

Integrity/Honesty

Competency Development Activities

Competency Definition

Behaves in an honest, fair and ethical manner; shows consistency in words and actions; models high standards of ethics.

Developmental Activity Levels

All (A)

Applies to all competency levels

Beginner-Basic Knowledge (B)

A person at the Beginner-Basic Knowledge level has limited experience applying the competency. He/she applies general knowledge in common situations but has limited practical experience in applying the competency in a work environment presenting more complex situations.

Mid-level (M)

A person with mid-level proficiency has applied the competency repeatedly and successfully in the performance of his/her job but still has much to learn about the advanced aspects or behaviors associated with the competency. A person at this level can usually apply the competency on his/her own.

High (H)

A person at the High level has extensive knowledge of and experience with this competency and can apply the competency exceptionally well on the job without assistance. At this level one is an expert and has enough experience to teach the competency to others.

Articles, Books, and Websites

M Solomon, Robert C., "A Better Way to Think About Business: How Personal Integrity Leads to Corporate Success", Oxford University Press, March, 1999.

Excellence in business depends on "integrity, values and virtues" as much as profits, says author and philosopher Robert C. Solomon. This book presents the concept that most managers want to make the right ethical choices but need help in reconciling this with the bottom line. Reduces abstract ethical concepts into pragmatic, concrete advice for the beleaguered manager.

M Lennick, Doug, Kiel, Fred, "Moral Intelligence: Enhancing Business Performance and Leadership Success", Wharton School Publishing, May, 2005.

This book explains how to take integrity to the next level by describing how to develop, build

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and sustain trust throughout the organization. The book provides excellent, pragmatic advice for all of us who seek success in working with others. Integrity Works gives the reader an insightful and stimulating look into the lives of leaders who have put integrity into action.

M Badaracco, Joseph L., Defining Moments: When Managers Must Choose Between Right and Right, Harvard Business School Press, September, 1997.

This book reveals an alternative approach that will help you tackle the more complex and troubling question of what to do when doing the right thing requires doing something wrong, or leaving another right thing undone.

M Norton, Rob, "[Ethics: Don't Leave Home Without Them](#)", Corporate Board Member, Jan/Feb, 2003.

A candid interview with James A. Mitchell, former executive vice president at American Express and current Executive Business Fellow for Leadership at the Center for Ethical Business Cultures. He believes that ethical and profitable cultures are far from mutually exclusive.

M/H Seglin, Jeffrey L., The Good, the Bad, and Your Business: Choosing Right When Ethical Dilemmas Pull You Apart, John Wiley & Sons, March, 2000.

Show companies how to run more efficiently by improving their navigation of everyday moral business dilemmas. Looks at how others have faced moral dilemmas and gives you the tools to help you reach your own decisions. It is a world where ethics counts for everything but the ethical trigger points are entangled in people issues, time pressures, financial urgency and simple avoidance of uncomfortable choices. Seglin's informed and sensitive treatment leads us through these obstacles toward a path of open dialogue and honest questioning.

M Tony Simons, "[The High Cost of Lost Trust](#)", Harvard Business Review, September, 2002. HBR F0209A

It's common sense that managers should deliver on promises and demonstrate the values they preach, but what's the real cost when bosses fail to "walk the talk?" A hotel-industry study shows a stunning association between profitability and how workers perceive their managers' behavioral integrity.

M/H Gostick, Adrian, Telford, Dana, The Integrity Advantage: How Taking the High Road Creates a Competitive Advantage in Business, Gibbs Smith Publisher, April, 2003.

Prominent business leaders from some of North America's most respected companies discuss the role integrity has played in their successes, and offer examples of the importance of integrity in business today. Not merely a collection of essays, however, the authors also share an effective system of decision-making designed to help anyone implement integrity into every action.

M Seglin, Jeffrey L., "[The Right Thing: Conscience, Profit and Personal Responsibility in](#)

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Today's Business", Spiro Press, April, 2003.

In this book, Seglin presents both ethical dilemmas as well as their proposed solutions in a clear and objective light, offering unparalleled honesty to the discussion of business ethics. He presents the difficult choices that companies make in the real world-how some do the right thing and others don't and shows how you can make good choices that make good business sense.

M Seglin, Jeffrey L., ["Ethics: Good for Goodness' Sake"](#), CFO, October, 2002. According to the author, the trouble with demanding ethical behavior is that unless those doing the demanding heed their own words, the call rings hollow. In fact, it's likely to do more damage than good if you're going to proclaim such behavior but practice otherwise. He explains the meaning of ethics and describes the business benefits of ethical behavior.

H Dana Telford, Adrian Gostick, [Integrity Works: Strategies for Becoming a Trusted, Respected and Admired Leader](#), Gibbs Smith Publishers: March 2005

Integrity Works provides excellent, pragmatic advice for all of us who seek success in working with others. This book gives the reader an insightful and stimulating look into the lives of leaders who have put integrity into action

H Hoenig, Christopher, ["On-the-Job Trust is Built on Faith" \(ASP\) "Brave Hearts", \(HTML\)](#), 69.5 KB CIO, November, 2000.

The author presents ideas for demonstrating integrity and building courage while contending that courage and integrity are at the core of successful leadership.

H Badaracco, Joseph L., Jr., ["Leading Quietly: An Unorthodox Guide to Doing the Right Thing"](#), Harvard Business School Press, January, 2002. HBSP 4878

Quiet leaders don't fit the stereotype of the bold and gutsy leader, and they don't want to. What they want is to do the "right thing"--for their organizations, their coworkers, and themselves--but inconspicuously and without casualties. Drawing from extensive research, the author presents eight practical yet counterintuitive guidelines for situations in which right and wrong seem like moving targets.

H Kitts, Kara, ["On-the-Job Trust is Built on Faith"](#), Employment Review Online, November, 2000.

Establishing faith in someone or something can be hard for people, especially in the workplace. But without it, a company and its workers are more than likely going to struggle. This article discusses the obstacles to trust, as well as strategies to build and retain trust.

H Maxwell, John C., ["There's No Such Thing As "Business" Ethics: There's Only One Rule For Making Decisions"](#), Warner Books, August, 2003.

Maxwell shows how people can live with integrity by using the Golden Rule as their standard--

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regardless of religion, culture, or circumstances. Along the way, he delves into the desires of the human heart, reveals the five most common pitfalls that throw people off the ethical track, and teaches how to develop the Midas touch when it comes to personal integrity.

H ["TSA Guide to Major Ethics Rules"](#) (Word 199KB)

This is a brief guide to the rules of ethical conduct. The guide highlights the key rules contained in the Standards of Ethical Conduct for Employees in the Executive Branch and other laws. This guide is not comprehensive and the rules can sometimes be difficult to apply to particular situations. You are strongly encouraged to consult with TSA ethics officials for advice in any of the areas addressed below. Contact TSA ethics counsel (contact information on last page) with any questions regarding ethics rules. Check the TSA website for an updated list of TSA ethics counsel contacts.

Activities

B Consult with your supervisor and/or Legal about any ethical issues which you are not sure how to handle.

B/M Take the next opportunity to speak up on behalf of a coworker whose ideas are not getting the attention or support they deserve.

M At a staff meeting, ask others to share lessons learned from personal experiences with handling ethical violations or questionable situations.

H Become well-versed in the TSA Code of Ethics and apply them to your job.

H For the next week, ensure that whenever you make a commitment, you do whatever it takes to meet it. This includes keeping the people involved updated on your status, especially if the commitment needs to be re-negotiated. At the end of the week, analyze how you did and determine what you need to do in the future to ensure that you can better deliver on the commitments you make (e.g., don't promise what you cannot deliver, mobilize resources/help you will need to meet particularly challenging commitments).

H In the next meeting you have with a trusted colleague, openly acknowledge a limitation you have or a recent mistake you made, and take action to address or resolve the issue.

H Prior to informing others of a difficult or controversial change, write out a list of steps you will take to ensure fairness.

H Quiz yourself at the end of each month on instances where you have gone back on your word or failed to follow through on an action. Follow up on these instances and ensure they are avoided in the future.

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Coaching Suggestions for Managers

M Conduct explicit discussions with staff members on how to make the organization's values visible in the way they run their work group and/or do their job. Ask them identify specific practices, actions and behaviors that they will demonstrate on the job to model, implement or to reinforce the values. Together, identify opportunities to demonstrate them in the workgroup. Check periodically to see if they have followed through.

H Assign a staff member a one-week task of analyzing the impact of their actions and behavior on others' perception of their integrity. Agree to meet with them to review key actions, decisions and responses to situations during that week and ask questions to help them assess how others perceived them. Provide your own observations and feedback to enhance their awareness in areas where they have blind spots. Have personal, one-on-one discussions with them when they do something that damages their credibility. Discuss what they can do to correct mistakes or overcome/
change negative perceptions.

H Encourage staff members to analyze role models by thinking about people they know who they find trustworthy. Ask them to write a paragraph on what these role models do or say that demonstrates credibility and authentic concern for others. By contrast, has someone lost their trust? Why?