

Managing Integrity and Civility

NACo Webinar Series

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Integrity by Instinct

- Integrity is about right and wrong
- Integrity is built on a strong belief system
- Integrity is something you either have or you don't
- Integrity is embodied in the Golden Rule
- Integrity is a matter of instinct and will, not practice and habit
- Breaches of integrity are usually the product of corrupt intent.
- A conflict of interest is synonymous with a breach of integrity
- Integrity is synonymous with ethics



Objectives for Today

- Learn how to fly by instruments -- rules of the practice of integrity
- not by the seat of your pants -- instincts



The Illusion of Inconsequence

- Too small to matter
- Everyone does it
- I can tell the big things when it matters



Discernment Deflection 1

- Cancelling a date, telling a white lie why.
- 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

 **INTEGRITY INTENSIVE**

Discernment Deflection 2

- Texting on a deserted road
- Using unexpired handicapped sticker after you no longer need it
- Failing to cancel a corporate discount with wireless provider after you've left the job
- Listening to public radio without contributing
- Reversing earlier pledge, you run for third term
- Shortly after giving two year commitment to your employer, you quit for a better job

 **INTEGRITY INTENSIVE**

Discernment Deflection 3

- Negative campaign advertising
- Making a political contribution to a candidate because a client or big supporter requests you to
- Making a highly partisan political speech
- Excessive attention to a campaign contributor
- Giving performance appraisal short shrift
- Failing to read a bill carefully the night before a big vote in order to attend your daughter's swim meet



Instrument Training for Integrity Pilots



INTEGRITY INTENSIVE

Integrity Definitions

- Golden Rule
 - prone to self-interested interpretation
- Keeping your moral compass on true north
 - prone to deflection
- To thine own self be true
 - individual not the center of moral universe
- Doing what your gut tells you
 - intuition and feelings not reliable foundation of decision-making
- Doing what you honestly believe
 - beliefs prone to boisterous assertion



INTEGRITY INTENSIVE

Discernment

- A deliberative process in which all applicable right things, or duties, are identified.



Are you seeing all applicable duties?

- When faced with a tough decision, are you discerning only one duty? If so, self-interest may be obscuring other applicable duties

“Right” and “Right”

- Integrity usually requires the balancing of competing duties, not a decision between right and wrong.



Accommodation

- The balancing of all duties
- All duties must be fulfilled



Instrument check no. 2: Creating false duties

- Are you viewing a decision in terms of a “duty to myself”, “loyalty to myself?” This is the vernacular of self-interest.



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.



INTEGRITY INTENSIVE

Avoid euphemisms clichés and simplistic rules

- Beware of over simplifying formulas of integrity. While useful in inspiring conduct, they can often simply endorse self-interest.

Proclamations of Belief

- “I stand by my beliefs no matter what.”
- “When you’re right, you’re right.”
- “I know the difference between right and wrong”
- “My instincts tell me. . . “
- “My intuition never lies.”
- “I trust my gut on this.”

How can I verify a belief or intuition

- Ask yourself if rigorous examination can verify your intuitive certainty.
- Beliefs are merely starting points in doing one's duty of truthfulness.

The rule of boisterous assertion

- If I say something vigorously enough, it must be right.



Monitor the decibel level of your assertions

- The louder you assert your position, the more likely that self-interest is speaking for you

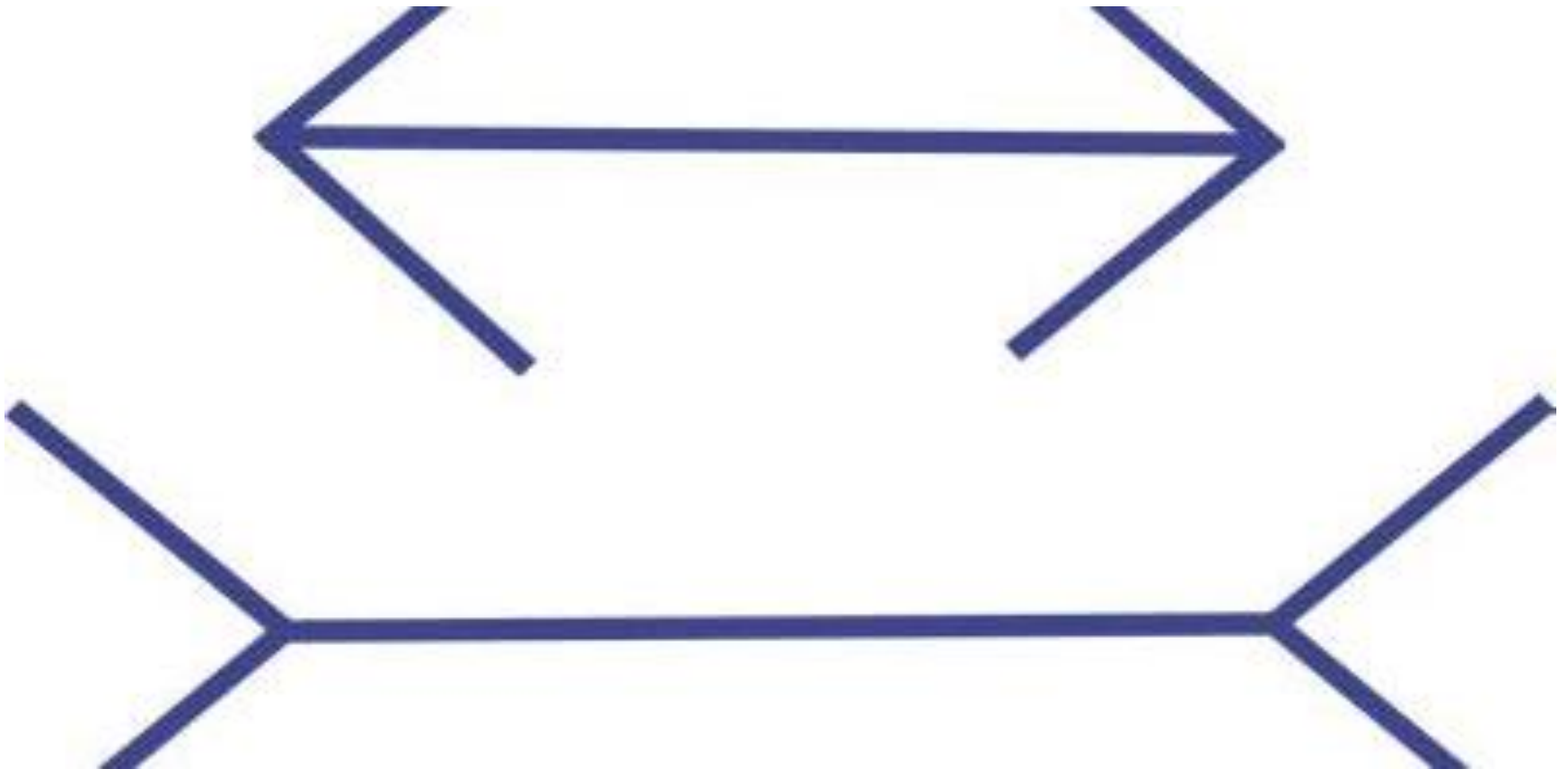


“You don’t have to say it, I already know better”

- “I know what you’re saying”
- “ I know better than you about what you’re saying”
- “I don’t think you’re explaining it as well as I can.”
- “What am I’m not getting anything out of this?”
- “You’re not going to tell me what to do are you?”

This concept was originated by Werner Erhardt and the Landmark Forum

Muller-Lyer Illusion



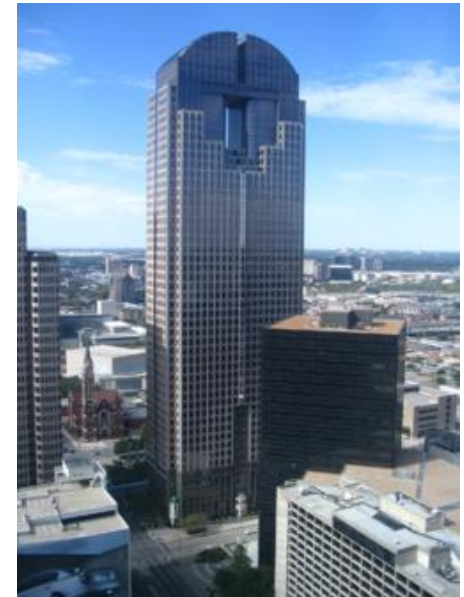
Practicing integrity is too hard

- The fact that integrity's duties are complex and difficult to balance does not make doing so any less applicable.



Practice makes.....

- Practice integrity in small steps so you'll be better equipped for the big ones.



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