

*Leadership Development
Series: Instrument
Training for Integrity and
Civility Pilots*

Session Four
January 25, 2017



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

- Summarizing the pitfalls of self-perception
- Refining the principles of discernment and duty
- Scoring our mistakes and mapping out our future course in the practice of integrity



Instrument Training for Integrity Pilots



Instrument check no. 1: 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.



Instrument check no. 2: Creating false duties

- Are you viewing a decision in terms of a “duty to myself”, “loyalty to myself” or “my family’s “best interests”, etc? You may be speaking the vernacular of self-interest.

Instrument check no 3: Describing self-interest as survival

- Using the word “survival” and the “vernacular of self-interest” are signs that integrity’s duties are being ignored



Survival

- A survival situation is one in which self preservation justifies the suspension of any competing duty.

Collusion

- Collusion is the process of elevating self-interest to the level of duty.

Instrument Check No. 4: 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

Instrument check no. 4 (cont'd): or the vernacular of judgment

- “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.”

Instrument check no. 5: Monitor the decibel level of your assertions

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

Watch your level of certainty. If it is high, then you may be wrong.



Instrument check no. 5 (cont'd): Take your emotional temperature.

- Follow the rule against boisterous assertion of belief
- Beliefs are breeding grounds for incivility
- It's not about you!



Instrument check no. 5 (cont'd): 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.

Integrity check No. 6 Do you find yourself saying it's just a small thing

- **The Illusion of Inconsequence**
- **The Veil of Convenience**
- **The Illusion of Survival**

The Illusion of Inconsequence

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



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

The Veil of Convenience

- Something I just have to do
- Not causing any harm
- If it's really important I'll do the right thing



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



The illusion of Survival

- Asserts self-interest as “survival”
- Rationalized as necessary avoidance of risk
- Subverts the duty of truthfulness

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



Integrity Check No. 7 Do you aspire to integrity to stay out of trouble or to avoid embarrassment?

- Quote from Warren Buffet:
- Ask ... whether [you] are willing to have any contemplated act appear the next day on the front page of their local paper—to be read by [your] spouses, children and friends

Instrument check no. 8 : The substitute for belief? Duty!

- Duty is the shift from self-assertion to obligation
- Duty is based on a reasonable expectation of others
- Following a duty means that you are on the path toward the common good, not a self-interested path
- Civility is a duty

Civility Definitions

- The opportunity to sacrifice one's personal needs to serve others in a way that benefits the greater good.
- The gestures we make to show others that we are willing to interact with them for the benefit of the common good.

Instrument check no. 9: Avoid simplistic definitions of integrity

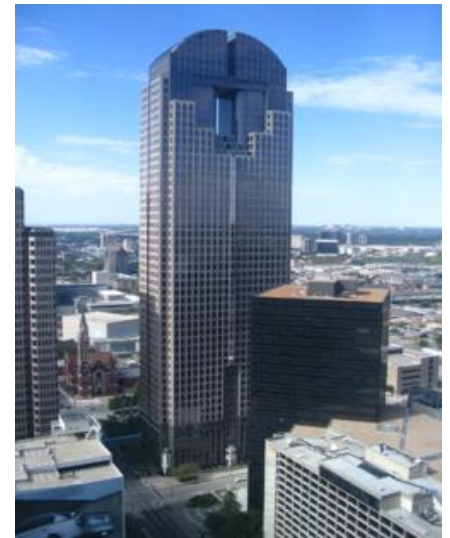
- Beware of over simplifying formulas of integrity. While useful in inspiring conduct, they can often simply endorse self-interest.

Common Integrity Definitions

- 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

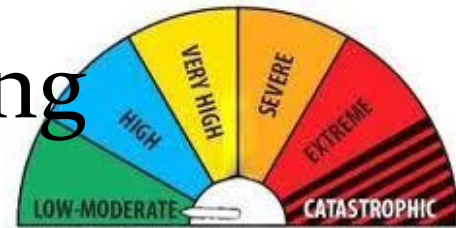
Instrument check No. 10: Practice makes....

- Integrity is built in small steps
- Practice it like the future of democracy were up to you
- A few acts of integrity, or civil acts, together with those of others, can transform everything



Point Assessment

- 1-3 possible danger of breaching integrity
- 4-6 a breach is likely
- 7+high probability that you have breached or are about to breach integrity



Stuart H. Brody

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- *IntegrityIntensive: leadership workshops on integrity, decision making and leadership for public officials.*
- www.integrityintensive.com
- *Contact at 518 788 7822*
- *sbrody@integrityintensive.com*

