

CRIMINALS AT WORK



CRIME AT WORK vs. FAITH AT WORK

An
Economic
Impact
Report
*with Proposed
Solutions*

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For one year, the United States Postal Service seemed to have put some space between itself and a decade-long string of workplace killings - 31 murders, all at the hands of their own employees. The respite ended in May, 1993 when, in Dearborn, Michigan, a man who was upset at losing a promotion to a woman, killed one co-worker and wounded two others before killing himself. To make things worse, later that same day in Dana Point, California, a former employee returned to the post office from which he had been fired for stalking a female coworker, killing a letter carrier and wounding a clerk. He was arrested at a bar 20 miles away, early the next Saturday morning. Police said he was suspected of killing his mother, whose body was found at her home the day of the post office murder, and of shooting four other people before he was apprehended.

Many years ago, I was doing a great deal of color printing through an out-of-state print shop. I never met any one from the firm face-to-face, but I generally spoke with one of two people, the owner or his foreman.

One day, in a rather soft tone, the foreman informed me that he was starting his own shop and would appreciate it if I'd give his new company a try. I was growing unimpressed with the quality of the printing I'd been receiving of late so, sure, why not?

Within a few weeks, I received a call from the owner of the first print shop. He informed me that he had stopped by to visit his ex-employee and was amazed to find that his new shop was loaded with items he'd been stealing before he left, many of which actually had the previous shop's name on them. He pressed charges against his ex-foreman and the new shop closed its doors before they were ever really opened.

From homicide to stealing pens, heading for the restroom immediately after clocking in rather than showing up earlier, or working on that important football pool on company time, such events are all part of employee-initiated workplace crime. One way or another, the mantra of many working people seems to be "stick it to the man" or "I'll get mine" in an effort to exercise some semblance of freedom or make some sort of statement.

Sadly, many workplace crimes are made even worse when the victims extend beyond the employers against whom they are supposedly directed. The crimes also suggest that there are no cultural impediments to workplace crimes. Corporate criminals are not restricted to any particular industry, indicating that this is an issue of global proportions.

CRIME @ WORK

The bottom line about workplace crime is its impact on the bottom line. Workplace crime – inside jobs, as it were – will result in a financial loss to employers and is contributing to the demise of many businesses.

From January 1, 1997 to December 31, 2000, there were 2,902 occupational homicides in America, with shootings accounting for four-fifths of them. Unbelievable! From 1980 to 1989, homicide was actually the third leading cause of death from injury in the workplace, according to data from the National Traumatic Occupational Fatalities (NTOF). Occupational homicides accounted for approximately 7,600 deaths during this period, 12% of all deaths from injury in the workplace.

Immediate losses to an employer are obvious but there are also a number of indirect costs. These include:

- Reduced profits
- Increased insurance premiums
- Higher costs for additional security and internal controls
- Decreased employee activity
- Decreased morale
- Decreased service quality

They can also become a Public Relations nightmare. They don't do anybody any good.

The financial losses incurred from workplace crimes can also impact the government because there are losses in sales and other taxes, plus the costs involved in the criminal justice system in dealing with such crimes.

These workplace crimes will also affect the public. Consumers will have higher prices to pay and there will come a blow to employment opportunities because of business failures and lack of investment in future business.

In an attempt to come up with some figures on the economic impact of workplace crime, I learned that the lack of a formal and agreed upon definition of what constitutes a workplace crime makes estimating its total cost a major undertaking. However, some eye-opening statistics were available as you will see.

TIME IS MONEY. TIME WASTED IS THEFT.

The statistics on “time theft” intriguing, a crime that costs American businesses hundreds of billions of dollars each year. This results from employees who “steal” from their employers by willfully wasting the time for which they are paid.

W. Glenn Robbins, President of Acroprint Time Recorder Co., writes, “A leading authority on employment issues has conducted numerous surveys relative to time theft and concluded that the average employee “steals” approximately 4.5 hours per week from his employer or nearly six full workweeks per year. An employer could be losing more than 10% of their payroll through the following forms of time theft:

- Late arrival or early departure
- Taking long lunch hours and breaks
- Requesting paid sick days for inappropriate reasons
- Slowing down the work pace to create overtime
- Excessive socializing and personal telephone calls
- Handling personal business while at work
- Using Company time and facilities to operate another business

“Time theft is not confined to any one type of person or industry. It applies to “white collar” and “blue collar” employees in every type of business, institution, profession and governmental agency. It occurs in every

organization with a payroll.

“The majority of executives surveyed state that permanent employees steal more time than temporary employees. Also, the greater the employee’s seniority, the greater the chance that they will steal time from their employer. Office personnel steal more time than manufacturing employees, and employees under thirty years old tend to steal more time than older employees.”

What does this mean to the average employer? They are being robbed of hundreds, thousands, maybe millions of dollars per year.

One component that is more easily measured than time theft is referred to as “employee theft.” It used to be referred to as “pilferage.” According to the U.S. Department of Commerce, employee dishonesty costs American business in excess of \$50 billion annually. One report further suggested that internal theft causes nearly one-fourth of all US business failures annually (Filipowski 1993).

Loss Prevention executives responding to the University of Florida 1998 National Retail Security Survey attribute 42.7% of their annual shrinkage losses to employee theft.

Employee theft has grabbed Corporate America’s attention lately. The actress Winona Ryder dominated the headlines in 2002 during her shoplifting trial. Since then, we’ve had more and more white collar crimes making headlines, from Enron to Martha Stewart.

What is the Economic Impact – the ghastly toll – of American workers stealing from their employers, literally biting the hand that feeds them? Employee theft takes a bite out of us all.

Consider these statistics from the American Society of Employers:

- Businesses lose 20% of every dollar to employee theft.
- 20% of employees are aware of fraud at their companies (including theft

of office items, false claims of hours worked, and inflated expense accounts).

- The average time it takes for an employer to catch a fraud scheme is 18 months.
- 55% of perpetrators are managers.
- 44% of workers say their companies could do more to reduce fraud.
- The U.S. Retail Industry loses \$53.6 Billion a year due to employee theft.
- 60% of companies have staff trained to deal with fraud and ethics issues (up from 30% in 2000).

The U.S. Chamber of Commerce estimates that 75% of all employees steal at least once, and that half of these steal again and again. The Chamber also reports that one of every three business failures are the direct result of employee theft.

In employee surveys conducted by academics, 43% of workers admitted stealing from their companies.

The FBI reports that employee theft is the fastest growing crime in the United States.

FAITH @ WORK

Are you concerned about the diabolical acts of an enemy abroad taking a toll on our nation's economy? Don't be. We have met the enemy and it is our own labor force! It's time to discuss this issue in an open-minded manner. Rather than curse the darkness, let's shine some light upon this subject and take that which seems to be working against us and make it work FOR us.

What am I talking about? I'm referring to taking the one thing most working people have in common – that is, their jobs, the one place we spend up to 70% of our lives – and utilizing every positive resource we have at our disposal (Title VII, the Faith at Work movement, positive magazine and newspaper articles on the subject, employing Workplace Chaplains, the

momentum of an army of Christian employees who are rapidly catching the vision that their workplace is their ministry) that could combine to make the workplace a BETTER place.

I look at it like this: If you were approached by a coworker who claimed that, after pouring a can of pork and beans into his underwear he was actually able to fly, well, you would think he was an idiot, right? However, if at the end of an 8-hour workday, a DOZEN coworkers approached you as well as 15 relatives and friends via E-Mail, ALL attesting to having been able to fly after having poured some pork ‘n beans in their knickers, chances are, by the time you got home, you would be, at the very least, considering which brand you should buy. Right?

So it is where Christians expressing their faith at work is concerned. If a large number of people all claim to have revitalized their lives, their finances, their relationships, all because of an association with one mutual person, resulting in a better all-around employee with improved ethics and a higher level of integrity that would ultimately increase loyalty and decrease absenteeism, thus impacting the morale and discipline of the organization, those who did not know him might actually begin to desire to do so and might actually inquire as to HOW this could take place. Right?

That person happens to be called “Jesus” and, if His example teaches His followers to work hard, to refrain from stealing, to do much more than is required of you, to love others, to prefer others, to respect others, to pray for their employers and so on and so on, that business man is a klutz who would prohibit the sharing of that relationship with others on the staff! Right?

RIGHT!

What’s more, if the Creator of the universe were to actually bestow His Divine favor upon those who believed in and trusted Him, what kind of a fool would it take to ignore the fact that His favor upon them might not have any impact on the company? (EXAMPLE: Refer to 2 Samuel chapter 6 in the Holy Bible).

I was contacted by a business owner who had ten facilities, employing over 500 people. One facility was being “overrun with homosexuality” as employees from the facility Administrator on down the line began “coming out of the closet,” one man even returning to work after hours to visit coworkers dressed as a woman. This was NOT a homophobic panic attack; the actions and attitudes of the gay employees were having an extremely detrimental impact on the organization, its sales and employee morale. During tours of the facility, residents were advising potential residents to refrain from placement there because of the homosexual presence there.

Late one night, the business owner, several others and me, prayed over the building and property. Within 2 weeks, most all the gay employees resigned. In time, that facility became a model and an award-winning facility in their industry.

That business owner could have entertained the fear of all kinds of things before contacting me – lawsuits, the ACLU, strikes, negative media attention - or she could boldly resist the unseen, evil forces at work in her company. She made the right choice, handling the issue spiritually, recognizing that this was a spiritual issue and nothing more. It was so blatantly obvious that our prayers had an effect, that to say it was merely a coincidence would appear foolish.

The point is, for those who KNOW that there really is a Spiritual answer to all the natural problems with which we struggle, why not enact the solution?

Basically, it’s because of fear. That “Church ‘n State” lie has many legal business owners trembling in their boots.

There’s also a concern that too many employees will spending too much time “off the clock” while talking with the Workplace Chaplain. As this article reveals, employers have much more to worry about than employees discussing their problems with a minister while on-the-clock in an effort to receive prayer and assistance. Besides, a Workplace Chaplain is trained NOT to allow any abuse of his time, nor will they allow an employee to take advantage of their employer’s good graces.

Bear in mind that internal theft is only one of MANY kinds of employee theft. According to David Challinger's 1993 report on workplace crimes in Britain, "Analoui and Kakabadse (1991) identify five other forms of action adopted by deviant employees: rule-breaking, destructive practices, non-cooperative practices, disruptive practices and misuse of facilities. These encompass what Hollinger and Clark (1983) in their seminal research called "work-related deviance."

Not only did they find such deviance was relatively common but those employees who admitted above-average levels of theft also reported higher levels of work-related deviance.

WHAT SOME BUSINESSES ARE DOING. WHAT A WORKPLACE CHAPLAIN DOES.

Many work-related factors play a role in internal theft and other workplace crime. Many corporations are employing various means to deter this illegal activity. They include:

Increasing job satisfaction

Many businesses have pin-pointed four areas for improving staff morale:

- 1) Establishing better working conditions
- 2) Creating a comprehensive recruitment and training program
- 3) Improving their pay and reward systems and
- 4) Improved supervision by management. Additional attempts at making work interesting, varied and fulfilling are also being undertaken.

Increased sense of belonging and employee morale

In their national survey of American security professionals' perceptions of workplace crime, Baker and Westin (1987) found that respondents saw the most significant and damaging indirect cost of petty theft and fraud at work to be the negative effect on staff morale. Since low staff morale itself is related to theft, there is obviously a cyclical problem here.

Employees are less prone to steal from their employer when they have a sense of belonging. Training the team so that they eventually “own” the vision, is critical. A young man who loads packages might work more effectively if he is reminded of the lives he is impacting by performing his job more efficiently. Hence, the young man is elevated from a truck loader to a Life Changer.

People who do not belong will be less likely to care about the victims of their crimes. An American supermarket survey which consisted of actual admissions of stealing by employees, found the highest risk group to be young males, on night or varied shifts, with three or more jobs in the last year, and having less than two years experience, these last factors suggesting little sense of "belonging" in the workplace (Jones 1992). The less one cares about their job, the easier it is to indulge in sabotage.

Along this line of thinking, I recall that evening where the business owner joined me and a team of intercessors at 9PM, unannounced, to pray over an oppressed facility. The scene reminded me of a room filled with roaches when a light is turned on - people scattering, jumping up to “look busy” – a general “deer in the headlights expression on every staff member we encountered as we walked through. Too bad we didn’t catch them working.

A Workplace Chaplain will use every opportunity to remind the employees he/she comes in contact with that they are in that company to help God achieve His Kingdom plans through the people there. As such, each employee is there to make a difference in the lives of their coworkers, customers, vendors, supervisors and employers, while providing them with an income to help them meet their own needs.

Staff participation and involvement

Utilizing staff input when developing policies allows employees to explain to their peers the reasons behind the policies. Sabotage will probably persist as a response to perceived unfairness, so staff participation in developing grievance procedures in which workers can have confidence can be quite beneficial in deterring crimes.

A Workplace Chaplain will encourage the employees he/she comes in contact with to set an example for others in the workplace. When they recognize that all promotion comes from God and that their REAL boss is God Himself, it becomes easier to handle the rules established by mere men. They will be reminded that God has a plan for them, that God always gets His way, and that all things will work together for good for those who love God and are called according to His purposes.

When an employee embraces these truths, they cannot help but gain a sense of hope and purpose and see their job as something more than just a means to an end.

Demonstrated concern by management

Employer sensitivity to staff issues is important and can increase, even unwittingly, poor behavior.

Management should also be aware of the ways in which their own actions can directly effect the levels of deviance in their workplace; It's all in the presentation. A fascinating example of this is provided by Greenberg (1990) who measured the level of employee theft in three American factories following wage cuts forced by loss of business. Briefly, in one factory the necessity for a ten week 15 per cent wage cut was somewhat crudely announced without explanation while, in the second company, the cuts were announced with careful explanation of the need to do and, in the third company – the test factory - no wage cuts were necessary. Employee theft rates were measured for the ten weeks prior to the cuts, for the duration of the cuts, and for a ten week period following the cuts. Theft rates stayed steady in the test factory, increased in the pay-cut period where the explanation was given, but soared in the factory where no explanation was given. After the pay-cut period was over all theft rates returned to the pre-pay-cut level.

A Workplace Chaplain will have a calming effect on new hires, new fires and can smooth out employee-employer difficulties by bring the truth into play and introducing them to God's perspective on things in accordance with the Holy Bible. How an individual handles what life throws at them is

critical in maintaining peace and focus.

Setting rules

It is essential that employees know what the rules are and what is expected of them. Go ahead and raise the bar. Hollinger and Clark's study (1983) showed that organizations with a clearly defined anti-theft policy that was competently and repeatedly broadcast, had lower theft levels. The increasing use of Codes Of Conduct in business is a clear indicator that this approach is being adopted.

Words alone are not enough. Managers must, through their own behavior, emphasize the organizations' standards. An organization that is not only ethical and responsible but seen by its employees to be ethical and responsible, has a very good chance of suffering less workplace crime.

A Workplace Chaplain will raise the bar, directing employees to aim higher, to take the high road, to look to the example set by a man called Jesus of Nazareth and the wisdom of His teachings.

Enforcement

Having set rules is all very well but the likelihood of detection and prosecution of errant workers **MUST** be real. Most employees act honestly and with integrity, so do not generally like working with thieves and would accept a formalized prosecution policy with standard penalties that are uniformly applied. Clearly, those companies with the lowest incidence of employee theft are those with a clear commitment from top executives to line supervisors that theft will not be tolerated. Zero-tolerance – no matter WHO you are - is key.

A Workplace Chaplain will accentuate positive results the negatives. This creates an environment where good things are expected and positive results are anticipated. Rather than generating fear through threats and rules, employees will come to know God's principles of reaping and sowing and will seek to start sowing good seed.

Reducing opportunities for crime

Stop dangling the carrot. None of the above should in any way divert attention from the necessity to concentrate on reducing the opportunities for people to commit internal theft or any workplace crime. Unprotected company property or slack company procedures that provide irresistible temptation for some, or easy pickings for others, do not suggest a company that takes a serious view of workplace crime. Sound security confirms to the worker, or indeed any observer, that a company does treat protection of all of its assets as a major issue.

It might be observed that most of these suggestions could well have come directly from an HR manual for providing a productive and happy workplace. The reality is that such a workplace would also have lower rates of internal deviance that in turn would further reduce the cost of crime against that business.

The truth, however, is that there are no natural answers to spiritual issues. People are NEVER the REAL problem; no, the PROBLEM is ALWAYS the problem. WE can come up with all kinds of rules intended to curb various issues but, the bottom line is that we can't expect a band-aid to cure a cancer.

A Workplace Chaplain is not the answer to any company's workplace crime situation. No human being could ever claim that. However, a Workplace Chaplain represents the One who IS the answer to every problem known to man. That person is Jesus Christ. The Chaplain isn't there to start a church or make converts. The mission, quite simply, is to LOVE people. We show that love by helping them and making ourselves available.

A LAWSUIT WAITING TO HAPPEN?

Are you risking a lawsuit by hiring a Workplace Chaplain? No! Especially because the majority of Chaplains approach their job in accordance with their training. They are there to help the hurting, NOT to plant a church or proselytize.

One business owner once said to me, “For all the positive changes taking place around here, I’d be a fool to ask you to stop doing what you’re doing...just promise me you won’t turn my business into a church...”

Another business owner who received a complaint from an employee referring to the “revival” that was breaking out among his coworkers, voiced her concerns but embraced my ministry fully when her own daughter was busted for forging checks and she found herself in need of a pastoral counselor and a friend.

In the United States, employers ARE permitted to offer faith-based services to employees, provided that they do so without discrimination and without creating an environment where employees feel pressured to conform to a particular faith. This means that companies may employ Workplace Chaplains and may have prayer or Bible-study sessions, as long as they are VOLUNTARY and those who don't attend are NOT discriminated against. Employees must not feel that their terms and conditions of employment are in any way contingent upon their religious beliefs.

Truth is, during over 60 years of Workplace Chaplaincy history, no company offering a Workplace Chaplaincy, nor any Chaplain agency, has been the target of litigation concerning Chaplain care.

One Chaplain agency founder said that his Chaplains serve a company that has over 400 Jewish employees and there has never even been a complaint, much less a lawsuit.

A representative from Allied Holdings says they, too, have never had a complaint in 35 years of providing Workplace Chaplains, even though Allied has a very religiously-diverse workforce.

Gil Stricklin presents a similarly striking statistic: His Marketplace Ministries has logged over 1.2 million hours of contracted service during the past nineteen plus years, all without legal incident.

Does that address your concerns about litigation? Resist the tendency to miss

a good business decision based upon fear. Your people deserve the benefits of a Workplace Chaplain. They'll react accordingly.

“WHAT ABOUT OUR EAP?”

Some employers say they don't need a Workplace Chaplain, claiming their EAP (Employee Assistance Program) serves the same function.

What these people fail to recognize is that, according to a University of Michigan study, most people still prefer to talk with clergy when they have a need than to a therapist or psychologist. They are also unaware of the 3-part being that we humans are: Body, Soul and Spirit. Though an EAP can effectively handle most physical needs and, quite often, some soul-level needs (mind, will and emotions), the spiritual side of man – the most important side, mind you, remains ignored.

A 21-year old woman learned she was pregnant from a 17-year old. She needed assistance and mediation with the boy's mother. It took 8 hours after work to accomplish. What EAP or employee could have/would have dedicated that much time away from their job?

A woman and her child were abandoned by her boyfriend. Over the next 5 hours, I got her money, Christmas presents and a 2-month free mobile home. Which employee or EAP could have/would have stepped away from their duties to help?

A “NO PROSELYTIZING” ZONE

A Workplace Chaplain's ministry is a ministry of comfort. Through his/her presence, relationships and trust will be established with people of all faith, or no faith at all. When an employee has a need, they'll likely feel more comfortable – safe- in approaching the Workplace Chaplain, Christian or not. If an employee would prefer a Catholic priest or a Jewish rabbi, for example, the Workplace Chaplain will be glad to locate one and even stand by the hurting employee. Sure, the Workplace Chaplain will likely offer Bible

Studies, Prayer and Pastoral Counseling, but these are not mandatory employee gatherings and will not be presented as such.

CLOSING THOUGHTS

In my research for this article, I found eye-opening workplace crime statistics from countries from New Zealand, Canada, Great Britain to the US. I found statistics from varying states and from varying bureaus. In every case, the outlook was grim but in most cases, strategies were offered that were intended to help reduce the noise to a low roar. The response gave me the impression that, although workplace crime will likely increase, we can't go down without a fight.

My contention is obvious and expected: unless God builds the house, it won't stand. Many years ago, when I experienced the first major league baseball strike of my young life, I remember having the strong feeling that the day would come when even such institutions as major league sports would suffer as a result of greed. These days (I'm writing in December 2008), while one industry after another is requesting a bail-out from Uncle Sam and the news is littered with reports of lay-offs and bankruptcies across the planet (including a 150-person lay-off at the National Football League headquarters as the economic meltdown, coupled with ridiculous salaries, has put a crimp in ticket sales), I'm of the mind that everything that CAN be shaken WILL be shaken (that includes institutional Christianity but that's another story).

If you are a business owner, heed this warning: Allow God into your facility post haste, despite the advice of legal geniuses or the threats of the ACLU. If you don't, you're treading water. The Supreme Creator is holy and cannot allow things to exist that are not serving His cause.

Question: is your business serving God's purposes? There's a reason Rick Warren's book "The Purpose-Driven Life" was a million-seller. People want to know their purpose and why they are here.

Question: Is yours a "Purpose-Driven" business?

I hope so.

Here are a few things you should do immediately, just after you decide whether or not you REALLY want your corporate empire to thrive, that is:

- 1) Familiarize yourself with Title VII. NOW! Make sure your HR Department, EAP, Legal Department, BOD, COO, CEO, Veeps... everyone down to the Janitor gets a copy. The law is actually on your side to ALLOW religious expression in an orderly manner. You do NOT have to toss the baby out with the bath water. There IS a way for the spiritual side of your employees to be nurtured, Christian or non-Christian.
- 2) Consult a Workplace Chaplain (I'm making myself available) and learn more.
- 3) Read some books. Google some articles. No one can make a quality decision without quality information. Agreed?

I pray that this message has been of some benefit to you.

I pray that you will see the positive results manifested within your organization as a result of your next God-honoring decision.

I pray that, as a result of this decision, you will experience a revived attitude, a staff that's pulling in the same direction, a team that becomes more like family than mere coworkers, a chemistry that causes people to become surprised whenever they receive their checks, having enjoyed each other's mission so much they stopped seeing it as a job. I pray that your personnel will begin to "own the vision" and see themselves and their duties from a new perspective of service and excellence.

I pray that God sees your business as a valuable asset to His Kingdom on Earth and that you will become extremely sensitive to His leading. Trust me, with Him at the helm, it's a ride the likes of which you've never dreamed!

NOT A CHRISTIAN?

I know, I know. There are those who may be reading this who are atheist employers, Muslim supervisors and Buddhist formen. Not everyone ascribes to the Christian worldview, the Christian Heaven, the divinity of Jesus, etc.

For these I offer this truth: God loves you regardless. Even for those who don't believe in Him, truth is, He believes in you. God isn't mad at you and you have no reason to feel guilty about your past. He wants to get on with things concerning your life. He desires to work with you; to be involved. There...now you know. Do something about this, will you?

There's one other thing I have to offer... something called "Pascal's wager."

Blaise Pascal was a mathematician and Christian theologian who lived during the seventeenth century. He put forth an argument now known as "Pascal's Wager," often presented in various forms in theological debates. Pascal was not out to prove God's existence; instead, he aimed at an ethical argument, to persuade people to believe in God because it is the most rational way to act.

His argument was simple. First, either God exists, or God does not exist - there are obviously no other options. Secondly, a person can either believe God exists (and supposedly thus act in accordance with the Bible), or not believe God exists. Thus, there are only four possible scenarios combining all these possibilities.

- 1. God exists, person believes.** In this case, according to Pascal's Christian definition of God (from the Bible), the person goes to Heaven, a reward or gain which is infinite.
- 2. God exists, person does not believe.** In this case, the person goes to Hell, a punishment and loss which is infinite.
- 3. God does not exist, person believes.** In this case, Pascal claims that the

person will still benefit (by a finite amount) by being a virtuous and moral person. Now, most non-believers are quick to point out that one needn't have religion to be virtuous and moral; however, the argument will supposedly still work out the same if the results of belief when God doesn't exist were that you wasted the only life you had and the brain you possessed (finite loss).

4. God does not exist, person doesn't believe. In this case, Pascal thinks the person will be immoral and thus unhappy. And again the argument supposedly still works, even if we don't accept that but instead consider that the person would gain a happier life, with more freedom of thought and life without the crutch of religion (finite gain).

From this, Pascal uses common sense in concluding that the obvious best choice is to believe and act accordingly - since that way you have a possibility (however small) of infinite reward, and perhaps more importantly, you avoid the possibility of infinite punishment altogether. No matter how small the chance of God existing, or how big the loss for belief or gain for non-belief, the infinities in the first two options would always be the best bet (a gambler always goes for the best ratio of risk to reward and both the infinite reward of Heaven and infinite risk of Hell override any finite factors). As to the fact that his argument hinges on the ability of humans to choose what they believe, he says that even if you can't choose to change your beliefs, you will do so automatically by choosing actions that immerse yourself with believers (attending church, reading the Bible, etc.).

If you are truly wise, you will apply this line of thinking to the manner in which you run your organization. Ask yourself what there is to lose vs. what there is to gain by including God, allowing religious expression and abiding by Title VII precepts in the managing off your business.

Is God at work? You bet He is.

Congratulations! You're a decision away from experiencing positive and dramatic changes in the way your organization functions - and, I hope, in the manner in which you "do life."

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“We Give at the Office!”