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
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
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
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.
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 integrity in small steps so you’ll be better equipped for the big ones.
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