

## From the Preface

“We make a living by what we get, but we make a life by what we give.”

—Winston Churchill

Two events that took place during the writing of this book have had a profound impact on our organizational and personal lives. The first, of course, was the series of terrorist attacks on September 11, 2001. Like most people who witnessed the tragic events of that day from afar, I was initially overwhelmed with the need to be with the people who are truly the most important to us—in my case my wife and daughter. I was also overwhelmed with a feeling of helplessness and insignificance. I felt called upon to make a difference and help the victims and their families, and I had no idea how to do so. The good that I was accomplishing in my professional career seemed suddenly inadequate in the context of September 11.

Although not nearly as catastrophic, the second event that captured our collective attention during the writing of this book was the Enron fiasco. We witnessed with disbelief the destruction of some \$70 billion in wealth that decimated the retirement savings of thousands of Enron employees and punished even more small investors. We were enraged and dismayed as congressional hearings demonstrated proof of an intentional strategy by senior management to misrepresent financial transactions for the purpose of enriching themselves at the expense of those they were entrusted to serve. We felt abandoned by two supposedly premier organizations, Enron and Arthur Andersen, and wondered just whom we could ever trust again. We later discovered that other supposedly premier organizations—Adelphia, Dynegy, Global Crossing, Merrill Lynch, Qwest, Tyco, and WorldCom, to name just a few—had also engaged in greed-driven and unethical activity that enriched those at the top at the expense of employees, customers, and shareholders. Our willingness to trust in such organizations, and the markets in which they operate, was further challenged.

So much destruction and deceit are bound to cause society and individuals to engage in intensive self- and collective examination and reflection. In the months that followed these two events, two important elements of personal and organizational life that had been buried during the economic boom of the 1990s began to slowly resurface. First, many of us came to the realization that we have for too long compartmentalized our lives into work, home, and church, and have applied different standards to each. We have come to see that values, ethics, spirituality—however one chooses to describe them—cannot be checked at the office door. The standards we live by at home, in church, and among family and friends should be incorporated in the workplace. People at all levels of an organization, from the boardroom to the factory floor, are searching to connect their faith and values to their professional lives in a way that brings both personal fulfillment and organizational success.

Second, for-profit and nonprofit organizations alike are reawakening to the age-old idea that values and organizational success are in fact inseparable. In what Alan Greenspan describes as “capitalized reputation,” our society is in the midst of creating a new trust-based economy where an organization’s value and success is inextricably linked to its reputation.

Numerous post-September 11 and post-Enron conversations with those in the suites, as well as those in the cubicles, revealed that people intuitively understand that values and long-term success are inseparable. What is lacking, however, is a framework or blueprint that provides guidance for taking our “whole selves” to work. Christians, too, often lack the framework and language that will help them put their faith-based principles into practice in the workplace. Despite their good intentions, a myriad of workplace pressures and daily obstacles prevent them from achieving this goal.

*Executive Values* is a first step in educating Christian organizational leaders on how to incorporate systematically their values into their professional lives. If the golden rule, “Do unto others as you would have

them do unto you,” had been followed at the highest levels of Enron, Arthur Andersen, and the myriad of other corporations that recently have come under fire for questionable practices, we as a society may have avoided the damaging aftereffects of scandals and congressional inquiries. By following the golden rule at work as well as at home, we can add value to our organization and those around us. We can bring our “whole selves” to work and make a life instead of merely making a living.

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## **From the Introduction: Doing Well by Doing Good**

“There is no reason you can’t be one of the most successful organizations in the world and one of the most altruistic. There is no inconsistency between those goals.”  
—Jim Collins

This book combines two aspects of organizational leadership not often mentioned in the same breath: getting results, and integrating Christian values within an organization. Leaders of organizations recognize that results matter. Results, in fact, are the sole reason any organization exists, whether in the public or private sector, whether with nonprofit or for-profit status. Yet it seems that modern business practice dictates that organization leaders, in order to achieve profitable results, must keep their professional lives and their lives as faithful Christians separate. *Executive Values* serves as a road map for incorporating faith and values into everyday organizational life. It demonstrates how doing well and doing good are inextricably linked, and provides a comprehensive strategy for utilizing Christian values to achieve organizational goals.

Results are measured in various ways, depending on the type of organization involved. In a school environment, educational outcomes may be primary; while in a publicly traded company, maximizing shareholder return is foremost. Complicating this is the fact that many organizations have goals that seem contradictory. For example, a hospital exists to provide excellent care for the customer, but its leadership is also responsible for maximizing shareholder return. The pressure created by having multiple goals can lead to confused priorities and seem to force a decision between altruism and financial reality. This in turn makes it difficult for business leaders to consistently apply Christ-centered values as they navigate the minefields of daily organizational life. The “mines” are familiar: budgetary pressures, shortsighted investors, unrealistic sales goals, difficult employee issues, new competitors, and disloyal customers. This book is for the organization leader who is a Christian and who seeks to achieve an organization’s stated goals while struggling daily to live out the ideals formed through faith. It is my belief that God does not ask us to have a successful career at the expense of our faith. At work, at home, and at play, I believe that God desires that we strive to pattern our lives after the life and teachings of Christ. Further, I believe that incorporating Christian faith-based values into our daily professional life gives us a competitive advantage. Consistently doing so can have a significant positive impact on your organization and on your personal life.