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INTEGRITY

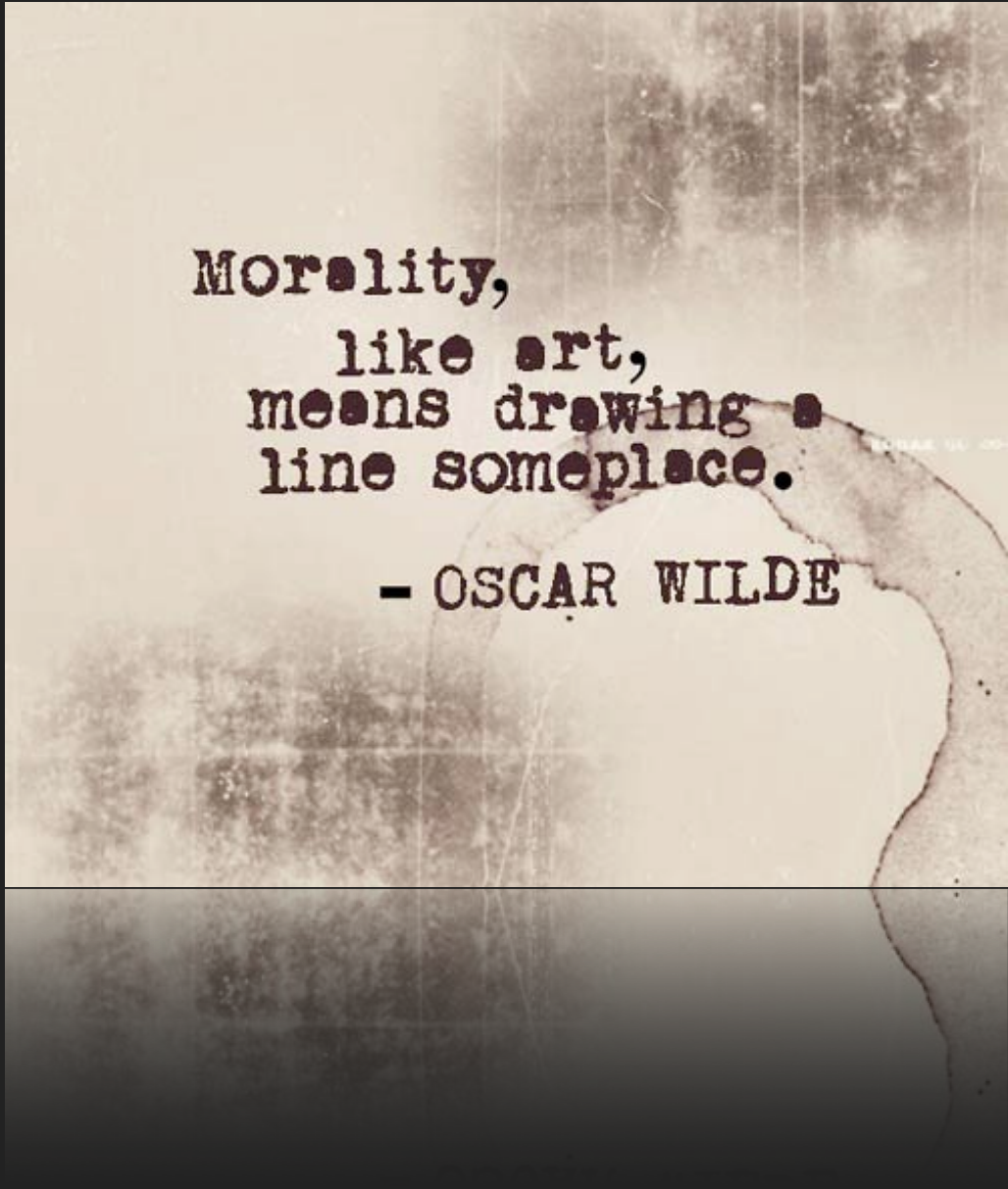
**WHAT IT TAKES FOR A PERSON  
TO BE WHOLE AND COMPLETE.**

**MICHAEL JENSEN**

## INTEGRITY – TO BE WHOLE AND COMPLETE

MORALITY - generally accepted standards of right or wrong conduct

ETHICS - the discipline of morality



Morality,  
like art,  
means drawing a  
line someplace.


- OSCAR WILDE

AN INDIVIDUAL IS WHOLE AND COMPLETE WHEN THEIR WORD IS WHOLE AND COMPLETE, AND THEIR WORD IS WHOLE AND COMPLETE WHEN THEY HONOUR THEIR WORD. WE CAN HONOUR OUR WORD IN ONE OF TWO WAYS: FIRST, BY KEEPING OUR WORD, AND ON TIME; OR SECOND, AS SOON AS WE KNOW THAT WE WON'T KEEP OUR WORD, WE INFORM ALL PARTIES COUNTING ON US TO KEEP OUR WORD AND CLEAN UP ANY MESS THAT WE'VE CAUSED IN THEIR LIVES. WHEN WE DO THIS, WE ARE HONOURING OUR WORD DESPITE HAVING NOT KEPT IT, AND WE HAVE MAINTAINED OUR INTEGRITY



ONE'S WORD TO ONE'S SELF IS A CRITICAL PART OF INTEGRITY. THE FOUNDATION FOR BEING A PERSON OF INTEGRITY IS GIVING YOUR WORD TO YOURSELF (OR DECLARING TO YOURSELF) THE FOLLOWING. FIRST, "WHO I AM IS MY WORD", AND SECOND, "I GIVE MY WORD TO MYSELF THAT I AM A PERSON OF INTEGRITY."





**INTEGRITY IS A NECESSARY  
CONDITION FOR MAXIMUM  
PERFORMANCE. THAT IS, IF  
SOMETHING IS IN INTEGRITY  
— IS WHOLE, COMPLETE,  
UNBROKEN — IT HAS MAXIMUM  
WORKABILITY.**

**MICHAEL JENSEN**



**An organization**

**(or any human system) is in integrity**

**when:**

- 1. It is whole and complete with respect to its word. This includes that nothing is hidden, no deception, no untruths, no violation of contracts or property rights, etc.**
- 2. That is to say, an organization honours its word:**
  - Internally, between members of the organization,**
  - and**
  - Externally, between the organization and those it deals with. This includes what is said by or on behalf of the organization to its members as well as outsiders.**