Leadership Development Series: Pitfalls of the Practice of Integrity

Session Three
October 19, 2016
Objectives of NACo’s Leadership Development Webinar Series

- How to discern the duties of integrity and civility
- How to balance multiple duties
- How to avoid ethical deflection by hidden self-interest and other pitfalls of perception
- How to manage public confrontation through the practice of integrity and civility
- How to take risks to fulfill the duties of integrity
Objectives for Today

• Detect common deflections of intuition and instinct
• Substituting “discernment” rather than “intuition”
• Avoiding illusions of inconsequence
• Paying attention to small things
• Distinguish self-interest from duty
Central Concepts of Integrity

- Duty
- Reasonable Expectation
- Discernment
- Right and right (not right vs wrong)
Duty

• Fulfilling a reasonable expectation of another person or community of persons.
Reasonable Expectation

• An expectation of conduct arising from a promise explicitly made or implied by our conduct
The process of fulfilling promises

Duty

Reasonable Expectation

Explicit Promise

Implied Promise

Reasonable Expectation

INTEGRITY INTENSIVE
Discernment

• A deliberative process in which all applicable right things, or duties, are identified.
“Right” and “Right”

- Integrity usually requires the balancing of competing duties (two “right things”) not a decision between right and wrong.
A deflection is an illusion that we hold as true.
Muller-Lyer Illusion
the brain judges the image location to be the location where light rays appear to originate from.
Deflection of Suggestion
• Steve is very shy and withdrawn, invariably helpful but with little interest in people or in the world of reality. A meek and tidy soul, he has a need for order and structure and passion for detail.
• *In a minute a poll question will appear and you will have ten seconds to make up your mind.* Ready?
Intuition Question

• Compute the following in your head:
  17 x 24
  Take your time

When you’ve completed the computation, make a note of the approximate time it took you to complete it.
Discernment Deflection I

- Ninety-eight percent of people polled believe they are “above average” judges of character.
Eighty-five percent of us say we are environmentalists but few can name a specific act we do to merit the term.
Discernment Deflection 3

- Corporate presidents believe they are the source of all positive developments, yet blame the economy for all the bad ones.
If someone doesn’t say hello to us in a supermarket, we assume they’re angry at us. And in response, we believe we’re entitled to retaliate.
The convictions of the political candidate we support are based on principle while the convictions of the opposing candidate are bombastic demagoguery.
• We believe we have integrity, and it’s the other guy who lacks it.
Small Things Don’t Matter 1

• Telling a white lie
• Tardy returning phone calls and emails
• Letting a friend pay for your dinner on his company’s expensive account
• Eavesdropping on a guide at a museum
• Buying expensive apparel at cut rate on a street corner
• Copying a DVD for a friend
Small Things Don’t Matter 2

• Texting on a deserted road
• Using unexpired handicapped sticker after you no longer need it
• Listening to public radio without contributing
• After giving a two year commitment to your current employer, you quit after six months for a better job

INTEGRITY INTENSIVE
Small Things Don’t Matter 3

• Use negative campaign advertising
• Making a political contribution to a candidate you don’t support because an important client or campaign contributor requests it
• Reverse your earlier pledge and run for third term.
• Stopping at the local market in a county car, just to pick up a few things
• Keynoting your party’s state convention with a partisan political speech
The Illusion of Inconsequence

• Too small to matter
• I can tell the big things when it matters
• Something I just have to do
• Asserts self-interest as “survival”
• Not causing any harm
Common Definitions of Integrity 1

Keeping your moral compass on true north

INTEGRITY INTENSIVE
Common Definitions of Integrity 2

To thine own self be true.
Do what your gut tells you.
The Vernacular of Self-Interest

• No harm, no foul.
• Charity starts at home.
• It’s only a white lie.
• The Lord helps those who help themselves.
• It is a dog eat dog world.
• Get it while you can.
• To the victor goes the spoils
• It's always been done this way.
• The only person you can rely on is yourself.
The Vernacular of Self-Interest

- Fake it till you make it.
- Fight for your right.
- The cream rises to the top.
- Nice guys finish last
- Just following orders
- I deserve it
- What difference will it make
- No one will notice
- I’m too busy to worry about it
The Vernacular of Self-Interest

• Why should I stick my neck out
• It’s just business
• I know what’s best for me
• Everyone is doing it
• Don’t rock the boat
• Can’t fight city hall
• I’m just defending myself.
• Looking out for number one

INTEGRITY INTENSIVE
The Vernacular of Self-Interest

- What’s in it for me
- I’m too low in the food chain to care
- My boss told me to do it
- That’s just the way it is
- God helps those who help themselves.
- Survival of the fittest
- What's mine is mine
- My family comes first
- You snooze you lose
Summary: Deflections of Integrity

- The illusion of right vs. wrong
- Self delusion and the problems of perception
- The Illusion of inconsequence
- The distortions of integrity definitions
- The perils of “framing”
- The cliché trap: the vernacular of self-interest
Webinar Four: Instrument Training for Integrity Pilots

- Save the date:

- January 25, 2017: Ten principles for “trusting your instruments” not your instincts when it comes to moral decision making.
MASTER CLASS IN PRACTICING INTEGRITY

- VENUE: NACO’S LEGISLATIVE CONFERENCE, ON MONDAY FEBRUARY 20, 2017
- SUBJECT: A DEEP DIVE INTO THE PRINCIPLES OF INTEGRITY DECISION MAKING
- VALUE: AN INTIMATE, INTENSIVE AND INTERACTIVE LOOK INTO THE HIDDEN DOMAINS OF INTEGRITY PRACTICE
Stuart H. Brody

• **IntegrityIntensive**: leadership workshops on integrity, decision making and leadership for public officials.

• [www.integrityintensive.com](http://www.integrityintensive.com)

• Contact at 518 788 7822

• [sbrody@integrityintensive.com](mailto:sbrody@integrityintensive.com)