



A segment of 'PPM'
The Performance Prosperity Model

BUSINESS COACHING

PRINCIPLED COACHING TECHNIQUES

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The Principle of INTEGRITY

Integrity

Conduct all affairs with integrity, for which courage is the foundation, to do the right thing even when no one is watching.

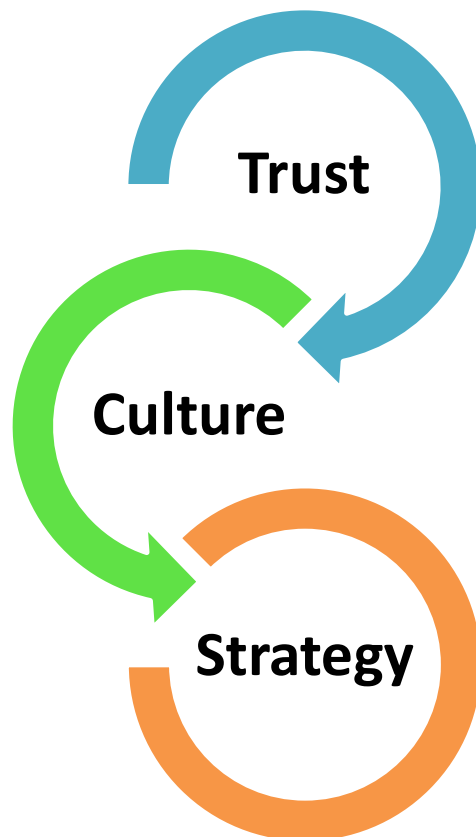
Cambridge dictionary defines Integrity as:

The quality of being honest and having strong moral principles that you refuse to change: No one doubted that the president was a man of the highest integrity.

PPM – The Performance Prosperity Model

Prosperity by Innovating – Societal progress is the basis for prosperity, and progress can only be ensured through innovation. Innovation is the mechanism for sustainable success and achievement. Personal achievement is the development of a holistic belief system of prosperity, where prosperity satisfaction is developed at the deepest psychological level which continuously evolves.

The model is based on three principle dimensions and 9 sub-dimensions.



The Learning Tool is designed to help employees better understand the meaning of the principle. You can use this tool for self-study, review it with your supervisor or co-workers or use it in conjunction with the *Exploring Tool* (if you are leading a group session) or the *Coaching Tool* (if you are a supervisor or team leader).



Integrity - Firm adherence to a moral code. Integrity is often described as doing the right thing, even when nobody is watching.

Integrity means going beyond what is legally required and doing the right thing, such as keeping your word, delivering on your promises and taking responsibility for your failures or mistakes.

Integrity is the foundation for trust and mutually beneficial relations with all constituencies – employees, customers, suppliers, governments, and communities. Companies are unlikely to survive, let alone thrive, if they do not have beneficial relations with all constituencies.

Courage - Mental or moral strength to venture forth, persevere and withstand danger, fear or difficulty.

Courage implies perseverance and withstanding danger, fear or difficulty when it is the right thing to do—even when doing so makes us uncomfortable or fearful.

Examples of situations that often require courage are: sharing bad news or feedback that is difficult for the other party to hear, admitting mistakes, raising concerns with your supervisor or co-workers, communicating your differences in opinion, articulating an idea or approach that is new or different from the current way of doing things.



EXPLORING TOOL

The Exploring Tool is designed to help employees explore each guiding principle through group discussions and exercises.

EXPLORATION QUESTIONS

These questions are provided as ways to further explore the meaning and purpose of Principle 1 – Integrity as well as how to effectively apply it in your work.

1. Who do you know who exemplifies this guiding principle? What specific behaviors do you see from this person?
2. Why is acting with integrity critical to an organization?
3. What are some specific situations in our line of work where acting with integrity is (a) critical to our long-term success and (b) not always easy to do?
4. What are some past work experiences that required courage? Be specific about the circumstances that required mental or moral strength. What would be the right thing to do in that situation if you were to face it today?
5. What situations in our current work require courage? For each situation, what are some actions individuals could take to handle the situation with integrity?
6. What can each of us do to promote this guiding principle within our team?

Develop your own team discussion questions:

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1. What do I do well when it comes to applying this principle?

REFLECTION

2. What could I do better when it comes to applying this principle? In what type of situations do I personally struggle to apply aspects of this principle?



Below are a few exercises your team can do together to further explore the meaning of The Principle of Integrity. Pick and choose exercises that are right for you – or come up with your own.

EXERCISE IDEAS

1. Study real-life examples (#1)

- Ask participants to come prepared to discuss examples of companies or individuals within companies who failed to conduct all affairs with integrity (e.g. Enron / Oxfam). They should bring articles or enough details about the situation to discuss the specific behaviors/actions.
- Potential discussion questions:
 - How did the actions effect organization?
 - What are some second- and third-order effects of the unethical behavior?
 - How did the individual(s) rationalize the behavior at the time of the incident?

2. Study real-life examples (#2)

- Ask participants to come prepared to discuss real-life examples at work of individuals exemplifying integrity.
- Discuss:
 - What were the specific behaviors/actions of the individual? Was it a difficult situation, why or why not?
 - What were some second- and third-order effects of the person's behavior? Why?

3. Explore "courage" in the other principles

- What is courage? How do you practice courage at work? How can you learn it?
- Discuss each as needed for clarification.
- Optional:
- Give everyone an index card.
- Ask each person to write down one thing the team can do to make it easier to demonstrate courage.
- Read the cards to the group without revealing who wrote the suggestion.



4. Explore realistic business situations

EXERCISE IDEAS

Before your session:

- Come up with a few different situations employees on your team might face while doing their work.
- Develop a handout that describes each scenario or be prepared to verbally communicate each scenario to the group.

At your session:

- Divide your team into groups of 2-3 people. Assign a different scenario to each team or assign the same situation to all groups at the same time. If you do the latter, you will have multiple rounds of the exercise.
- The assignment is for each group to determine 1) what would an employee's actions, decisions, behaviors be if he is practicing our Integrity principle and 2) what would an employee's actions, decisions, behaviors be if he is not practicing our Integrity principle? Have them be as specific as possible.
- Allow 5-10 minutes for small group discussion.
- Have each group present/explain their answers.
- At the end, discuss the real life opportunities to and challenges with applying this principle.



APPLICATION SCENARIOS

Although you may not face these exact situations, they are designed to help you identify coaching opportunities and provide you with different ideas on how you could help others understand and apply work more effectively.

Scenario 1:

Chance is a field operations technician. He is assigned work orders and once he completes the work, he updates the work order (date/time completed, description of actions taken) in the tracking system. You discovered that Chance has been marking work orders complete before the work is actually done and in some cases, he has not actually completed work as documented in the system.

Coaching Tips and Considerations:

- Be professional and respectful, but deal with the situation swiftly and with the proper assistance.
- Do not handle situations like this on your own. Contact HR for assistance.
- A matter like this would result in serious disciplinary action—possibly termination.

Scenario 2:

You observed Elsa take two different (opposite) positions on a business issue your team is addressing. When she was with Mason, she seemed to support his opinion. When she was with Ella, she seemed to support her opinion (which was very different from Mason's). This is one example, but you have noticed Elsa rarely takes a stand or offers a differing opinion.

Coaching Tips and Considerations:

- Have you had prior coaching conversations regarding this specific behavior? If so, reference the previous conversation(s) you've already had.
- If Elsa is not open to the conversation or has a reason for each individual circumstance, discuss the pattern of behavior.
- Ask questions to help understand why Elsa rarely offers a different opinion.
- Ask Elsa to practice (role play) offering alternative ideas or differing opinions with you.
- Help Elsa understand how she is not demonstrating courage—and how her behavior results in a lack of trust from others since they don't know if she is being open and honest with them.

