

## A Test of Integrity

An article in *The Wall Street Journal* a while back highlights the true meaning of integrity.

Ernest (Bud) Miller, president and chief executive officer of Arvada, a real estate company, closed regional offices, reorganized departments, and cut his work force of 2,600 in half. In the process, he turned a money-losing company into a profitable one.

But despite the trimming, Miller believed one layer of fat remained. So he resigned.

“I couldn’t justify me to me,” said Miller. “I couldn’t look at the people I let go and say I applied a different standard to me. Every fiber of my person wanted to stay. But professionally this was the decision that had to be made.”

The move eliminated one of the two senior jobs at the company. The chief operating officer of Arvada became the chief executive.

Miller, 53, gave up an “upper six-figure” salary package.

The greatest test of integrity is whether we will do what is right at our own expense.

– Beecher Hunter