



## **LEADERSHIP INTEGRITY**

By

*The Jennings Group*

Hopkinton, NH

## INTRODUCTION

*"Integrity is doing the right thing, even if no one is watching." – Jim Stovall*

Integrity is something that most leaders value, but many do not realize that some of their own actions may undermine their integrity in the eyes of their coworkers and clients.

This session will grow the awareness of the different types of integrity and help participants grow their own integrity in these areas. Leaders who consistently "walk the walk" and model high integrity behavior with staff and clients develop higher levels of mutual trust and mutual respect, improve communication, improve morale and retention, generate higher levels of client satisfaction and more repeat business... and they can still look themselves in the eye in the mirror each morning.

This session also will provide a foundation for improving the integrity of staff, will include some methods for dealing with integrity issues in staff, clients, subcontractors, and others, and will discuss the consequences that can arise if integrity issues are not proactively addressed. Generational differences in perceptions of what qualifies as high integrity behavior will also be addressed. Participants should come away with a stronger understanding of the different facets of integrity, as well as practical steps they can take to grow that integrity in themselves and others.

## TODAY'S AGENDA:

- Introduction
- What erodes the trust of others?
- Low Integrity and Its Consequences in the Workplace
- High Integrity
- Personal Moral and Ethical Code
- The Relationship Between Integrity and Good Judgment
- Emotional Intelligence
- Generational Differences
- How to Grow Personal Integrity
- Dealing with People with Low Integrity
- Growing the Integrity of Staff
- Action Plan and Key Takeaways

Today's session will use a variety of short lectures, class discussions, small group exercises, role play activities, and written exercises. Please feel free to ask questions at any point, and please share your insights with the group.

## LOW INTEGRITY

What are some of the things you have seen that erode the trust of others?

The consequences of low integrity:

## HIGH INTEGRITY

What do we mean when we say someone has high integrity?

Do my people think of me as a high-integrity person and a high-integrity leader?

Do my people think of the other people in our organization as a high-integrity people?

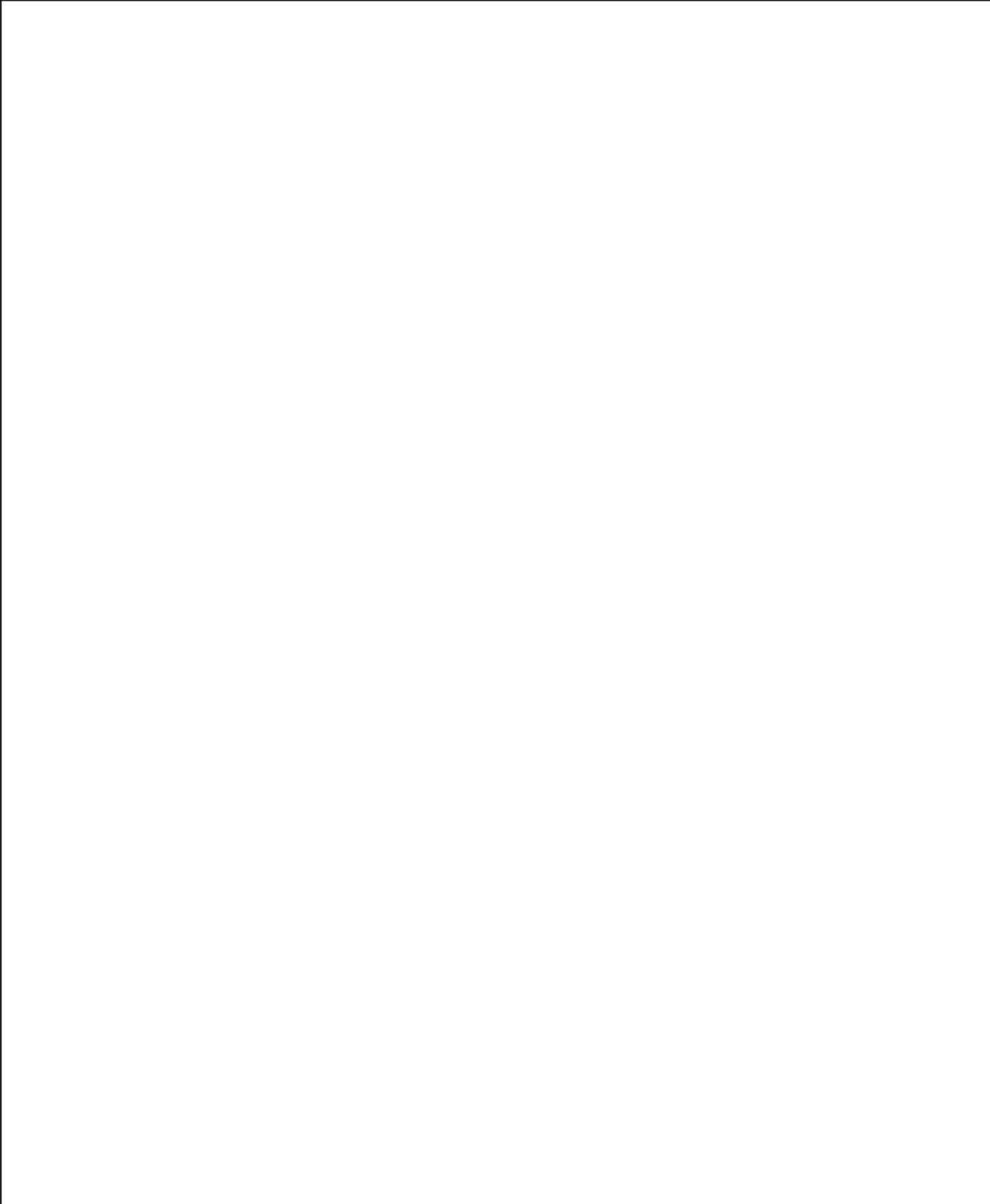
## MY PERSONAL MORAL AND ETHICAL CODE

What is my moral and ethical code?

This may be influenced by:

- Religion/Faith
- Parental/family influence
- Spouse influence
- Societal influence
- Personal insights and beliefs
- Life events and experiences
- Important statements and sayings
- Laws
- Ethical business practices
- Other

**THE RELATIONSHIP BETWEEN INTEGRITY AND GOOD JUDGMENT**



## EMOTIONAL INTELLIGENCE

Definition:

How does integrity relate to emotional intelligence?

## GENERATIONAL DIFFERENCES

I identify my generation as:

- Baby Boomer
- Generation X
- Millennial
- Rising Generation
- None of these

Do I identify any integrity problems with specific generational cohorts?

Do others identify any integrity problems with my generation?

**GENERATIONAL DIFFERENCES (CONTINUED)**

What do you think is causing these intergenerational issues?

What can we do to improve these intergenerational issues in the workplace?

**GROWING MY OWN INTEGRITY**

What I can do:

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# LEADERSHIP INTEGRITY IN THE WORKPLACE

What I can do:

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# ROLE PLAY EXERCISE #1

## Number of Role-Players: 4

- Supervisor
- Staffer 1
- Staffer 2
- Client

## The Situation:

Supervisor is a project manager (or similar level) in the organization. This person has a team, and different members of the team have been assigned portions of the project. The deadline for a major deliverable is approaching soon.

Staffer 1 needed materials from Staffer 2 to complete his/her assignment. Staffer 2 has not done the work. The Supervisor has a call with the Client scheduled to start in a few minutes and needs to give an update.

## The Role Play:

The Supervisor and Staffer 1 discuss the problem. The Supervisor then should handle it the way he/she prefers (e.g., call Staffer 2 in and talk to both together, talk to each one-on-one, etc.). All three of these role-players should try to handle the situation with high integrity. The Supervisor should then have the phone call with the Client and handle that call with high integrity. Feel free to be “creative” in the level of integrity in the Client’s response.

## The Debrief:

After running the role-play, the person playing the Supervisor should ask the other members of the group for feedback on everyone’s role-playing. Please provide:

- Positive feedback (e.g., “I liked how you handled X”)
- Negative feedback (e.g., “I think you intimidated Staffer 2 before you’d even confirmed the situation.”)
- Suggestions for different ways to respond

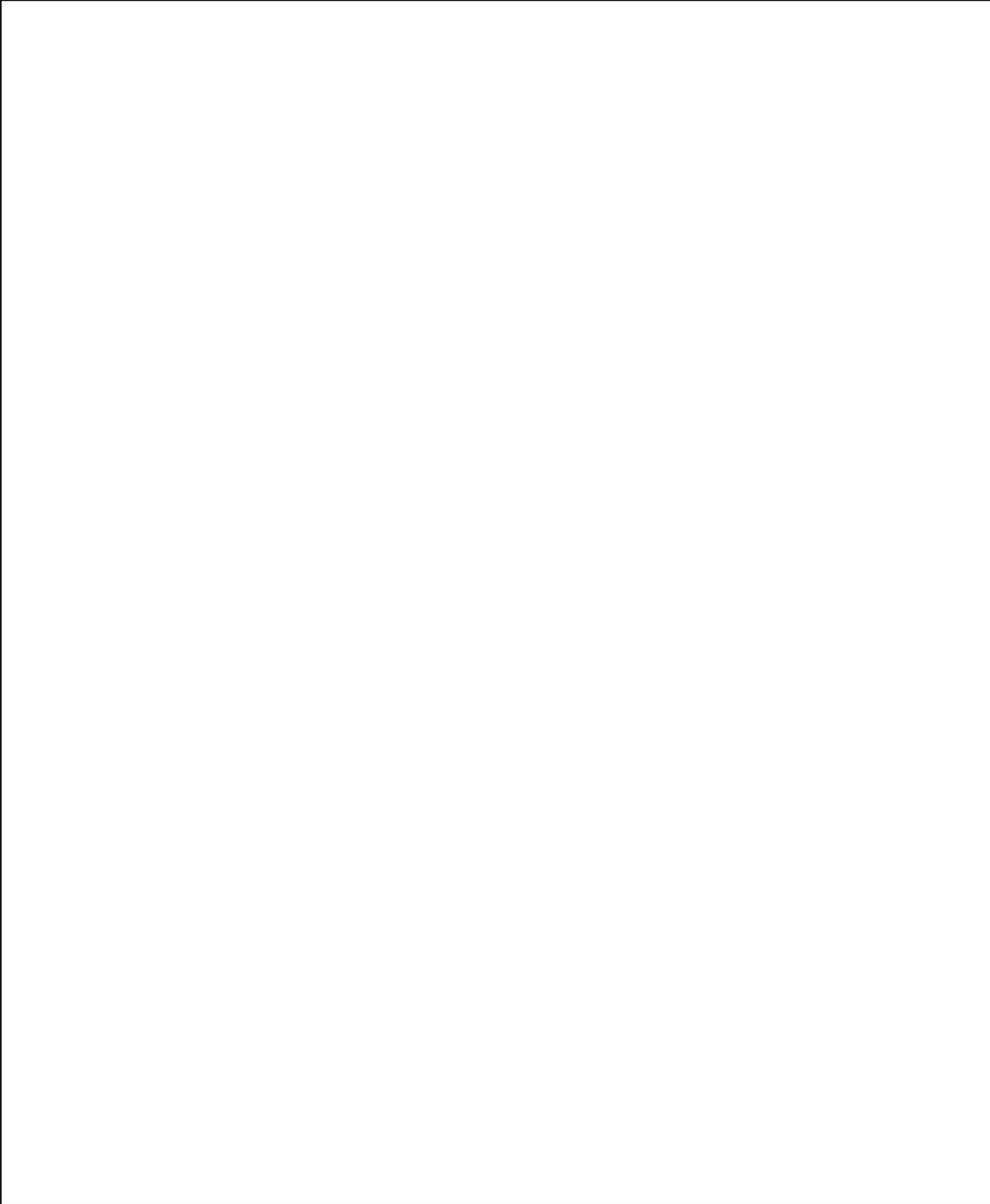
Please switch up the roles and then run the role play a second time, possibly including some of the suggestions from the first debrief. Repeat until everyone has had a chance to act as Supervisor, or until the time for this exercise runs out.

## ACTION PLAN

Improving my integrity in communication:

Showing integrity in the workplace:

**DEALING WITH LOW INTEGRITY IN OTHERS**



**GROWING THE INTEGRITY OF STAFF**

My expectations for integrity:

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## **GROWING THE INTEGRITY OF STAFF (CONTINUED)**

### **ROLE PLAY EXERCISE #2**

**Number of Role-Players: 1 with a small group audience (rotating lead)**

- Team Leader
- Staff Members

#### **The Situation:**

The Team Leader is a new project manager and has just been assigned a team to work on a new project. This is the kickoff meeting. There is a schedule and assignments of initial responsibilities; the role play is just one portion of this larger meeting.

#### **The Role Play:**

The team leader should explain his/her expectations for the integrity of the team.

#### **The Debrief:**

After running the role-play, the person playing the Team Leader should ask the other members of the group for feedback. Please provide:

- Positive feedback (e.g., "I liked how you handled X")
- Negative feedback (e.g., "The way you said X seemed a bit disrespectful, like you expected us all to have low integrity.")
- Suggestions for different ways to express the ideas

Please switch up the roles and then run the role play a second time, possibly including some of the suggestions from the first debrief. Repeat until everyone has had a chance to act as Team Leader, or until the time for this exercise runs out.

# GROWTH OF PERSONAL UNDERSTANDING

What areas of integrity have I not really considered before today?

What are the potential consequences for my team if I let integrity issues fester?

My key takeaways from today's session:

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