

Managing Integrity and Civility

NACo Webinar Series

October 1, 2015



Central Concepts of Integrity

- Duty
- Discernment
- Accommodation of multiple duties

Duty

- Fulfilling a reasonable expectation of another person or community of persons.



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.

Accommodation

- The balancing of all duties



Discernment

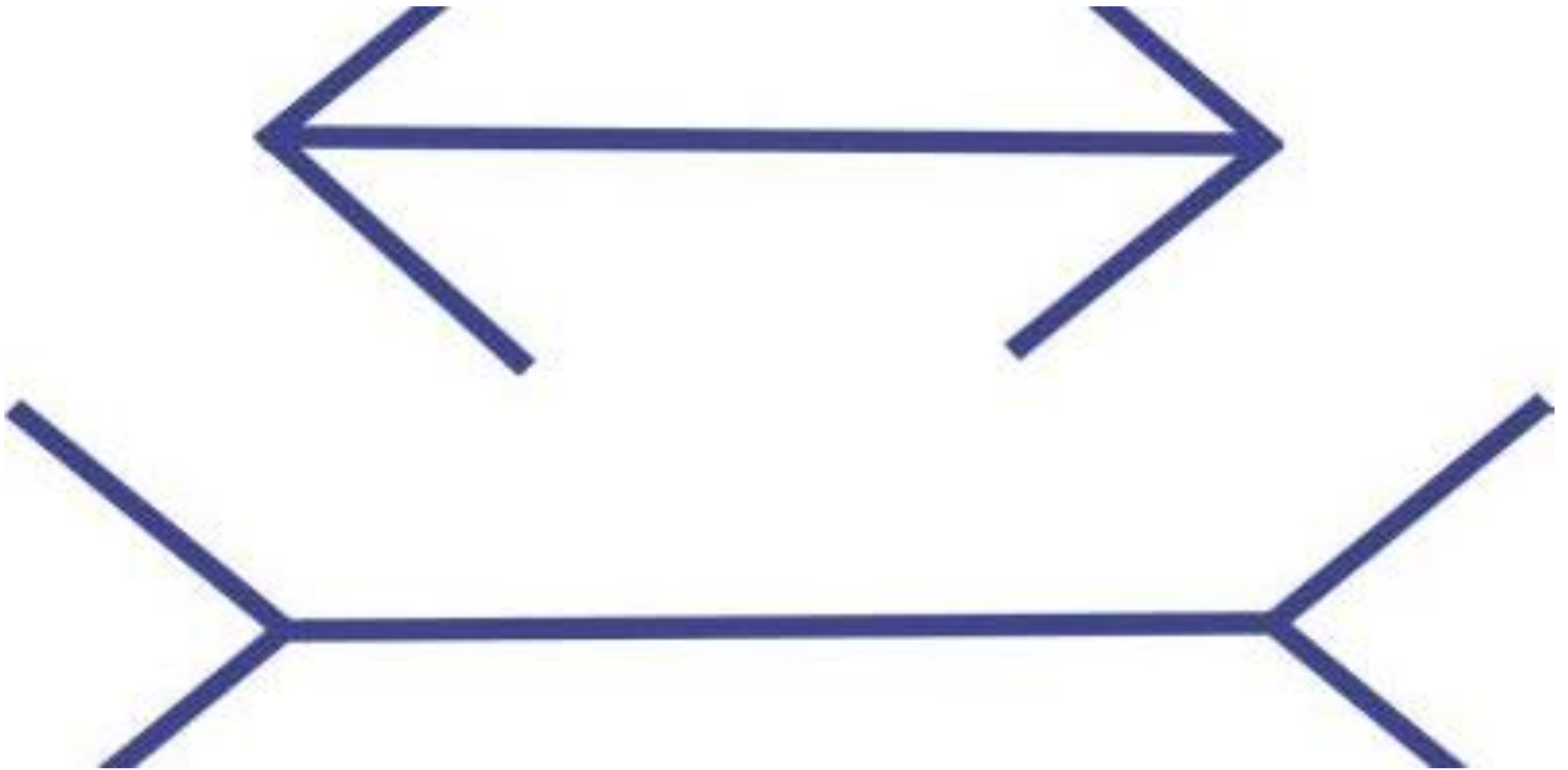
- A deliberative process in which all applicable right things, or duties, are identified.



Objectives for Today

- Detect common deflections of decision making
- Apply “discernment” rather than intuition or instinct
- Learn how self-interest deflects duty

Muller-Lyer Illusion





index of refraction of air exhibits a temperature dependence and makes the light rays bend more or less in the layer of separation of hot and cold layers



the brain judges the image location to be the location where light rays appear to originate from.

Integrity Deflection

- A deflection is an illusion about integrity that we hold as true
- And, typically because the illusion serves self-interest.



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

The Illusion of Inconsequence

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



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

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



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 INTENSIVE

The illusion of Survival

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

 INTEGRITY INTENSIVE

Exercise for next webinar

Note the occasions when you make a decision based on any of the following:

- It's too small to worry about
- It's not harming anyone
- Everyone does it
- It's risky to do the "right things"
- I know it may breach the practice of integrity but my "survival" requires I do it (or not do it).



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