



INTEGRITY BUILDS TRUST: WHAT? SO WHAT? AND NOW WHAT?

Presented by:
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Director - Cintas Institute for Business Ethics
Professor of Legal Studies
Xavier University



Supreme Court Fellows Program

Institute of Internal Auditors
Research Grant

U.S. Sentencing Commission
Ad Hoc Advisory Group to
the US Sentencing
Commission

“The Metrics of Ethics”

My book Entitled
“Establishing Workplace
Integrity: 6 Lessons in Values-
driven Leadership” has been
accepted for publication.
Selected as 2022-2023 MBA
Professor of the Year at
Xavier



Agenda

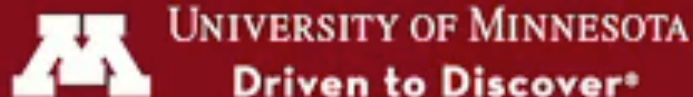
**TERMS
DEFINED**

**WHY WE
SHOULD
CARE**

**HOW
IMPROVE**

INTEGRITY

Importance of Academic Integrity



https://www.youtube.com/watch?v=Yez8ll_6Lyl&t=2s

INTEGRITY



INTEGRITY is doing
the **right thing**,
even when **no one**
is watching.”

C. S. Lewis

Goalcast

INTEGRITY

Edmund Burke



It is not what a lawyer tells me I may do; but what humanity, reason, and justice tell me I ought to do.

AZ QUOTES

INTEGRITY

quotespedia.in

The time is always right to
do what is right.

Martin Luther King Jr



INTEGRITY



“YOUR SCIENTISTS WERE SO PREOCCUPIED WITH WHETHER THEY COULD THEY DIDN'T STOP TO THINK IF THEY SHOULD.”

—DR. IAN MALCOLM

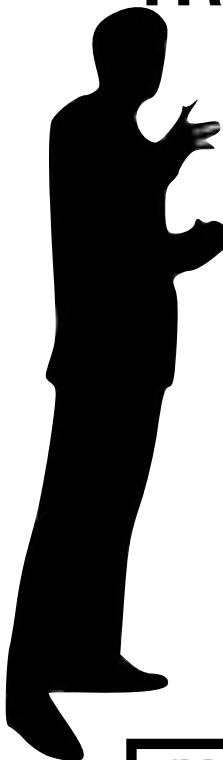
INTEGRITY



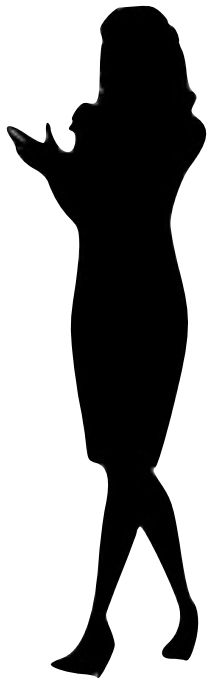
just doesn't shape up in the character
Department we look for three things when

<https://www.youtube.com/watch?v=tpmY1aK3jP8>

TRUSTING PARTY TRUSTOR



PARTY TO BE TRUSTED TRUSTEE



*“Trust in me in all you do
Have the faith I have in you”*

noun

1. firm belief in the reliability, truth, ability, or strength of someone or something.
"relations have to be built on trust"

verb

1. believe in the reliability, truth, ability, or strength of.
"I should never have trusted her"

TRUST

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1995, Vol. 20. No. 3, 709–734.

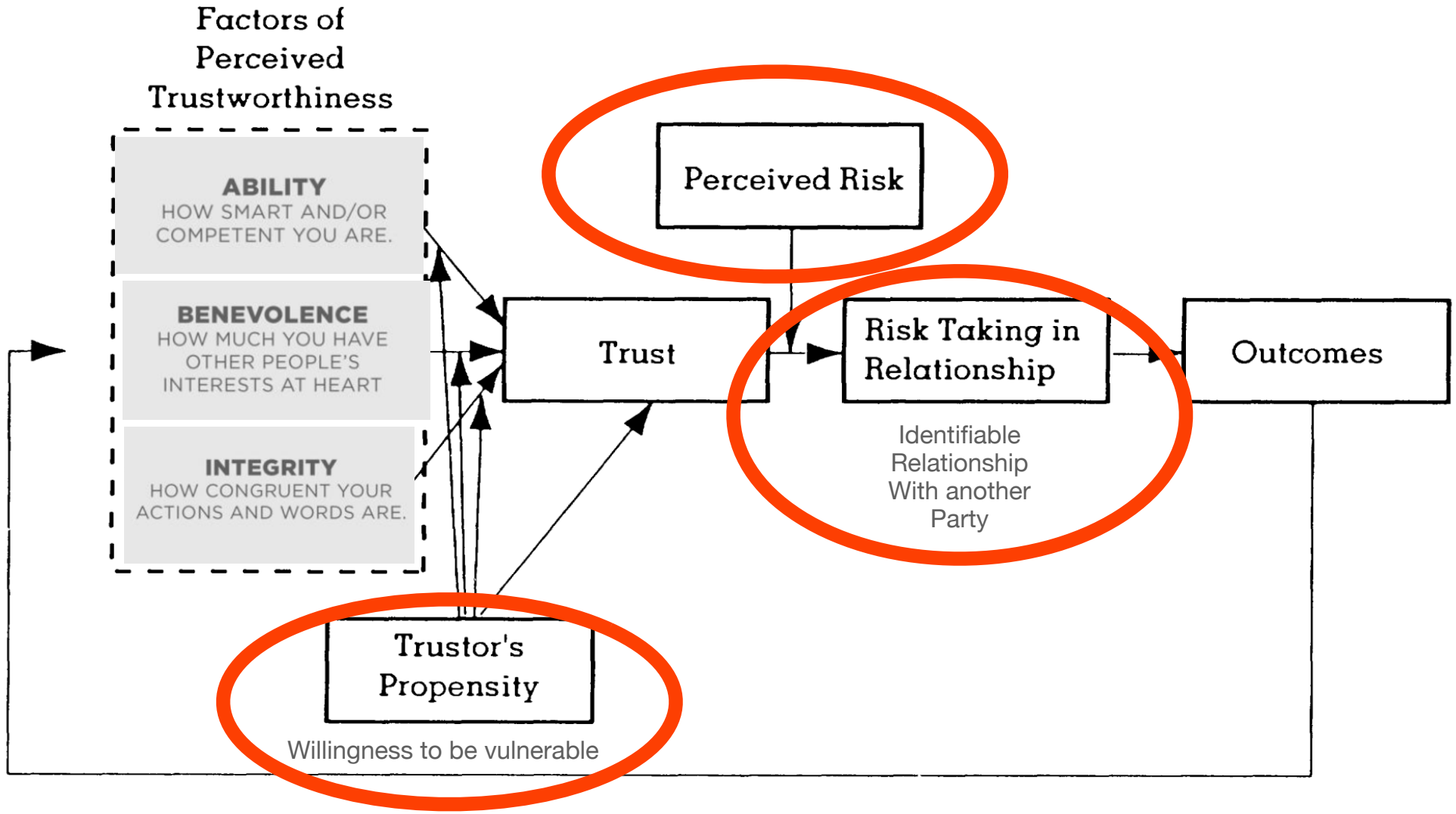
AN INTEGRATIVE MODEL OF ORGANIZATIONAL TRUST

ROGER C. MAYER
JAMES H. DAVIS
University of Notre Dame
F. DAVID SCHOORMAN
Purdue University

TRUST

FIGURE 1

Proposed Model of Trust



TRUST



TRUST



Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships.

— *Stephen Covey* —

TRUST



You build trust with others each time you choose integrity over image, truth over convenience, or honor over personal gain.

— *John C. Maxwell* —

AZ QUOTES

TRUST



Trust is like the air we breathe--when it's present, nobody really notices; when it's absent, everybody notices.

— *Warren Buffett* —

AZ QUOTES

Agenda



**TERMS
DEFINED**

**WHY WE
SHOULD
CARE**

**HOW TO
IMPROVE**



Most Trusted Brands 2022

SPECIAL REPORT

Most Trusted Universities

Methodology Our main survey was conducted June 11-15, 2022, among a representative sample of 11,050 U.S. adults, with an unweighted margin of error of +/-1 percentage point. An additional survey was conducted June 13-24, 2022, among 1,000 high schoolers ages 16 to 18, with an unweighted margin of error of +/-3 percentage points.

MOST TRUSTED UNIVERSITIES

KEY TAKEAWAYS



Universities are more trusted than other major American institutions

Overall, U.S. colleges and universities command greater trust than the government, corporations and the media.



Gen Z adults report the lowest trust in U.S. universities of any generation

Low trust among Gen Z poses future enrollment risks for higher education institutions.

Among generational groups, the level of trust decreases among younger cohorts. Gen Z respondents are 14 percentage points less likely to trust U.S. higher education compared with baby boomers.



TRUST: BUT VERIFY

<https://www.youtube.com/watch?v=As6y5eI01XE&t=5s>

Higher Ed Concerns

**SEX, RACE &
GENDER
HARASSMENT
& ASSAULT**



Higher Ed Concerns

**HAZING
INCIDENTS**

Higher Ed Scandals

ADMISSIONS

**OPERATION
VARSITY
BLUES**

Higher Ed Concerns

**NCAA
VIOLATIONS**

**RECRUITMENT
N.I.L.
BETTING &
POINT
SHAVING
TAKING TESTS
FOR
ATHLETES
TITLE IX
INEQUITIES**

Higher Ed Concerns

**FUNDRAISING
TRANSPARENCY**

**DONORS?
EPSTEIN
SACKLER
ENRON**

Higher Ed Concerns



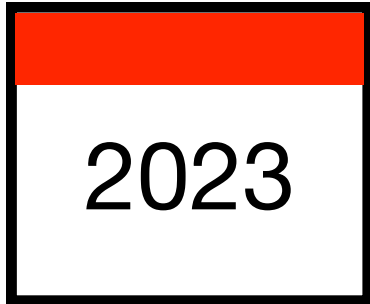
TOOD THE "BITTERNESS. THE ANGER AND THE SHOCK OF ALL TH



6:05
65°

CASE STUDY

A top-down view of a wooden desk with various items. In the top right, a silver laptop is partially visible, showing the keyboard with keys like 'Alt Gr', 'Ctrl', 'enter', 'return', and 'shift'. To the right of the laptop is a white smartphone with a black screen. Below the smartphone is a white spiral-bound notebook with a blue pen resting on it. A black pen is also visible near the notebook. In the bottom right corner, a small white cup of coffee is partially visible. A large yellow arrow-shaped graphic points from the left towards the center of the desk, containing the text 'CASE STUDY' in white, bold, sans-serif font.



TRAVEL BACK IN TIME TO 1991

TRUST



**TRUST IS BUILT IN DROPS
AND LOST IN BUCKETS**

KEVIN PLANK
FOUNDER OF UNDERARMOUR



Agenda

**TERMS
DEFINED**

**WHY WE
SHOULD
CARE**

**HOW TO
IMPROVE**





JUSTICE MANUAL



U.S. Department of Justice
Criminal Division

IS THE PROGRAM WELL DESIGNED?

Evaluation of Corporate Compliance Programs

IS IT EFFECTIVELY IMPLEMENTED
& ADEQUATELY RESOURCED?

DOES IT WORK IN PRACTICE?

Guidance Document

UPDATED MARCH 2023

FACTORS CREATING DISTRUST



Our distrust is very expensive.

~ Ralph Waldo Emerson

TRUST CAN ENCOURAGE ACTION

After the debacle, Hastings instituted “farming for dissent,” a formal practice where employees are supposed to run their big ideas by colleagues and have them tell you candidly — on a Google Doc that’s open for everyone to see — what’s wrong with it. It’s considered integral to the company that your coworkers tell you what they really think of your idea, even if — perhaps especially if — you’re their boss.

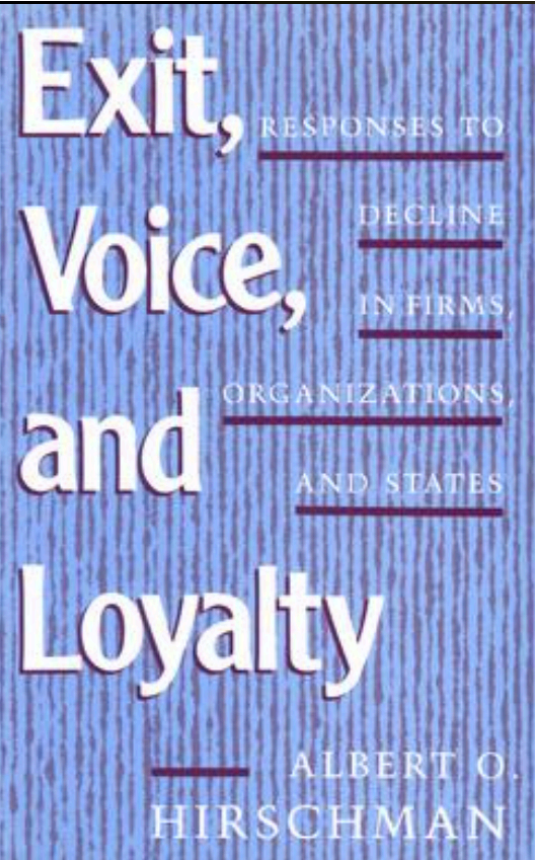


TRUST CAN ENCOURAGE ACTION

- SPEAK UP, HELPLINE?
OPEN TALK
- ANONYMOUS?
CONFIDENTIAL?
- ONLY EMPLOYEES?
 - OUTSIDE VENDORS?
- FREQUENCY?



TRUST CAN ENCOURAGE ACTION



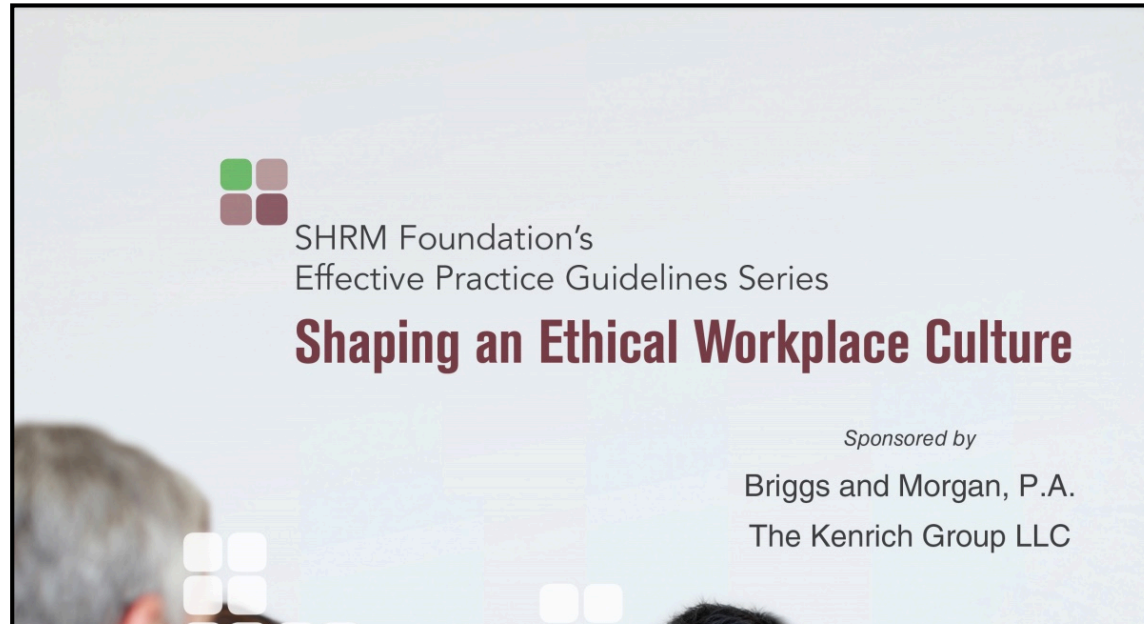
EXIT
VOICE
LOYALTY



Roger Boisjoly, Engineer, Space Shuttle Challenger, 9/19/89 - M.I.T.

<https://infinite.mit.edu/video/roger-boisjoly-engineering-ethics-constructive-responses-difficult-situations%E2%80%9D9D-9181989>

TRUST CAN ENCOURAGE ACTION

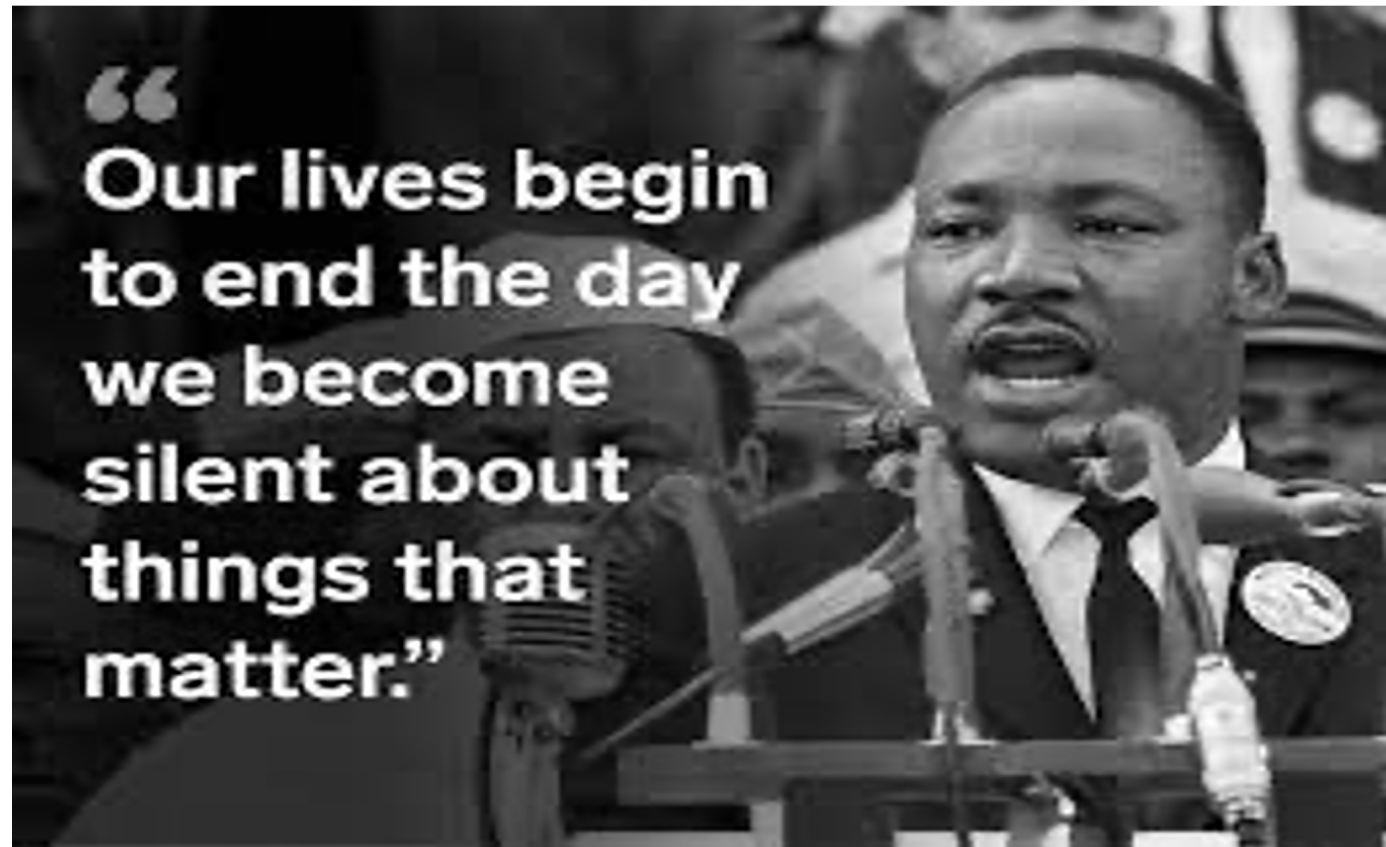


[p. 18] “In fact, the No. 1 reason given by employees for not speaking up when they witness unethical behavior is their belief that nothing will be done about it by their managers.”



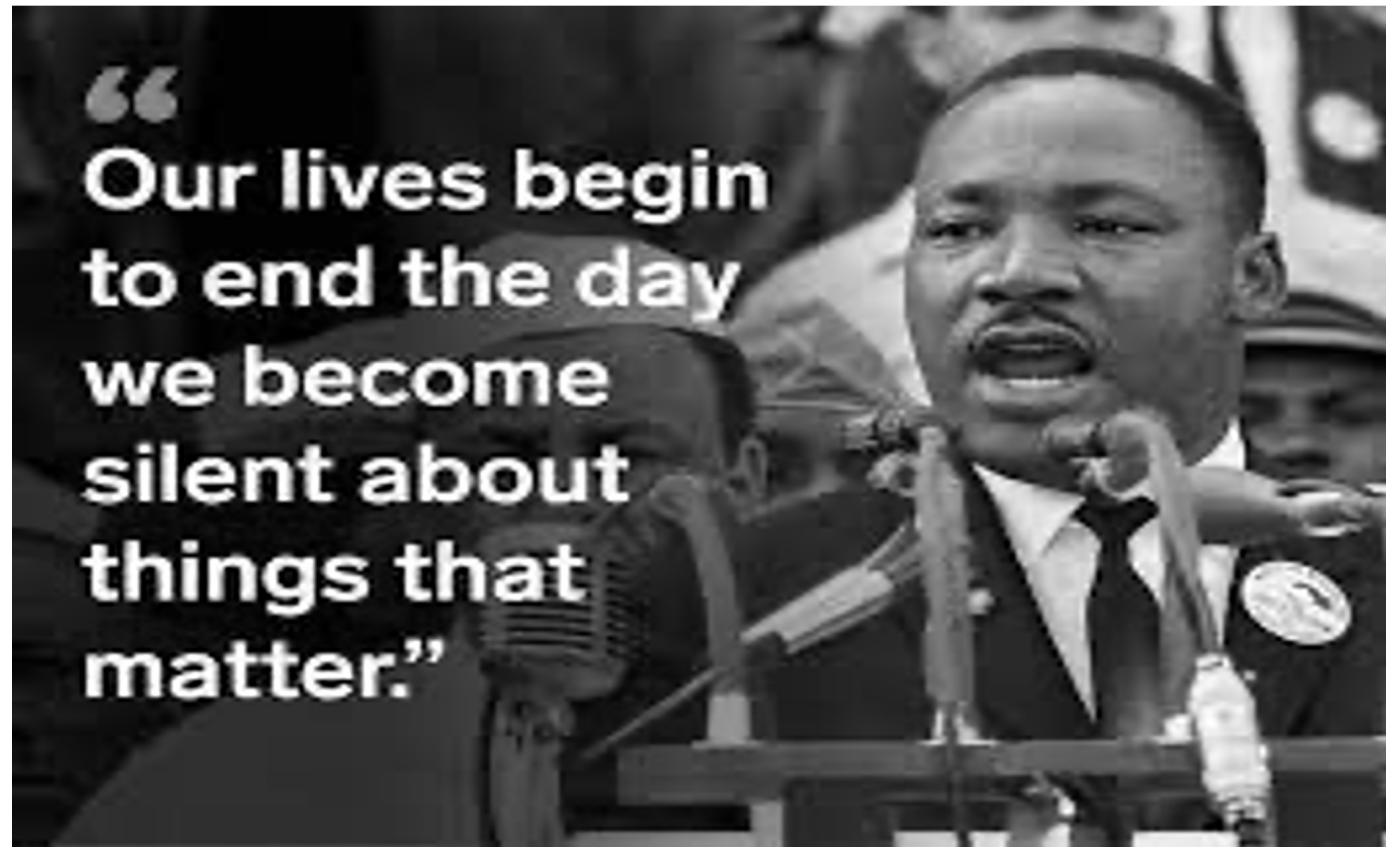
TRUST CAN ENCOURAGE ACTION

S-I-L-E-N-T



TRUST CAN ENCOURAGE ACTION

E-N-L-I-S-T



TRUST CAN ENCOURAGE ACTION

L-I-S-T-E-N
FOLLOW UP

“Leaders who don’t listen will eventually be surrounded by people who don’t speak.”

Andy Stanley

TRUST CAN ENCOURAGE ACTION

What you see



FILED A COMPLAINT
NO ACTIVITY
SUBJECT OF COMPLAINT STILL WORKING
WHY BOTHER REPORTING?

TRUST CAN ENCOURAGE ACTION



RETALIATION

TRUST CAN ENCOURAGE ACTION



Good leadership requires you to surround yourself with people of diverse perspectives who can disagree with you without fear of retaliation.

— *Doris Kearns Goodwin* —

AZ QUOTES

TRUST CAN ENCOURAGE ACTION

LEADERSHIP FIRST

.....

You can tell a bully
from a leader by
how they treat people
who disagree with them.

Miles K. Davis
President - Linfield University

VERIFYING TRUST - INTERNAL CONTROLS

Cintas Institute for Business Ethics

Welcomes

Patrick Gnazzo, Principal

Better Business Practices LLC

" Why Ethics and Compliance chose me in 1986.

And why you should choose Ethics and Compliance in 2019"

- * How and why did the profession start?
- * How and What caused it to survive today?
- * What will cause it to grow and thrive tomorrow?

Monday, March 18, 2019

Light Reception 5:00 pm

Presentation 6:00 pm

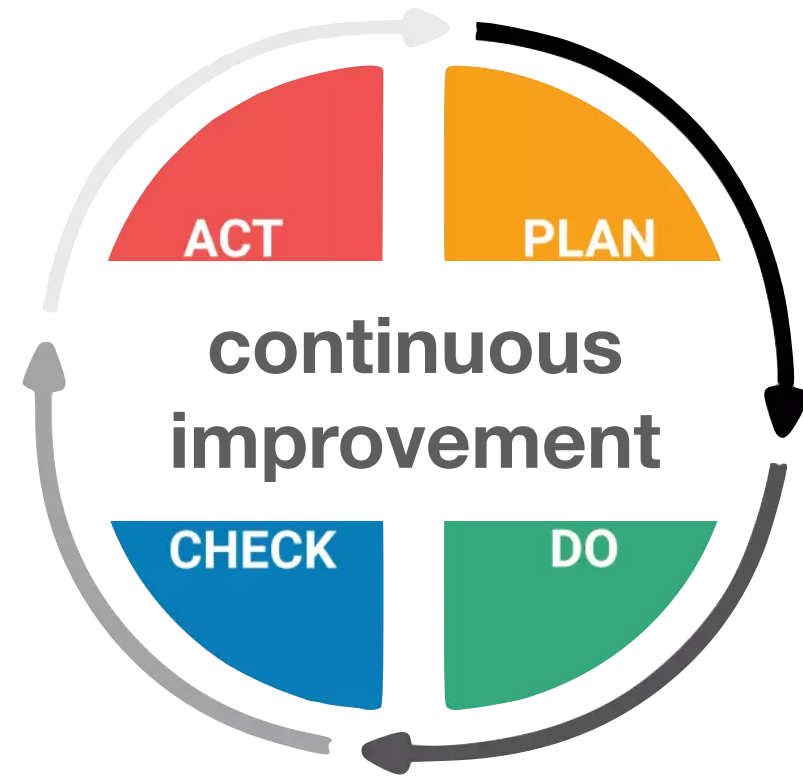
Kennedy Auditorium – CLC #412

RSVP by March 11th



RE-BUILDING TRUST: LESSONS LEARNED

- REVIEW PROGRAM
 - *KEEPING IT FRESH*
- SURVEYS
 - COMPLIANCE CULTURE
 - STRENGTH OF CONTROLS
- MONITORING & AUDITING TO DETECT CRIMES
- REVISIONS IN LIGHT OF “LESSONS LEARNED”



**THE DEMING
CYCLE
IN ONE MINUTE**



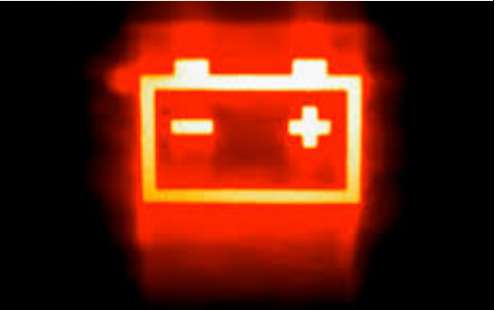
WHY
DIDN'T KNOW
TO REPLACE



WHY
BELT
WORN



WHY
BELT
SLIPPING



WHY
BATTERY
DIDN'T
CHARGE



WHY
CAR WON'T
START

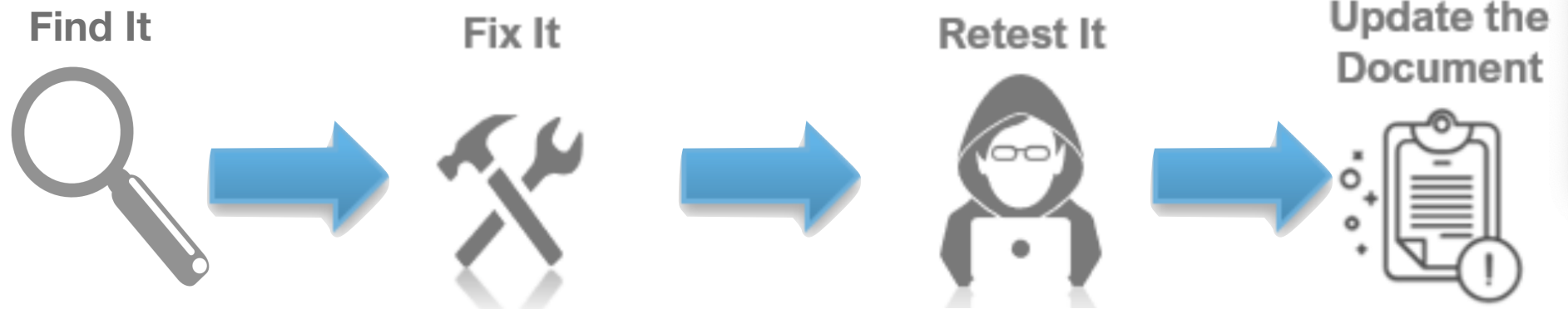
RE-BUILDING TRUST: ROOT CAUSE ANALYSIS



REMEDICATION:
READ AND FOLLOW
THE MANUAL

<https://www.youtube.com/watch?v=tThS05TdK3M&t=7s>

RE-BUILDING TRUST: REMEDIATION



- WERE PAST VIOLATIONS UNCOVERED BY PRIOR COMPLIANCE PROGRAMS?
 - WERE EMPLOYEES DISCIPLINED?
 - EITHER DIRECTLY PARTICIPATED?
 - FAILED TO OVERSEE?



TRUSTWORTHY

able to be relied on as honest or truthful.
"leave a spare key with a trustworthy neighbor"

HIRE TRUSTWORTHY PEOPLE

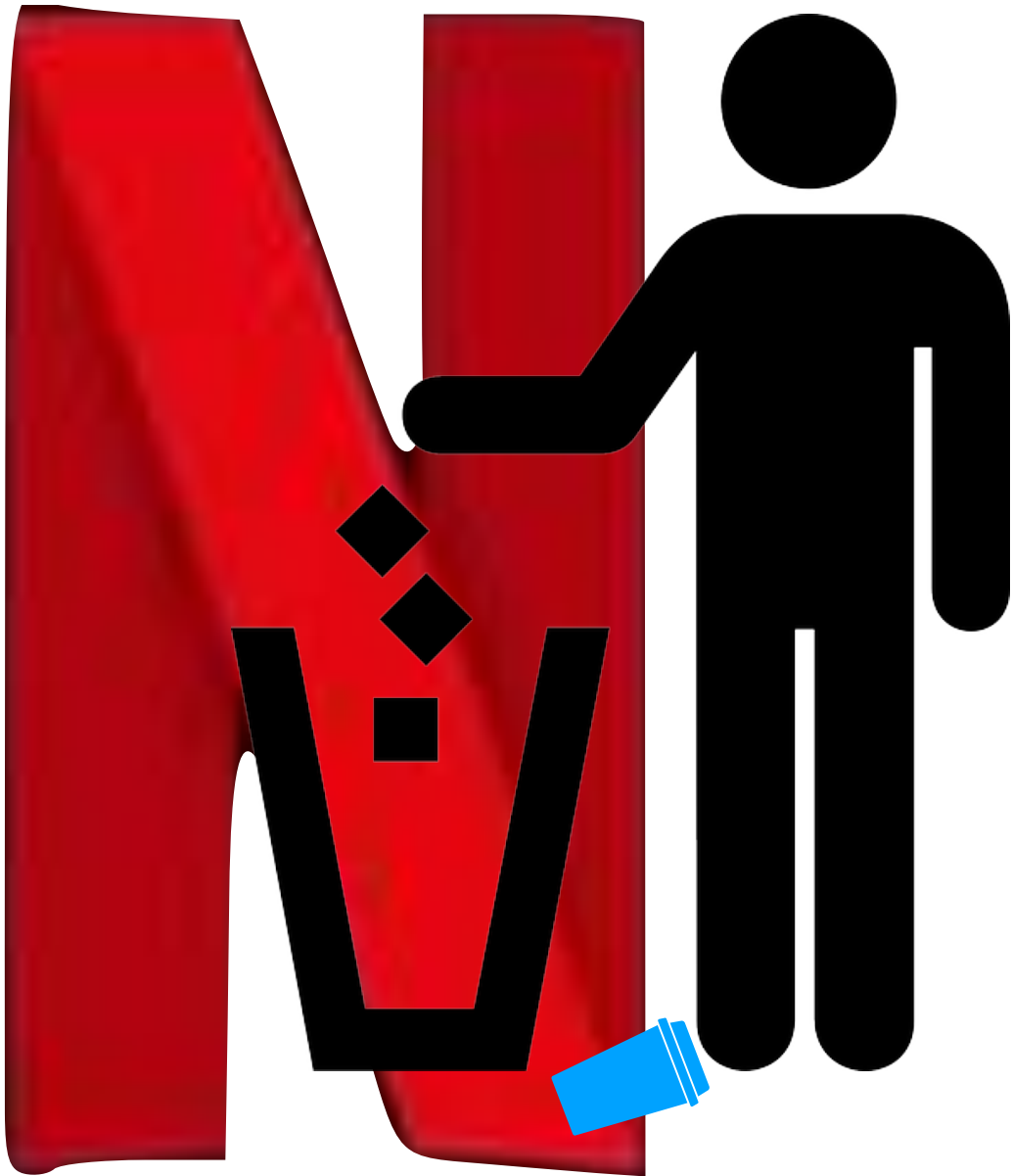


HIRE TRUSTWORTHY PEOPLE

A large, bold, red 3D letter 'N' with a slight shadow and a gradient effect, positioned on the left side of the slide.

On a dream team there are no “brilliant jerks”... Our view is that brilliant people are also capable of decent human interactions, and we insist upon that.

HIRE TRUSTWORTHY PEOPLE



Netflix wants to hire and promote a culture in which everyone has a sense of responsibility to help the company, any way it can.

“Picking up the trash” becomes a metaphor for addressing problems, even though they are not part of your job description.

Picking Up the Trash

HIRE TRUSTWORTHY PEOPLE

I don't know one successful
person who leaves their
cart in the middle of the
parking lot...



If you're too big to do the
small things, you're too
small to do the big things.

HIRE TRUSTWORTHY PEOPLE



It isn't about what you do, but how
you do it

— *John Wooden* —

AZ QUOTES

HIRE TRUSTWORTHY PEOPLE



“Make us to choose the
harder right instead of
the easier wrong and
never to be content with
a half truth when the
whole can be won.”

From the Cadet Prayer
U.S. Military Academy

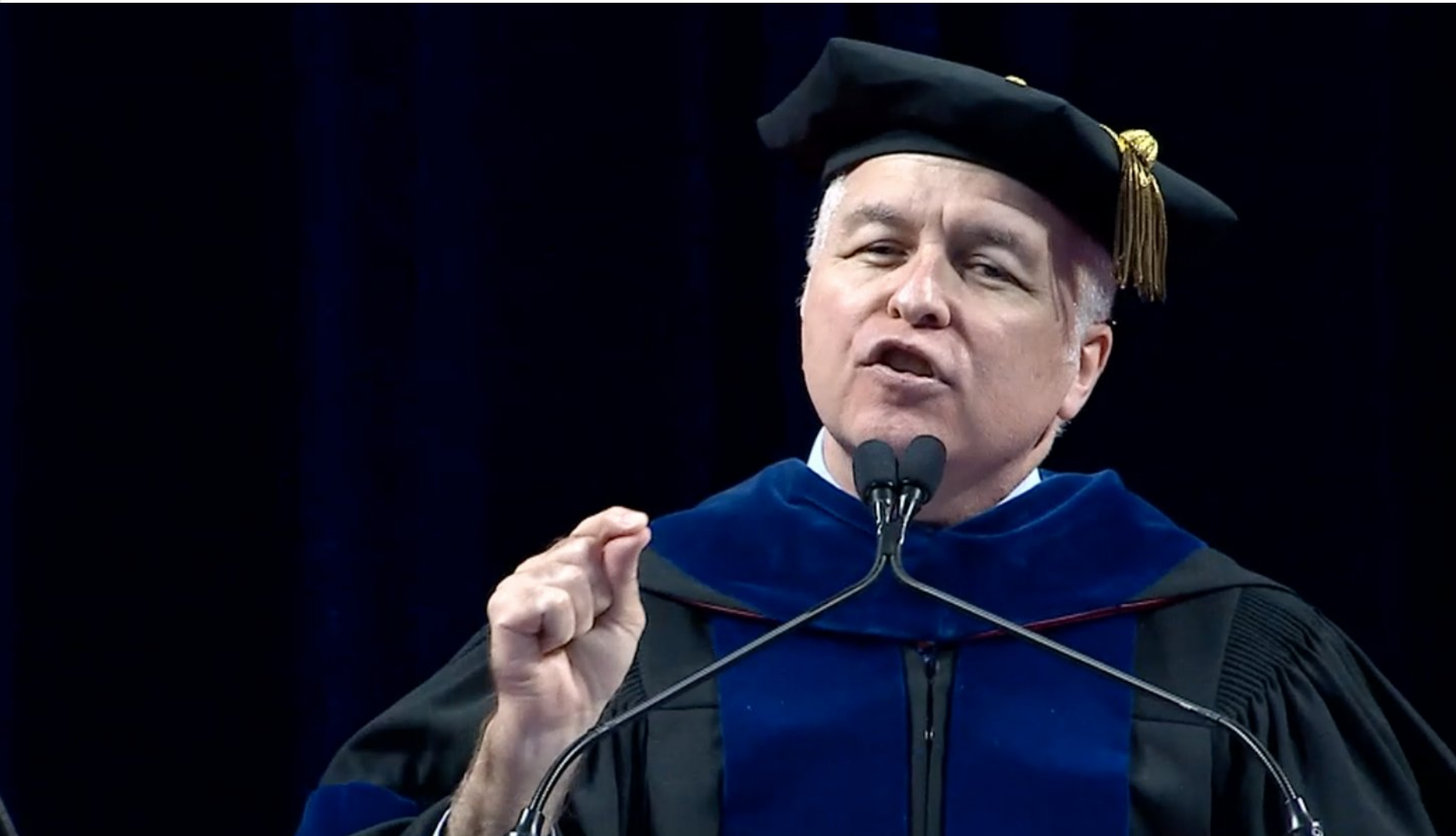


What are your biggest concerns surrounding integrity at your institution, and how are you dealing with it?

Do you believe trust is important? Why or Why not?

HIRE TRUSTWORTHY PEOPLE

Dr. Brian Ray - U Florida Commencement - 12/16/22



<https://news.ufl.edu/2022/12/doctoral-commencement/>



THANK YOU!
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