



Leadership and Integrity

Leadership is based on the concept of working with others to accomplish agreed upon goals for the common good. The focus is on the leader's ability to work with, through, and together with others to get results. It envisions working with direct contributors to get desirable outcomes, uses group goals to set direction, and specifies objectives against which to determine future achievement. Most of all, it generates the energy to produce effects. Such leadership takes responsibility for moving others to actions so there are actual outcomes.

In addition, leaders must find the courage to promote and act upon organizational core values in a positive way. This exhibits integrity. Integrity is adhering to a set of values for the common good. Where there are conflicts and dilemmas about those organizational values, the leader must act using concepts and skills to think through the alternatives and work together for the most satisfactory solution.

Five Qualities of Leaders with Integrity:

- **Respect Others** – treat others as *ends* in themselves and never a *means* to ends, listen closely, are tolerant of opposing points of view, make others feel competent, treat others as worthy human beings
- **Serve Others** – place stakeholder's and follower's welfare foremost in their plans, mentor and empower others, practice stewardship, act in ways that benefit others and the greater good
- **Show Justice** – treat people in an equal manner, demonstrate fairness, communicate rules and reasons for allocation of resources/rewards/ punishments, explain reasons for differential treatment of others
- **Are Honest** – tell the truth, represent reality as fully and completely as possible, are sensitive to attitudes and feelings of others, are trustworthy, reward honest behavior in the organization
- **Build Community** – influence others for a common goal that benefits leaders and followers, attend to the needs and demands of the community, build voluntary followership, advance the human condition

Northouse, P.G. (2001). *Leadership: Theory and practice (2nd ed.)*. Thousand Oaks, CA: Sage Publications.

Describe one area of your work where you face difficult choices & dilemmas

One of the greatest challenges in organizations today is creating a culture that is both values-centered and performance-driven. Requiring both simultaneously requires skilled leadership. Integrity must run deep in the fabric of an organizations culture. It guides the everyday actions of employees and is central to business conduct.

Bill George, Former Chairman and CEO, Medtronic



Leadership and Integrity Fitness

Ethical behavior, which leads to integrity, has been likened to exercise. It is not enough to have good intent; we must act on our intentions. It is a lifelong commitment.

- As leaders, we must find the courage to act upon our values and organizational values in a positive way.
- When and where there are conflicts and dilemmas, care needs to be taken to think through the alternatives and work together for the most satisfactory solution. Learning to use simple, tried and true models can help.

Personal Warning Systems Model

- Kid on your shoulder – what would you do if you have a child with you?
- Front page of newspaper – how would you like to read this story about yourself?
- Golden Rule – do unto others as you would have done unto you (put yourself in the shoes of the other)
- Rule of Universality – how would you feel if this became a universal standard for everyone?

Bell, Book, and Candle Test

- **Bell** Listen for the bells warning you of an ethical issue.
- **Book** Check to see if there are any laws, regulations, or rules that would govern/restrict your choices.
- **Candle** Remember that most situations will become public. How will your decision look in the light? When your situation is seen by others could a reasonable and fair-minded person conclude you acted properly?

Three Way Thinking Model

Ends-based thinking – What choice will “create the greatest good for the greatest number of people?” Since there is no real way to know in advance if a specific choice will produce the greatest good for the greatest number of people, these choices are based on an assessment of possible future consequences and a prediction of what might most likely happen.

Rule-based thinking – What choice would you make if it would “become a universal standard that others/all ought to obey?”

Think of the precedence and ask if this would work as a rule for all. Act in accordance with the rules and let the consequences fall where they may – based on duty and what we ought to do, not on what we think might be the best outcome sometime in the future.

Care-based thinking – What choice would you want “if you put yourself in another’s shoes and imagined how it would feel if you were in their place?”

When making a decision, put love and concern for others first. “Do to others what you would like them to do to you” (the “Golden Rule”, reversibility).

Persons with integrity are trusted with leadership, executing our collective values and goals and making decisions that affect us all. They exemplify human values despite enormous pressures toward expediency and self-interest. Such individuals who have achieved respected leadership positions are held up as examples for all to follow.

Marcia Mentkowski

Sample Guidelines for Individual Behavior of Supervisors and Managers

1. Put the good of the organization and the general good before your own interests and ego.
2. Watch out for temptations.
3. Encourage the discussion of integrity in general and of the ethical choices involved in specific situations and decisions as an ongoing feature of the organizational culture.
4. Institutionalize ways for people to question your authority.
5. Don't take yourself too seriously.
6. Consider the consequences to others of your decisions, and look for ways to minimize harm.
7. Treat everyone with fairness, honesty, and respect all the time.
8. Treat other organizations the same as you would treat your own team; with fairness, honesty and respect.
9. Communicate frankly and fairly.
10. Work to become increasingly culturally and interpersonally competent.
11. Work to be inclusive.
12. Take your leadership responsibility seriously, and be accountable for fulfilling it.
13. Constantly strive to increase your competence.
14. Ask your colleagues for their perspective when facing dilemmas.
15. Don't outstay your usefulness.

"You have to be known for high integrity – doing what you say, saying what you mean," emphasized HP Chairman, President, & CEO Meg Whitman.

Sample Team Guidelines for Interactions in Teams and Work Groups

- Seek organizational results first, then individual results.
- Talk directly to a person about concerns. Squelch rumors and don't perpetuate them.
- Keep your promises. Don't make promises you can't keep. If an unexpected conflict arises, communicate to someone in the organization that you will not be able to keep your commitment.
- Treat each other with respect and value. Value the knowledge, experiences and traditions that individuals have.
- Once a decision is made, support it as a team. Keep debate about the decision on the inside of the organization and don't blame people or talk about the decision on the outside of the group.
- Address others and their ideas in a positive manner. Don't evaluate people or their ideas in an open forum like a meeting, or in a closed way such as through e-mail.
- Make sure those who need to know, do know.
- Highlight controversial or potentially controversial items or issues in a planned way during regular business. Don't bury, or hide (intentionally or not) areas of conflict or allow a power group to manage them without member input.
- When you find a mistake, assume the person had good intentions. Move on. Don't assume it was a conspiracy or stupidity and stereotype the person.
- Mostly use positive feedback and reinforcement; use negative feedback sparingly.
- When you make a suggestion on a potentially sensitive issue, make contact in person or by telephone rather than by e-mail. If an item requires more than two e-mails to sort out as it has differing opinions, stop using e-mail as the method to discuss it.
- When you have a problem with something, propose a workable solution for it.
- Communicate directly with team members with whom you have an issue, in a polite way, face-to-face, asking questions of them rather than giving your judgment to them.
- Take part in decision making; keeping silent when decisions are made and then complaining later is inappropriate.
- When dealing with people, focus on issues, not on personalities.
- Do not dwell on undesirable outcomes. Mistakes can happen and must be learned from to improve what we do in the future.
- Go to the original source to clarify and confirm information. Don't jump to assumptions.
- Speak to a person we have an issue with first, and as soon as possible. Do not talk to others about your hurt feelings or other reactions without speaking to the person.
- Let past hurts, disappoints, and injustices live in the past. Start with a clean slate to engage and communicate with team members. Use the guidelines to keep it positive.
- Give unsolicited encouragement and credit.