

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.

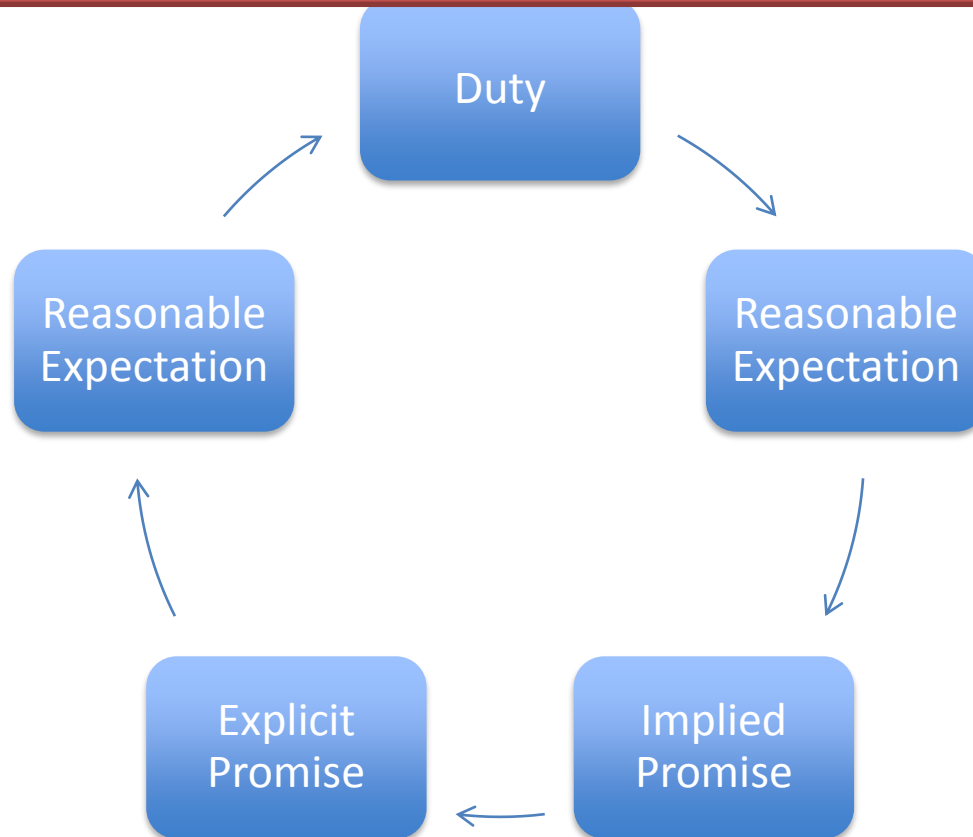


Reasonable Expectation

- An expectation of conduct arising from a promise explicitly made or implied by our conduct



The process of fulfilling promises



Discernment

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



“Right” and “Right”

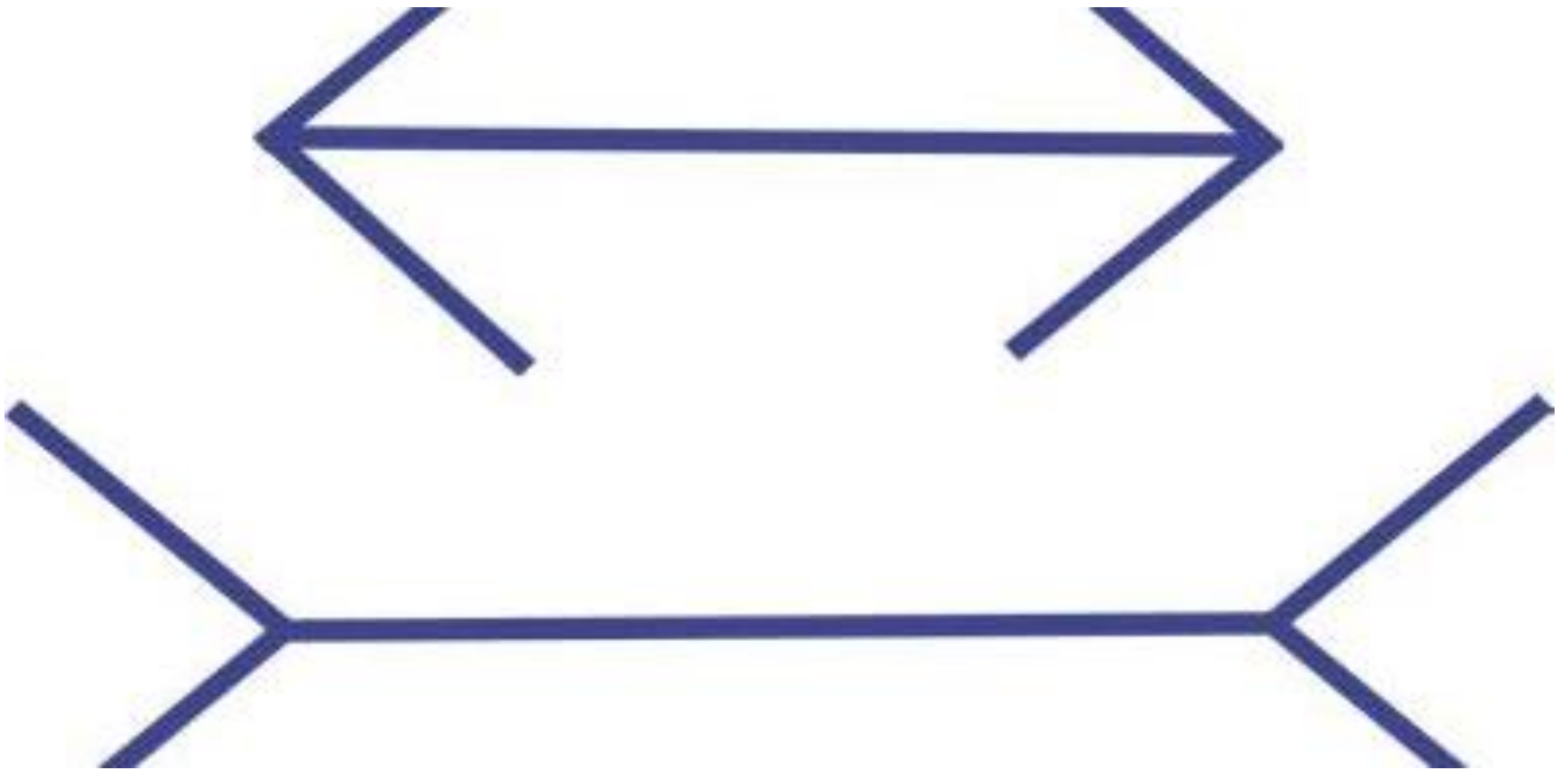
- Integrity usually requires the balancing of competing duties (two “right things”) not a decision between right and wrong.

Deflection

- 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



Intuition Question 1

- *Steve is very shy and withdrawn, invariably helpful but with little interest in people or in the world of reality.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.*

Intuition Question 2

- *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:

$$17 \times 24$$

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.

Discernment Deflection 2

- 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.

Discernment Deflection 4

- 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.

Discernment Deflection 5

- The convictions of the political candidate we support are based on principle while the convictions of the opposing candidate are bombastic demagoguery.



Discernment Deflection 6

- 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



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



Common Definitions of Integrity 2

To thine own self be true.

 **INTEGRITY INTENSIVE**

Common Definitions of Integrity 3

Do what your gut tells you.

 **INTEGRITY INTENSIVE**

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

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

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- ***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***



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