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INTEGRITY: A POSITIVE MODEL THAT INCORPORATES THE NORMATIVE PHENOMENA OF MORALITY, ETHICS AND LEGALITY (PDF file of Keynote Slides)

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Abstract

We present a positive model of integrity that provides powerful access to increased performance for individuals, groups, organizations, and societies. Our model reveals the causal link between integrity as we distinguish and define it, and increased performance and value-creation for all entities, and provides access to that causal link. Integrity is thus a factor of production as important as knowledge and technology, yet its role in productivity has been largely ignored or unnoticed by economists and others.

The philosophical discourse, and common usage as reflected in dictionary definitions, leave an overlap and confusion among the four phenomena of integrity, morality, ethics, and legality. This overlap and confusion confound the four terms so that the efficacy and potential power of each is seriously diminished.

In this new model, we distinguish all four phenomena – integrity, morality, ethics, and legality – as existing within two separate realms. Furthermore, within their respective realms, each of the four belongs to a distinct and separate domain. Integrity exists in a positive realm devoid of normative content. Morality, ethics and legality exist in a normative realm of virtues, but in separate and distinct domains.

This new model: 1) encompasses all four terms in one consistent theory, 2) makes clear and unambiguous the “moral compass” potentially available in each of the three virtue phenomena, and 3) provides this clarity in a way that raises the likelihood that the now clear moral compasses can actually shape human behavior.

This all falls out primarily from the unique treatment of integrity in our model as a purely positive phenomenon, independent of normative value judgments. Integrity is, thus, not about good or bad, or right or wrong, or what should or should not be.

We distinguish the *domain* of integrity as the objective state or condition of an object, system, person, group, or organizational entity, and *define* integrity as a state or condition of being whole, complete, unbroken, unimpaired, sound, perfect condition.

We assert that integrity (the condition of being whole and complete) is a necessary condition for workability, and that the resultant level of workability determines the available opportunity for performance. Hence, the way we treat integrity in our model provides an unambiguous and actionable access to the opportunity for superior performance, no matter how one defines performance.

For an individual we distinguish integrity as a matter of that person’s word being whole and complete. For a group or organizational entity we define integrity as what is said by or on behalf of the group or organization being whole and complete. In that context, we define integrity for an individual, group, or organization as: honoring one’s word.

Oversimplifying somewhat, honoring your word, as we define it, means you either keep your word or, as soon as you know that you will not be keeping your word, you say that you will not to those who were counting on your word and clean up any mess caused by not keeping your word. By “keeping your word” we mean doing what you said you would do and by the time you said you would do it.

Honoring your word is also the route to creating whole and complete social and working relationships. In addition, it provides an actionable pathway to earning the trust of others.

We demonstrate that the application of cost-benefit analysis to one’s integrity guarantees you will not be a trustworthy person (thereby reducing the workability of relationships); and, with the exception of some minor qualifications, also ensures that you will not be a person of integrity (thereby reducing the workability of your life). Your performance, therefore, will suffer. The virtually automatic application of cost-benefit analysis to honoring one’s word (an inherent tendency in most of us) lies at the heart of much out-of-integrity and untrustworthy behavior in modern life.

In conclusion, we show that defining integrity as honoring one’s word provides 1) an unambiguous and actionable access to the opportunity for superior performance and competitive

Preliminary and incomplete, comments welcome

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advantage at both the individual and organizational level, and 2) empowers the three virtue phenomena of morality, ethics and legality.

Integrity: A Positive Model that Incorporates Morality, Ethics and Legality

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Where Integrity Stands In The World Today

- [One only need read the newspaper for five days in a row to be clear that in every facet of life we are losing the war on the battlefield of integrity
- [Everyone espouses integrity but few live it

Our Intention Today: Introduce a New Model of Integrity

- [Begin the development of a language to deal powerfully with the effects of integrity on corporate, market, personal and policy issues
- [Distinguish integrity in a way that involves no normative aspects
- [Distinguish integrity as a hidden yet critical factor of production, equivalent in importance to labor, capital, technology, knowledge, and strategy
- [Reveal the effects of integrity on performance of individuals, groups and organizations – not to mention the quality of life
- [Distinguish Ethics, Morality, Legality (and Sincerity) from Integrity, and show how they relate to integrity (and therefore to performance)
- [Show how applying cost/benefit analysis to one's integrity guarantees you will be untrustworthy and out of integrity

Integrity:

- [**Definition:** *Webster's New World Dictionary.*
- [**1. the quality or state of being complete; unbroken condition; wholeness; entirety**
- [**2. the quality or state of being unimpaired; perfect condition; soundness**
- [**3. the quality or state of being of sound moral principle; uprightness, honesty, and sincerity**
- [**We use the word in this work according to Definitions 1 and 2.**
 - We do not use it to refer to a moral or ethical code or to denote right vs. wrong, or good vs. bad
 - The way we use integrity is defined without reference to values

Integrity As Distinguished In This New Model:

— [Integrity exists in a positive realm, and within that realm it exists in the domain of the objective state or condition of an object, system, person, group or organizational entity, and is defined as:

— **The state or condition of being whole, complete, unbroken, unimpaired, sound, perfect condition**

The Long-Neglected Role of Integrity As A Factor of Production

- [Economics, Finance, and Business scholars tend to avoid discussions or considerations of integrity because it occurs to them as “normative”
 - Whether you *like* integrity or not is a *normative* value judgement on your part
- [The *effect* of integrity or the lack of it on value, productivity, etc., is a *positive (empirical)* proposition
 - Our posited link between integrity and value is no more normative than the posited link between the net present value rule for investment decisions & corporate value.
- [“Long run value creation requires integrity” is a positive proposition that is testable and refutable
 - And the positive effects of integrity or its absence have too long been invisible in the business community

Integrity of an Object: Definition

- [An *object* has integrity when it is whole and complete
 - Something without integrity doesn't work
 - Think of a wheel with missing spokes, it is not whole, complete. It will become out-of-round, work less well and eventually stop working entirely.
- [Likewise, a *system* is in integrity when it and is whole and complete

The Integrity-Workability-Performance Cascade

- [When an object is out of integrity it becomes less workable
- [Workability is the bridge to performance
 - As an entity becomes less workable its opportunity set (the available opportunity for performance) declines
- [Thus, integrity becomes a necessary (but not sufficient) condition for maximum performance.
 - Many things affect performance, including competitive, organizational, financial and human strategy
- [**The bottom line:** Ceteris paribus, as integrity declines workability declines
- [And as workability declines the opportunity for performance declines (e.g., corporate value, but however you wish to define performance)
 - And the impact on performance is huge: 100% to 500%

If Integrity Is So Important To Productivity and Accomplishment

- [Why is out-of-integrity behavior so universally observed?
- [The integrity-performance paradox
- [The Seven factors contributing to the veil of invisibility

Integrity for A Person

- [Is a matter of that person's word, nothing more, nothing less in this positive model of integrity
- [A person is in integrity when his or her word is whole and complete

Integrity of A Person

Your Word Defined:

— [**W1. What You Said:** Whatever you said you will do, or will not do (and in the case of do, doing it on time). (Note: Requests of you become your word unless you have responded to them in a timely fashion.)

— [**W2. What You Know:** Whatever you know to do, or know not to do, and if it is do, doing it as you know it is meant to be done (and doing it on time), unless you have explicitly said to the contrary.

— [**W3. What Is Expected:** Whatever you are expected to do or not do (and in the case of do, doing it on time), unless you have explicitly said to the contrary. (Note: What you expect of others is not for you their word.)

— [**W4. What You Say Is So:** Whenever you have given your word to others as to the existence of some thing or some state of the world, your word includes being willing to be held accountable that the others would find your evidence makes what you have asserted valid for themselves.

— [**NOTE: This is your Word, not Integrity**

Relation Between My Word and Morality, Ethics, and Legality

- [Getting ahead of ourselves a little:
 - We will define precisely what is meant by Morality, Ethics and Legality later, but for now . . .
- [The Social Moral Standards, the Group Ethical Standards and the Governmental Legal Standards of right and wrong, good and bad behavior in the society, groups and state in which I enjoy the benefits of membership
 - **Are also part of my word** (what I am expected to do)
 - Unless I have explicitly and publicly expressed my intention to not keep one or more of them and
 - I am willing to bear the costs of refusing to conform

Morality, Ethics and Legality and Your Word

- Thus Morality, Ethics and Legality are part of your word by your mere presence – unless you explicitly say that you do not give your word to one or more of those “rules”.
- Gandhi is an example. He was explicit about the rules he would not follow and was willing to bear the consequences

Keeping Your Word

— [You keep your word by:

— [doing what you said you would do and on time

— [doing what you know to do and doing it the way it was meant to be done, and on time, unless you have said you would not do it

— [doing what others would expect you to do even if you have never said you would do it, and doing it on time, unless you have said you would not do it

— and you have made your expectations of others clear to them by making explicit requests

— [being willing to be held accountable (when you assert something) that others would accept your evidence on the issue as valid

Integrity Is *Honoring* Your Word

— [While you cannot always *keep* your word
(unless you are playing a small game in life)

— [You can always *honor* your word

Integrity: Honoring Your Word

OR:

1. **Keep** your word as we have just defined it
2. Whenever you will **not be keeping** your word, just as soon as you become aware that you will not be keeping your word (including not keeping your word on time) saying to everyone impacted:
 - a. that you will not be keeping your word, and
 - b. that you will keep that word in the future, and by when, or that you won't be keeping that word at all, and
 - c. what you will do to deal with the impact on others of the failure to keep your word (or to keep it on time).

In short, honoring your word means either keeping your word or being responsible for not doing so by maintaining your integrity (**a** and **b** above) and “cleaning up the mess” you have imposed on others who were depending on that word being kept (**c** above).

The Power Of Honoring Your Word When You Will Not Keep Your Word

— [When the literature on trust talks about “walking the talk”, it says that to be trusted you must keep your word

— [However, unless you give your word to virtually nothing, you will not always keep your word

— [*When it is impossible or inappropriate to keep your word, or even just choosing not to keep your word, honoring your word allows you to maintain your word as whole and complete*

— Surprising to most people is the fact that you will engender a greater degree of trust (and admiration) when you *do not keep* your word, but

— You *do honor* your word

The Power Of Honoring Your Word When You Will Not Keep Your Word (continued)

— [23.3% of the “ . . . ‘memorable satisfactory encounters’ involve difficulties attributable to failures in core service delivery. . . From a management perspective, this finding is striking. It suggests that even service delivery system *failures* can be remembered as highly satisfactory encounters if they are handled properly. . . One might expect that dissatisfaction could be mitigated in failure situations if employees are trained to respond, but the fact that such incidents can be remembered as very satisfactory is somewhat surprising.” (*Italics* in original.) (Bitner, Booms and Tetreault - 1990, pp. 80-81)

Integrity of an Organization: Definition

- An organization (or any human *system*) is in integrity when:
 - 1. It is whole and complete with respect to its word
 - That means nothing is hidden, no deception, no untruths, no violation of contracts or property rights, etc.
 - 2. That is to say: It honors its word

Workability: The Bridge between Integrity and Value Creation

— [The greater an entity, person, or system is out of integrity, the less well it works

— Put simply (and somewhat overstated) :

— “Without integrity nothing works”

— We use this as a heuristic

— Put more carefully:

— As integrity declines, workability declines, and as workability declines, value (or more generally, the opportunity for performance) declines

— Thus value maximization (or the maximization of whatever performance measure you choose) requires integrity

The Costs of Dealing with an Object, Person, Group, or Entity that is Out of Integrity

- [Consider the experience of dealing with an object that lacks integrity.
- [Say a car or bicycle or air conditioning system
 - When one or more of its components is missing or malfunctioning it becomes unreliable, unpredictable, and it creates those characteristics in our lives
 - The car fails in traffic, we create a traffic jam, we are late for appointments, fail to perform, disappoint our partners, associates, and firms
 - In effect, the out-of-integrity car **creates** a lack of integrity in our life with all sorts unworkability fallout
- [And this is true of our associations with persons, groups or organizations that are out of integrity. The effects are huge, but generally unrecognized.

Examples of Out-Of-Integrity Behavior are Legion

— We list but a few examples. As individuals we regularly:

- make promises and commitments we do not keep,
- show up late and/or not prepared for meetings, or don't show up at all,
- surreptitiously read documents, answer emails, work on other matters while in meetings,
- fail to return telephone calls when promised,
- violate or play games with negotiated agreements,
- lie to others including our spouses, children, partners, friends, organizations (including not being straight when it is merely uncomfortable to do so),
- cheat on spouses,
- cheat on taxes,
- steal (e.g., keep the excess change mistakenly given at the checkout counter, or padding expense reports),
- fail to return found items even when the identity of the owner is clear,
- using the web for personal reasons while working, including shopping on line,
- and on and on.

Examples of Out-Of-Integrity Behavior are Legion (continued)

Raising the ante to more serious levels, one only has to peruse the pages of any recent newspaper to find examples of violations of integrity of the following kinds:

- students cheating in their undergraduate and graduate courses
- corporate officers not enforcing their stated ethical codes
- corporate managers not honoring their word
- corporate managers not honoring their company's word
- corporate officers stealing from their companies
- corporate officers secretly backdating their options award so that the exercise prices were the lowest for the quarter or the year
- individuals, brokers and corporate officers engaging in insider trading
- corporate officers knowingly lying to shareholders, creditors, customers and others about their financial status
- millions of people stealing music and movies over the internet in violation of copyright law while denying those violations
- Catholic priests sexually abusing children
- doctors abusing their patients and defrauding Medicare and other insurance companies
- lawyers committing fraud in their practice of law
- scholars and writers committing plagiarism or other fraud

Costs of Lack of Integrity and The Veil of Invisibility

— [Almost all people, and organizations fail to see the costs imposed by a lack of integrity.

— The unworkability and consequent misery and low performance generated by the lack of integrity occurs to people and organizations as the water to fish or the air to birds.
It is just the way it is.

— [An example of:

— “You cannot manage what is undistinguished. Therefore it will run you.”

— [*The “Integrity-Performance” Paradox*

— People & organizations while committed to performance systematically sacrifice integrity in the name of increasing performance and thereby reduce performance.

— How can this occur?

— [*If Operating With Integrity Is So Productive, Why Do People Systematically Sacrifice their Integrity and Suffer the Consequences? Why are they blind to these effects?*

Seven Causes of the Veil of Invisibility-1

— [**1. When integrity exists as a virtue for people or organizations rather than as a necessary condition for performance they are led to easily sacrifice integrity (virtue) when it appears that they can gain an advantage (increase performance) by doing so.**

— Sacrificing some integrity as virtue is no different than sacrificing courteousness or new sinks in the men's room when a person or organization must do so to succeed

Seven Causes of the Veil of Invisibility-2

— 2. Self Deception about being out of integrity

- People generally do not see when they are out of integrity.
- People systematically lie to themselves about who they have been and what they have done. As Chris Argyris puts it:
- “Put simply, people consistently act inconsistently, unaware of the contradiction between their espoused theory and their theory-in-use, between the way they think they are acting and the way they really act.” Argyris, Teaching Smart People How to Learn, Harvard Business Review, 1991

Seven Causes of the Veil of Invisibility-3

— [**3. The belief that integrity is keeping one's word, period**

- And this leaves no way to maintain integrity when it is not possible or is inappropriate to keep one's word
- And that leads to concealing not keeping one's word which adds to the veil of invisibility about the impact of integrity as a factor of production

Seven Causes of the Veil of Invisibility-4

4. FEAR

When maintaining your integrity (acknowledging that you are not going to keep your word and clean up the mess that results) occurs for you as a threat to be avoided, rather than simply a challenge to be dealt with, then you will find it difficult to maintain your integrity.

The fear of looking bad and losing power and respect when not keeping one's word, combined with the apparent short-term gain from hiding it and avoiding the fear, blinds people to the long-term loss caused by this lack of integrity

Thus out of fear we are blinded to (and therefore mistakenly forfeit) the power and respect that accrues from acknowledging that one will not keep one's word

Seven Causes of the Veil of Invisibility-5

- **5. Integrity is not understood to be a factor of production.**
 - Leading people to make up false causes and unfounded rationalizations as the source(s) of failure
 - Which in turn conceal the lack of integrity as the source of the reduction of the opportunity for performance that results in failure

Seven Causes of the Veil of Invisibility-6

6. When giving their word, people do not do a cost/benefit analysis on keeping their word

- When giving their word, most people are merely well-meaning (sincere). The truth about which they are unaware is that they are **IRRESPONSIBLE**
- People generally do not see the giving of their word as:
 - “I AM going to **MAKE** this happen”
 - If you are not doing this you will be out of integrity
 - Generally people give their word **INTENDING** to keep it
 - If anything makes it difficult or even inconvenient to deliver, then they provide **REASONS** instead of results

Seven Causes of the Veil of Invisibility-7

- [**7.** The failure to apply cost/benefit analysis to the decision to apply cost/benefit analysis to honoring one's word.

Integrity, Trust and the Economic Principle of Cost/Benefit Analysis

- [**Treating integrity as a matter of cost/benefit analysis guarantees you will not be a trustworthy person, or with a small exception, a person of integrity**
- [If I apply cost/benefit analysis to honoring my word, I am either out of integrity to start with because I have not stated the cost/benefit contingency that is in fact part of my word (I lied), or to have integrity I must say something like the following:
 - [“I will honor my word when it comes time for me to honor my word if the costs of doing so are less than the benefits.”
 - Such a statement, while leaving me with integrity is unlikely to engender trust.
 - In effect I just told you that I am an unmitigated opportunist.

Cost/Benefit Analysis and Integrity (continued)

- [In a sense, I have given you my word that you cannot trust me to honor my word.
- [At best you are left guessing what costs and benefits I will be facing when it comes time for me to honor my word.
 - And if the costs are greater than the benefits (as I see them) I will not honor my word
 - Therefore I would be for you an untrustworthy person.
 - The Bottom Line: for a person of integrity, *there is no choice* when it comes time to honor one's word.

Cost/Benefit Analysis and Integrity (continued)

- [Nevertheless, the economic prediction that as the costs of being in integrity rise, more people or organizations will be out of integrity (and vice versa)
- Is highly likely to be consistent with observed behavior.
- [The problems in education or in business strategy arise when we do not keep these separate domains distinct.
- [We then inadvertently teach or induce students, employees and managers to not see the costly consequences of out of integrity behavior

Cost/Benefit Analysis and Integrity (continued)

- [To Repeat: In order to be in integrity you must apply cost/benefit analysis to *giving* your word
- [If I take on integrity as who I am, then I should and will think carefully before I give my word, and I will recognize I am putting myself at risk when I do so
- [And I will never give my word to two or more things that are mutually inconsistent.

Empirical Evidence on the General Failure of Keeping One's Word

— [Study of business values

— By Oakley and Lynch (2000) finds (in a choice situation performed by 708 undergraduate and graduate business students and executives) that "Promise-Keeping" comes in 5th (last) in competition with "overcoming adversity", "competency", "work ethic", and "loyalty/seniority" (in that order).

— And this is independent of age, supervisory experience, gender, or self-reported importance of religion.

— See: Oakley, Ellwood F. and Patricia Lynch. 2000. "Promise-keeping: A Low Priority in a Hierarchy of Workplace Values." *Journal of Business Ethics*, V. 27, No. 4: Oct, pp. 377-92.

Integrity Is The Pathway To Trust

- [Trust is not something you can do.

- [It is the result of your actions in honoring your word.

- [Is not the same as likeability, we all know people who we like, but we do not trust

- [To Be Trusted by others is incredibly valuable, and the path to it is honoring your word

- Integrity is something you can do

- When you honor your word, trust becomes almost instantly available

The Bad News on Integrity

- [It's easy to honor your word when it doesn't cost you anything
 - The rubber meets the road when honoring your word costs you something
 - Then you have to choose between honoring your word and bearing the cost
 - The cost could range from personal or to organizational
- [Why choose to honor your word?
 - Because that's all you have that makes a difference in life
 - In economists language, the long-run costs of out of integrity behavior is huge relative to the benefits, and yet people systematically underestimate these costs

Bad News on Integrity

- [Yet it is exactly those times where we must bear costs to stay in integrity that we forgive ourselves this duty
 - However, when it costs us something to behave with integrity is exactly when it is valuable to others that we be in integrity
- [What is surprising is how little the costs need be to push us out of integrity
 - We sacrifice integrity to avoid imposing costs on friends, lovers, bosses
 - What's more, we sacrifice our integrity "to protect" the reputations of the institutions we serve, and damage them severely in the not-too-long term.

Morality: Definition

- Webster's New World Dictionary variously defines morality as: moral quality or character; rightness or wrongness as of an action; the character of being in accord with the principles or standards of right conduct; principles of right and wrong in conduct. The synonym comparison section in this dictionary states: moral implies conformity with the generally accepted standards of goodness or rightness in conduct or character
- In this new model of integrity we distinguish morality specifically as a social phenomenon and define it as: In a given society, in a given era of that society, morality is the generally accepted standards of right and wrong conduct, and what is considered by that society as good behavior and what is considered bad behavior of a person, group, or entity.

Ethics: Definition

- [Webster's New World Dictionary variously defines "ethical" as: having to do with ethics or morality; of or conforming to moral standards; conforming to the standards of conduct of a given profession or group. The synonym comparison section states: ethical implies conformity with an elaborated, ideal code of moral principles, sometimes specifically, with the code of a particular profession.
- [In this new model of integrity we distinguish ethics specifically as a group phenomenon, and define it as: In a given group (the benefits of inclusion in which group a person, sub-group, or entity enjoys), ethics is the agreed on standards of right and wrong conduct; what is considered by that group as good and bad behavior of a person, sub-group, or entity that is a member of the group, and may include defined bases for discipline, including exclusion.

Legality: Definition

— [The Oxford American Dictionary defines “legality” as the quality or state of being in accordance with the law, and defines law as the system of rules that a particular country or community recognizes as regulating the actions of its members and may enforce by the imposition of penalties.

— [In this new model of integrity we distinguish legality specifically as a governmental phenomenon, and define it as: the system of laws and regulations that are enforceable by the state (federal, state, or local governmental body in the U.S.) through the exercise of its policing powers and judicial process, with the threat and use of penalties.

— The state’s formal monopoly on violence through its police powers gives the state the right/power to put one in jail, and even to kill a person or to destroy an organization. Other rules and regulations in the social system do not have the property of legitimate use of violence, including morality and ethics.

Relation Between My Word and Ethics, Morality, and Legality

- [My membership in a group, or organization, and presence in a city, state, country or society means that, unless I have declared to the contrary, my word includes what I know to do or not do and what is expected of me to do or not do that are given by these entities. And these include:
 - The standards of right and wrong conduct, good and bad behavior given by the moral and ethical codes and the systems of laws of the groups, organizations, society, and governmental entities to which I belong or in which I am present.

Morality, Ethics and Legality and Your Word

- Thus Morality, Ethics and Legality are part of your word by your mere presence – unless you explicitly say that you do not give your word to one or more of those “rules”.

The Power in Recontextualizing the Virtue Concepts to My Word

- [The standards and policies of society, groups, organizations, and state are converted from
 - something inflicted on me (someone else's will or in the language of this new model "someone else's word"),
 - to my word – thus, leaving me with the power to honor my word, either by keeping it, or saying I will not and dealing with the consequences.

Sincerity: Definition

- [Webster's New World Dictionary variously defines "sincere" as: without deceit, pretense, or hypocrisy; truthful; straightforward; honest; being the same in actual character as in outward appearance; genuine; real.
- [In this new model of integrity we distinguish sincerity as an internal state phenomenon regarding what one says, and define it as: The degree to which a person, group or organization is well-meaning regarding that to which they give their word.
- Webster's defines "well-meaning" as: having good or kindly intentions; said or done with good intentions, but often unwisely or ineffectually.

Sincerity

- [Sincerity is irrelevant to my word as it relates to integrity.
- [If I gave my word, I gave my word. Period.
 - If I did not intend to keep my word and did not say that when I gave it, I lied. And by definition that puts me out of integrity.
- [In terms of results produced, dealing with someone who is sincere (but does not honor his word) gives exactly the same results as dealing with someone who is an outright liar.
- [Substituting the virtue of sincerity for integrity is often a subconscious (and effective) ruse to avoid being responsible for failing to honor my word when I do not keep it.

The Bottom Line: Relation between the Virtue Concepts and Integrity

- [Integrity is value free (but incredibly important) because it provides access to workability which is the path to performance (however you wish to define it in your life or your organization) and to trust.
- [Morality, Ethics and Legality are the social forces that introduce and influence values (good, bad, right, wrong, etc) in humans as individuals, and in human groups, organizations, societies, and governmental entities.
- [Morality, Ethics and Legality (when designed & implemented properly) improve the ability of individuals and organizations to maintain integrity. *And vice versa.*
- Suppose that the ethics code requires members of the group to act with integrity.

The Bottom Line (continued)

- [Integrity As We Define It:
- [Makes the Moral Compass available in each of the three Virtue phenomena clear and unambiguous, and
- [Does this in a way that increases the likelihood of the now clear moral compass being used in practice
- [Each of these becomes part of *your word*

Where is your word when it comes time to honor it?

- [Without a powerful answer to this question you will be out of integrity.
- And trust will not be present in your life.
- [This takes us to time management, and a system for keeping effective track of our word, and the words of others.
- [The To Do list is a fundamentally corrupt way to manage your life and all there is for you to do and handle
- [Each person must confront the fact that: **you cannot get it all done**

You Must have a Way To Deal with the Fact that You Will Not Get It All Done

- [Everything gets done in a “now”
- [Schedule a now (or series of nows) to do it when you give your word
 - By the way, if you don’t give a date with your word you have only had a social conversation, not a promise.
- [What about the stuff you can’t schedule?
 - Create a “Not Doing It Now” list
 - Can’t be longer than you could schedule in your normal planning horizon
- [Put on the “Never Doing It Now” list the things that as of now you are never doing (now)
 - Notify each person who cares that you are never doing that now. Puts you back in integrity.
- [Now at any moment in life you have nothing to do but what you are doing!

Some Clues to Out of Integrity Behavior in Organizations

- [Win at any cost
- [Everyone else is doing it.
- [We've always done it. This is the way this business works.
- [If we don't do it, somebody else will.
- [Nobody's hurt by it.
- [It doesn't matter how it gets done, as long as it gets done.
- [It works, so lets not ask too many questions.
- [No one's going to notice.
- [It's legal, but . . .
- [It's too expensive

Common Violations of Integrity in Governance Systems

- [Failure to establish and monitor integrity of the organization
- [Undiscussables in the board room
 - No system, especially a governance system can be in integrity if there are issues that cannot be discussed.
 - Yet undiscussables are rampant in virtually all board rooms
 - And it is undiscussable that there are undiscussables

A Picture of Integrity

- [What would your life be like, and what would your performance be, if it were true that:
 - You have done what you said you would do and you did it on time
 - You have done what you know to do, you did it the way it was meant to be done, and you did it on time
 - You have done what others would expect you to do , even if you never said you would do it, and you did it on time, or you have informed them that you will not meet their expectations
 - and you have informed others of your expectations for them and have made explicit requests to those others.

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Picture of Integrity: Continued

- [And whenever you realized that you were not going to do any of the foregoing, or not going to do it on time:
 - You have said so to everyone who might be impacted, and you did so as soon as you realized that you wouldn't be doing it, or wouldn't be doing it on time, and
 - If you were going to do it in the future you have said by when you would do it, and
 - You have dealt with the consequences of your not doing it on time, or not doing it at all, for all those who are impacted by your not doing it on time, or not doing it at all
- [In a sentence, you have done what you said you would do, or you have said you are not doing it; you have nothing hidden, you are truthful, forthright, straight and honest. And you have cleaned up any mess you have caused for those depending on your word.

Picture of Integrity: Continued

— [And Almost Unimaginable

— [What if others operated in this way with you?