

Leading with Integrity

Questions to Consider



This document contains a number of questions that individual members of a team and the team as a group should consider to live with integrity.

Leading with integrity involves highlighting and demonstrating the importance of living with Integrity. Living with integrity is about walking one's talk. This simple looking task involves a number of steps, including:

- Identifying and defining what the right talk is
- Making decisions and behaving according to the talk
- Articulating how the decisions made and the behaviour demonstrated are consistent with the talk

The intention of this work is not simply to get everyone to say the right things,

but to actually figure out how to live what we say is important. Identifying and defining what is important is just the first step.

Users are strongly encouraged to focus as much, if not more, attention on the strategies that will be used to live up to what is important and how the team will hold itself accountable for following up on these strategies.

We recommend that this work be done early in the life of a team because it will:

- provide a solid operating platform, helping the team to make decisions with integrity,
- assist with healing moral tensions that may currently exist,
- minimize future distress by creating a framework for respectful and systematic engagement of issues, and
- lead to more efficient and effective performance.

Various formats for using these questions include:

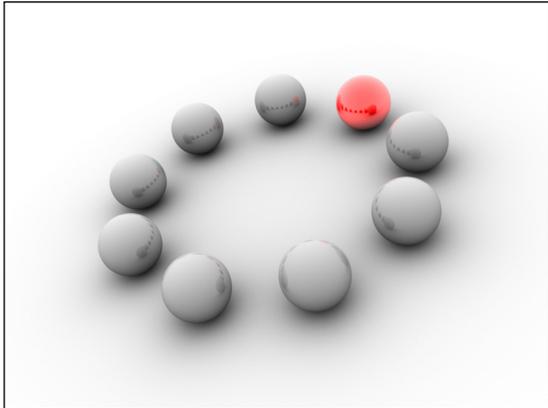
- as a guide for leaders thinking through how to lead,
- as a discussion guide for teams to go through by themselves, perhaps as meeting agenda items,
- as the agenda for half-day or full-day team framework setting retreats, and
- during portfolio-wide workshops.

Having external help to facilitate through these conversations can be very useful. Conversations in the above formats can be facilitated by Organizational Development Consultants and /or Ethics Services staff by request.

Feedback to improve the content and utility of this document is welcome to bashir.jiwani@fraserhealth.ca

Respect and Caring

Treating someone with respect requires kindness, opening your heart and mind and engaging their ideas.



Kindness is:

- treating others as if they have as much or more power in the relationship relative to you (even if they don't)
- treating others kindly regardless of whether or not you agree with their words or deeds

Opening your heart and mind is:

- listening and trying to understand and feel the other's standpoint

Engaging their ideas is:

- sharing your reasons, and working together to develop a broader perspective.

Use the space below to have **each member of the team sign their name** and make the intentional commitment to treat each other with respect:

What strategies will the team use to hold itself accountable to living up to this commitment?

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Moral Climate: *The space to explicitly raise and address questions of moral concern through respectful, supportive dialogue.*

Team members should **rate their degree of moral distress** by responding to the following question:

Currently, I am able to live up to what is important to me in my professional life:

1 (not at all)

2

3

4

5

6 (completely)

Comments:

Emotional tension is often a reflection of compromised integrity. What strategies will the team use to raise and discuss experiences of moral distress and compromised integrity?

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Core Values: Process

A team's core process values capture what matters most to the team in terms of how it works together. Core process values can track the organization's values, but need not be limited to these.

What is most important in the way the way the team works and why?

Choose the most important from this list and then reflect on why these are most important.

Honesty

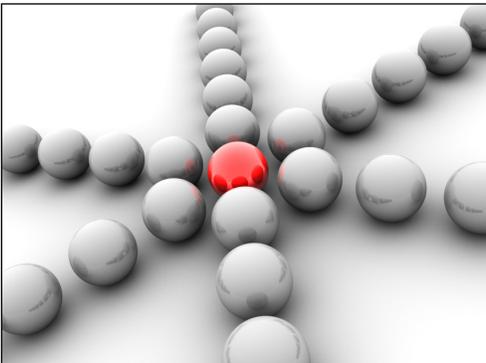
Transparency

Equal respect for different perspectives

Inclusiveness

Trust

Other(s)



What strategies will the team use to regularly evaluate the way it works against these values?

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Core Values: Outcomes

A team's core outcome values capture what matters most to the team in terms of the decisions it makes. Core outcome values also can track the organization's values, but need not be limited to these.

What is most important in the outcomes of decisions the team makes?

Choose the most important from this list and then reflect on why these are most important.

Equality of outcome

Equality of opportunity

Support for the vulnerable

Sustainability

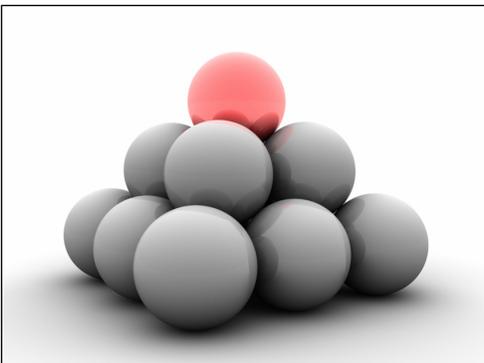
Respect for patient autonomy

Minimizing harm

Maximizing clinical health

Non-abandonment

Other(s)



How will the team regularly evaluate the decisions it makes against these values?

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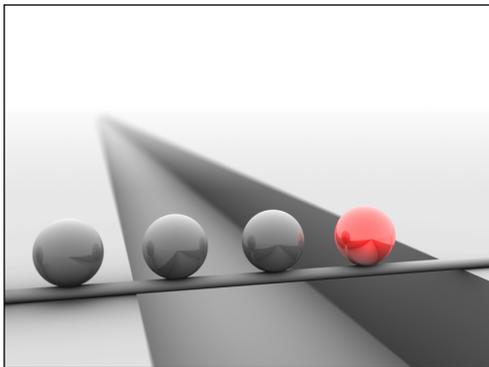
Resolving Disagreement

How we settle disagreements is important because it reflects whose values should guide the decisions we make. Some methods may be appropriate in some situations and not in others.

How will the team resolve disagreement? Choose the main way in which the team will look to resolve disagreement:

- Strong Consensus: the group will deliberate until everyone is in general agreement about the actual decision
- Procedural Consensus: the group will deliberate until the point at which everyone is in agreement that the process has been fair and that the decision is reasonable even though there is no general agreement on the actual decision
- Majority Rule: the group will deliberate until a majority of participants (by vote) agrees on the actual decision
- Stamina Rule: the group will deliberate until the most passionate and vocal member outlasts the rest of the group
- Leader Rule: the leader of the group will make the final decision
- Other:

Under what conditions would the team would make exceptions?



How will team members register moments of disagreement about what is important in a situation or whether the option being considered lives up to what the team believes is important (its core values)?

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How will the team make room to discuss these moments?

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What will the team's attitude be towards different, and sometimes difficult to hear and unpopular perspectives on issues?

- Ignore them
- Deal with them as they become apparent
- Use members' imagination to try to think about what these might be
- Actively seek these out and engage them

If the latter, how will it actively seek out and meaningfully engage these?

Stakeholder Engagement: How will the team meaningfully engage affected stakeholders before making a final decision or recommendation on an issue?

Facts and Evidence: How will the team defend factual assumptions and beliefs with evidence?

Decision Framework: What form of systematic decision process will the team use to evaluate its understanding of the facts and values in a given issue?

Ethics Support: At what point will the team ask for support in engaging ethically challenging cases?

