

INTEGRITY (ING)

Integrity refers to actions that are consistent with what one says are important. People with integrity “walk the talk” by communicating intentions, ideas and feelings openly and directly, and welcoming openness and honesty, even in difficult negotiations.

<i>This Means...</i>	<i>This Doesn't Mean...</i>
<ul style="list-style-type: none">dealing with people in a direct and candid manner that fosters trust	<ul style="list-style-type: none">beating around the bush to avoid confrontation
<ul style="list-style-type: none">being receptive to change and open to talking about new ideas	<ul style="list-style-type: none">being rigid and not thinking about other's points of view
<ul style="list-style-type: none">taking action which is consistent with own values and beliefs	<ul style="list-style-type: none">reminding others what should be done and then doing the complete opposite
<ul style="list-style-type: none">recognizing own mistakes and publicly admitting them	<ul style="list-style-type: none">hiding behind the truth in fear of being reprimanded
<ul style="list-style-type: none">conveying compassion and honesty even in the hardest times	<ul style="list-style-type: none">taking the risks that may be associated with unethical government practices
<ul style="list-style-type: none">being honest with others about potential implications of change	<ul style="list-style-type: none">neglecting others' feelings and concerns to get your point across

Developmental Activities

Level 1-2 Activities

Focus on building trust and credibility with your customers or with team members.

- Be honest with your customers and team members about what you can and cannot commit to.
- Periodically ask yourself if you are providing your customers and team members with all the necessary information.
- Ask others to give you feedback on their perceptions of your honesty and ethical behaviour with those you deal with regularly.

Reflection Tip:

* What level of integrity do you expect in return from your customers or team members?

Develop a personal set of ethical guidelines for handling sensitive or confidential information.

- With your manager/supervisor, review Organization guidelines for ethical conduct.
- Make suggestions on how to handle sensitive or confidential information in the company and still ensure important issues are dealt with.

Ask for Support.

- Ask your manager for support or ideas on how you can handle difficult situations.
- Ask your manager to provide examples of when he/she was in a difficult situation either with an employee or client.

Get Feedback.

- Follow-up with your manager after you have been involved in a crisis or difficult assignment where you had to communicate your intentions, openly and honestly.
- Explain your thinking, what you said and did.
- Ask for feedback on how you approached the situation.

Reflection Tip:

- * Based on that feedback, what might you do differently in future?

Practice your follow-through in making agreements and commitments to others. Consider some of the following guidelines.

- Choose your commitments carefully. Evaluate your ability to follow-through before making commitments to others.
- Resist the tendency to make commitments in order to buy more time or keep others from harassing you.
- Keep a running list of the commitments or indirect promises you have made to others.
- Check off those you have followed through on, and assess the extent to which you deliver on the promises you have made to others.

Reflection Tip:

- * Log your ability to follow through on commitments over time.

Pay attention to commitments that you either consciously or unconsciously do not intend to keep.

- What are the reasons that you made the commitments in the first place (to avoid harsh feelings, to escape pressure, to buy time, etc.).
- What do you begin to notice about your motives and reasoning when accepting commitments that you are unable or unwilling to fulfill later?
- Use this information to build strategies to guard against making empty promises and for managing your calendar.

Reflection Tip:

- * Become familiar with the patterns that emerge from this exercise.

Think back to a time when you made a commitment but failed to fulfill it.

- Examine the nature of the commitment and look closely at the reasons why you were hesitant, unwilling, or unable to fulfill that particular promise (e.g., low priority, poor planning, did not fully intend to keep the commitment).
- Ask yourself what you could have done differently to prevent it and incorporate this new information into your project planning and scheduling to avoid future conflicts.

Develop a system to keep track of all your commitments.

- Remember to include the ones that may seem insignificant to you but may be extremely important to the other individual (e.g., forward an article, initiate a phone call, and bring a book from home).
- Keep a tally of both your implied and direct promises, and set a date to accomplish the task

Reflection Tip:

- * Are you over-committing yourself?

Use clear statements of your personal values and code of ethics.

- Try some of the following behaviours:
 - ⇒ State the behaviours that violate the department's values.
 - ⇒ Be willing to honestly admit when you have made a mistake.
 - ⇒ Periodically ask yourself if you are withholding necessary information from others.
 - ⇒ Ask others to give you feedback on their perceptions of your honesty and ethical behaviour.
- Allow your subordinates to anonymously submit their impressions of your fairness.

- Assess whether your behaviour towards others is in line with your personal values and ethics.

Reflection Tip:

- * Post your personal code of ethics in your calendar to keep you on track.

Spend some time exploring the values and principles that you feel most strongly about.

- Write down the most important ones. Next to each one, examine whether your behaviour is consistent with these values.
- Ask yourself what you would need to do differently in order to live more genuinely and be true to your beliefs.

Monitor how consistent your actions are with your values and beliefs.

- Solicit input from your co-workers on how consistent you are in treating people equitably.
- Ask them to monitor your interactions and determine how consistent are you with your expectation, interactions, principles and performance. Be sure they provide you with specific examples to help you in your development.

Level 3-4 Activities

Admit your mistakes.

- If you have made a mistake or not delivered on a promise, take ownership of the outcome.
- Indicate that it was your responsibility to ensure delivery.
- Indicate what you are doing to rectify the situation and when the person can expect delivery.

Reflection Tip:

- * How did you feel after having admitted a mistake?

Be authentic.

- Seek opportunities to strengthen your self-insight, and then share who you are and what you believe in.
- State openly and sincerely your personal position or opinions. Avoid giving evasive or tentative responses to questions.

Improve the level of genuine and honest feedback you provide to others by practicing giving feedback in positive and constructive ways.

- Focus on the behaviour and not the person so that you can provide genuine feedback and avoid harsh feelings and the perception by the other person of being personally attacked.
- Provide specific examples of when the person is particularly effective and when they are less effective.

Consciously apply ethical standards and values in your daily decision-making. Consider the following guidelines:

- What are the consequences for the issue both in short and long-term for the government?
- Does the situation present a potential risk or danger to employees or clients?
- Is the reputation of the Organization in jeopardy?
- What advice would you provide if someone else came to you with the same issue?
- Consider the perspective of different stakeholders (e.g., customers, the local community). Would they be comfortable with the decision you are making?

Reflection Tip:

- * Think about the decisions that you have made and assess whether they meet or exceed your ethical standards.

Champion a commitment to values and ethical behaviour throughout.

- Treat others with the fairness and honesty with which you would like to be treated.
- Get involved in committees that monitor ethical issues in the government.
- Start a discussion group or task force to identify ethical issues of consequence.
- Develop a personal set of ethical guidelines for handling sensitive or confidential information.
- Review the guidelines for conduct.

Consider the issues on which you are willing to act against all opposition.

- Clarify for yourself what is and is not worth fighting for.
- If a rare opportunity comes up to act on principle, take it. But be sure you are certain of your ground.
- Plan opportunities to systematically reinforce actions in alignment with these key principles.