

Providing leadership through service, education and advocacy

# Integrity & Trust

Washington Fire Chiefs  
Spring Leadership Seminar

Yakima, Washington

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Parable of the Emperor's Seed



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Dictionary & Working Definition of Integrity

**Definition of integrity**

- 1 : firm adherence to a code of especially moral values : **[incorruptibility]**
- 2 : an unimpaired condition : **[soundness]**
- 3 : the quality or state of being complete or undivided : **[completeness]**

-OR-

Where a positive moral code, words and actions are all in alignment as seen by yourself and others.

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In 2005, INTEGRITY most looked-up word in Webster's Online

Why?

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Abu Ghraib Torture Allegations Surface



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Post-Landfall Price Gouging



HURRICANE KATRINA

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## Tom DeLay, Speaker of the House – Indicted for Conspiracy



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## Scooter Libby, Assistant to the Vice President

Indicted on Obstruction of Justice and Perjury



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## The World Bank Releases its Report



Government Bribery at  
\$1 Trillion Worldwide

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Mach 22, 2018

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## Armstrong Wins 7<sup>th</sup> Tour De France, Retires Amid Rumors



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## UN Food for Oil Corruption Coverage



George Galloway  
– Illicit gains  
allegations



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## In 2005, INTEGRITY most looked-up word in Webster's Online

### 2nd Takeaway:

People generally know integrity is important to have, but aren't clear on what it actually means!



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**What is the difference between Ethics and Integrity?**

<p><b>ETHICS</b></p> <ul style="list-style-type: none"> <li>Externally imposed</li> <li>Moral rules to follow</li> <li>Compartmentalized (home vs. work)</li> <li>Can be situational</li> </ul>	<p><b>INTEGRITY</b></p> <ul style="list-style-type: none"> <li>Internally adopted</li> <li>Moral code to live by</li> <li>Not compartmentalized (home and work)</li> <li>Is not situational</li> </ul>
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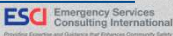
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**Why is This Topic Being Presented Here?**

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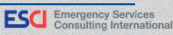
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**67 Leadership Architect® Competencies**

Action Oriented	Customer Focus	Integrity and Trust	Perseverance	Standing Alone
Dealing With Ambiguity	Timely Decision Making	Intellectual Horsepower	Personal Disclosure	Strategic Agility
Approachability	Decision Quality	Interpersonal Savvy	Personal Learning	Managing Through Systems
Business Acumen	Delegation	Learning on the Fly	Perspective	Building Effective Teams
Career Ambition	Developing Direct Reports	Listening	Planning	Technical Learning
Caring About Direct Reports	Directing Others	Managerial Courage	Political Savvy	Time Management
Comfort Around Higher Management	Managing Diversity	Managing and Measuring Work	Presentation Skills	TQM/Re-Engineering
Command Skills	Ethics and Values	Motivating Others	Priority Setting	Understanding Others
Compassion	Fairness to Direct Reports	Negotiating	Problem Solving	Managing Vision and Purpose
Composure	Functional/Technical Skills	Organizational Agility	Process Management	Work/Life Balance
Conflict Management	Hiring and Staffing	Organizing	Drive For Results	Written Communications
Confronting Direct Reports	Humor	Dealing With Paradox	Self-Development	
Creativity	Informing	Patience	Self-Knowledge	
	Innovation Management	Peer Relationships	Sizing Up People	

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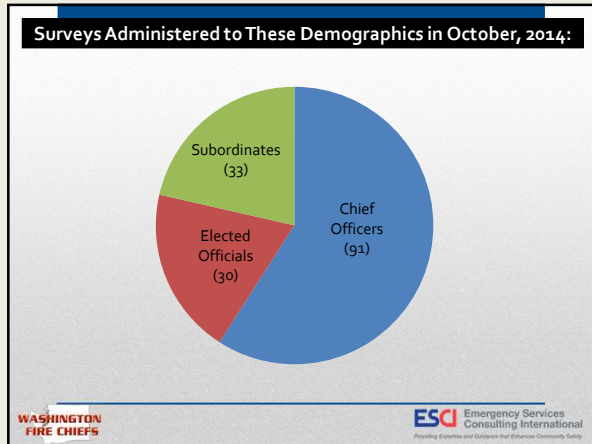
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**Superiors, Subordinates, and Incumbents Value It**

Chief Officers – Top 10	Subordinates – Top 10	Elected Officials – Top 10
1. Integrity and Trust	1. Integrity and Trust	1. Integrity and Trust
2. Ethics and Values	2. Ethics and Values	2. Ethics and Values
3. Listening	3. Managing Vision/Purpose	3. Managing Vision/Purpose
4. Managing Vision/Purpose	4. Building Effective Teams	4. Building Effective Teams
5. Building Effective Teams	5. Problem Solving	5. Command Skills
6. Conflict Management	6. Listening	6. Approachability
7. Timely Decision Making	7. Customer Focus	7. Decision Quality
8. Decision Quality	8. Decision Quality	8. Conflict Management
9. Customer Focus	9. Command Skills	9. Timely Decision Making
10. Approachability	10. Conflict Management	10. Customer Focus

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**Case Study on Integrity**

**Independent Study Conducted on the effect of Integrity on Profit**

- 76 US Holiday Inn franchises, 10,000 employees
- Anonymous surveys conducted for all employees at all levels
- 6,500 employees responded

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**Three Key Questions Were Asked**

1. My manager practices what he/she preaches
2. When my manager promises something, I can be certain that it will happen
3. I would be willing to let my manager have complete control over my future in this company

Measured employee turnover, customer satisfaction surveys, & financial performance

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**Results**

STRENGTH OF ASSOCIATION BETWEEN BUSINESS PROFITABILITY & EMPLOYEE ATTITUDES

Measure of Employee Attitude	Correlation with Profitability
Behavioral Integrity	0.36
Trust in Management	0.32
Interpersonal Fairness	0.30
Procedural Fairness	0.30
Commitment to Company	0.24
Overall Satisfaction	0.20

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**Is There an Integrity Dividend in the Public Sector?**

What are the predictable dividends in the fire service when managers and leaders demonstrate high levels of integrity?

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**Is There an Integrity Dividend in the Public Sector?**

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- Enhanced Executive-Policymaker relations

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**Is There an Integrity Dividend in the Public Sector?**

What are the predictable dividends in the fire service when managers and leaders demonstrate high levels of integrity?

- Enhanced Executive-Policymaker relations
- Constructive labor-management relations

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- Enhanced Executive-Policymaker relations
- Constructive labor-management relations
- Employees making excellent independent decisions

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What are the predictable dividends in the fire service when managers and leaders demonstrate high levels of integrity?

- Enhanced Executive-Policymaker relations
- Constructive labor-management relations
- Employees making excellent independent decisions
- Greater trust in the organization
- Better connection with the public

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**Six Questions to Gauge Your Integrity**

1. Am I willing to say what I'm thinking?
2. Am I willing to risk being wrong?
3. Do I want my child or someone else I love to do that? If not, then why am I doing it?
4. Does this conduct make me a better person?
5. Am I leading by example?
6. Am I taking 100 percent responsibility?

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**Can I Develop Integrity?**

Can I develop or strengthen my level of integrity?



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**Yes, You Can!**

As for building your integrity and modeling it for others, Joel Peterson<sup>2</sup>, Amy Rees Anderson<sup>2</sup>, and Tony Simons<sup>3</sup>, offer these suggestions<sup>4</sup>:

**1. Fulfill your promises.**  
To your staff, your [family], everyone. If you break a promise, you must apologize, but don't let this become a pattern.

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**Significant Other Date**

**2. Keep appointments.**  
Doing so affects you professionally and personally (practicing your faith, staying fit, being present for family, etc.).

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**Station Closure Rumor**

**3. Before you make a commitment...**  
"Stop and soberly reflect on whether you are 100 percent sure you can deliver," says Simons. "You need to be dispassionate in that evaluation."

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**Child's Recital**

**4. Get comfortable with saying no.**  
No one can say yes to everything and follow through on it all.

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**Ambulance Franchise Agreement**

**5. Examine how you react in knee-jerk situations...**  
As well as how you make longer-term commitments (e.g., attending events, completing projects, etc.). Use this introspection to become self-aware, keep score and improve. (You can also use this behavioral yardstick for determining whether others act with integrity.)

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**E-Mail?**

**6. Polish your communication skills.**  
Reread that email or report before you send it; plan what you'll say in oral presentations and phone calls. "Fuzzy communication leads to broken promises," says Simons. Ask someone to proofread written communications and point out ambiguities before you distribute them.

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**Continuous Improvement**

**7. Consider the habits and skills you need to develop to enhance your integrity.**  
You might need to stop certain actions (e.g., speaking impulsively or sugarcoating your responses). And you might need to improve on others: building your personal courage (because fear holds you back from acting with integrity).  
  
Issue apologies "faster, simpler and aimed more at containing the damage [you may have done] than at justifying yourself," says Simons.

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**Judged by Who You Associate With**

**8. Avoid people who lack integrity.**  
"Do not do business with them," Anderson writes in a blog post. "Do not associate with them. Do not make excuses for them. It's important to realize that others pay attention to those you have chosen to associate with, and they will inevitably judge your character by the character of your friends."

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**Can I have trust without integrity?**

**Integrity stands as a driver of trust. –**  
Tony Simons, *The Integrity Dividend: Leading by the Power of Your Word.*

**Trust is easily given to a person who demonstrates a consistent, high level of integrity. –**  
Don Phin, lawyer, author & vice president of Strategic Business Solutions at ThinkHR

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**Let's Have a Hands-on Discussion on Integrity**

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**Integrity Exercise**

1. Station Closure Scenario
2. Delayed Response Scenario
3. Alcohol in the Station Scenario
4. Fire Hose Accident Scenario

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**Cherokee Parable – The Two Wolves**



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**“Success Without Integrity is Failure”**

<sup>1</sup>Joel C. Peterson, chairman of the board of JetBlue Airways and a Stanford University professor of management.

<sup>2</sup>Amy Rees Anderson, entrepreneur and angel investor.

<sup>3</sup>Tony Simons, author of *The Integrity Dividend: Leading by the Power of Your Word*.

<sup>4</sup>Robin Amster, SUCCESS Magazine, *Tips to Help You Strengthen Your Integrity*.

<sup>5</sup>Don Phin, lawyer, author and vice president of Strategic Business Solutions at ThinkHR.

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