

# Contents

<b>Introduction</b>	<b>11</b>
<b>I. Rules, morality, and ethics</b>	<b>13</b>
1. Integrity begins with knowledge of the position	15
2. Integrity demands knowledge of the rules	17
3. Integrity is about both the letter and the spirit of the law	21
4. Integrity is complying with the rules	24
5. Integrity also means compliance with the unwritten rules	27
6. Integrity is about ethics, not just popular morality	30
<b>II. Behavior and character</b>	<b>33</b>
7. Integrity is about why you do what you do	35
8. Integrity is about who you are	38
9. Integrity is about what you have	41
10. Integrity is visible in patterns of behavior	44
11. Integrity can only be built up in office	48
<b>III. Approaches to evaluation</b>	<b>51</b>
12. Integrity carries over from one situation to another	53
13. Integrity is defined publicly as well as personally	55
14. Integrity is how you are perceived by others, not just how you perceive yourself	57
15. Integrity is about appearance, not just the facts	60
16. Integrity arrives on foot and leaves on horseback	64
17. Integrity is revealed by minor as well as major transgressions	66
18. Integrity in the past predicts present and future integrity	69
19. Integrity is judged by individual identity	72
20. Integrity today is judged by that of tomorrow	75

<b>IV. Role models</b>	<b>79</b>
21. Integrity requires role models, not exemplary behavior	81
22. Integrity demands the most exemplary behavior from those with the most power	83
23. Integrity issues are not limited to personal enrichment or unfair advantage	85
24. Integrity in free time is relevant to integrity on the job	88
25. Integrity is others expecting from you what you expect from them	91
<b>V. Ideals and standpoints</b>	<b>95</b>
26. Integrity is mainly about having ideals	97
27. Integrity is the common thread of the job, career, and life itself	99
28. Integrity must fit the person	102
29. Integrity is expressing well-thought-out viewpoints	104
<b>VI. Risks from environment and power</b>	<b>107</b>
30. Integrity is threatened by ambition: the greater the ambition the greater the threat	109
31. Integrity is threatened by multi-tasking: the more tasks the greater the threat	111
32. Integrity is revealed by relationships with others	113
33. Integrity is threatened by the environment	115
34. Integrity is nurtured by the environment	118
35. Integrity demands insight into the effects of power on integrity	121
36. Integrity sours with cynicism	123
37. Integrity shows more in good times than in bad	126
<b>VII. Faithfulness</b>	<b>129</b>
38. Integrity is being faithful to a cause	131
39. Integrity comes down to the answer “I can’t do that”	134
40. Integrity comes down to the price you are willing to pay	136
41. Integrity is impossible without power	138
42. Integrity is undermined by vulnerability to blackmail	140
43. Integrity requires self-control	143

<b>VIII. Willingness to serve</b>	<b>145</b>
44. Integrity requires humility	147
45. Integrity is preserving the dignity of the job	149
46. Integrity means subordination of personal interests but not servility	151
47. Integrity does not require impartiality or independence	154
48. Integrity requires intellectual as well as moral qualities	156
49. Integrity requires respect for the integrity of others	159
<b>IX. Responsibility and accountability</b>	<b>163</b>
50. Integrity gains attention when you shape the collective conscience	165
51. Integrity means demanding responsibility	167
52. Integrity is the link between responsibility and accountability	169
53. Integrity demands truth, but not complete openness	172
<b>X. Between standards and practice</b>	<b>177</b>
54. Integrity does not exist	179
55. Integrity does not reduce standards to practice	181
56. Integrity is not moralistic	184
57. Integrity is about what you aspire to, not how you are	186
58. Integrity is not like pregnancy	188
<b>XI. Dealing with dilemmas</b>	<b>191</b>
59. Integrity is expressed in the battle over moral dilemmas	193
60. Integrity does not exclude compromise, but compromise compromises integrity	196
61. Integrity allows you to get your hands dirty, but only in special circumstances	199
62. Integrity is the good you achieve, not just the wrong you avoid	201
63. Integrity can be sacrificed for good reasons	203
64. Integrity resides in what you do not do, not just what you do	205
65. Integrity is only relevant if there are alternatives	207
66. Integrity is the midway between two evils	209

67. Integrity benefits from the “not-unless” principle	211
68. Integrity benefits from moral intuition	213
69. Integrity is impossible without self-reflection and role distancing	215
70. Integrity benefits from moral luck	218
<b>XII. The importance of integrity</b>	<b>221</b>
71. Integrity is more important than what becomes publicly known	223
72. Integrity on a slippery slope is difficult to stop	225
73. Integrity becomes more difficult to improve over time in office	227
74. Integrity is all	230
75. Integrity generates power	232
76. Integrity reveals beauty	234
77. Integrity is a deadly weapon	236
78. Integrity is a silent killer	239
79. Integrity can be calculated formally or informally, but the accounts are not always settled	242
80. Integrity becomes more important when transparency increases or decreases	245
81. Integrity must not cross over into integritism	248
<b>XIII. Dealing with wrongdoing</b>	<b>251</b>
82. Integrity becomes more problematic if wrongdoing is hushed up, denied, or hidden	253
83. Integrity is investigating suspected wrongdoing	256
84. Integrity is like being a lady: if you have to tell people you have it, you do not	259
85. Integrity is not responding badly to accusations of wrongdoing	26
86. Integrity is responding well to accusations of wrongdoing	265
87. Integrity is revealed by the magnitude of punishment for wrongdoing	270

<b>XIV. Before and after service</b>	<b>273</b>
88. Integrity provides good reasons for resigning	275
89. Integrity does not stop when you stop	279
90. Integrity is put to the test during selection processes and elections	283
<b>XV. Other levels</b>	<b>287</b>
91. Integrity is an important policy touchstone	289
92. Integrity of decision making is at the heart of integrity	292
93. Integrity is revealed in the design of an organization	294
94. Integrity is about the design of society	296
<b>XVI. Finally</b>	<b>301</b>
95. Integrity only exists now	303
<b>About the author</b>	<b>305</b>
<b>Notes</b>	<b>307</b>