

# INDEX

## A

Academy of Management, 12  
Accountability: benefits of systems of, 181–182; coupled with support, 170–171; and defining excellence, 167–170; and enforcing value-related standards, 177–179; ensuring, to commitments, 91–93; linked to values, 64–66; recommendations for increasing, 183–184. *See also* Performance appraisals  
Actions: following apologies, 123; gap between espoused values and, 98–100; for implementing change efforts, 201; to improve communication, 95; to improve manager relations, 157; to improve personal discipline, 127–133; to improve stakeholder relations, 222; to increase accountability, 183–184; translating values into, 61–68, 72. *See also* Word-action alignment  
Anthony's Pier 4 restaurant, 68  
Apologizing: as element of personal discipline, 117–123; and view of manager consistency, 48  
Assessment. *See* Self-assessment  
Athanas, Anthony, 68  
Attitudes, employee: in behavioral integrity model, 49; study of profitability and, 8–12, 233n6  
Attribution bias, 46  
Axelrod, Dick, 141, 143, 149

## B

Behavioral integrity: challenges of managing, 14–16; and change efforts, 30–31; and company culture, 29–30; described, 5–6; and direction-setting, 23–24; and employee engagement, 19, 24–28; importance of, for leadership, 223; interviews with executives about, 13–14, 18; and leadership and trust, 6–7, 21–22; at personal level, 224–227; study revealing consequences of, 8–12, 233n6; and suppliers, 34–35; and trust, 21–22  
Behavioral integrity model, 39–51; challenges to manager consistency in, 41–44; desensitization in, 44–45; diagram of, 40; employee attitudes and behavior in, 49; employees' observation in, 45–48; manager consistency in, 40; priming in, 48–49  
Belz, Marty, 34–35  
Bias: attribution, 46; confirmatory, 48  
Boeing: efforts to improve labor relations at, 149, 150–151, 171–172; strike at, 37, 216–218  
Bofferding, Charles, 165, 216  
Bosses. *See* Managers  
Bottom line. *See* Profitability  
Brand promise, 33–34, 206–208  
“Bright line,” 146–147  
Brinker, Norman, 166–167  
Brodows, Scott, 142–143, 145, 160, 163  
Brooks, Doug, 69–70, 75, 85, 140, 166

Business environment: and manager consistency, 41, 234n1; manager's limited power in, 78–79

## C

Camden, Carl, 123, 124–125, 169–170, 210–212

Carey, Al, 93–94

Carlson Companies, 58–59

Carlson Hotels Worldwide, 212–213

Change efforts, 185–201, 228–229; balancing continuity with, 191–195; commitment to, 195–197; discussing tentativeness of experimental, 197–199; and humor, 199–200; impact of too many, 185–189; and integrity, 30–31; recommendations on implementing, 201; selecting, 190–191

Chelew, Tom, 169

ClubCorp, 185–186

Coaching: benefits of systems of, 181–182; and dealing with poor performance, 80–81; employees' criticisms as, 100; importance of behavioral integrity to, 230; metrics as basis of, 168; performance appraisals integrated with, 66, 172, 173–174, 175, 228

Cognitive dissonance, 44–45

Commitment: to change efforts, 195–197; communication about, 87–93, 149, 225–226; discussing, with middle manager's dilemma, 149; following process for making, 114–116; making, to honor commitments, 123–125; recording, as element of personal discipline, 116–117; self-knowledge and keeping, 108–111. *See also* Keeping promises; Making promises

Communication, 73–95; about change efforts, 194–195; about change efforts as experimental, 197–199; about commitment, 87–93, 149,

225–226; about means and ends, 61–63; about values-compromising policies, 142–144, 149–154; acknowledging uncertainty and power limits, 75–79; of awkward truths, 79–87; of casual overpromises, 73–75; between companies and labor unions, 36, 215–216, 229–230; cultural differences in, 74, 230; improving, in performance appraisals, 160–167; and managing behavioral integrity, 15, 225; recommendations on, 95; recovering from mistakes in, 93–94; of values, 66–68; of values statement, 58, 59, 60

Confirmatory bias, 48

Conflict, embracing, and communication, 84–87

Consistency, manager: in behavioral integrity model, 40; challenges to, 41–44, 224; desensitization about, 44–45; employees' observation of, 45–48

Coughlin, Lin, 19

Courage, moral, 104–105

Credibility: and change efforts, 186–187, 198, 199; and communication, 94; factors shaping, 43–44; and making promises, 110, 113; and power to give direction, 23–24

Cultural differences, in communication, 74, 230

Culture, company: accountability as element of, 181–182, 228; of complaint, 85–86; and excessive number of change efforts, 185; integrity and, 29–30; and manager consistency, 41–42

Customers, 206–212; and brand promise, 206–208, 229; and integrity, 32–34; process of selling to, 208–209, 229; questions about dealing with, 222; recovering service to, 209–212

Cycle of commitment, 87–88  
Cynicism, 47–48, 200

**D**

D'Aveni, Richard, 234n1  
Delves, Don, 65–66  
DePaulo, Bella, 101  
Desensitization, about manager  
  consistency, 44–45  
Direction-setting, 23–24  
Discipline. *See* Personal discipline  
Dourney, R. J., 27–28, 139, 145–146,  
  150, 161, 176–177, 195  
Dunn, Kevin, 103, 159, 193

**E**

Emotional attachment, 22–23  
Employees: attitudes of, in behavioral  
  integrity model, 49; behavioral  
  integrity's impact on engagement  
  by, 19, 24–28; direction of, 23–24;  
  hypocrisy perceived by, 47, 48, 50,  
  194–195; manager consistency as  
  observed by, 45–48; manager's lim-  
  ited power acknowledged to, 75–78;  
  performance appraisals' effect on,  
  163–164; relationship with, 22–23;  
  study of profitability and attitudes  
  of, 8–12, 233n6; trust of, 21–22;  
  weight of manager's words to, 75  
Enron, 31, 45  
Enterprise Rent-A-Car, 169  
Environment. *See* Business environment  
Enz, Cathy, 7  
Evaluation: of change efforts, 196;  
  of your integrity, 16. *See also*  
  Performance appraisals  
Evans, Ed, 29, 140  
Excellence, public definition of,  
  167–170  
Explanations, 48. *See also* Apologizing

**F**

Fear, facing, 104–105  
Federico, Rick, 160–161, 166–167,  
  173, 181–182

Feedback: follow-up on, 175–177;  
  frequent and ongoing, 172–173,  
  174–175. *See also* Performance  
  appraisals  
Feltman, Charles, 85, 87, 88, 89–90, 91  
Feltman, Robert, 101  
Financial metrics, values metrics  
  linked to, 169–170  
Flores, Fernando, 85  
Follow-up: on change efforts, 197; as  
  element of personal discipline,  
  116–117; to ensure commitments,  
  91–93; on feedback, 175–177  
Foster, Marlene, 147–148  
Fox, Bob, 26–27, 57, 58, 62, 196, 197

**G**

Gass, Robert, 97, 98–99, 100,  
  102–103, 108–110, 111, 113,  
  115–116, 122–123, 125, 127  
Goffee, Rob, 105  
Gratification, delaying, 103–104  
Guidara, Frank, 4, 23, 69, 84, 181

**H**

Hampton Inns, 207–208  
Hart, Chris, 207–208  
Heinz, Frank, 25–26  
Hillins, John, 62, 186, 200  
Hill, Lloyd, 21, 22–23, 99, 112, 124  
Hodes, Bruce, 118, 121–122, 179  
Hortobagyi, Paul, 22, 112  
Hotel business, study revealing con-  
  sequences of behavioral integrity  
  in, 8–12, 233n6  
Humor, and change efforts, 199–200  
Hypocrisy: avoiding, in performance  
  appraisals, 160; “cordial,” 85–86;  
  employees' perceptions of, 47,  
  48, 50, 194–195; gap between  
  words and action as, 46, 99–100;  
  and organizational change, 228

**I**

Ibara, Allen, 64, 71, 83, 88–89, 153–  
  154, 167–168, 169, 178, 180–181

Integrity: defined, 5; promissory vs. values, 98–100. *See also* Behavioral integrity  
 Integrity dividend: and change efforts, 30–32; and company culture, 29–30; and customers, 32–34; and employees, 19–28; executives' description of, 19; first study detecting, 11; and labor relations, 35–37; as power, 96; and relationship, 22–23  
 Interviews: about keeping promises, form for, 132–133; with executives about behavioral integrity, 13–14, 18

## J

Johnson, Nancy, 57, 194  
 Jones, Gareth, 105

## K

Kalfon, Judith, 198  
 Kay, Michael, 19, 23, 55–56, 61, 62, 63, 64–65, 68, 71, 107, 172, 174–175  
 Keeping promises: example of value of, 3–4; interviewing others about, 132–133; self-assessment about, 128–129. *See also* Making promises  
 Keeping track, as element of personal discipline, 116–117  
 Keeping your word: and direction-setting, 23–24; relationship between behavioral integrity and, 6; value of, 4. *See also* Word-action alignment  
 Kelly Services, 209–212  
 Kiestler, Phil, 191, 198  
 Kimber, Nancy, 36, 215–216  
 Kline, Pete, 8, 30–31, 34, 70–71, 80, 180, 214, 215  
 Knapp, Duane, 33, 34, 206  
 Kouzes, Jim, 57–58, 67, 97, 103, 168  
 Kramer, Rod, 46  
 Kruse, JoAnne, 158, 162, 164, 165–166, 175, 187, 193

## L

Labor unions. *See* Organized labor  
 Lavin, Joe, 87, 152–153

Lazar, John, 190  
 Leadership: behavioral integrity of, and employee engagement, 19, 24–28; components of, 6–7; importance of behavioral integrity for, 223; studies of trust in, 8, 10; trust in, 14, 21–22, 145–146. *See also* Managers  
 Learning, ongoing, 98–99  
 LeMener, Georges, 82–83, 158, 162–163, 208  
 Lewicki, Roy, 49  
 L.L. Bean, 206–207  
 Lomanno, Mark, 155–156  
 Longstreet, John, 81–82, 152, 155, 170–171, 176, 185, 194–195  
 Love, 22–23  
 Loving, Jennifer, 81  
 Lying: as deceit in social interaction, 101–103; firing people for, 177; and perception of integrity, 48–49; vs. incomplete communication, 160  
 Lyman, Amy, 124

## M

Making excuses, 119–120  
 Making promises, 55–72; casually without follow-through, 73–75; focused on values, 56–61, 225; following deliberate process for, 114–116; in ongoing operations, 69–70; to ourselves, 111–113; in publicly, 114; and putting simplicity of values into action, 61–68; and service recovery, 211–212. *See also* Keeping promises  
 Managers: accountability of, linked to values, 64–66; acknowledgement of limited power of, 75–79; communication of awkward truths by, 79–87; discomfort of, with performance appraisal systems, 158–160; recommendations for improving relations among, 157; weight of words of, to employees, 75. *See also* Consistency, manager; Leadership; Middle manager's dilemma; Senior managers

Maxfield, Richard, 104  
 McLean Parks, Judi, 8  
 Metrics: linking financial and values,  
 169–170; public display of, 167–169  
 Middle manager's dilemma, 137–157;  
 coping with, 141–148, 227;  
 described, 137, 138–139; origin of,  
 140; and power of boss, 139–140;  
 preventing, 148–156, 227–228;  
 recommendations on, 157  
 Miller, Kerry, 25, 146, 188–189  
 Miscommunication, 93–94. *See also*  
 Communication  
 Mishra, Aneil, 105  
 Mistakes, accepting responsibility  
 for, 119–121  
 Modeling values, 179–181  
 Motel 6, 208  
 Myers, Stan, 3–4, 59, 96, 168–169

## N

National Collegiate Athletic  
 Association, 8  
 Nurse, managed care, middle  
 manager's dilemma for, 138, 144

## O

Organizations: challenges to manager  
 consistency in, 41–42; communica-  
 tion between labor unions and,  
 36, 215–216, 229–230. *See also*  
 Culture, company  
 Organized labor, 215–220; communi-  
 cation between companies and,  
 36, 215–216, 229–230; impor-  
 tance of working with, 218–220;  
 and integrity, 35–37, 215–216;  
 questions about dealing with, 222;  
 strike by, at Boeing, 37, 216–218  
 Oxton, Greg, 145, 221

## P

Panico, Rich, 30, 32–33, 59, 62–63,  
 71, 78, 104, 105, 143–144, 177, 209  
 Payments, to suppliers, 214–215

Performance, telling truth about  
 poor, 80–82  
 Performance appraisals, 158–167;  
 coaching integrated with, 66, 172,  
 173–174, 175, 228; incomplete com-  
 munication in, 160–167; manage-  
 ment's discomfort with, 158–160;  
 rewards attached to, 171–172; value  
 of, 228. *See also* Accountability  
 Personal discipline, 96–123; apolo-  
 gizing and recovering as, 117–123;  
 arranging social support as,  
 113–114; author's efforts with, 97;  
 defined, 96–97; delaying gratifica-  
 tion as, 103–104; detecting habits  
 of social deceit as, 101–103; facing  
 fear courageously as, 104–105;  
 following process for giving your  
 word as, 114–116; and honoring  
 commitments, 123–125; keeping  
 track and following up as, 116–117;  
 and promissory vs. values integrity,  
 98–100; recommendations for  
 improving, 127–133; self-reflection  
 to develop, 106–113, 226  
 Personal qualities, and manager  
 consistency, 42–43  
 Pillsbury, Lee, 96, 110, 116, 117, 118  
 Policies. *See* Values-compromising  
 policies  
 Power: of boss, and middle manager's  
 dilemma, 139–140; integrity divi-  
 dend as, 96; limited, of manager,  
 75–79  
 Priming, in behavioral integrity  
 model, 48–49  
 Profitability, study of employee  
 attitudes and, 8–12, 233n6  
 Promise: brand, 33–34, 206–208.  
*See also* Commitment; Keeping  
 promises; Making promises  
 Promissory integrity, values integrity vs.,  
 98–100  
 Promotions: caution on promising,  
 76–77; importance of consistency  
 to, 181

## R

Ratcliff, Ted, 92, 213–214  
 Reinstein, Larry, 139–140, 151–152, 190, 192  
 Relationships: building, with suppliers, 212–214, 229; creating trusting, 155–156; and integrity, 22–23; and telling truth, 81–82  
 Reliance, 7  
 Repetition, of values statement, 58, 59, 60  
 Requests: making, 88–90; saying “no” to, 91  
 Research methodology: for interviews with executives about behavioral integrity, 13–14; for study of association between profitability and employee attitudes, 8–12, 233n6  
 Results, discussing means and, 61–63  
 Reward system: and company values, 63–64, 65–66; linked to performance appraisals, 171–172  
 Rigby, Guy, 80–81  
 Rothschild, Joy, 33–34, 59, 77  
 Rowe, Stan, 106, 108

## S

Sack, Skip, 29, 142, 148, 207  
 Sales process, 208–209  
 Saying “no”: to requests, 91; to unwanted commitments, 115–116  
 Self-assessment, about keeping promises, 128–129  
 Self-concept, and personal discipline, 111–113  
 Self-knowledge, and personal discipline, 106–111  
 Self-reflection, as element of personal discipline, 106–113, 226  
 Senior managers: blaming, for middle manager’s dilemma, 140–141; prevention of middle manager’s dilemma by, 148–156, 227–228;

recommended actions for, 157; trusting, 145–146  
 Service recovery, 209–212  
 Shapiro, Eileen, 45  
 Simons, Nina, 84  
 Simplicity: in statements of values, 57–60; of values, 61–68  
 Sky Chefs, 55–56, 62, 63–64, 65  
 Slim, William, 104–105  
 Smith, Alison, 193–194, 199  
 Social deceit, 101–103  
 Social support, for improving your integrity, 112, 113–114  
 Solomon, Robert, 85  
 Southwest Airlines, 69, 192  
 “Split brain syndrome,” 45  
 Stakeholders, outside, 205–222; customers as, 206–212, 222, 229; organized labor as, 215–220, 222, 229–230; suppliers as, 212–215, 222, 229  
 Staley, Bob, 86  
 Statements of values, 7, 45, 57–60  
 Stickel, Darryl, 24, 31, 60, 74, 92–93, 115, 167, 180, 196  
 Success cycle, 39–40  
 Suppliers, 212–215; building relationships with, 212–214, 229; and integrity, 34–35; questions about dealing with, 222; timing of payments to, 214–215, 229

## T

Teerlink, Rich, 120–121  
 Teng, Ted, 78–79, 119, 221  
 3M sticky note exercise, 153–154  
 Transparency, 19, 59–60  
 Trust: creating relationships of, 155–156; defined, 21; as facilitating performance reviews, 166–167; impact of, 14; and integrity, 21–22; and reliance, 7; in senior management, 145–146; studies of, in leadership, 8, 10  
 Truths, discussing awkward, 79–87

## V

- Values: achieving simplicity of, 61–68; discussing and demonstrating, 68; enforcing standards related to, 177–179; gap between actions and espoused, 98–100; modeling, 179–181; perceived importance of, 46–47; prioritizing, 58, 67; promises focused on, 56–61; recommendations on, 72; relationship between behavioral integrity and, 5–6; and reward system, 63–64, 65–66; statements of, 7, 45, 57–60. *See also* Middle manager's dilemma
- Values-compromising policies, 137–157; described, 137, 138–139; middle manager's coping with, 141–148; origin of, 140; and power of boss, 139–140; senior manager's actions to prevent, 148–156
- Values integrity, promissory integrity vs., 98–100
- Values metrics: financial metrics linked to, 169–170; public display of, 167–169

## W

- “Walking-away money,” 147
- Wallace, Deirdre, 4, 26, 75, 107–108
- Waugh, Stuart, 173
- Welch, Jack, 178
- Wells, Steve, 209
- Witzel, Jay, 30, 212–213
- Word-action alignment: behavioral integrity as, 5–6; further research on, 230–231; lack of, as hypocrisy, 46, 99–100; research on, and profitability, 8–12. *See also* Actions; Keeping your word
- Wright, Bob, 60, 89, 99–100, 102, 114, 119–120

## Y

- Young, Brian, 191

## Z

- Zaffron, Steve, 35–36, 219–220