

TRANSPARENT LEADERSHIP

A Catholic Benedictine Approach

February 2017

Background

- Ed Barton
 - Chief Financial Officer and General Counsel, Saint Martin's University
 - Former US Army Engineer Officer
 - Former CFO, COO, CEO of private equity backed companies (15 years)
 - Most of the last 15 years spent in “turn-around” situations

5 Minute Group Exercise

- Can you answer these questions?
 - How much did WSU Football Coach Mike Leach Make in 2015
 - How much money did Saint Martin's University make for the Fiscal Year Ended June 30, 2014?
 - Who did John Podesta and Heather Stone propose to replace Debbie Wasserman Schultz with in *December 2015*?

5 Minute Group Exercise

- Can you answer these questions?
 - How much did WSU Football Coach Mike Leach Make in 2015
 - A: \$2.75 Million
 - How much money did Saint Martin's University make for the Fiscal Year Ended June 30, 2014?
 - A: SMU lost \$427,673
 - Who did John Podesta and Heather Stone propose to replace Debbie Wasserman Schultz with in *December 2015*?
 - A: Governor Jennifer Granholm of Michigan

Lesson?

“There are no secrets that
time does not reveal”

- Jean Racine

Transparent Leadership

- Transparent leadership is about empowerment of others to achieve a common goal
- Providing insight into decision making:
 - What
 - Why/Rationale
 - How
- Soliciting and Integrating Relevant Feedback
- Leadership is difficult
 - Does not necessarily equal consensus
 - Always welcomes second guessing and backseat driving
 - Leaders are called to make difficult decisions
 - Leaders are responsible for setting the tone and living the values

Benedictine Values

- Awareness of God
- Community
- Dignity of Work
- Hospitality
- Justice
- Listening and Taking Counsel
- Moderation
- Peace
- Respect
- Stability
- Stewardship

Benedictine Values Embracing Transparent Leadership

- Awareness of God
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Community

- A community is built on trust and sharing
- Transparent Leadership requires a high degree of trust
 - Sensitive information shared
 - Chicken and Egg
 - Leader must make themselves vulnerable
 - Leadership + Transparency = Trust
 - Requires
 - Honesty
 - Candor
 - Clarity
 - Full Disclosure
 - TRUST AND TRANSPARENCY AND TRUST AND COMMUNITY ARE ALWAYS LINKED

Dignity of Work

- Transparent leadership calls for dignity of work and workers
- Requires that in sharing the rationale for a decision and work, that you understand the dignity of the work to execute the decision and the dignity of the worker
- Transparency calls for answering “why” a job needs to be done and showing how the role fits the whole
- Dignity doesn't equal easy or pleasant
 - Sacrifices may need to occur
 - Leaders have to make tough decisions
 - Leaders should be prepared to do any job they ask of another
- **THE TRANSPARENT LEADER WILL NEVER DEMEAN A PERSON, TASK OR ROLE.**

Justice

- The unnecessary keeping of secrets or withholding information is inherently unjust
 - Demonstrates lack of trust
 - Demonstrates lack of respect
 - Often an abuse of power
- Transparency and sharing the rationale for decisions and actions provides accountability for ethical decision making
- **TRANSPARENT LEADERSHIP IS ABOUT DOING THE RIGHT THINGS THE RIGHT (JUST) WAY.**

Listening and Taking Counsel

- Leadership is not about talking and ordering people around
 - Leadership is about doing the right things the right way
- Transparency allows every team member to work the problem, provide analysis and input
- The leader's role is to listen, take counsel, make decisions, and be accountable for the results as well as the methods
- Listening and counsel doesn't mean always acting on the recommendation
- **TRANSPARENT LEADERSHIP REQUIRES THAT WE RECOGNIZE A WRONG PATH OR POTENTIAL ERROR, ADMIT THE ERROR AND CORRECT COURSE**

Respect

- Transparent leadership requires mutual respect and trust
- The leader must respect the led
 - Demonstrate respect through trust in community
 - Demonstrate respect through dignity
 - Demonstrate respect through just decision making
 - Demonstrate respect through listening and humility
- The led must respect the leader
 - Demonstrate respect through participation in the community
 - Demonstrate respect through pride in work
 - Demonstrate respect by acting justly
 - Demonstrate respect through listening

A Summary of Transparent Leadership

- It is unavoidable
- There are no secrets
- Embrace the Benedictine Values supporting transparent leadership
- It has risks and is more difficult than “opaque” leadership
- Empower your people to do the right things the right way, to collaborate and achieve a common and just goal



WHAT DOES SAINT BENEDICT SAY ABOUT LEADERSHIP?

Some Quotes

- <http://stbenedictandhisrules.blogspot.com/2008/02/benedictine-way-of-leadership.html>
- Rule of Focused and Independent Ventures:
Benedict believed organizations should remain lean, self-sufficient and focused on a common objective. He warned against too many levels of management or bureaucracy, and of the dangers of centralization and hierarchy. He believed that subsidiary or offshoot groups should be economically autonomous, maintaining only cultural and philosophical bonds.

Some Quotes

- <http://stbenedictandhisrules.blogspot.com/2008/02/benedictine-way-of-leadership.html>
- Rule of Ethics:
The rule states that ethics is a fundamental, structural part of the organization and its management system; ethics cannot be forced, so the leader must create an environment in which members naturally make the proper ethical decisions. The ethical leader must ensure that there are no fraud, dishonesty and greed in business practice. He or she must give emphasis to disciplinary acts and have corporate cohesion.

Some Quotes

- <http://stbenedictandhisrules.blogspot.com/2008/02/benedictine-way-of-leadership.html>
- Rule of Group Reliance and Mutual Respect:

Building and nurturing a cohesive working team, St. Benedict would likely offer mutual reliance. Members must learn to rely on other community members. In a Truly cohesive organization, reliance is deep, intimate, and multidirectional. Mutual respect must be given for any and all members of the team, regardless of social status, job title, or station in life. He calls the emphasis on mutual respect between group members the "good zeal", of the community.

Some Quotes

- <http://stbenedictandhisrules.blogspot.com/2008/02/benedictine-way-of-leadership.html>
- Rule of Humility and Moderation:
Benedict thought the basic leadership virtue was humility. Leaders had to show aptitude and objective, but their enthusiasm was to derive from a aspiration to look up and contribute to the health of the organization, not from individual personality. He believed that true humility was a skill one had to learn and practice

Some Quotes

- <http://stbenedictandhisrules.blogspot.com/2008/02/benedictine-way-of-leadership.html>

- Rule of Discipline:

Benedict held that leaders should see discipline as a lesson plan, not as punishment. Benedict believed that cohesive organizations gave second and third chances. He stated that there should be no favoritism in matters of discipline and that the ultimate penalty of discharge from the community, while sometimes necessary for the health of the group, was as traumatic as an amputation and had to be very carefully considered.

Chapter 21

They will take care of their groups of ten, managing all affairs according to the commandments of God and the orders of their abbot. The deans selected should be the kind of men with whom the abbot can confidently share the burdens of his office. They are to be chosen for virtuous living and wise teaching, not for their rank. If perhaps one of these deans is found to be puffed up with any pride, and so deserving of censure, he is to be reproved once, twice and even a third time. Should he refuse to amend, he must be removed from office and replaced by another who is worthy. We prescribe the same course of action in regard to the prior.

Chapter 23

If a brother is found to be obstinate,
or disobedient, or proud, or murmuring,
or habitually transgressing the Holy Rule in any point
and contemptuous of the orders of his seniors,
the latter shall admonish him secretly a first and a second
time,

as Our Lord commands (Matt. 18:15).

If he fails to amend,
let him be given a public rebuke in front of the whole
community.

But if even then he does not reform,
let him be placed under excommunication,
provided that he understands the seriousness of that
penalty