

Leadership and Integrity

I N T E G R I T Y

*Real integrity is doing the right thing,
knowing that nobody's going to know whether
you did it or not. ~Oprah Winfrey*

Donna Rae Scheffert

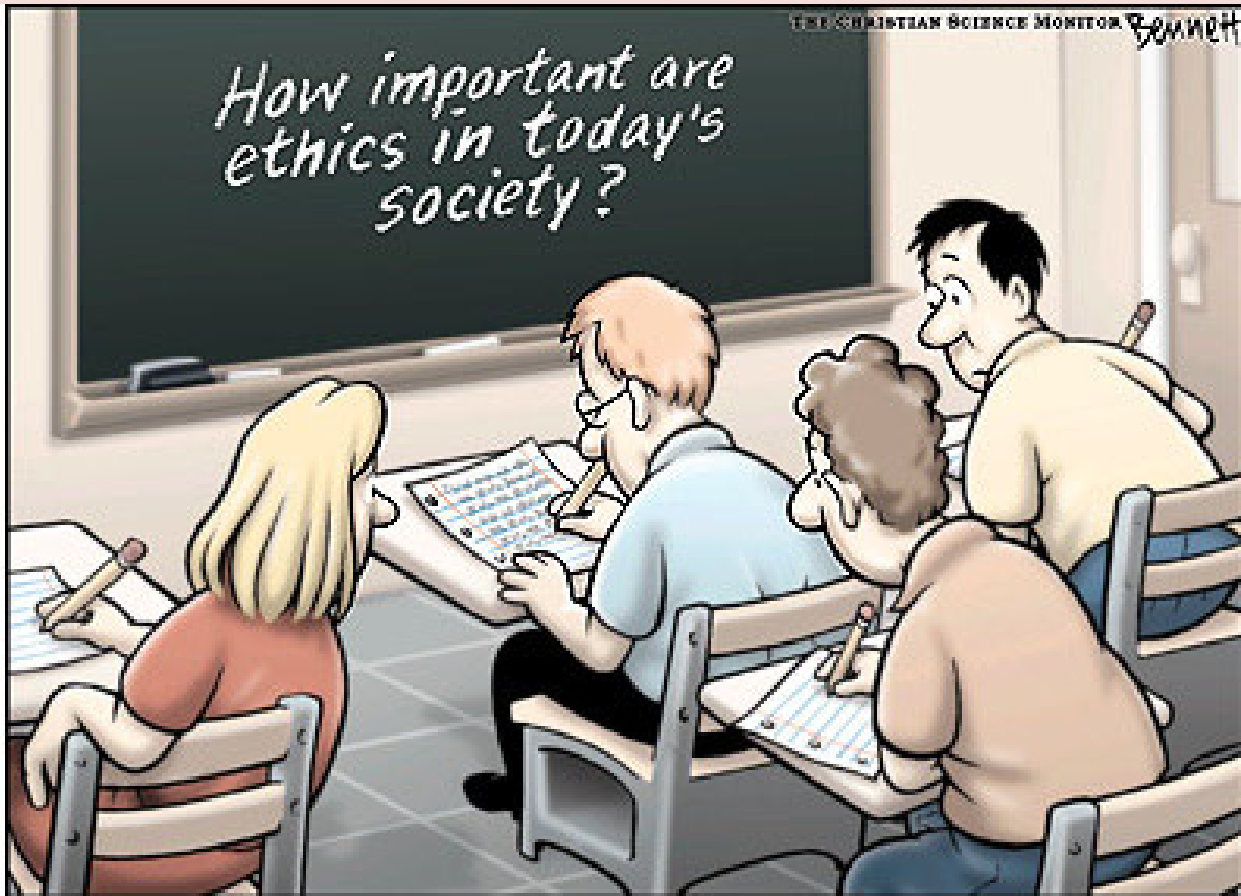
President, Leadership Tools



What image comes to mind for INTEGRITY?



Why are we talking about this?



Leadership with integrity should be practiced by anyone in a formal or informal leadership position

- Supervisors
- Managers
- Team leaders
- Others

Supervise. Manage. Lead.

Organizational responsibilities “*put the leader in the middle*” where expectations between individuals and the organization may differ.

That is why it is not easy!



I'm a good person so what more can I do?

LEADERSHIP ACTIONS EXPECTED

- Applying the Law
- Using Your Authority
- Following Due Process
- Meeting Your Goals
- Treating Individuals Fairly



COSTS TO INDIVIDUALS

- Not efficient
- An organizational liability
- Not a team player
- Damage to Career

What happens in organizations with low integrity?

- Breakdown in chain of command
- Decrease in morale
- Loss of productivity
- Freeze or Burn Out on the job
- Increase in grievances and lawsuits
- Damage to image and reputation



What types of Integrity Testing Issues are common?

Temptations

Simple, but not easy situations

Dilemmas

Difficult situations, with competing values



Performance and Values



Case - The Tardy Employee

What actions, if any, should be taken to address the situation of the tardy employee?



What are Personal Warning Systems?





***" I know the difference between right and wrong, but it
hasn't held me back. "***

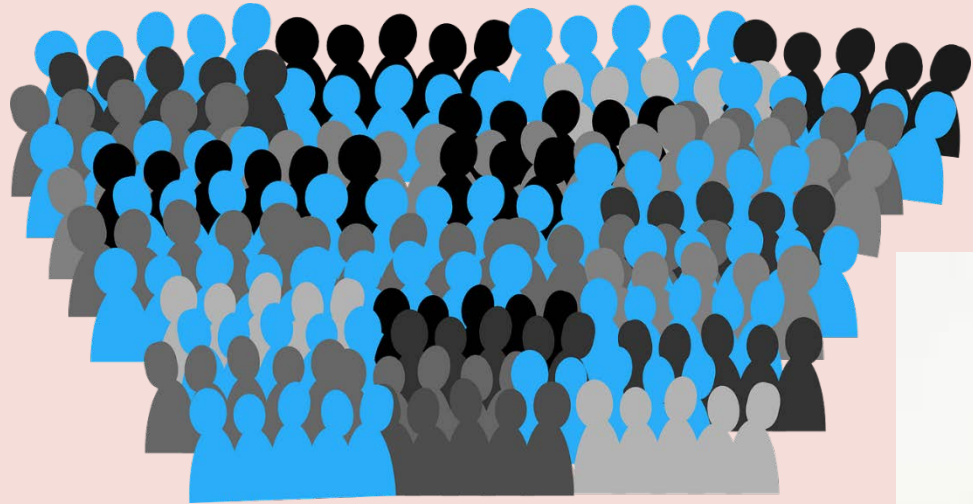
What is the Bell, Book, and Candle Response System?





"AS WE ALL KNOW, THE APPEARANCE OF HONESTY IS THE BEST POLICY...."

What is Ends, Rules, and Care-Based Thinking?

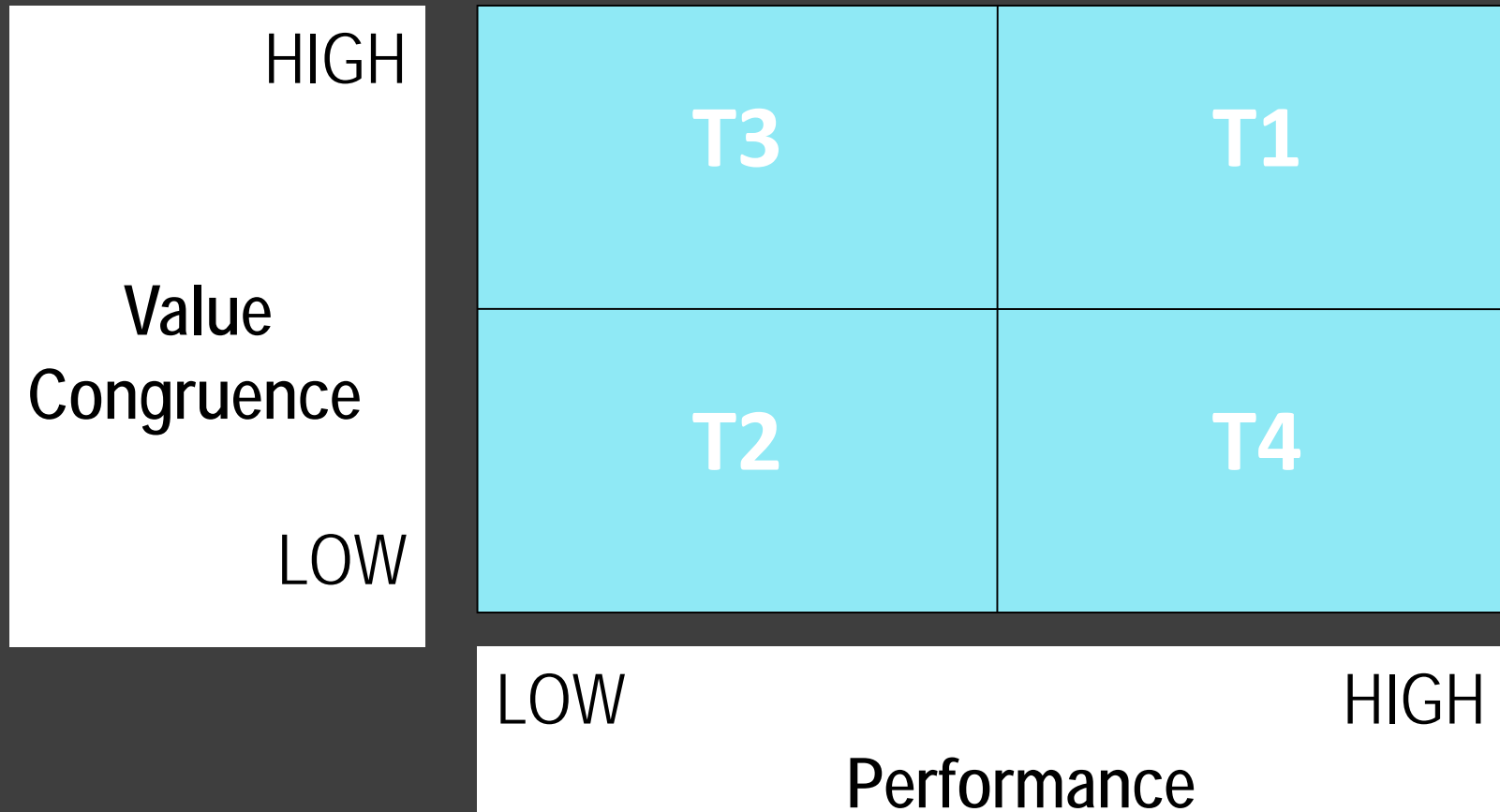


What signs should I be looking for in others?

- Blatant misbehavior
- Being dishonest and cheating
- Dominating the group and interfering with others
- Using inconsistent processes for retribution or special gains
- Intentionally omitting or sharing partial data – biased decision-making
- Direct and indirect conflicts of interest



Performance and Values



Is it even possible to change the behavior of someone else?



What if they already know the difference between right and wrong?

- ✓ Must have a courageous conversation!
- ✓ Recognize the trap of ethical dilemmas and how to use decision making tools
- ✓ Create organizational guidelines to use

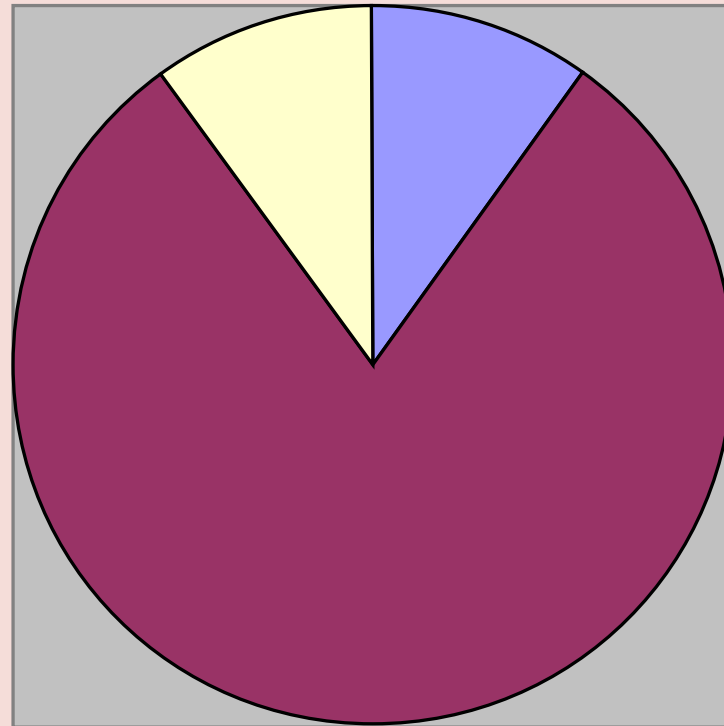
What is a courageous conversation?




It is a discussion between two or more people where

- The stakes are high
- Opinions differ
- Strong emotions are often present

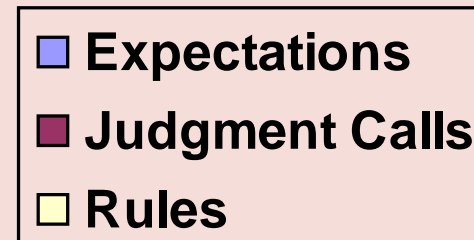
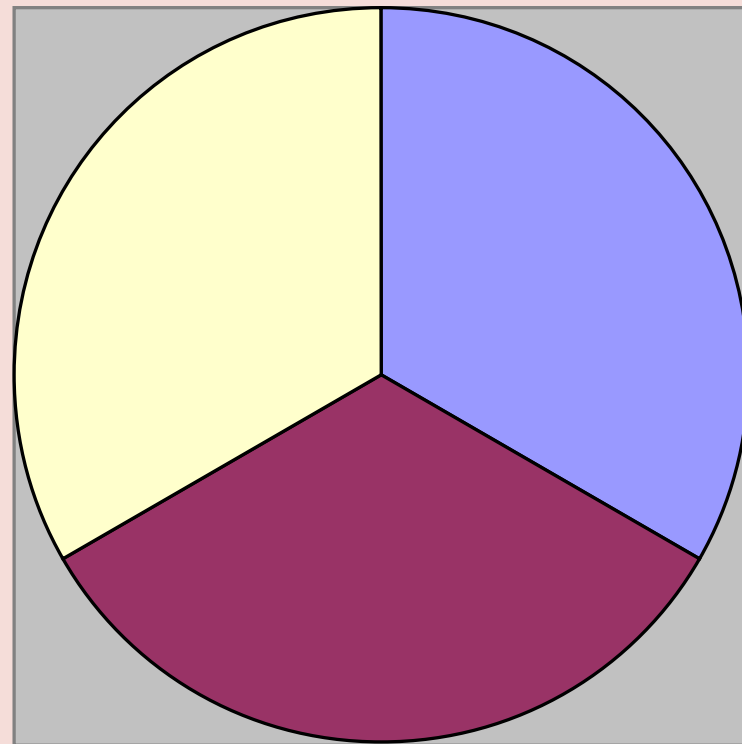


What does an organization highly reliant on individual integrity look like?

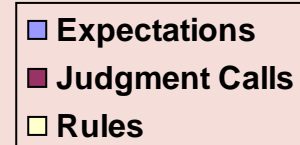
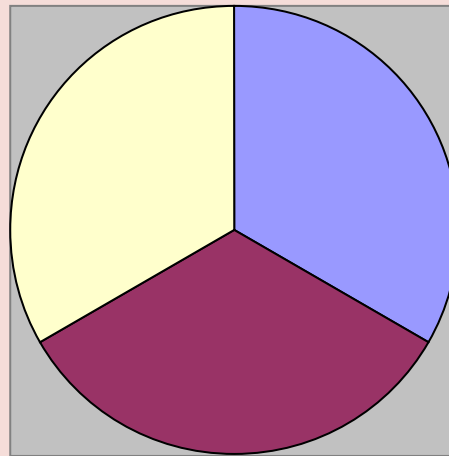


-  **Expectations**
-  **Judgment Calls**
-  **Rules**

What does an organization with less reliance on individual integrity look like?



What does your organization look like now? How would you like it to be?



What guidelines are appropriate for managers and supervisors?



What guidelines are appropriate for teams?



Integrity Audit of an Organization

- Employee-Employer Relations
- Employer-Employee Relations
- Employee-Employee Relations
- Management Policies
- Employee Behaviors



Potential Problems

Items with 50% or more of group indicating serious or significant problem

Communication between depts.	76%
Fair work appraisals	71%
Insensitive changes	67%
Unhealthy competition turf	67%



Potential Problems

Items with 50% or more of group indicating serious or significant problem

Inadequate participation	52%
Blame shifting or credit taking	52%
Inadequate teamsmanship	52%
Misallocation of human resources	52%
Inconsistent policies between depts	52%



An Ethical Person....

Each time a person stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, they send forth a tiny ripple of hope... and crossing each other from a million different centers of energy and daring those ripples build a current that can sweep down the mightiest walls of oppression and resistance.

~Robert F. Kennedy



INTEGRITY