Organization of the Living Dead: The Zombie Enterprise

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We have witnessed an ever-expanding list of scandals and corruption in business enterprises and government institutions (Yuh-Jia, 2006). Callahan (2004) suggests the character of Americans has changed, and that selfishness and self-absorption along with a desire for the good life have transformed individuals and even corporations into materialistic and envious entities. Self-centered, power-hungry individuals have infiltrated organizations and are spreading their infectious disease. These zombies are creating organizational cultures where unethical, immoral, corrupt, and even illegal behaviors become the norm. Using metaphor, this chapter provides insights into the zombie enterprise through the characteristics of self-centeredness and power; and the elements of design, environment, boundaries, and culture.

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The Zombie Enterprise

The metaphor of the zombie enterprise provides images of grossly disfigured, "flesh-eating" employees and staff rampaging through an office attempting to devour their victims. It is not that simple, however. A zombie enterprise is one that provides conditions which allow zombies in the workplace to emerge and the infection to spread due to a lack of positive and supportive leadership. The zombie enterprise is an organization that fosters an environment which allows corruptive, unethical, immoral, and possibly even illegal activities until it becomes part of the organizational culture.

Characteristics of a Zombie

Historically, the zombie phenomenon represented a reaction to cultural consciousness, as well as political and social injustices (Bishop, 2009). Books, films, and video games often depict zombies as "half-dead" humans who feed on human flesh and are devoid of true consciousness. Ackermann and Gauthier (1991) posit there are two types of zombies: soulless bodies and body-less souls. Those zombies classified as soul-less bodies are those who have not died at all but are in a state of apparent death where they are deprived of will, memory, and consciousness (Ackermann & Gauthier, 1991). Zombies classified as body-less souls have no human characteristics and may be someone who has died, and their soul is left to wander (Ackermann & Gauthier, 1991).

Bishop (2009) describes zombies as creatures who pursue living humans with relentless dedication and have no real emotional capacity. "They cannot be reasoned with, appealed to, or dissuaded by logical discourse" (Bishop, 2009, p. 4). These zombies are portrayed as mindless monsters whose aim is to kill, eat, or infect others (Munz, Hudea, Imad, & Smith, 2009). However, using the zombie metaphor, these are individuals in an organization who attempt to achieve personal gains through self-centeredness and power. Much like what is depicted in zombie movies, a zombie enterprise forms as the result of an infection. If left untreated, this infection begins to take hold and spread throughout the organization until the entire staff is consumed by the pandemic. A pandemic is an infection or epidemic that is widespread and affects many people. To understand the pandemic process, it is important to understand the characteristics of the zombie enterprise.

Characteristics of the Zombie Enterprise

The symptoms of the zombie pandemic are often slow to develop, but once they take hold, it is difficult to reverse and often results in the demise of the organization. Symptoms typically begin with the allowance of unethical practices, such as incompetence, rigid or abusive behavior, intemperate actions, and callousness; it builds to full-on corruption and insular conduct; and it eventually manifests toward pure evil (Hackman & Johnson, 2013). These zombies are often unable to distinguish right from wrong or justify their actions for personal gain and maximize their rewards through harming others (Hackman & Johnson, 2013). In organizations as zombie enterprises, leaders and followers place their needs and wants above others and act on their own desires without regard to the impact on the organization or their environment. A zombie enterprise then is one that is based on self-centeredness and power.

Self-Centeredness
The self-centered individual is one who acts in accordance with their own desires, wishes, and interests for the purpose of self-preservation and satisfaction (Debeljak & Krkac, 2008). They are self-absorbed and have a disregard for the rights and interests of others and are focused on greed, materialism, and profit-maximization (Maitland, 2002). Callahan (2004) indicated that the character of America has changed due to changes in values. He states, "…individualism and self-reliance have morphed into selfishness and self-absorption; competitiveness has become social Darwinism; desire for the good life has turned into materialism; aspiration has become envy" (p. 19). In the zombie enterprise, self-centeredness is based on doing what is necessary to get ahead. Machiavellianism is the self-centered trait which allows leaders to engage in and promote destructive behavior (Hackman & Johnson, 2013). In this case, the use of clan control, the internalization of cultural values, goals, expectations, and practices (Hatch & Cunliffe, 2013) are subverted to direct follower behavior in a destructive manner. Once infected, these zombies consume organizational resources and violate group norms, they justify their actions by their own definition of morality, and they feel free to satisfy their needs at the expense of others (Hackman & Johnson, 2013).

Power

Yukl (2013) defines power as "…the capacity of one party to influence another party" (p. 186). According to Hatch and Cunliffe (2013), power is always relational and, in an organization, where authority is a source of power, it may flow top to bottom, bottom to top, and cross-organizationally, and can even work in all directions at the same time. In the zombie enterprise, the infection is easy to spread as there are few barriers to thwart its transmission. Power in the zombie enterprise is used as a mechanism to foster the spread of the disease. Hackman and Johnson (2013) posit there are several factors of power. John French and Bertram Raven provide five primary sources of power:

Coercive Power

Individuals have coercive power if they can administer punishment or provide negative reinforcement (Hackman & Johnson, 2013). Coercion ranges from a reduction of status, pay, and benefits to physical force (Hackman & Johnson, 2013). Subordinates can exercise coercive power through influential processes, such as the ability to damage a superior's reputation, restrict production, sabotage operations, or hold demonstrations (Yukl, 2013). In the zombie enterprise, coercive power may be used to garner desired behavior even though such behavior does not align with organizational goals, missions, policies, or practices.

Reward Power

Individuals have reward power if they can gain compliance by offering something of value to someone else (Hackman & Johnson, 2013). Performance incentive plans and positive reinforcements, including tangible items such as money, gifts, or benefits or intangible items such as titles, roles, and job security are all forms of reward power (Kinicki & Fugate, 2012). Individuals "…are likely to act more deferential toward someone who has high reward power, because they are aware of the possibility that the person can affect their job performance and career advancement" (Yukl, 2013, p. 189). The zombie enterprise uses reward power to threaten others with tangible and intangible items to get what they want.

Legitimate Power

Kinicki and Fugate (2012) posit legitimate power is anchored to an individual's formal position. Follower behavior is prescribed within specified parameters and often depends on the importance of the position (Hackman

& Johnson, 2013). Often, acceptance of authority is based on whether the agent is perceived to possess legitimate occupation of their position (Yukl, 2013). Legitimate power may be endorsed and even encouraged to further the toxic culture of the zombie enterprise. Zombies are specifically placed in positions to exert legitimate power over others and further their cause.

Expert Power

Expert power is based on the person rather than the position (Hackman & Johnson, 2013). Valued knowledge is used over those who need such information to perform their tasks (Kinicki & Fugate, 2012). Yukl (2013) posits specialized knowledge and skills are a source of power only if the dependence on the person who possesses them remains. In the zombie enterprise, knowledge is power and only those who are infected are allowed access to such information and data.

Referent Power

Referent power comes about through an individual's personal characteristics and is the reason for compliance (Kinicki & Fugate, 2012). This role model power comes from the ability to influence other's behavior and depends on feelings of affection, esteem, and respect for another (Hackman & Johnson, 2013). The strongest form of referent power is called personal identification (Yukl, 2013). To gain approval, the target individual complies with requests because they share similar attitudes (Yukl, 2013). Favors are gained, and the infection can spread in the zombie enterprise, when compliance is gained through the charismatic ability of senior zombies.

The Zombie Infection

How do individuals in an organization become Zombies? To answer this question, one must look toward theories which offer explanations for how the zombie infection is able to take hold in an organization. Cognitive dissonance theory offers a promising reason for how zombies emerge. Cognitive dissonance "…describes a psychologically uncomfortable state or imbalance that is produced when various cognitions about a thing are inconsistent" (Bawa & Kansal, 2009, p. 1). Cognitive dissonance theory helps to explain how individuals react to ethical and moral violations. The motivation behind cognitive dissonance is to reduce dissonance (Bawa &

Kansal, 2009). People tend to strive for consistency in their values, beliefs, and attitudes. Inconsistencies provide a mechanism for cognitive dissonance to occur and allows for a change in their values, beliefs, and attitudes (Mesdaghinia, Rawat, & Nadavulakere, 2018). The zombie emerges out of a need to behave in a manner inconsistent with their attitudes and these individuals find ways to reduce dissonance in order to alleviate their uncomfortableness (Lii, 2001). In the case of a zombie organization, the potential for cognitive dissonance among individuals provides an easy accommodating situation to create a supportive culture of change (Burnes & James, 1995) toward unethical (zombie-like) behaviors. A self-centered member is likely to reduce dissonance by satisfying their needs with little or no regard to the impact on the organization. For instance, members may begin to steal supplies from the company through justification that they often work from home. At further extremes, members feel they have the right to abuse other members (physically, psychologically, or sexually) as either a reward or a sense of entitlement based on their position of power.

The Infection Spreads

How does the infection spread throughout the organization? There are several methods employed to enable the spread of the zombie infection. Groupthink, change management, and clan control offer a means for zombies to spread their contagion throughout an organization. When used for malicious purposes, these methods provide the conduit for rapid contamination.

Groupthink

Janis (1982) describes groupthink as a mode of thinking individuals engage in when involved in a cohesive group that strives for unanimity and overrides their motivation to accurately apprise alternate courses of action. Maharaj (2008) posits groupthink causes members to succumb "…to the persuasive power of their peers in their thinking patterns and opinions" (p. 6). It lowers the mental efficiency and moral judgment (Kim, 2001) of those who become infected. The thoughts, actions, and decision-making abilities are heavily influenced by peer pressure (Maharaj, 2008). Hackman and Johnson (2013) identify eight signs of groupthink as described by Janis:

1. *Illusion of invulnerability.* Members are overly optimistic and willing to take extraordinary risks.
2. *Belief in the inherent morality of the group.* Members ignore the ethical consequences of actions and decisions.
3. *Collective rationalization.* Members invent rationalization to protect themselves from challenges.
4. *Stereotypes of outside groups.* Members believe outsiders are weak and unwise.
5. *Pressure on dissenters.* Members use coercive tactics to get others to go along with prevailing opinions.
6. *Self-censorship.* Individuals keep doubts to themselves.
7. *Illusion of unanimity.* Members believe a lack of conflicting opinions means the entire group agrees with a course of action.
8. *Self-appointed mindguards.* Members protect leaders from dissenting opinions that may disrupt the group consensus.

Using groupthink, a single zombie or a group of zombies can use coercive power to redefine goals and perpetuate their own personal needs (Bass & Riggio, 2006). These zombies use other tactics such as "…failing to follow decision-making procedures, group isolation, time pressures, homogenous members, external threats, and low individual and group esteem caused by previous failure" (Hackman & Johnson, 2013, p. 215) to further their selfish cause.

Change Management
Another method used to foster the spread of the zombie infection can be found in the theory of change management. Nastase, Giuclea, and Bold (2012) suggest change management includes the control of change in an organization and its adaptation to constant changes. Change may be affected through group dynamics and forces that effect change, and through the interruption or removal of forces supporting an equilibrium state, a desired state is able to take shape (Ronnenberg, Graham, & Mahmoodi, 2011). Sustained change requires that the organizational culture is transformed, and this is accomplished through messages from the leadership, inadvertently or deliberately, to convey to followers what they believe to be important (Nastase et al., 2012). In a subversive attempt to affect change, zombies employ the various sources of power along with Everett Roger's model for changing an organization which they claim offers the following: (1) clear advantages over the status quo; (2)

compatibility with values, experiences, and needs; (3) requirements that are understandable; and (4) the possibility to observe the result of the change in another setting (Rogers, 1983).

Clan Control

Lastly, clan control is used to encourage the spread of the zombie infection. Clan control is inculcated through rigorous socialization and behavior-based rewards that dominate the workplace and is a method of control that is not enforced through direct monitoring or rules (Kowtha, 1997). Hatch and Cunliffe (2013) suggest the internalization of disciplinary power to organizational culture may be internalized through clan control, which arises from the values, beliefs, and ideals that are shared and become the norm in an organization. Zombies use their power to influence others toward their cause through the employment of clan control to satisfy their own ambitions.

Stages of the Zombie Infection

The stages of the zombie infection follow patterns like the spread of other pandemics. The stages are patient zero, outbreak, uncontrolled spread, and zombie enterprise. Patient zero is the first infected individual that begins the spread of the infection. Once patient zero infects others, the outbreak begins until it moves into the third stage, uncontrolled spread. Once the infection reaches every individual left in the organization, the final stage is a zombie enterprise. Each stage has its own unique characteristics.

Stage 1: Patient Zero

Patient zero is the first infected individual who begins the spread of the infection. This individual does not typically display signs of infection and is, therefore, difficult to detect. These individuals often do not know that they carry the dangerous contagion. They tend to carry out routine activities with abandon, not realizing the risk they pose. Subversive actions of patient zero may include tardiness, absenteeism, minor theft, violating company policies, and so on. Left unchecked, this zombie becomes stronger and begins to infect others as they see this as acceptable behavior.

Stage 2: Outbreak

An outbreak typically occurs due to lack of supervision and enforcement of policies. The infection now spreads from patient zero to others within the organization. At this stage, the spreading infection manifests itself in appearance as the infected zombies begin to recognize that their behavior aligns more with their own self-interests, rules, values, and ethics. Their self-centeredness grows, and their power is increased and is seen as more and more acceptable by others. During the outbreak, zombies mentally define their targets as those belonging to in-groups (supportive of zombies) and out-groups (unsupportive of zombies). Those in the in-groups are quickly infected and those in the out-groups are forced to quit, suffer through the outbreak, or are fired for failing to comply. Survival requires power through the coercion of others and by rationalizing their behavior through collective wants with little regard to the negative impact on the organization. The zombie behavior begins to be integrated into the organizational culture and begins to become the new norm.

Stage 3: Uncontrolled Spread

With the infection spreading rapidly throughout the organization, the rewards of being zombies are now desired and the organization sanctions their behavior because no one has stopped the spread. Power has been granted to the zombies either through legitimate means or through coercion. With non-zombies out of the way, the zombies are now free to complete the spread of the infection. Policies are rewritten or completely ignored, and activities are focused on the fulfillment of self-interests.

Stage 4: Zombie Enterprise

The zombie enterprise is achieved when the infection completely consumes and transforms an organization from a recognizable business into a soulless entity. In this stage, the organization acts completely for gain, regardless of laws, regulations, or codes. They use every resource at their disposal to exploit others and focus solely on their own interests.

Elements of the Zombie Enterprise

Hacker (2010) suggests zombies can infiltrate all levels and they not only feed on human resources but on ideas, initiative, and creation. Zombies can suck the vitality out of a workgroup, and once the infection starts, it causes rage, blind compliance, and confusion (Schmaltz, 1993). In the

zombie enterprise, unethical, illegal, and often immoral behavior is not only condoned, but it is also encouraged. An organization as a zombie enterprise can be seen through the elements of design, structure, environment, boundaries, and culture.

Design/Structure

Typical organizational designs provide a structure that supports the execution of corporate strategies (Kinicki & Fugate, 2012). Strategically, the design specifies the grouping of units in the organization and the relationships among those units (Burton & Obel, 2004). It normally provides a chart reflecting who reports to whom and conforms to the environment, size, technology, strategy, and operations of an organization (McLean, 2006).

In the zombie enterprise, a flexible design is preferred because it fits the turbulent environment (Burton & Obel, 2004). With this design, the company attempts to avoid a decentralized design, as the zombie leaders prefer not to relinquish their positions of influence and control (Burton & Obel, 2004). This design offers a modem for centralized decision-making (Kinicki & Fugate, 2012) where zombie leaders make all key decisions.

Environment

Organizational environment "…has been defined, described, and measured in many ways – from unidimensional uncertainty to multidimensional measures" (Burton & Obel, 2004, p. 198). Hackman and Johnson (2013) posit "environment refers to the setting where work occurs" (p. 153). For the purposes of understanding the zombie enterprise, the focus will be on environmental influences. Northouse (2013) describes environmental influences as factors which lie outside the competencies, characteristics, and experiences of the leader, and may be both internal and external. Internal environmental influences include factors of technology, facilities, expertise, and communication (Northouse, 2013). External environmental influences include factors of "…economic, political, and social issues, as well as natural disasters" (p. 56) which can provide challenges to performance (Northouse, 2013).

Hatch and Cunliffe (2013) posit environments place demands on organizations in two ways. First, environments make technical, economic, and physical demands which force companies to make and exchange goods and services in a market (Hatch & Cunliffe, 2013). Second, they place social, cultural, legal, and political demands on organizations to comply

with (Hatch & Cunliffe, 2013). These influences may be placed on organizations by their customers, competitors, suppliers, government agencies, and even their physical settings or locations (Eisenberg, Goodall, & Trethewey, 2007).

In the zombie enterprise, zombies make every attempt to influence and modify the environment for their own purposes. The first step zombies take is the elimination of factors which create feelings of powerlessness, such as inappropriate rewards, authoritarian supervision, and regulations (Hackman & Johnson, 2013). Next, decision-making authority is shifted (Hackman & Johnson, 2013) to the zombies, and resources are allocated toward the infected individuals. In this turbulent environment, leaders and followers alike are often unable to cope with the complexity and rapidity of change, and soon they succumb to match their organization and behavior with the level of environmental complexity (Bass & Riggio, 2006). Thus, the zombie enterprise can expand and form its own toxic environment.

Boundaries

Burton and Obel (2004) posit boundaries "…set 'what' is inside and outside the organization" (p. 14). Berry (1994) suggests a boundary in an organization is used in two ways. First, legal and institutional boundaries are marked by the transactions of goods and services, and second, social and cultural boundaries are marked by the individuals and subgroups in an organization (Berry, 1994). Boundaries are established by the control of assets and grants bargaining power to those in command when issues arise (Heracleous, 2004). Santos and Eisenhardt (2005) posit "…boundaries are the demarcation line between an organization and its environment" (p. 19). They offer four distinct boundary conceptions: efficiency, power, competence, and identity (Santos & Eisenhardt, 2005).

1. *Boundaries of efficiency.* Boundaries are set to minimize the cost of governance and are grounded in a legal understanding of the organization as distinct from markets.
2. *Boundaries of power.* Boundaries are established to maximize control, directly or indirectly, as appropriate to the sphere of organizational influence.
3. *Boundaries of competence.* Boundaries are determined by matching resources with opportunities in order to gain a competitive advantage.

4. *Boundaries of identity*. Boundaries are "…set to achieve coherence between the identity of the organization and its activities" (p. 12).

In the zombie enterprise, boundaries are used for the purpose of power and control. The boundaries that are established separating the inside of the organization from the outside are an important tool for controlling the workforce (Fleming & Spicer, 2004). Control is maintained through three modes: dominance, collaboration, and competition (Berry, 1994). Dominance is used by the powerful to ensure compliance by the weakness of others (Berry, 1994). Collaboration is used through joint control across organizational networks (Berry, 1994) and is used to maintain control. Competition is used to control and disseminate resources to followers (Berry, 1994).

As boundary lines become blurred, the zombie infection begins to spread. In the corporate colonization of self, workers become 'company people' who become neurotic and obsessive-compulsive as they have allowed the organization to strip away the identity boundaries that once separated them from the organization (Fleming & Spicer, 2004). The traditional inside/outside boundary is eroded, and the zombie culture instigates everyday norms and expectations regarding time and effort devoted to the organization (Fleming & Spicer, 2004).

Zombie organizations, like egocentric organizations, "…draw boundaries around narrow definitions of themselves and attempt to advance the self-interest of this narrow domain" (Morgan, 2006, p. 250). The dedication toward the 'culture of cool' depends on the individual to span the boundaries between private matters and work life (Fleming & Spicer, 2004). In the zombie enterprise, there is a transfer of workplace activities to home and other places in order to fully infect and indoctrinate others (Fleming & Spicer, 2004). Boundaries at locus are encoded into everyday practices like talking and dressing, and other activities become the physical structure of the organization (Fleming & Spicer, 2004).

Culture

Northouse (2013) describes culture as "…the learned beliefs, values, rules, norms, symbols, and traditions that are common to a group of people" (p. 384). Burton and Obel (2004) posit culture is part of any organization and is a mixture of the organization's properties and behavior of the individuals. A primary function of culture is to aid in understanding the environment and determines the best ways to respond to it (Yukl,

2013). McLean (2006) suggests culture in an organization provides a way of thinking and acting; is shared by members; shapes group and individual conscious and subconscious values, assumptions, perceptions, and behaviors; and offers guidelines for how group members should conduct their thinking, actions, and rituals. Hatch and Cunliffe (2013) describe culture as a distributed phenomenon, where it is distributed among those "…who hold the values, beliefs, meanings, expectations, and so on, of which culture is constituted" (p. 159). Value and significance are attributed to members as they interact and create a coherence to form and maintain a collective identity (Hatch & Cunliffe, 2013).

The zombie enterprise typically begins as a subculture, or even as a counterculture, within an organization. Subcultures are a subset of an organization that identifies itself as a distinct group based on similarities and arise when they interact frequently (Hatch & Cunliffe, 2013). Countercultures arise to actively and overtly challenge the dominant culture or subculture (Hatch & Cunliffe, 2013). Their goal is to reshape the corporate culture and the boundaries (Fleming & Spicer, 2004). Fleming and Spicer (2004) posit through a "…purposeful attempt to manipulate and control boundaries between inside and outside spaces of employment…" (p. 10), zombies in the organization push the zombie culture out into other aspects of employees' lives (Fleming & Spicer, 2004). It is through their influence and power that the infection can spread throughout the organization as they gain strength and numbers.

Another method used to influence organizational culture is using clan control. Clan control is a control mechanism which is used particularly on new members "…such that they internalize cultural values, goals, expectations, and practices that will drive them to desired levels of performance" (Hatch & Cunliffe, 2013, p. 185). Zombies seek to exercise a large degree of clan control, in which collaboration exists in both the social and cultural systems of an organization (Berry, 1994).

Biblically-Based Leadership for Combatting the Zombie Enterprise

Christian leaders are faced with numerous challenges. Preventing and combating illicit behavior that may lead to a zombie enterprise is just one of those challenges. Burns (1978) described leadership as a relationship that induces leaders and followers to pursue common purposes that

represent collective values and motivations. Leadership begins with values and helps to determine right from wrong, ethical from unethical, and moral from immoral (Yukl, 2013). Organizational culture, goals, and strategies are impacted by values and stimulate a person's behavior (Kouzes & Posner, 1987). Zombies have a difficult time surviving in an ethical and moral environment.

The Beatitudes (Matthew 5:3–12) is God's call for leaders to lead at a higher level and is His preparation for the role that leaders play (Maxwell, 2007; Winston, 2002). Matthew 5:3–12 offers Christian leaders a biblical foundation for values-based leadership that can not only prevent an outbreak but thwart a crippling pandemic. The Beatitudes offers insight to leaders for the building of an organizational culture that combats the harmful impact of a zombie outbreak.

Matthew 5:3: Blessed Are the Poor in Spirit

Being poor in spirit involves a leader's humbleness. Being humble is not a weakness, but a strength (Gill, 2013). It allows leaders to show respect for others and build a cohesive culture (Winston, 2002). Humble leaders keep their eyes open to the happenings in their organization. They seek guidance and are open to new ideas. These leaders do not alienate followers and foster an environment of transparency. The zombie virus thrives in an environment where there is a lack of respect for others and leaders adopt a laissez-faire attitude. Zombies take advantage of a lack of cohesion and can spread their contagion when the leader is not looking. By building an atmosphere of respect and openness, the virus finds little to grab hold of and infect.

Matthew 5:4: Blessed Are Those Who Mourn

Mourning is often depicted as grieving or acting with sorrow. Instead, Lindberg (2007) describes mourning as the act of behaving righteously and caring for others. Gill (2013) suggests the ability to mourn involves taking responsibility for one's actions. Leaders with the capacity to mourn have a deep interest in the care and well-being of others, particularly their stakeholders, and the organization itself. It is this sense of caring that allows leaders to confront zombies and promote actions that prevent the spread of the infection. By promoting a culture of accountability and helpfulness, zombies are unable to blame others and exploit the weak.

Matthew 5:5: Blessed Are the Meek

Meekness conjures up images of weakness and docility. Jesus shows us that it is the meek who will inherit the earth. For leaders, meekness involves a controlled discipline. Winston (2002) describes this as "power under control." Leaders who exercise meekness use their power for the benefit of all. They embrace freedom and often give control to others to achieve organizational objectives (Gill, 2013). Zombies despise freedom. They prefer power to exploit others for their own self-interests. By empowering others to confront evil in an organization, the zombies lack the ability to gain a foothold.

Matthew 5:6: Blessed Are Those Who Hunger and Thirst for Righteousness

1 Samuel 26:3 reminds us: The Lord rewards everyone for their righteousness and faithfulness (NIV). A righteous leader takes corrective action and encourages others to do the same. These leaders understand right from wrong and have a responsibility toward justice and doing the right thing (Gill, 2013). Values-based leaders build strategies with righteousness in mind and impart these onto others (Winston, 2002). Zombies cannot survive in a righteous organization. Their intentions are based on self-centeredness and in bringing down the faithful. Righteous leaders will condemn and strike down those who intend to subvert these values.

Matthew 5:7: Blessed Are the Merciful

Merciful leaders show compassion for others. They offer forgiveness and hold themselves and others accountable for their actions. Winston (2002) posits these leaders use their discretion and encourage others to achieve organizational objectives. Merciful leaders understand that compassion and a willingness to develop followers yield the best results. Zombies can be killed with compassion. The infection can gain traction when there is little or no accountability for actions and there is a lack of compassion for others. Therefore, leaders who espouse and encourage a sense of caring for others can eliminate the environment the contagion needs to spread.

Matthew 5:8: Blessed Are the Pure in Heart

Values-based leaders display the virtues of honesty, integrity, and transparency (Gill, 2013). Trust is a key ingredient in a leader-follower relationship. This is accomplished through honest and open communications and actions. Winston (2002) suggests being pure in heart includes the leader's attention to his or her followers and the organization's mission. Zombies thrive on lies, deceit, and dishonesty. They cannot flourish where truth abounds as their cruel intentions will quickly become known. Leaders can keep the zombies at bay by promoting a culture built on honesty and integrity.

Matthew 5:9: Blessed Are the Peacemakers

A unified organization is difficult to infiltrate. A values-based leader builds and sustains unity within their organization (Winston, 2002). The peacemaking leader achieves strong cohesion through diplomacy and effective team-building processes. Zombies rely on division to easily infect others. By separating individuals from the pack, they can exert their influence on others to join the undead. Leaders who can build a unified front against such an attack will preserve their organizational integrity.

Matthew 5:10: Blessed Are Those Who Are Persecuted Because of Righteousness

Values-based leaders focus on a righteous mission, even though it may be difficult or challenging. They focus on long-term goals rather than short-term gains. Just as followers of Christ would face persecution and opposition due to their beliefs (Trites, 1992). Today's leaders must be prepared and expect to be challenged. Zombies seek to take advantage of turbulent situations. They aim to thwart organizational objectives in favor of their own. Their mission is one of subversion and destruction. They often criticize a leader's plans and decisions in favor of their own. A leader's persistence in doing what is right, even in the face of criticism, will inevitably thwart the zombie's objectives. God provides leaders the strength and wisdom to survive in harsh situations (Trites, 1992). By committing to the high standards that Christ has laid before us and promoting those values, zombies may be defeated.

Matthew 5:11: Blessed Are You When People Insult You, Persecute You Falsely Say All Kinds of Evil Against You Because of Me

Christian leaders often face challenges in maintaining their values. They are often tested to do things contrary to their beliefs. These temptations often come from challenges related to laws, regulations, policies, and even pressure from others to violate their values in the pursuit of profits. Values-based leaders understand that life and business are not always fair and that making decisions is difficult (Gill, 2013). Zombies lead the effort in tempting not only organizational leaders but others in the pursuit of their own goals. They use temporary setbacks, turmoil, and confusion to further their destructive agenda. Christian leaders who can maintain their courage and persistence, along with keeping their faith in God and in adherence to their values will allow them to overcome these creatures.

Conclusion

The zombie enterprise metaphor, while extreme, provides leaders with an understanding of how self-centered and power-oriented individuals can transform an organization into an institution of doom. These soulless entities, bent on destruction, can consume resources and leave an empty shell of a once-thriving organization. Through a focus on the elements of design, environment, boundaries, and culture, the zombie enterprise is brought to life and illustrates how a once "normal" company can be transformed into a corrupt, unethical, and immoral institution. Armed with the Beatitudes, a Christian leader is prepared to battle these soulless creatures and create an organization that is immune to their plague.

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