to be forthright on a timely basis in our evaluations

- *robs colleagues and employees of growth opportunities*
- *sets them up for major professional failure*
- *keeps them from maximizing their God-*

given potential
If remediation is not successful,
individuals

- *should not be moved from one place to another to avoid the crucial confrontation*
- *should be counseled about other career*

It is never appropriate to hide confrontation of a negative outcome behind prayer.

When we make a negative decision about employing someone, we should

- *not give a positive impression to the person that he/she will be hired*
- *inform that person in a timely manner about our decision*

4

We must protect the ethical line between advancing the gospel with integrity while coping with restrictive civil laws.

¹⁹“Show me the coin used for paying the tax.” They brought him a denarius,

²⁰and he asked them, “Whose portrait is this? And whose inscription?”

²¹“Caesar’s,” they replied. Then he said to them, “Give to Caesar what is Caesar’s, and to God what is God’s.” *Matt 22:19-21 (NIV)*

When civil law and Christ's commands come into conflict, wisdom, prayerful thought, and God's guidance are required.

²⁹Peter and the other apostles replied, "We must obey God rather than men!" *Acts 5:29 (NIV)*

¹³Submit yourselves for the Lord's sake to every authority instituted among men: whether to the king,

as the supreme authority, ¹⁴or to governors who are sent by him to punish those who do wrong and to commend those who do right.

¹⁷ . . . fear God, honor the king.

1 Pet 2:13,14,17 (NIV)

Paul

¹Everyone must submit himself to the governing authorities, for there is no authority except that which God has established...

⁵Therefore, it is necessary to submit to the authorities, not only because of possible punishment but also because of conscience.

Behavior *that* Jeopardizes

Integrity

Facts should not be manipulated
or exaggerated.

We must avoid deceit in
Thought • Word • Action

**Backbiting is never
appropriate.**

Ellen White has characterized
backbiting as “cannibalism.”

We are called to be loyal to all
members of our teams, especially
to those who are not present in
the meeting.

“Praise in public; counsel in private”

- *is wise advice for every leader and manager*
- *builds organizational confidence and commitment*



“The integrity of the upright guides them, but the unfaithful are destroyed by their duplicity.”

King Solomon (Prov 11:3 NIV)



IV. How Can We Live *a Life of Integrity* Amidst *the Challenges and Opportunities of the 21ST Century?*



Steps *to* Safeguard Personal *and* Organizational Integrity

1

Always practice transparency

2

Treat all employees fairly

3

Be courageous

4

Establish and maintain appropriate boundaries

5

Declare conflicts of interest

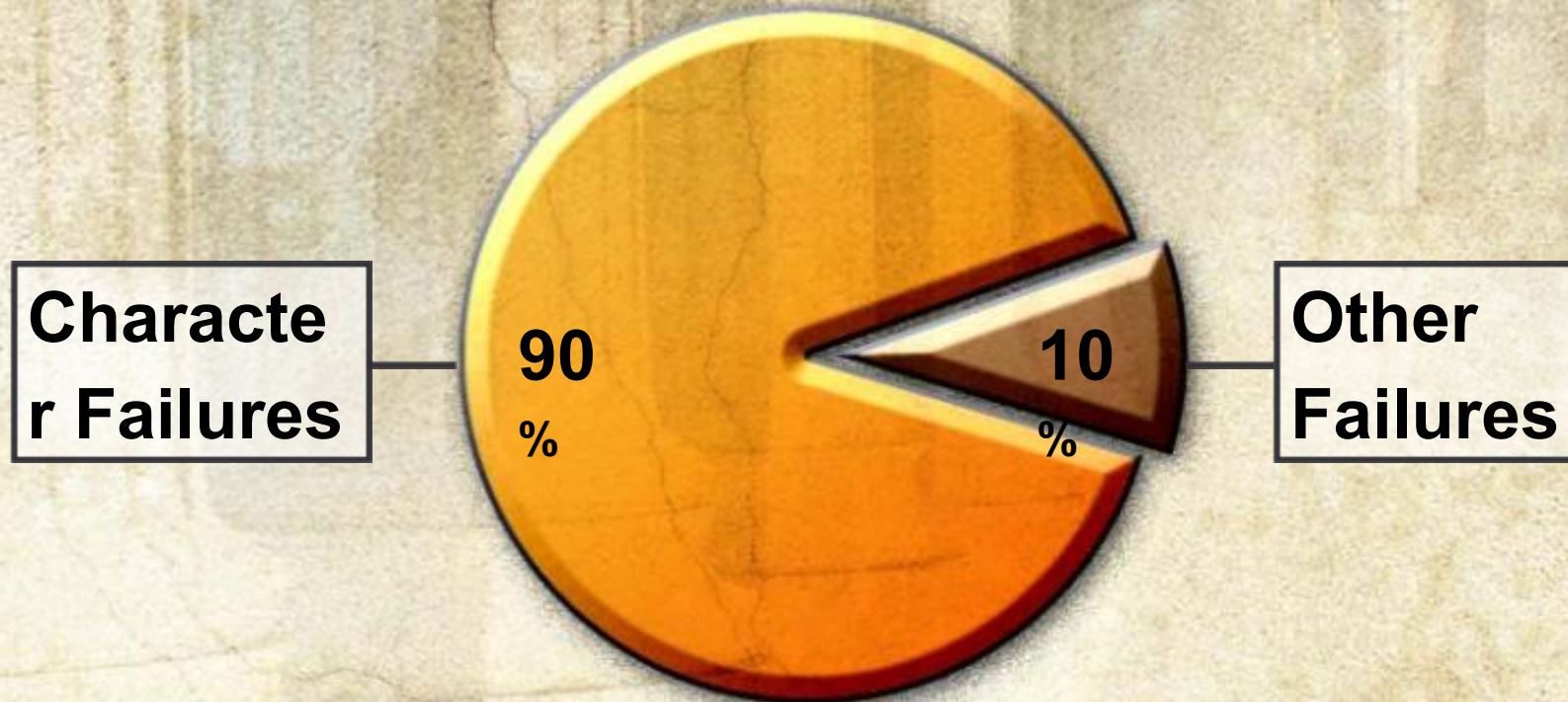
6

Acknowledge errors promptly

7

How Does One Live *a Life of Integrity in the 21st Century?*

Percentage of Leadership Failures



Estimate from Stephen R. Covey
The 8th Habit: From Effectiveness to Greatness

Our characters are built from the accumulation of our day-by-day choices and actions.

What we think, what we say, what we do in relationship to others and to our God determines who we are in our inner being.

We are counseled to “weave stern principles of integrity into our characters”

We all have lapses in our integrity.

Conviction of our brokenness comes to us through

- *confrontation by a colleague*
- *observation of another's brokenness*
- *Scripture*
- *prayer as we reflect on the day's activities*

With conviction, we have a choice:

- *to make excuses until the conviction fades, or*



⁸When he [he Holy Spirit] comes, he will convict the world of guilt in regard to sin and righteousness and judgment: ⁹in regard to sin [the brokenness of my integrity], because men do not believe in me; ¹⁰in regard to righteousness [that Christ is my righteousness], because I am going to the

Father, where you can see me no longer; ¹¹and in regard to judgment [that I am freed from Satan's slavery, free to be transformed by Christ's power and grace to wholeness and full integrity], because the prince of this world now stands condemned.

John 16:8-11 (NIV)

Three gospel writers record the story of the demon-possessed boy whom nine of the disciples were unable to heal.

The father pled with Jesus, “But if you can do anything, take pity on us.” Jesus responded, “Everything is possible for him who believes.”

In desperation the father cried out, “I do believe; help me overcome my unbelief!”

Mark 9:24 (NIV)

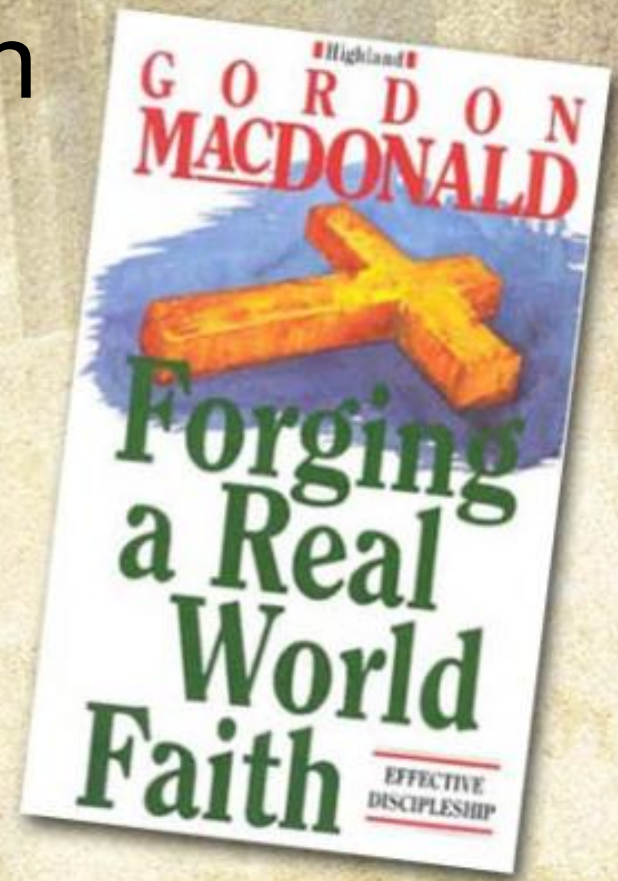
Jesus healed the son, but also healed the father of his unbelief.

This miracle gives us the assurance that His grace can

- *bridge the brokenness in our lives*

- *bring unity or integrity to our being*

Christian author Gordon MacDonal asks, “How did Daniel survive and even thrive in a world of incredible brutality and disregard for human value?” *p. 121*



Scripture answers

¹⁰Now when Daniel learned that the decree had been published, he went home to his upstairs room where the windows opened toward Jerusalem.

Three times a day he got down on his knees and prayed, giving thanks to his God, *just as he had done before.*

Dan 6:10 (NIV)

We in the 21st Century are invited to maintain a living connection with the Sovereign Lord of the Universe.

He is the Source of all wisdom and power.

We can

- *know about His agenda*
- *experience His transforming grace*

Empowerment comes from a living connection with the God of the

Crucial Questions *for* 21st Century Living:

Do we, as leaders, stop three times a day to

- *refocus on God?*
- *seek His wisdom in dealing with the dilemmas we encounter?*

If we did, what might be the transformation in

- *our personal lives?*
- *the institutions or entities entrusted to our leadership?*



Do we, like Christ, rise early for unhurried time with our Creator?

Henri Nouwen said, “Without solitude it is virtually impossible to live a spiritual life. Solitude begins with a time and place for God, and Him alone.” *p. 69*

Is our mind informed and enriched by Scripture?

Do we experience God's sustaining power and grace?



Power *for* Integrity Ours for the asking

“The power that is near to deliver from physical harm or distress is also near to save from the greater evil, making it possible for the servant of God to maintain his integrity under all circumstances and to triumph through divine grace.”