

Leadership Competency Development Guide

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Integrity

INTEGRITY IS THE DEMONSTRATION OF HIGH QUALITY CHARACTER, INCLUDING BEING HONEST, ETHICAL, TRUSTWORTHY, SINCERE, AND EFFECTIVELY REPRESENTING AND RESPECTING COMPANY VALUES.

Did You Know? A study published in the Journal of Business Ethics found that companies that prioritize integrity over profits experience greater profitability.

Development Activities

On-the-Job	<ul style="list-style-type: none"> ▪ Cultivate integrity by consistently demonstrating honesty, transparency, and ethical behavior. This involves taking responsibility for mistakes, following through on commitments, and treating everyone fairly and with respect. ▪ Cascade integrity throughout an organization by incorporating it into decision-making. Leaders should make it a point to consider ethical implications in their decision-making processes, demonstrating that integrity is not just a peripheral value but central to the operations of the organization. ▪ Foster a culture of integrity by encouraging open and honest communication, promoting fair practices, and taking swift action against unethical behavior.
Coaching	<ul style="list-style-type: none"> ▪ Meet regularly with a coach to discuss ethical dilemmas and how to effectively manage them. These regular discussions can help strengthen your ability to uphold integrity even when faced with difficult decisions. ▪ Ask a coach to provide feedback on your actions and decisions, helping you reflect on how your choices align — or don't align — with your expressed values. ▪ Employ a coach to support the identification of personal values and the alignment of personal values with work actions, promoting integrity in leadership.
Self-directed	<ul style="list-style-type: none"> ▪ Set personal standards for ethical behavior, above and beyond what is legally required or generally expected in your industry. ▪ Draft a personal mission statement that outlines your core values and commitment to integrity. Regularly revisit and revise this statement to ensure it reflects your evolving understanding of integrity. ▪ Practice regular self-reflection to align your actions with values. Keeping a journal can be a useful tool for this. ▪ Partner with a trusted colleague or mentor and schedule regular check-ins. Use these meetings to discuss ethical issues, seek advice, and hold each other accountable.
Group Training	<ul style="list-style-type: none"> ▪ Leverage regular, scenario-based ethics training to help you and your team understand how to uphold integrity in various situations. ▪ Use role-play exercises to practice handling different scenarios that test situational integrity, helping to build skills and confidence in taking ethical action. ▪ Facilitate group discussions on ethics and integrity to help leaders learn from other perspectives and experiences, reinforcing their understanding of integrity.

Resources

Leadership Series	SIGMA's Leadership Series provides additional information about the importance of each competency, as well as practical tips and tricks for development. Download the Leadership Series for Integrity here: Great Leaders Have Integrity .
Articles and Books	<ul style="list-style-type: none"> ▪ The Power of Ethical Management. ▪ The Importance of Honesty and Integrity in Business. ▪ The Role of Integrity in Individual and Effective Corporate Leadership. ▪ The Necessity of Integrity for Leading in Times of Crisis.
Videos	<ul style="list-style-type: none"> ▪ What it takes to be a great leader ▪ How important is integrity in leadership?
Podcasts	<ul style="list-style-type: none"> ▪ Jim Dethmer: The Pillars of Integrity [The Knowledge Project Ep. #161]

SIGMA Can Help

Since 1967, SIGMA has helped thousands of organizations across North America develop their people potential and increase organizational effectiveness. Explore our assessments, coaching, and consulting services below, and contact us if you would like to speak about creating a custom plan for your organization.



[Leadership Skills Profile – Revised™ \(LSP-R\)](#)

Take our flagship leadership assessment to see how you score on “Integrity.”



[High-Potential Talent Development](#)

Use SIGMA's scientifically validated, industry-tested tools to give your talent development a strong start.



[Coaching with a SIGMA Consultant](#)

Participate in one-on-one coaching with SIGMA's expert consultants.

Speak with a Consultant



If you would like to speak with a consultant about what integrity looks like at your organization, contact us today. We are happy to share what we've learned from client experience and talk about the specific needs of your organization and your team. Give us a call! We're always happy to chat.

[1.800.401.4480 ext. 233](tel:18004014480)

Email Glen

Graafland, J. (2002). Profits and Principles: Four Perspectives. *Journal of Business Ethics*, 35(4), 293–305. <https://doi.org/10.1023/A:1013805111691>.