



TESS Newsletter

Accordance to Article 7
Section 3 of its Constitution

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“Turning Possibilities into Realities”

Building a Global Movement for Change [UNSG]: The Promise (part 11)



"Working Hard at Working Smart" (part XXIII)

The Value of Integrity



Each man must for himself alone decide what is right and what is wrong, which course is patriotic and which isn't. You cannot shirk this and be a man. To decide against your conviction is to be an unqualified and excusable traitor, both to yourself and to your country, let me label you as they may.

Mark Twain

The future we want: The Promise: The Force Beyond

The Value of Integrity

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The single most important quality you can ever develop that will enhance every part of your life is the value of integrity. Integrity is the core quality of a successful and happy life. Having integrity means being totally honest and truthful in every part of your life. By making the commitment to become a totally honest person, you will be doing more to ensure your success and happiness in life than anything else you can ever do.

Integrity is a value, like persistence, courage, and intelligence. It is your choice of values and resolution to live by those values that form your character and personality. And it is integrity that enhances all your other values. The quality of person you are is determined by how well you live up to the values that are most important to you. Integrity is the quality that locks in your values and causes you to live consistent with them.

Integrity is the foundation of character. A person who has integrity also has an unblemished character in every area of his or her life. One of the most important activities you can engage in is developing your character. And one of the best ways to develop your character is by consistently doing the same things that a thoroughly honest person would do in every area of his or her life.

To be totally honest with others, you first have to be totally honest with yourself. You have to be true to yourself. You have to be true to the very best that is in you. Only a person who is consistently living a life with the highest values and virtues is a person truly living a life of integrity. If you are always honest and true to yourself you cannot be false to anyone else.

The mark of people who have high integrity is that they always do the highest quality of work in everything they do. They are the people who

are always totally honest with themselves in everything they do, and strive to excellent work on every occasion. People with high integrity realize that everything they do is a statement about who they are as a person.

The Universal Law of Attraction says that you inevitably attract into your life the people and circumstances that are in harmony with your dominant thoughts and values. This means that everything in your life you have attracted, is because of the person you are. If there is anything in your life, your relationships, or your work that you are not happy with, you need to begin changing the person you are, so that you stop attracting those people and situations into your life.

Your integrity is manifested in your willingness to adhere to the values that are most important to you. It's easy to make promises but often very hard to keep them. **But every time you keep a promise that you've made, it is an act of integrity, which in turn strengthens your character.** As you act with integrity in everything you do, you will find that every part of your life will improve. You will begin to attract the best people and situations into your life. You will become an outstanding person as well as a success in everything you do. ■

**Integrity is a value, like
persistence,
Courage &
intelligence.**

Identifying and Assessing Integrity in the Recruitment Process

The Value of Integrity

Integrity **MUST** be the cornerstone of effective leadership, let alone the core value of any organisation of enduring substance. When it is present in the leadership, assuming the other components of effective leadership are in place, organisations usually thrive as happy, vibrant workplaces.

When integrity is lacking, regardless of the quality of the remaining aspects of the leadership profile, the rot runs deep. Think of the leaders you have been exposed to in your career who engendered the support and enthusiasm of their teams – and those that promoted fear and distrust. Chances are the influencing factor was integrity, or in the case of the latter, lack of it.

We can't look into peoples' minds to see integrity (or its absence) – but we can make inferences based on behaviour. So what are some of the behaviours likely to be seen in a low integrity leader: openly criticising team members in their absence, two-facedness, telling half-truths, telling outright lies, unethical self-promotion and/or internal politics, and so on. Not a pretty sight – but nonetheless, reasonably prevalent... What it means is the integrity crusade needs to be championed within society itself. In our workplaces. Most of all, by our workplace leaders.

The benefits of a workplace of integrity are immense. Its an environment where openness, honesty, directness, constructive feedback etc, is the norm. Feedback from climate surveys consistently indicate that employees like open, honest, communication, in an environment where they can grow – a great recipe for productivity and commitment... and retention.

Identifying & Assessing Integrity

Integrity is a competency, a success factor. And, a critical success factor at that. Success factors (or competencies), are the skills, knowledge, attitudes and attributes etc of an individual that can be shown to predict effective, or outstanding performance in a role.

The more senior the leader, the longer it takes for his or her integrity (or lack of) to influence the organisation. High, or low, integrity becomes part of the culture – however once a low integrity culture is embedded it is very difficult, and time-consuming, to change. Why is it so difficult? Lets take a look at the following success factor hierarchy:

Success Factor Hierarchy

Success Factor	Description	Examples	
Skill	A person's ability to do something competently	Truck driving Tennis Skills Keyboard skills	Easy to Change
Knowledge	Information that a person uses to perform particular tasks or roles	Customer knowledge Knowledge of procedures	
Attitudes and Values	A persons view and opinions	Political attitudes	Harder to Change
Self-Image	A persons view of themselves; their identity, personality and self-worth	Self esteem Confidence	
Attributes	The enduring capabilities or characteristics of a person	Height Eyesight Dexterity	Very Difficult to Change
Intellect	The ability to think and use the mind	Intelligence	
Motives	Deep-seated thought patterns that drive a person's behaviour	Honesty & <u>Integrity</u>	

The Value of Integrity continues...

Integrity resides in the “Very Difficult to Change” category. Once it is internalised into an individual it is very difficult to change. The moral of the story for recruitment - if you have assessed that a candidate’s performance “doesn’t meet requirements” in a critical success factor (i.e. in the very difficult to change category) – the person should most likely be knocked out of the recruitment process.

The past is a very **good predictor of future** performance, particularly in the **very difficult to change** categories – you would need an exceptionally good reason to assume that a person will change just because they are working for you...

So how do we identify integrity? As mentioned earlier, we can’t see inside peoples’ heads but we can make reasonable assumptions based on their behaviour. Lets go back to our Webster’s definition to get a sense of the types of behaviours we are looking for: *uprightness, soundness of character, moral wholeness*. Keep these in mind as we specify likely behaviours associated with integrity, identified by *People Development Systems Limited* (PDSL) through research and practice. It is these behaviours we look to when assessing the integrity of a candidate or employee.

And when you know what you are looking for – there’s a much greater chance of knowing when you have found them.

People Development Systems Limited (PDSL)
Success Factor - *Acts with Integrity*

Behaviours:

- *Points out own mistakes to supervisors and colleagues*
- *Presents information/circumstances accurately*
- *Presents the whole picture when explaining circumstances*
- *Focuses on business not politics*
- *Recognises and confronts conflicts of interest/unethical behaviour*

The **Insight** above is based on an excerpt from our acclaimed **Selecting People™ for Performance & Profit in NZ** recruitment and selection Kit – for more information please visit the Selecting People™ pages of our website at: http://www.pdsl.co.nz/DvlpmntSrvcs_SlctngOvrvw.html

“Do not repeat anything that you will not sign your name to it.”

Unknown



Giving Thanks



Spiritual Bonds of Security, Integrity, Justice and Peace.

Extract Speech of Pope Benedict XVI at President Shimon Peres' Residence

Papal Visit to Israel, May 2009

Sacred Scripture also presents us with an understanding of security. According to the Hebrew usage, security – *batah* – arises from trust and refers not just to the absence of threat but also to the sentiment of calmness and confidence. In the book of the prophet Isaiah we read of a time of divine blessing: **"Once more the Spirit is poured upon us ... and justice will dwell in the wilderness and integrity in the fertile land; integrity will bring peace, and justice everlasting security" (Is 32:15-17)**. Security, integrity, justice and peace. In God's design for the world, these are inseparable. Far from being simply products of human endeavour, they are values which stem from God's fundamental relationship with man, and dwell as a **common patrimony in the heart of every individual**.

There is only one way to protect and promote these values: exercise them! Live them! No individual, family, community or nation is exempt from the duty to live in justice and to work for peace.

Extract Message Of His Holiness Benedict XVI For Lent 2012

Dear Brothers and Sisters,

"The Lenten season offers us once again an opportunity to reflect upon the very heart of Christian life: charity. This is a favourable time to renew our journey of faith, both as individuals and as a community, with the help of the word of God and the sacraments. This journey is one marked by prayer and sharing, silence and fasting, in anticipation of the joy of Easter."

Thus "Let us be concerned for each other, to stir a response in love and good works" (Heb 10:24)

"Try not to become a man of success, but rather try to become a man of value."

Albert Einstein