

A world map with continents in different colors: North America (orange), South America (green), Europe (purple), Africa (yellow), Asia (teal), and Australia (blue).

## Fear and Whistleblowing: The Role of Transparency

Inter American Division  
3<sup>rd</sup> Annual SeLD Conference  
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### Outline

- Define and discuss transparency and accountability; and whistleblowing
- Describe fear from perspective of an organization and a potential whistleblower
- Determine the characteristics of leadership best suited to overcome fear

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### Transparency and Accountability

**Transparency**  
The availability of full information required for collaboration, cooperation, and collective decision making; accompanied by an absence of hidden agendas and conditions.

**Accountability**  
The obligation of an individual or organization to account for activities, accept responsibility for them, and to disclose the results in a transparent manner. It also includes the responsibility for property or position that has been entrusted.

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Whistleblowing

The practice of informing someone about activities observed in an organization that are immoral or illegal

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Transparency and Accountability

The BENEFITS

- **Invites** collaboration
- **Inspires** confidence
- **Improves** credibility
- **Increases** contributions



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Transparency and Accountability

The Barriers



- Style of Leadership
- Silence of Conscience
- Situation of Individual
- Structure of Organization

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Reason for Not Reporting Misconduct	Overall Percentage
I did not believe corrective action would be taken	55%
I didn't trust my report would be kept confidential	45%
It is an accepted behavior in my company	43%
<b>Retaliation-related</b>	
I feared retaliation from senior leadership	34%
I feared retaliation from my direct supervisor	30%
I heard about someone who experienced retaliation for reporting	25%
Someone else I know experienced retaliation for reporting	25%
I feared retaliation from my coworkers	24%

Source: 2015 Ethics and Compliance Initiative [www.ethics.org](http://www.ethics.org)

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*All **authority (exousia)** has been given to Me in heaven and on earth. Go therefore and make disciples of all the nations, baptizing them in the name of the Father and the Son and the Holy Spirit, teaching them to observe all that I commanded you; and lo, I am with you always, even to the end of the age.*

**Matthew 28:18-20 (NASB)**

Greek word - **exousia**: right to control or govern

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*But you will receive **power (dunamis)** when the Holy Spirit has come upon you; and you shall be My witnesses both in Jerusalem, and in all Judea and Samaria, and even to the remotest part of the earth.*

**Acts 1:8 (NASB)**

Greek word - **dunamis**: strength and ability

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Jesus Christ commissioned agents with His **authority** for the purpose of growing the Church!

Jesus Christ provided His commissioned agents with **power** to fulfill the purpose of growing the Church!

Interconnected Themes

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Dimensions	Agency Theory	Stewardship Theory
Principal-Agent Relationship	Goal Conflict	Goal Alignment
Organizational Identification	Low	High
Motivation	Extrinsic	Intrinsic
Human Behavior	Individualistic	Collectivistic

Source: Van Puyvelde et al. 2012

Differences in Agent Behaviors

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Steward leaders are perfectly aligned to the Master's goals and recognize receiving in trust from Him the authority and power to achieve those goals. In response to that trust, steward leaders demonstrate with attitude and actions their transparency and accountability.

### Steward Leaders

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Type of Church Leader	Observed Behaviors	Fear Index
Steward	transparent, accountable, Master-aligned goals, collaborative, trustworthy, etc.	Low
Agent	transparent(limited), accountable(limited), personal agendas, conflict of goals, incentive motivated, etc.	Moderate
Self-Appointed	secretive, calculating, independent goals, etc.	High

Fear Index for  
Organization and Whistleblower

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7 Best  
Practices  
of Leaders

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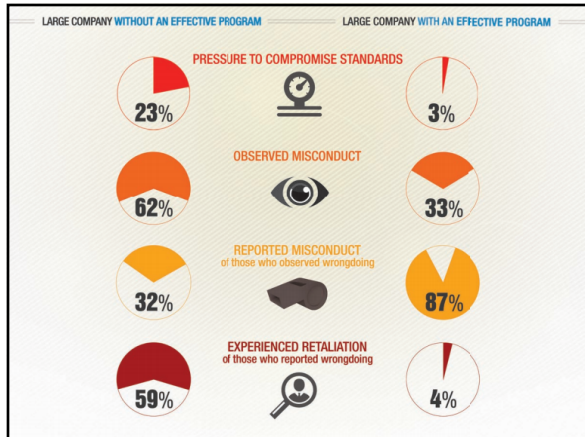
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Someone is watching!

Heaven is watching to see how those occupying positions of influence fulfill their stewardship. The demands upon them as stewards are measured by the extent of their influence.

Ellen G White  
Gospel Workers, 495

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### References

1. Transparency and Accountability: A Global Commitment of Seventh-day Adventist Church Leaders. 2015 edition
2. Van Puyvelde, Stijn, Ralf Caers, Cind Du Bois, and Marc Jegers. 2012. "The Governance of Nonprofit Organizations." *Nonprofit and Voluntary Sector Quarterly* 41 (3): 431–51.

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