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EQUITY
PROJECT FOR ALL

Questions That Need Answers!

What advice would you give to an individual who perhaps faltered with integrity leadership in the past, but is trying to recover and be recognized going forward for integrity leadership?

This is an important question. There is a lot we can learn from how great companies handle a crisis in reputation and then bounce back. Let's look at J&J and the Tylenol case we discussed during the webinar. Even though J&J did nothing wrong, they took responsibility and swiftly took action. In the same way, a leader who may have faltered in the past, needs to take responsibility for their mistakes and focus on the swift actions to earn back trust.

Here are some ways to earn trust:

- (1) Put the interests of the team, before their own - e.g. instead of attending an executive seminar, make a case for sending a high-potential person on the team instead
- (2) Visibly promote and develop diverse talent to senior management
- (3) Develop a set of internal values that you want to be judged on and conduct a 360-degree evaluation quarterly or yearly (or use the Company's values)
- (4) Ask your team/peers to hold you accountable - during each review, ask the team to rate you on your integrity leadership behaviors
- (5) Be vulnerable and ask for help -- let the team know you are trying to ensure past mistakes don't repeat, and ask them to speak up if you are not living to your spoken values.

Are there any techniques you will share in upcoming trainings about dealing with leaders who lack integrity?

Yes, we will go through steps in our next webinars on specific techniques you can use to role-model and influence integrity behaviors in peers, direct reports and leaders.

Based on Webinar 1, I recommend you consider sharing the TRUTH framework and the role models we discussed (see links above) with your leaders, with open and non-confrontational questions like:

- What are your thoughts on the actions these leaders (from webinar) took?

- Do you think leaders are born or made?
- Ask them who is their role model for integrity? Their answers might be very revealing.

Also think about the possible reasons the leader may lack integrity. Although it may be hard, try to come from a place of empathy and then think about how you can role model the right behavior -- even if you are not in a high-level role from a hierarchy perspective, your integrity ultimately defines your leadership stature.

We took a 4-question survey that talked about an Integrity & Values & Inspiration" Chart. Will that come in Part 2 or 3, as I am interested in seeing my results.

Yes, participants will receive a summary of how they answered compared to others, as well as the TRUTH framework +/- worksheet that you can keep updating and sharing with your team.

As a leader there are some things that cannot be shared immediately, I sometimes struggle with this when asked by my team. How do you handle this?

Being a leader of integrity is about making good judgement calls on when and how information is shared. The focus is always on being honest. If there is information you cannot share due to confidentiality, you can reassure your team that you always have their best interest at heart and at this time, you are unable to share all the specific details - due to confidentiality, or details still being worked out or certain data is missing. Be honest about the reason you cannot share. The fact they trust you means that they know that the minute the information can be shared, you will.