LEADERS AS A ROLE MODEL OF INTEGRITY AND ACCOUNTABILITY

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30th April 2013
One of the major crises of contemporary civilization is unethical and corrupt leadership in politics, business, banking and government bureaucracy. The list of scandals as a consequence of unethical practices in high places is indeed shocking.
Today the world is going through a major global crisis in economics, politics, governance environment, culture and ethics accompanied by moral scandals of unprecedented magnitude;
CORPORATE ACCOUNTING SCANDALS

UNDERSTANDING THE ENRON SCANDAL: THE FUTURE OF BUSINESS ETHICS

A new film from the co-director of MANUFACTURING CONSENT: NOAM CHOMSKY AND THE MEDIA

"The next Bowling For Columbine."
—director

"Provocative, entertaining, and at times chilling."
—Rolling Stone

THE CORPORATION

THE WORLD OF HIGH FINANCE AND BANKING

HEADS, I WIN, TAILS, YOU LOSE...
<table>
<thead>
<tr>
<th>Company</th>
<th>Year</th>
<th>Audit Firm</th>
<th>Country</th>
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<td>2002</td>
<td>Pricewaterhouse Coopers</td>
<td>United States</td>
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<td>Merrill Lynch</td>
<td>2002</td>
<td>Deloitte &amp; Touche</td>
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The TURBULENCE is in ECONOMICS,
BANKING,
POLITICS, CLIMATE,
ENVIRONMENT,
CULTURE,
ENTERTAINMENT,
as well as in the
HUMAN SOUL!
Most important leadership qualities over the next five years

- Creativity: 60%
- Integrity: 52%
- Global thinking: 35%
- Influence: 30%
- Openness: 28%
- Dedication: 26%
- Focus on sustainability: 26%
- Humility: 12%
- Fairness: 12%
INTEGRITY

INTEGRITY is the uncompromising adherence to a code of moral values and principles. It requires soundness of ethical strength.
Integrity

is choosing your thoughts and actions based on values rather than personal gain.

(Clarke, 2005)
DEFINITION OF INTEGRITY

From Wikipedia,

• **Integrity** is a concept of consistency of actions, values, methods, measures, principles, expectations, and outcomes. In ethics, integrity is regarded as the honesty and truthfulness or accuracy of one's actions. Integrity can be regarded as the opposite of hypocrisy,[1]
FIRM ADHERENCE TO A CODE OF ESPECIALLY MORAL OR ARTISTIC VALUES: INCORRUPTIBILITY

Synonyms  character, decency, goodness, honesty, morality, probity, rectitude, righteousness, rightness, uprightness, virtue, virtuousness

Antonyms  badness, evil, evildoing, immorality, iniquity, sin, villainy, wickedness

Related Words  high-mindedness, honor, incorruptibility, irreproachability, irreproachableness, right-mindedness, scrupulosity, scrupulousness; appropriateness, correctness, decorousness, decorum, etiquette, fitness, propriety, seemliness; ethics, morals

Near Antonyms  impropriety, indecency, indecorum, indiscretion; debauchery, degeneracy, degredation, depravity, perversion, pervertedness, sinfulness; crookedness, dishonesty, underhandedness, unscrupulousness; lowness, meanness, viciousness, vileness; corruption

(source: Merriam – Webster Dictionary)
DEFINITION OF ACCOUNTABILITY

• From Wikipedia

• “In ethics and governance, accountability is answerability, blameworthiness, liability, and the expectation of account-giving. As an aspect of governance, it has been central to discussions related to problems in the public sector, nonprofit and private (corporate) worlds.

• In leadership roles, accountability is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences.”
Integrity is doing the right thing when no-one is watching.
WHAT IT MEANS TO BE A LEADER?

• Servant Leadership
• Transformational Leadership
• Turnaround Leadership
• Transactional Leadership
• **Leadership** is the capacity to translate vision into reality. —Warren Bennis

• Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others. —Jack Welch

• A leader is one who knows the way, goes the way, and shows the way. —John Maxwell
• My own definition of leadership is this: The capacity and the will to rally men and women to a common purpose and the character which inspires confidence. —General Montgomery

• Leadership is lifting a person’s vision to high sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations. —Peter Drucker
• To command is to serve, nothing more and nothing less. —Andre Malraux

• The most dangerous leadership myth is that leaders are born—that there is a genetic factor to leadership. That’s nonsense; in fact, the opposite is true. Leaders are made rather than born. —Warren Bennis

• The key to successful leadership today is influence, not authority. —Kenneth Blanchard
• A leader takes people where they want to go. A great leader takes people where they don’t necessarily want to go, but ought to be. —Rosalynn Carter

• The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly. —Jim Rohn

• Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it’s amazing what they can accomplish. —Sam Walton
LEADERSHIP STYLES

Authoritarian

Paternalistic

Democratic

Laissez-faire
Leadership Styles

- Authoritarian
  - Directive behaviors
  - Decides alone
  - Focuses on tasks

- Democratic
  - Open communication
  - Team leader
  - Focuses on people

- Laissez-Faire
  - Permissive
  - Abstains from leading
  - Power with staff

- Bureaucratic
  - Insecure
  - Knows the rules
  - Impersonal
THE FOUR LEADERSHIP STYLES

- High Supportive and Low Directive Behavior (S3)
- High Directive and High Supportive Behavior (S1)
- Low Supportive and Low Directive Behavior (S4)
- Coaching (S2)

Development Level of Follower(s):

- High (D4)
- Moderate (D3)
- Low (D2, D1)
INTEGRITY FROM THE TRANSCENDENT WORLDVIEW OF ISLAM

THE BASIS FOR UNDERSTANDING THE REALITY OF LEADERSHIP AND POWER

- THE REALITY AND NATURE OF HUMAN BEINGS AS THE SERVANTS OF THE ONE TRUE GOD AS WELL AS HIS VICEGERENTS ON EARTH

- POWER AND AUTHORITY ARE AMANAH (DIVINE TRUST) FROM THE ONE TRUE GOD AND MUST BE USED WITH JUSTICE, FAIRNESS AND COMPASSION

- LEADERS CARRY THE AMANAH FROM THE ONE TRUE GOD AND ARE ULTIMATELY ACCOUNTABLE TO HIM.
PURITY OF INTENTION AND PURPOSE

❖ LEADERSHIP is not an honour (tashrif) but a moral responsibility (taklif)

with ultimate accountability to ALLAH SWT.

❖ OBEDIENCE AND LOYALTY to leaders are conditional upon fulfilment of the terms of reference and contractual obligations.

❖ INTENTIONS AND PURPOSES must be in harmony with the above DOCTRINES and PRINCIPLES if you have faith in Allah SWT and the HEREAFTER
YOUR INTENTION MUST NOT BE UNTAINTED with self-centred interests as it will be reflected in your behaviours.

Your staff sees the behaviours that you demonstrate and determine the type of leader you are to them.
YOUR RELATIONSHIP WITH YOUR SUBORDINATES:

- CLEAR DIRECTION VS VAGUE/BROAD DIRECTION
- COACH & GUIDE VS ABANDON
- DEMOCRATIC/PARTICIPATIVE/COLLABORATIVE VS AUTHORITARIAN/DICTATORIAL/TYRANT
- MOTIVATE/INSPIRE/SUPPORTIVE VS BELITTLE/CRITICIZE/RIDICULE
- DIRECT UPFRONT VS TALK FROM BEHIND OR BACKBITING
- FORGIVE VS BLAME
- LISTEN VS SELF CENTERED
THE 100
A RANKING OF THE MOST INFLUENTIAL PERSONS IN HISTORY
MICHAEL HART
PROPHETIC LEADERSHIP AS THE BEST EXAMPLE

• Prophet Muhammad (peace and blessings be upon him) was both a prophet of Allah SWT and a statesman. His leadership was most comprehensive and dynamic. He was the paragon of virtue and spirituality. He was a noble and compassionate teacher, guide, and reformer. He was a family man. Indeed, he was also a political leader. (SEE MICHAEL HART, 100 A RANKING OF THE MOST INFLUENTIAL PERSONS IN HISTORY, 1978)
• As a political leader the Prophet (peace and blessings be upon him) unified the Arabian peninsula, established a great state whose capital was Madinah, defeated his enemies, and had most successful military expeditions. However, his real political leadership was in the realm of morality and spirituality in which he conducted himself perfectly in situations of weakness as well as strength. His way of dealing in Makkah and Madinah indicates his great political leadership.
ABU BAKR’S LEADERSHIP PRINCIPLES

• Inaugural address. When all the Muslims, gathered in the mosque, had offered their allegiance to Abu Bakr, Abu Bakr rose to address them. After praising Allah and offering his tribute to the Holy Prophet of Islam, Abu Bakr addressed the congregation in the following terms: "O people, I swear by Allah that I never coveted the caliphate either by day or by night, nor had I any inclination towards it. I never prayed to God openly or in secrecy to confer the office on me. I merely accepted this office lest some mischief might arise at this critical juncture in the history of the Muslims and thereby adversely affect the interests of Islam.
• In fact a big task has been assigned to me which is beyond my power to fulfil except with the help of the Almighty Allah and your whole hearted cooperation. I wished to see the strongest of men in my place this day. Now, it is beyond doubt that I have been elected your Amir, although I am not better than you. Help me, if I am in the right; set me right if I am in the wrong.
• Truth is a trust; falsehood is a treason. The weak among you will be strong with me till, God willing, his rights have been vindicated; and the strong among you shall be weak with me till, if the Lord wills, I have taken what is due from him. Obey me as long as I obey Allah and His Prophet, when I disobey Him and His Prophet, then obey me not. And now rise for prayers; may God have mercy on you."
OMAR’S LEADERSHIP PRINCIPLES

• "O ye faithful! Abu Bakr is no more amongst us. After having led us for about two years, he has returned to His Maker. He has the satisfaction that he has successfully piloted the ship of the Muslim state to safety after negotiating the stormy sea. He successfully waged the apostasy wars, and thanks to him, Islam is now supreme in Arabia. Islam is now on the move and we are carrying Jihad in the name of Allah against the mighty empires of Byzantine and Persia."
After Abu Bakr, the mantle of Khilafat has fallen on my shoulders. I swear it before God that I never coveted this office. I wished that it would have devolved on some other person more worthy than me.
“But now that in national interest, the responsibility for leading the Muslims has come to vest in me, I assure you that I will not run away from my post, and will make an earnest effort to discharge the onerous duties of the office to the best of my capacity in accordance with the injunctions of Islam.
• In the performance of my duties, I will seek guidance from the Holy Book, and will follow the examples set by the Holy Prophet and Abu Bakr. In this task I seek your assistance. *If I follow the right path, follow me. If I deviate from the right path, correct me so that we are not led astray*. 
THE FOLLOWING LESSONS, PRINCIPLES AND VALUES ARE DERIVED FROM THE ADVICE AND ORDERS OF THE CALIPH ALI TO HIS GOVERNOR MALIK ASHTAR AS MENTIONED IN SAIDINA ALI’S NAHJUL BALAGHAH (PEAK OF ELOQUENCE):

1. SELF RESTRAINT THROUGH SERVING THE NEEDS OF PEOPLE.

2- MERCY AND COMPASSION TO ALL, MUSLIMS AND NON-MUSLIMS.

3- KEEP A STRICT CONTROL ON YOUR DESIRES AND EARNINGS.

4- ALLAH IS YOUR SUPREME RULER AND SOVEREIGN.

5- NEVER BE VAIN OR ARROGANT AS IT “WILL WEAKEN YOUR FAITH IN RELIGION AND WILL MAKE YOU SEEK SUPPORT OF ANY POWER OTHER THAN THAT OF ALLAH.”
6- TAKE CARE OF NEEDS AND WELFARE OF DIFFERENT GROUPS AND CLASSES IN SOCIETY.

7- BEWARE OF CORRUPT ELITES.

8- UPHOLD FAIRNESS, JUSTICE AND IMPARTIALITY.

9- AVOID THOSE WHO ASSIST EVIL AND DESPOTIC RULERS.

10- “SELECT HONEST, TRUTHFUL AND PIOUS PEOPLE AS YOUR COMPANIONS. TRAIN THEM NOT TO BE FLATTER YOU AND NOT TO SEEK YOUR FAVOUR BY FALSE PRAISES BECAUSE FLATTERY AND FALSE PRAISES CREATE VANITY AND CONCEIT AND THEY MAKE A MAN LOSE SIGHT OF HIS REAL SELF AND IGNORE HIS DUTIES.”
11- STEADFAST IN TRUTH AND JUSTICE. LET EQUITY, JUSTICE AND FAIRPLAY BE YOUR MOTTO.

12- LET JUDICIARY BE ABOVE EVERY KIND OF EXECUTIVE PRESSURE OF INFLUENCE, ABOVE FEAR OF FAVOUR, INTRIGUE OR CORRUPTION.

• 13- TAKE GOOD CARE OF THE POOR, PROTECT THEM AND THEIR RIGHTS.

14- BEWARE OF CORRUPT RELATIVES AND FRIENDS.

15- BEWARE OF EGOISM AND SELF ADMIRATION.
CONCLUSION

- Power is an amanah from Allah (SWT)
- Leaders are accountable to Allah (SWT)
- Iman, ILM, Taqwa, Ihsan, and Akhlaq Karimah (good virtuosos character) are the core values of leaders with integrity.
THANK YOU

شكرا

TERIMA KASIH