

A LEADER'S CODE OF CONDUCT

The role of moral/ethical behavior in leadership

Beyond the Bottom Line Seminar
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Leadership occurs at the intersection of two basic factors: information and influence.



Information = the facts of the situation

Influence = the impact of moral character

“I am satisfied that we are less convinced by what we hear than by what we see.”

–Herodotus

“Be a pattern to others, and then all will go well; for as the whole city is infected by the licentious passions and vices of great men, so it is likewise reformed by their moderation.”

–Cicero, Roman statesman

A leader's code of conduct is a personal response to the question:

“What kind of person am I called by God to be?”

7 PRACTICES IN MY CODE OF CONDUCT

Humility

Integrity

Trust

Respect

Accountability

Collaboration

Excellence

Humility

HUMILITY

- Sometimes thought of as weakness or insecurity
 - The maintenance of self-confidence without the need for pretense or arrogance
 - Does not measure success by being first or best
 - Attention and respect connected with a leadership role makes introspection difficult weaknesses inadmissible
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“Humility is perfect quietness of heart. It is for me to have no trouble; never to be fretted or vexed or irritated or sore or disappointed. It is to expect nothing, to wonder at nothing that is done to me, to feel nothing done against me. It is to be at rest when nobody praises me and when I am blamed or despised. It is to have a blessed home in the Lord where I can go in and shut the door and kneel to my Father in secret and be at peace as in a deep sea of calmness when all around is trouble. It is the fruit of the Lord Jesus Christ's redemptive work on Calvary's cross, manifested in those of His own who are definitely subject to the Holy Spirit.”

—Andrew Murray

Jesus Christ “...made Himself of no reputation, taking the form of a bondservant, and coming in the likeness of men...

—Philippians 2:7 (NKJV)

“For who is greater, he who sits at the table or he who serves...Yet I am among you as the One who serves.”
—Luke 22:27 (NKJV)

Humility

I demonstrate humility by:

- Bringing attention to God, not to myself.
- Patterning my leadership on Jesus' example.
- Giving to others the credit due them.
- Putting the needs of others ahead of my own.
- Seeking counsel and feedback from others.
- Being honest with myself before God.
- Awareness of my dependence upon God.

Integrity

I always give 110% to my job—

40% on Monday

30% on Tuesday

20% on Wednesday

15% on Thursday

5% on Friday

Total 110%

INTEGRITY

- The alignment of observable behavior with internal controlling purposes
 - A crooked stick casts a crooked shadow
 - When you guard your secret life with God, your public life will take care of itself
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“It is not the capabilities you now possess or ever will have that will give you success. It is that which the Lord can do for you. He longs to give you understanding in temporal as well as in spiritual matters. He can sharpen the intellect. He can give tact and skill. Put your talents into the work, ask God for wisdom, and it will be given you.”

—Ellen G White, *Christ's Object Lessons*, p. 146

“LORD, who may abide in Your tabernacle?...He who walks uprightly,
and works righteousness, and speaks the truth in his heart.”

—Psalm 15:1-2 (NKJV)

Integrity

I demonstrate integrity by:

- An exemplary life of moral and ethical conduct.
- Always acting in the best interest of the Church.
- Honesty and truthfulness in all my dealings.
- Timely and accurate reporting.
- Transparency in decision-making processes.
- Disclosing and mitigating conflicts of interest.
- Realizing my own weaknesses and limitations.

Trust

TRUST

- Possibly the most important trait in the leadership of voluntary organizations
 - Built on two perceptions—character and competence
 - Quickest way to decrease trust—violate a behavior of character
 - Quickest way to increase trust—demonstrate a behavior of competence
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A trustworthy God is never made known
by an untrustworthy representative.

The most important
human resource for the Church is
TRUST

TRUST —cont'd

- Two kinds of trust:
 - Personal trust—Am I a trustworthy person?

“...we have renounced secret and shameful ways; we do not use deception, nor do we distort the word of God. On the contrary, by setting forth the truth plainly we commend ourselves to every man’s conscience in the sight of God.”

—2 Corinthians 4:1-2 (NIV)

TRUST —cont'd

- Two kinds of trust:
 - Personal trust—Am I a trustworthy person?
 - Organizational trust—The organization to which I belong has a noble purpose, its operations will be consistent with its policies, it will treat people and issues fairly
- Distrust emanating from a specific incident can metabolize into general distrust of the entire organization

“But in all things we commend ourselves as ministers of God.”

—2 Corinthians 6:4 (NKJV)

Trust

I build trust by:

- Doing the right thing because it is right.
- Not exploiting the weakness of another.
- Admitting errors and weaknesses.
- Principle-based decisions in moments of crisis.
- Setting reasonable objectives and goals.
- Compliance with organizational policies.
- Extending trust to others.
- Knowing when/how to maintain confidentiality.

Respect

“For the LORD your God *is* God of gods and Lord of lords, the great God, mighty and awesome, who shows no partiality nor takes a bribe. He administers justice for the fatherless and the widow, and loves the stranger, giving him food and clothing. Therefore love the stranger, for you were strangers in the land of Egypt” —Deuteronomy 10:17-19 (NKJV)

RESPECT

- Treating people with dignity, honesty, fairness and integrity
 - No harassment or retaliation
 - Establishing a workplace culture characterized by:
 - Sense of purpose
 - Sense of ownership
 - Sense of contribution
 - Sense of community
 - Sense of camaraderie
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“You shall not pervert justice; you shall not show partiality, nor take a bribe, for a bribe blinds the eyes of the wise and twists the words of the righteous. You shall follow what is altogether just, that you may live and inherit the land which the LORD your God is giving you.”

—Deuteronomy 16:19, 20 (NKJV)

“Honor all people. Love the brotherhood. Fear God. Honor the king.”

—1 Peter 2:1-7 (NKJV)

Respect

I demonstrate respect by:

- Seeing all others as children of God.
- Speaking/acting with courtesy and good will.
- Abstaining from harassment and retaliation.
- Valuing the opinions and contributions of others.
- Affirming dignity, diversity, individuality and giftedness.
- Listening attentively when others speak.
- Acting with fairness, justice and mercy.
- Honoring the rightful roles of colleagues.

Accountability

ACCOUNTABILITY

- Setting the example—taking responsibility for one's actions
 - Realistic promises—kept
 - Compliance with policies
 - Loyalty to the organization and its purposes
 - Holding others accountable for acceptable performance
 - Clarity of views, positions, convictions
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“To do righteousness and justice is more acceptable to the Lord than sacrifice.”

—Proverbs 21:3 (NKJV)

Accountability

I demonstrate accountability by:

- Taking responsibility for my actions and behavior.
- Realizing my actions speak louder than words.
- Only making realistic promises and commitments.
- Keeping promises and commitments.
- Recognizing good performance and addressing performance shortfalls fairly and openly.
- Being held accountable for my stewardship of office.
- Clarity in stating my views, positions, convictions.

Collaboration

COLLABORATION

- Team consciousness, not celebrity mentality

“Let not one man feel that his gift alone is sufficient for the work of God; that he alone can carry through a series of meetings, and give perfection to the work. His methods may be good, and yet varied gifts are essential; one man's mind is not to mold and fashion the work according to his special ideas. Cooperation and unity are essential to a harmonious whole, each laborer doing his God-given work, filling his appropriate position, and supplying the deficiency of another. One worker left to labor alone is in danger of thinking that his talent is sufficient to make a complete whole.”

—Ellen G White, *Evangelism*, p. 104

COLLABORATION

- Team consciousness, not celebrity mentality
 - Information age—possible for leaders at every level of organization
 - Create team consciousness:
 - Every position necessary
 - Every position a specialized function
 - Everyone knows the rules and procedures
 - Everyone communicates
 - Everyone performs best with mutual support and cooperation
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“Let nothing be done through selfish ambition or conceit...let each esteem others...”
—Philippians 2:3 (NKJV)

Collaboration

I demonstrate collaboration by:

- Empowering others and affirming their skill sets.
- Sharing information that is timely and accurate.
- Valuing the skills, motivation and creativity of others.
- Maintaining an enjoyable workplace atmosphere.
- Encouraging teamwork: everyone is needed, adds value, and helps to accomplish mission.
- Working with others in the global Church organization—pulling together, not apart.

Excellence

EXCELLENCE

- Pursued not out of rivalry or competition, but because God's work merits excellence
 - Based on interrelationship of competency, conduct, and consistent quality of performance
 - Rigorous discipline of continuous improvement
 - Focus on quality/reputation of organization, not on self
 - Commitment to mentoring/developing leadership skills in others
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“Do your best to present yourself to God as one approved by him.”

—2 Timothy 2:15 (NRSV)

Excellence

I demonstrate excellence by:

- Consistent striving for high quality outcomes from my work.
- Continual growth to master my skill set or field of knowledge.
- Always meeting/exceeding minimum standards.
- Steadiness under pressure.
- Conduct that honors God.
- Mentoring/encouraging/developing others for leadership roles.

The call to function in a role of leadership
assumes
that one will be able to live and act above the level of
self-centeredness.
