



# TRANSPARENCY AND INTEGRITY

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**Transparency: Honesty and Openness**



**Integrity: Honest and Fair**

TRANSPARENCY



INTEGRITY



TRANSPARENCY



INTEGRITY



**TRANSPARENT INTEGRITY**



TRANSPARENCY + INTEGRITY → AUTHENTICITY

# SEVENTH-DAY ADVENTISTS

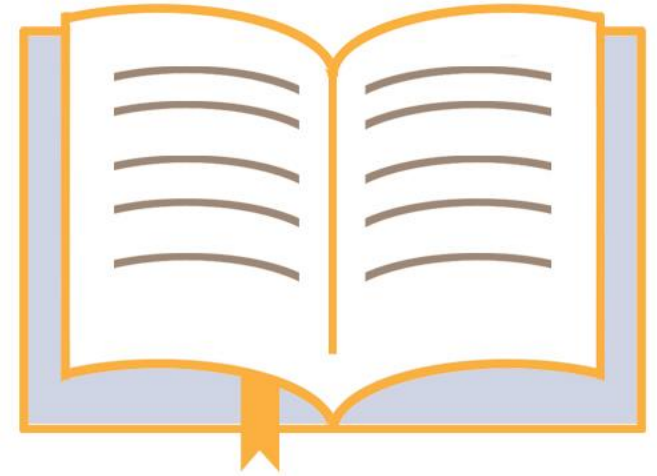


HOLINESS + TRUSTFULNESS + VERACITY → AUTHENTICITY



“Christ is the source of every right impulse. He is the only one that can implant in the heart enmity against sin. Every desire for truth and purity, every conviction of our own sinfulness, is an evidence that His Spirit is moving upon our hearts.”

*Steps to Christ, p. 26*

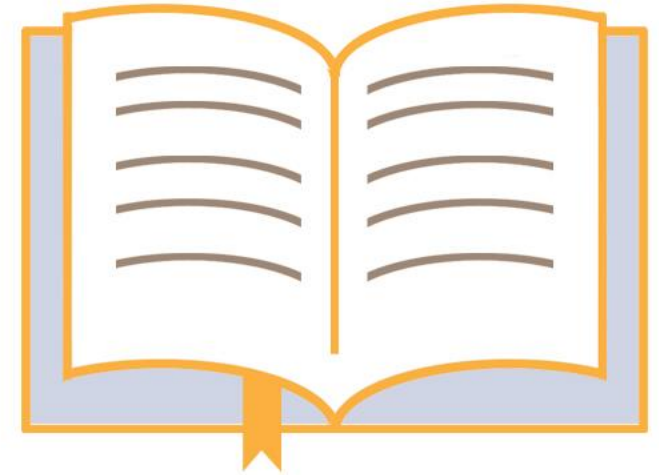


# Authenticity:

- Self-aware
- Balanced in processing the opinions of others
- Acting within the boundaries of ethics/morality
- Doing things transparently

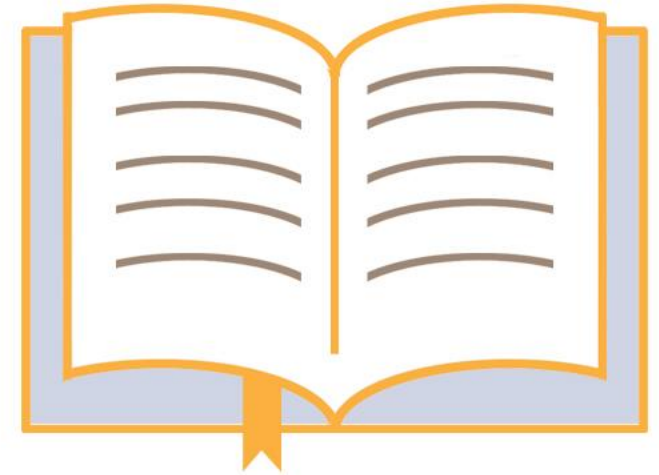
Lord, who can dwell in Your tent?  
Who can live on Your holy mountain?  
The one who lives honestly, practices righteousness, and  
acknowledges the truth in his heart—  
Who does not slander with his tongue, who does not harm  
his friend or discredit his neighbor,  
Who despises the one rejected by the Lord but honors  
those who fear the Lord,  
Who keeps his word whatever the cost,  
Who does not lend his money at interest or take a bribe  
against the innocent—  
The one who does these things will never be moved.

**Psalm 15:1-5 (HCSB)**



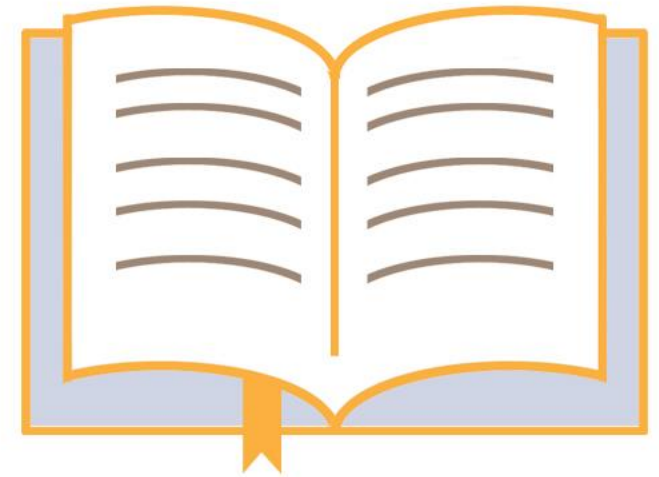
**Psalm 24:3-4 (HCSB)**

Who may ascend the mountain of the Lord?  
Who may stand in His holy place?  
The one who has clean hands and a pure heart,  
Who has not set his mind on what is false, and  
Who has not sworn deceitfully.



**Jeremiah 32:39 (HCSB)**

I will give them integrity of heart and action so that they will fear me always, for the good of their descendants after them.



LIVING IN  
**INTEGRITY**



ACTING WITH  
**TRANSPARENCY**



**CHURCH LEADERS**

LIVING IN  
**HOLINESS**



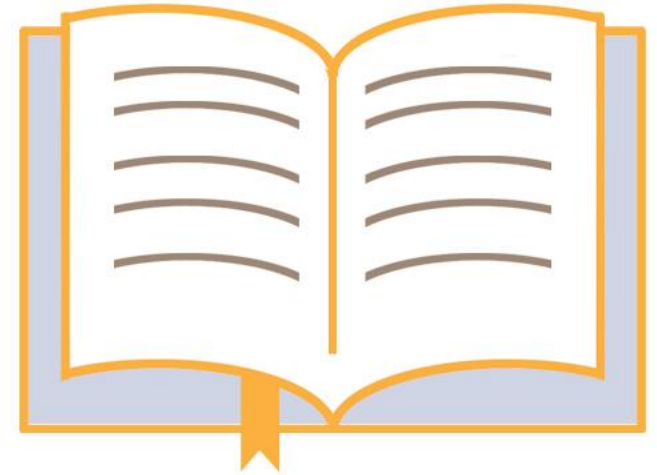
ACTING  
**RIGHTEOUSLY**



**CHURCH LEADERS**

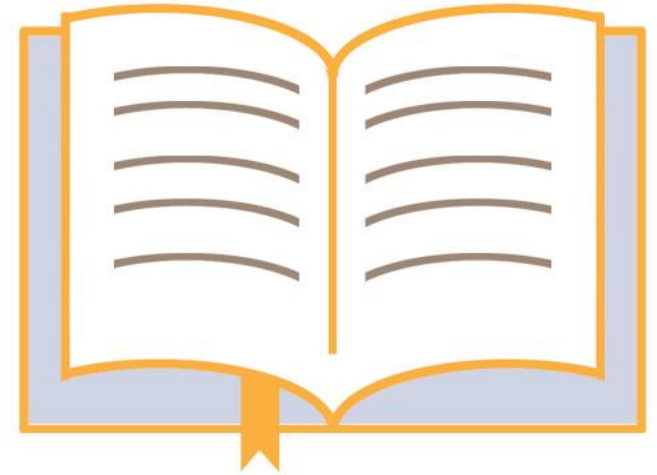
The integrity of the upright guides them, but the perversity of the treacherous destroys them.

### Proverbs 11:3



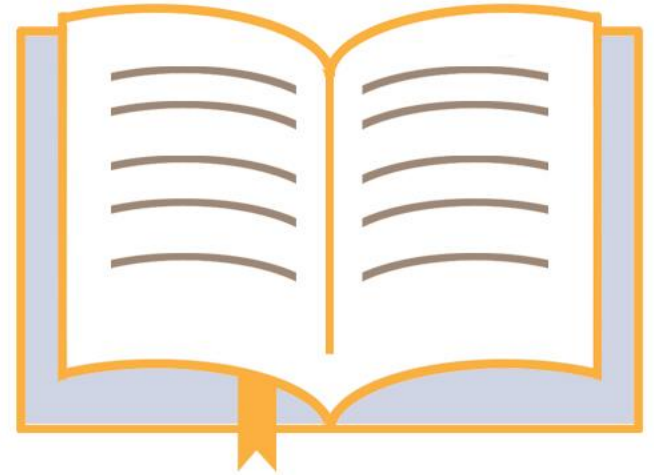
Surely you desire integrity in the inner self, and you teach me wisdom deep within.

**Psalm 51:6**



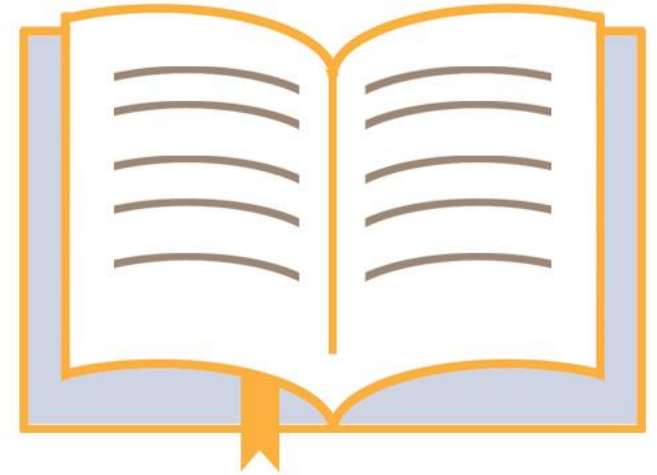
## Psalm 45:2

The one who lives blamelessly practices righteousness and acknowledges the truth in his heart.



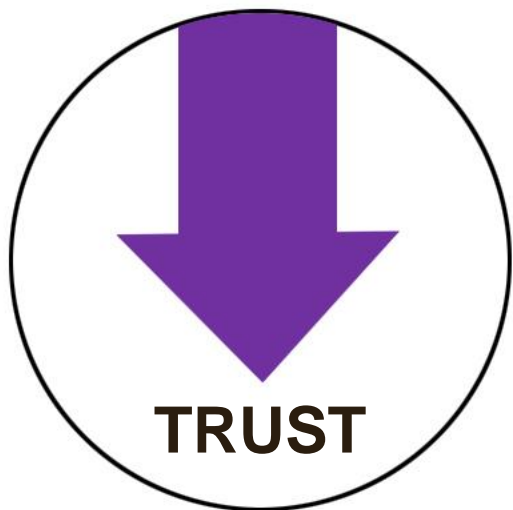
Give me an undivided mind to fear your name.

**Psalm 86:11**

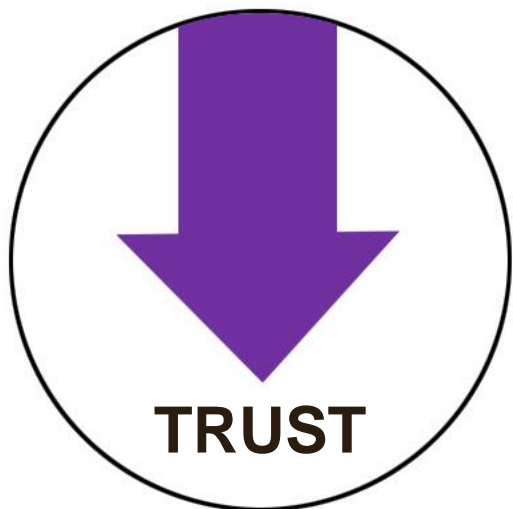




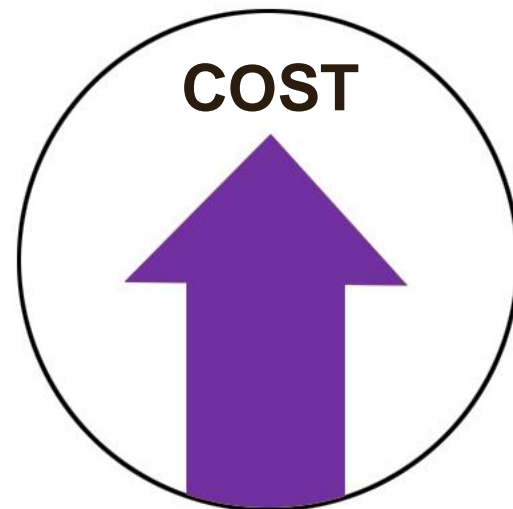
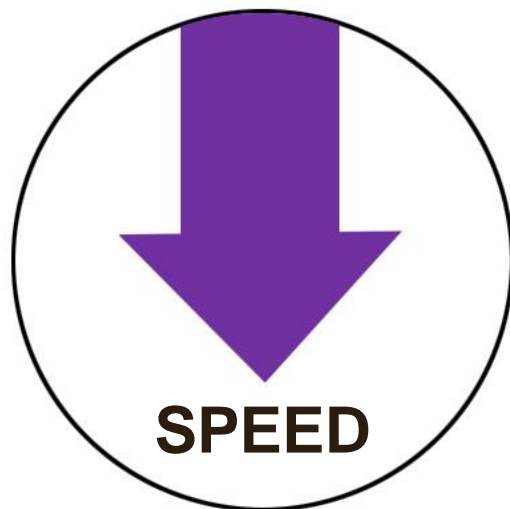
**Trust is the result of transparent integrity.**

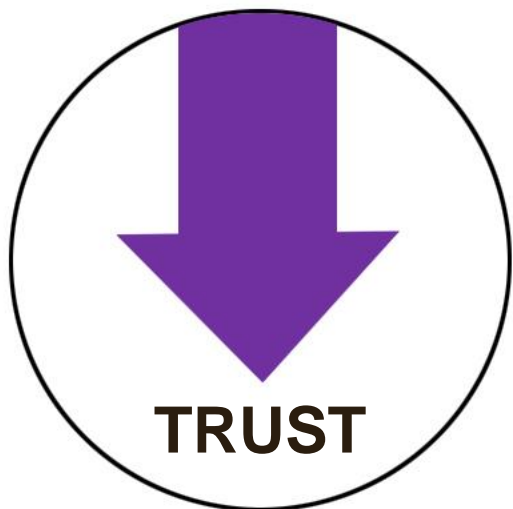


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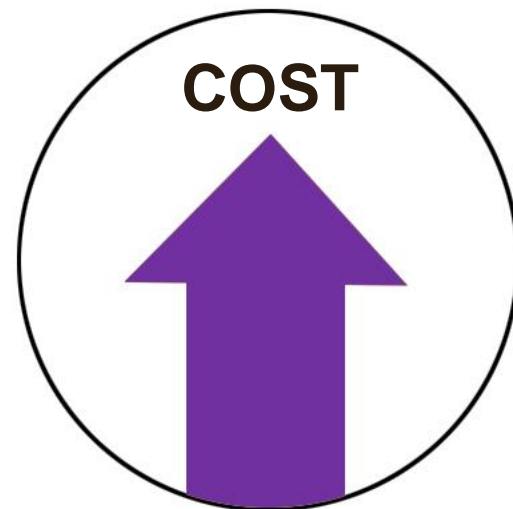
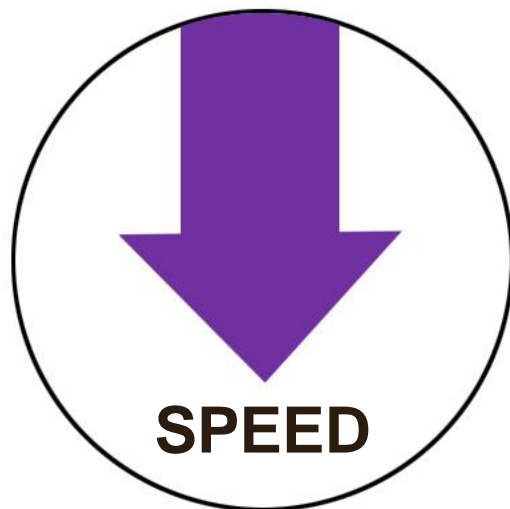


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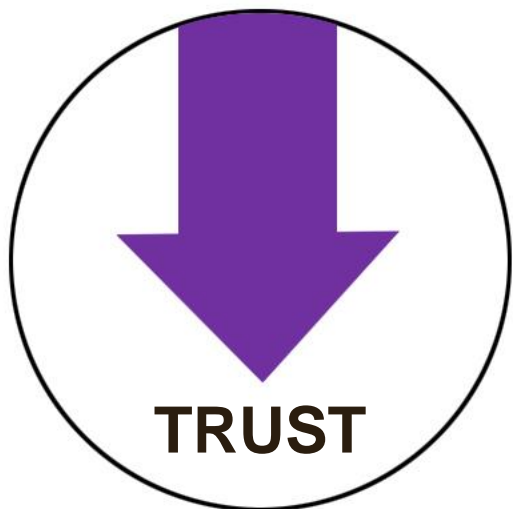




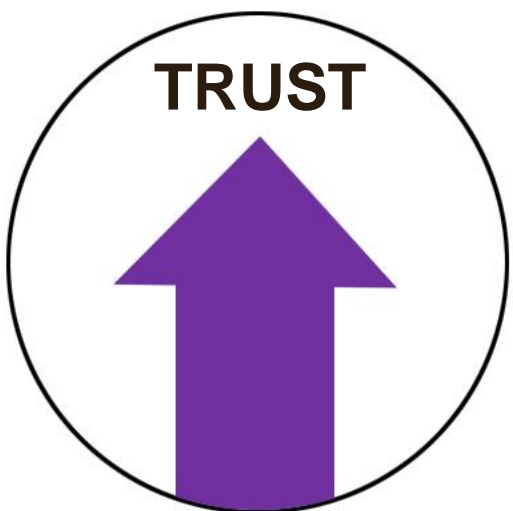
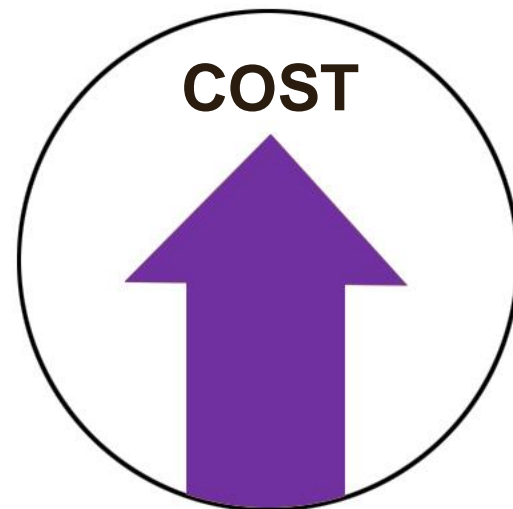
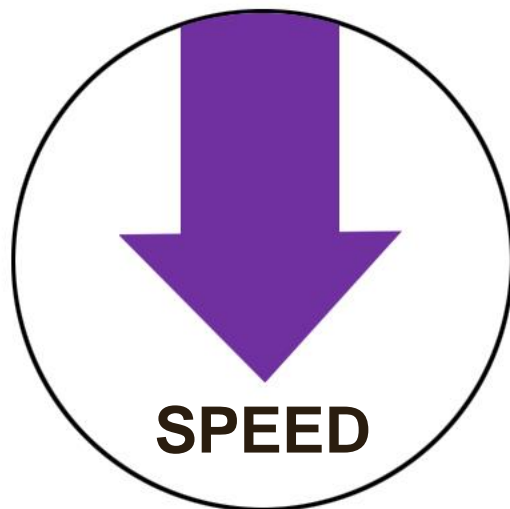
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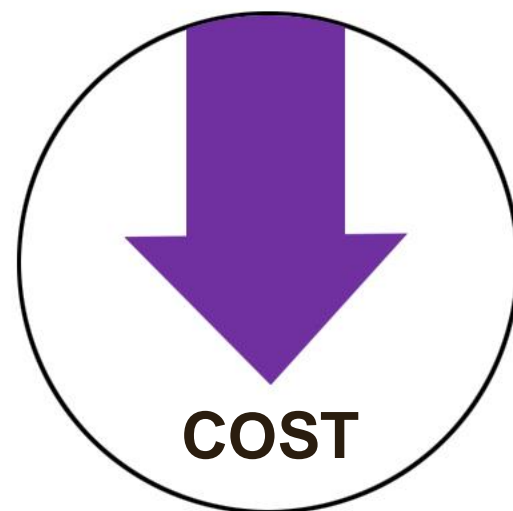
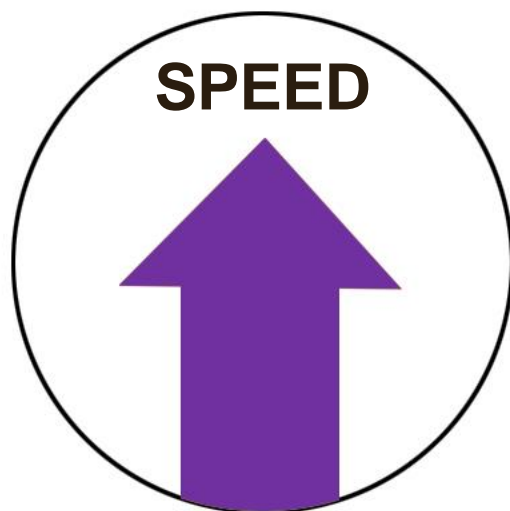
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**First Wave: Self-Trust**



**Second Wave: Relationship Trust**

**First Wave: Self-Trust**



**Third, Fourth, & Fifth Waves: Stakeholder Trust**

**Second Wave: Relationship Trust**

**First Wave: Self-Trust**

# 1 Leading and the inner self

A decorative graphic consisting of two rows of stylized, overlapping blue waves. The top row is a darker shade of blue, and the bottom row is a lighter shade. They are positioned horizontally across the middle of the slide.

**First Wave: Self-Trust**

1 Leading and the inner self

2 Leading inter-relationally

**Second Wave: Relationship Trust**

**First Wave: Self-Trust**

- 1 Leading and the inner self
- 2 Leading inter-relationally
- 3 Leading through organizations

**Third, Fourth, & Fifth Waves: Stakeholder Trust**

**Second Wave: Relationship Trust**

**First Wave: Self-Trust**

**Development in a leader involves all three.**

- 1 Self-trust
- 2 Relationship trust
- 3 Stakeholder trust



**Leadership is a form of stewardship.**

A low-angle, upward-looking perspective of several massive, fluted classical columns. The columns are made of light-colored stone or marble and feature ornate Corinthian capitals. They are arranged in a row, receding into the distance. The background is a bright blue sky filled with soft, white clouds. The top of the image shows the underside of a classical ceiling with a decorative Greek key (meander) pattern.

# Variables include:

- Structure
- Management
- Resources
- Personnel



## Trusted Professions

- Nurses (81%)
- Military officers (71%)
- Grade school teachers (66%)
- Medical doctors (65%)
- Pharmacists (62%)
- Police officers (56%)
- Daycare providers (46%)
- Judges (43%)
- Clergy (42%)
- Nursing home operators (36%)
- Auto mechanics (32%)
- Newspaper reporters (25%)
- Bankers (25%)
- Local officeholders (24%)
- TV reporters (23%)
- State officeholders (19%)
- Lawyers (18%)
- Business executives (16%)
- Advertising practitioners (12%)
- Members of Congress (11%)
- Car salespeople (10%)
- Lobbyists (8%)



## Case 1: The Troubling Report

**Beginning of case:** Near the end of the fiscal year the conference treasurer received a report that one of the accountants in the office is alleged to have accepted a kickback/bribe from a local entrepreneur with whom the conference does business on a regular basis. The treasurer realizes that verifying the information would be rather difficult. Further, if the information is true, confronting the accountant will have serious implications, since the accountant is from a very prominent family in the community and the church, and has worked at the conference for a number of years.



## Discussion Questions:

1. What step(s) should the conference treasurer take at this point? In particular, how might he/she verify the report? Is confronting the accountant appropriate?



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1. What step(s) should the conference treasurer take at this point? In particular, how might he/she verify the report? Is confronting the accountant appropriate?
2. What inquiries should be made of the local entrepreneur, and at what point? How should inquiries of the local entrepreneur be balanced against obtaining verification of the report and confronting the accountant?



## Discussion Questions:

1. What step(s) should the conference treasurer take at this point? In particular, how might he/she verify the report? Is confronting the accountant appropriate?
2. What inquiries should be made of the local entrepreneur, and at what point? How should inquiries of the local entrepreneur be balanced against obtaining verification of the report and confronting the accountant?
3. What concerns/challenges are likely to arise since the accountant is from a prominent and well-respected family?



## Case 1: The Troubling Report

**Continued:** The conference treasurer consults with the union treasurer. The union treasurer proposes that the accountant be exchanged with an accountant in another local conference within the union. After all, it is good for accountants to gain experience in various conference office settings.



## Discussion Questions:

1. What background information should the conference treasurer share with his colleague at the other local conference office?



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1. What background information should the conference treasurer share with his colleague at the other local conference office?
2. What convincing reason(s) will the conference treasurer offer to the accountant for why a move is necessary at this time?
3. What are the implications of moving the accountant to another conference?



## Discussion Questions:

1. What background information should the conference treasurer share with his colleague at the other local conference office?
2. What convincing reason(s) will the conference treasurer offer to the accountant for why a move is necessary at this time?
3. What are the implications of moving the accountant to another conference?
4. If the accountant is guilty of accepting kickbacks and bribes from suppliers, what legal and moral issues are likely to arise in the future?



## Case 2: The Outspoken Treasurer

**Beginning of case:** Ten months ago a completely new officer team was elected by the Conference Constituency meeting. It has taken a few months for the officer families to arrange their moves to the new location and to settle into the routines of team leadership in the conference. It is becoming apparent to the President that the Treasurer “speaks his mind” on issues, both in Officers’ Council and in the Executive Committee.



## Case 2: The Outspoken Treasurer

The Treasurer feels that individuals and groups have an obligation to analyze matters carefully, to challenge assumptions, and to explore alternatives before arriving at a decision. This has created some uneasiness for the President, especially since the President desires to build a media center for the Conference and he knows that the Treasurer is opposed to this plan, due to insufficient Conference resources.



## Discussion Questions:

1. What steps can/should the President take to build a team from individuals who he does not know well, and who have not had the experience of working together in other settings? How does one build a team when personalities and preferences for decision-making differ?



## Case 2: The Outspoken Treasurer

**Continued:** At a recent Union Executive Committee meeting, the President learns that a VP for Finance is needed at the College. He quickly informs the Union officers and the College President that the Conference Treasurer is an ideal fit for this job.



## Discussion Questions:

1. Should the Conference Treasurer be consulted before his name is submitted for another position?



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2. Should the Conference President indicate to the College President why he believes the Conference Treasurer is the “ideal fit” for the College position?



## Discussion Questions:

1. Should the Conference Treasurer be consulted before his name is submitted for another position?
2. Should the Conference President indicate to the College President why he believes the Conference Treasurer is the “ideal fit” for the College position?
3. Would moving the Conference Treasurer resolve the situation?



## Case 3: Scheduling Itineraries for “Business”

**Beginning of case:** The Treasurer of the Division hails from a country within the Division, but not the country in which the Division office is located. The Treasurer and some of his close family members have personal real estate investments, specifically two houses, which are located in the Treasurer’s home country. In planning for various itineraries throughout the Division, the Treasurer can route travel through his home country at very little extra cost to the division, as compared to direct travel. Doing so would permit the Treasurer to care for these properties while actually living in another country.



## Discussion Questions:

1. What difficulties are likely to occur when leaving real estate matters to others when one moves to a new field? How can these difficulties be overcome (e.g. sell the property; put the property in trust; put the property with a property manager?)



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1. What difficulties are likely to occur when leaving real estate matters to others when one moves to a new field? How can these difficulties be overcome (e.g. sell the property; put the property in trust; put the property with a property manager?)
2. Assuming one chooses to continue to be responsible for personally caring for the property while living elsewhere, how can this task be accomplished? What issues arise if the care for the property occurs while itinerating “through” the home country while on Division business?



## Case 3: Scheduling Itineraries for “Business”

**Continued:** The Treasurer decides to “volunteer” himself to be the Division representative to attend mid-year and year-end Union Executive Committee meetings in his home country because, after all, he is the one who “really understands the financial issues in that Union.”



## Discussion Questions:

1. What are the usual procedures for assigning attendance at year-end meetings among Division officers? Should special preference be given to “home country” attendance because of a better understanding of the issues in that area?



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1. What are the usual procedures for assigning attendance at year-end meetings among Division officers? Should special preference be given to “home country” attendance because of a better understanding of the issues in that area?
2. What are the implications if the Treasurer is found attending to personal business (i.e., his property holdings) so that his attendance at these meetings appears to be a “conflict of interest”? Is it a conflict of interest? If so, how should it be handled?

# CONCLUSION

