

Providing leadership through service, education and advocacy

Integrity & Trust

Washington Fire Chiefs
Fall Leadership Seminar

Lacey, Washington



Parable of the Emperor's Seed



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**]

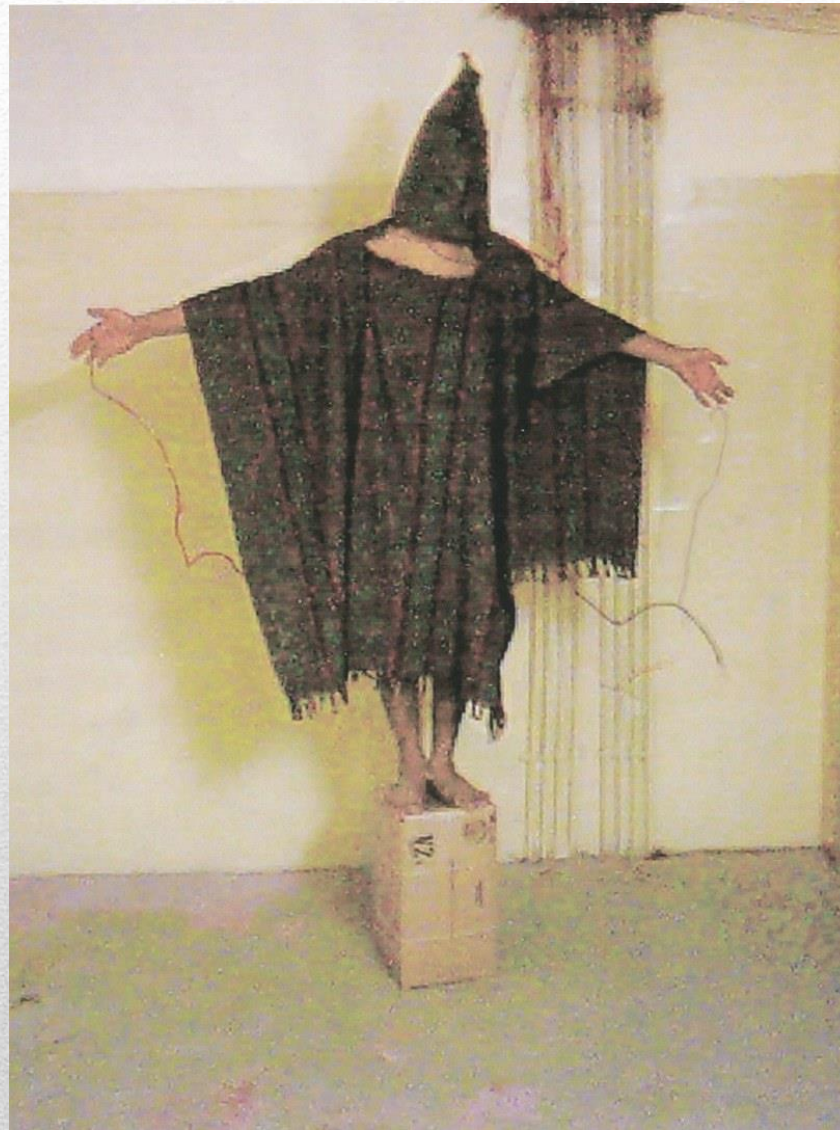
-OR-

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

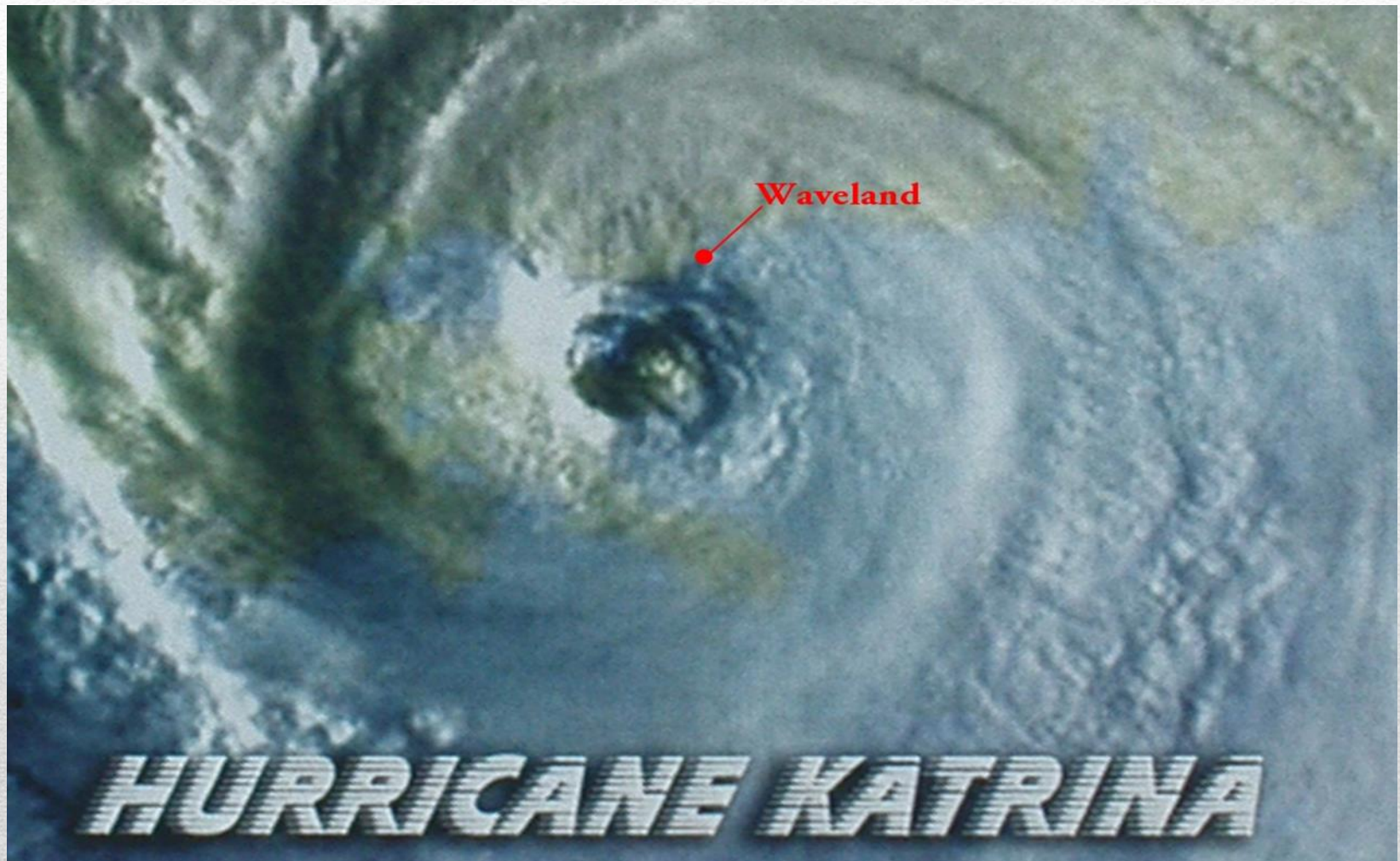
In 2005, INTEGRITY most looked-up word in Webster's Online

Why?

Abu Ghraib Torture Allegations Surface



Post-Landfall Price Gouging



Tom DeLay, Speaker of the House – Indicted for Conspiracy



Scooter Libby, Assistant to the Vice President

Indicted on Obstruction of Justice and Perjury



The World Bank Releases its Report



Government Bribery at \$1 Trillion Worldwide

Armstrong Wins 7th Tour De France, Retires Amid Rumors



UN Food for Oil Corruption Coverage



George Galloway
– Illicit gains
allegations



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Dictionary

2nd Takeaway:

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



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- Compartmentalized (home vs. work)

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- Compartmentalized (home vs. work)
- Can be situational

INTEGRITY

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- Not compartmentalized (home and work)
- Is not situational

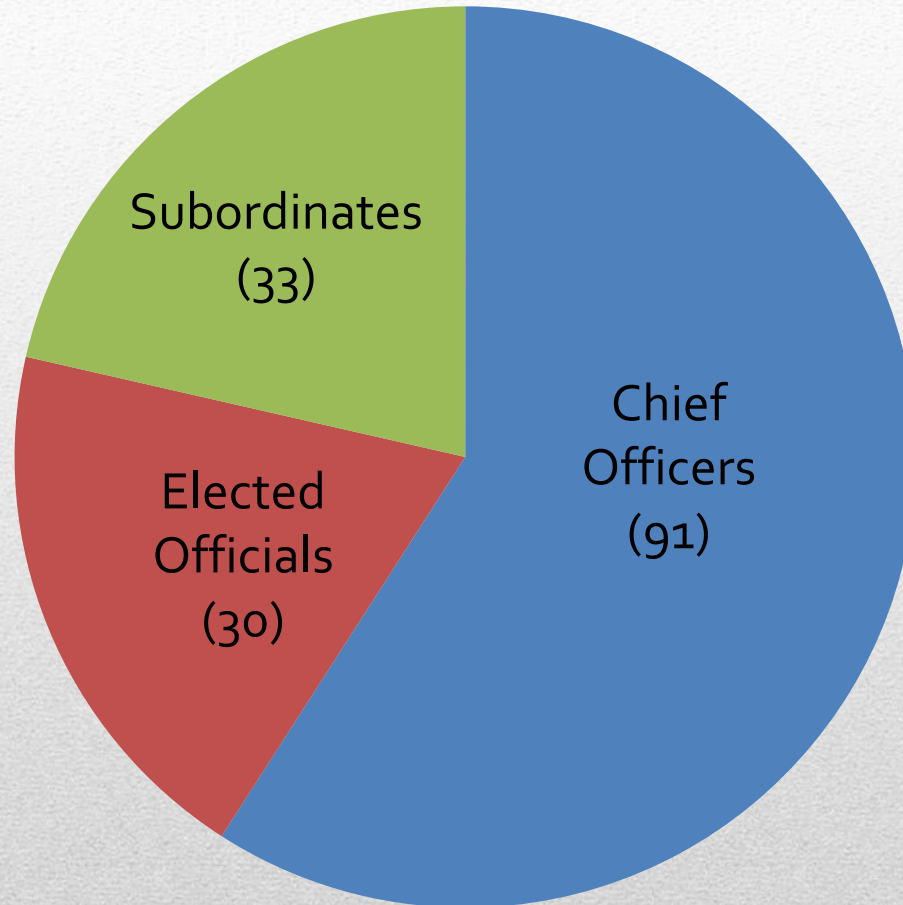
Why is This Topic Being Presented Here?

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
Boss Relationships	Delegation	Learning on the Fly	Perspective	Building Effective Teams
Business Acumen	Developing Direct Reports	Listening	Planning	Technical Learning
Career Ambition	Directing Others	Managerial Courage	Political Savvy	Time Management
Caring About Direct Reports	Managing Diversity	Managing and Measuring Work	Presentation Skills	TQM/Re-Engineering
Comfort Around Higher Management	Ethics and Values	Motivating Others	Priority Setting	Understanding Others
Command Skills	Fairness to Direct Reports	Negotiating	Problem Solving	Managing Vision and Purpose
Compassion	Functional/Technical Skills	Organizational Agility	Process Management	Work/Life Balance
Composure	Hiring and Staffing	Organizing	Drive For Results	Written Communications
Conflict Management	Humor	Dealing With Paradox	Self-Development	
Confronting Direct Reports	Informing	Patience	Self-Knowledge	
Creativity	Innovation Management	Peer Relationships	Sizing Up People	

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Surveys Administered to These Demographics in October, 2014:



Superiors, Subordinates, and Incumbents Value It

Chief Officers – Top 10

- 1. Integrity and Trust**
- 2. Ethics and Values**
3. Listening
4. Managing Vision/Purpose
5. Building Effective Teams
6. Conflict Management
7. Timely Decision Making
8. Decision Quality
9. Customer Focus
10. Approachability

Subordinates – Top 10

- 1. Integrity and Trust**
- 2. Ethics and Values**
3. Managing Vision/Purpose
4. Building Effective Teams
5. Problem Solving
6. Listening
7. Customer Focus
8. Decision Quality
9. Command Skills
10. Conflict Management

Elected Officials – Top 10

- 1. Integrity and Trust**
- 2. Ethics and Values**
3. Managing Vision/Purpose
4. Building Effective Teams
5. Command Skills
6. Approachability
7. Decision Quality
8. Conflict Management
9. Timely Decision Making
10. Customer Focus

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

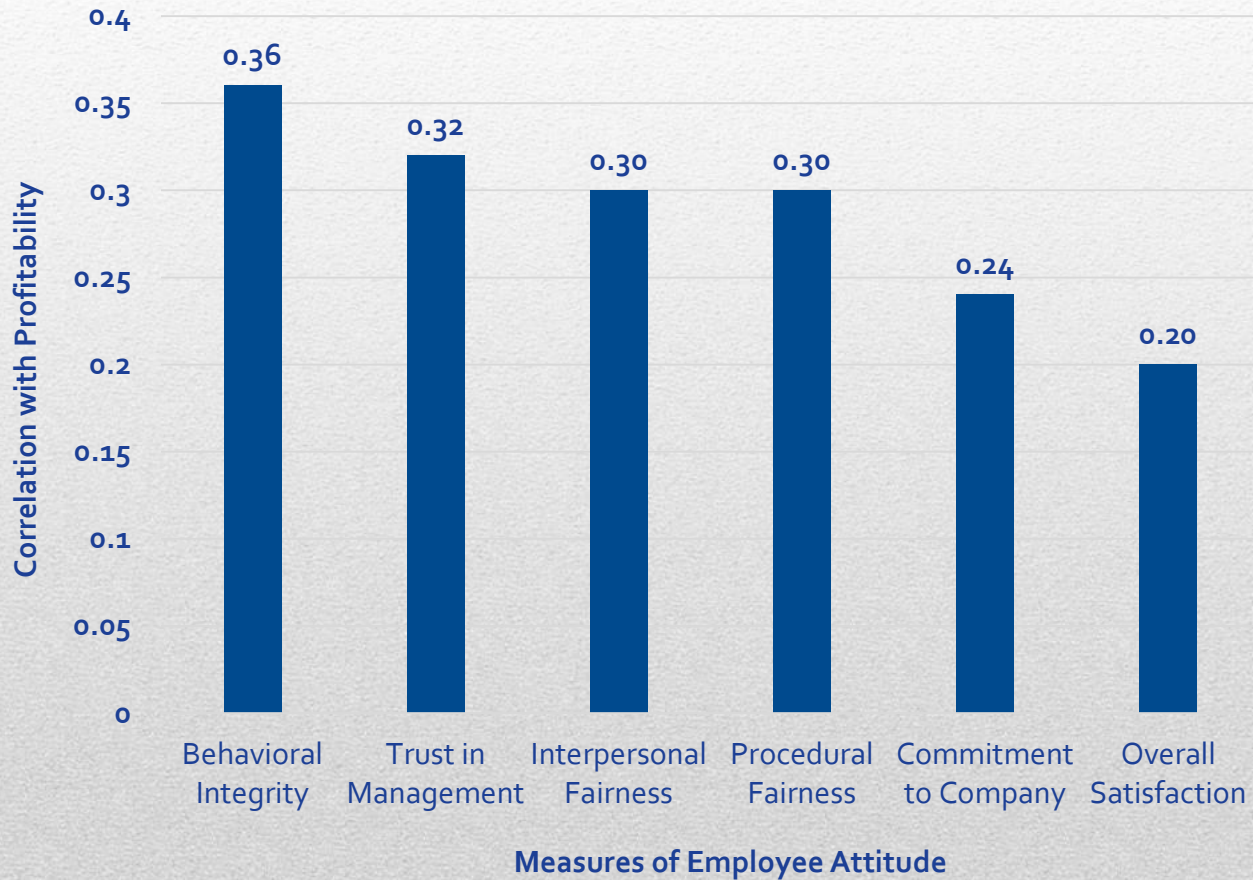
Three Key Questions Were Asked

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

Results

STRENGTH OF ASSOCIATION BETWEEN BUSINESS PROFITABILITY & EMPLOYEE ATTITUDES



Is There an Integrity Dividend in the Public Sector?

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- Better connection with the public

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?

Can I Develop Integrity?

Can I develop or strengthen my level of integrity?



Honor Guard

As for building your integrity and modeling it for others, Joel Peterson¹, Amy Rees Anderson², and Tony Simons³, offer these suggestions⁴:

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.

2. Keep appointments.

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

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.”

4. Get comfortable with saying no.

No one can say yes to everything and follow through on it all.

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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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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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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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.”

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

Let's Have a Hands-on Discussion on Integrity

Integrity Exercise

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

Cherokee Parable – The Two Wolves



“Success Without Integrity is Failure”

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

²Amy Rees Anderson, entrepreneur and angel investor.

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

⁴Robin Amster, SUCCESS Magazine, *Tips to Help You Strengthen Your Integrity*.

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