




**Fear and Whistleblowing:
The Role of Transparency**

Inter American Division
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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

Transparency and Accountability	<p>Transparency</p> <p>The availability of full information required for collaboration, cooperation, and collective decision making, accompanied by an absence of hidden agendas and conditions.</p>	<p>Accountability</p> <p>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.</p>
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Whistleblowing

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

Transparency and Accountability
The BENEFITS

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



Transparency and Accountability
The Barriers



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

Someone is watching!

Types of Whistle Blowing

Internal External

Fear of Embarrassment by Organization | Fear of Retaliation by Whistleblower

Types of Whistle Blowing

Internal External

93%

In study of 1600 individuals from 30 organization it was found that 93% were at risk of a major safety issue or major fraud scandal waiting to happen because people are either unwilling or unable to speak up.

Source: *Silent Danger* www.vitalSMARTS.com

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%
Retaliation-related	
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



*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

*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

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

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

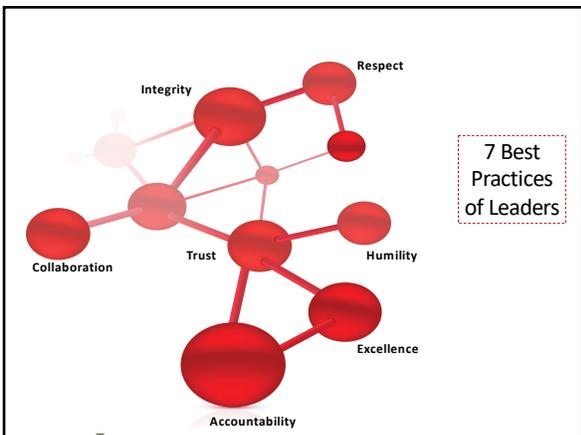
Differences in Agent Behaviors

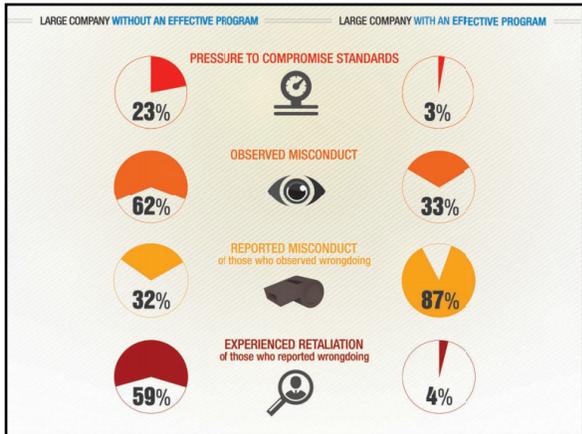
Steward leaders are perfectly aligned to the Master’s goals and recognize receiving in trust from Him the authority and power to achieve those goals. In response to that trust, steward leaders demonstrate with attitude and actions their transparency and accountability.

Steward Leaders

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





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

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.
