



Demonstrating Integrity

Competencies

"This Deep Dive draws from one of the Areas of Competence in the [Career Development Manager/Leader Competency Framework](#). Through reflection, analysis of real situations, and practical activities, you'll explore how this part of the framework shapes your leadership practice."

The Challenge Ahead

In human services, integrity is our greatest asset, it is the essential foundation for our work. Leaders in this vital sector are entrusted with people's well-being and confidential data, while consistently balancing stakeholder needs with authentic, person-centered support for clients.

For this resource, integrity goes far beyond simply avoiding misconduct. It's the intentional, dynamic practice of aligning your actions with your principles, especially in difficult moments. Ultimately, it's about cultivating a culture where people feel safe, respected, and empowered to contribute.

The Leader's Role in Demonstrating Integrity

Your role is to lead with clarity, humility, and courage. That means:

- Reflecting on your own values, habits, and impact
- Managing stress and time in ways that support ethical decision-making
- Creating transparent, inclusive systems and expectations
- Addressing breaches with fairness and accountability
- Modeling the behaviours you want to see in others

In this resource you'll find four useful exercises you can use to reflect, clarify and embody the mindset, behaviours and habits that demonstrate integrity in your leadership role.

1. Leadership Vision Statement
2. Integrity Radar - visualizing strengths and gaps
3. Communicate and Embody Expectations
4. Take Care of Yourself



Exercise 1: Your Leadership Vision Statement



Purpose

A leadership personal mission statement is a powerful tool for grounding your values, guiding your decisions, and communicating your purpose. It can help focus you when things feel out of control, and direction when conditions are uncertain.

Step 1: Reflect and Align

Imagine you're having your best day as a leader. In that mindset, reflect on the following questions and how you might respond.

- What values do I want to embody consistently?
- What kind of impact do I want to have on others?
- What behaviours or habits define my leadership?
- What legacy or ripple effect do I hope to leave?
- Who am I ultimately serving — and how?

Craft your responses into a paragraph, written in present tense that is specific, compelling and aspirational. Don't worry about being brief, make it clear. That is the most important thing. It may help to use the structure below to guide you.

I lead with [core values or guiding principles] to [primary purpose or impact you aim to create], by [key behaviours, commitments, or leadership practices]. I strive to [aspirational goal or legacy], so that [who benefits and how].



Worksheet 1: Leadership Vision

Vision Statement (Sample)

I lead with integrity, empathy, and clarity to empower teams and foster inclusive, values-driven cultures, by listening deeply, communicating transparently, and aligning actions with purpose. I strive to be a catalyst for growth and trust, so that individuals and organizations can thrive in service of their communities.





Exercise 2: Integrity in Practice



Purpose

To help leaders and teams proactively identify ethical risks in their work environment and collaboratively develop strategies to mitigate them. This exercise supports a culture of integrity, transparency, and shared accountability.

Step 1: Identify risk to integrity and ethics

Engage your team in discussion in which you identify the many risks to integrity and ethics that may face your organization. This is a useful exercise to get all team members into a shared mindset, and define the values and conduct of the organization in these scenarios the team will very likely face. Many of the risks you face in integrity and ethics involve a dilemma between two competing demands. Examples include:

- Confidentiality: balancing the need to report with the need to protect client confidentiality
- Client autonomy: the right of clients to have agency in their lives balanced against the need to keep clients safe
- Inclusion and equity: advocating for underrepresented clients while respecting their agency

It is important to create ongoing reflection and discussion about integrity, ensuring you and your team are bringing forward the challenges and issues you do or may face in your work and creating a safe space to create shared understanding and define the shared behaviours that embody your commitment to your values.



Preparation

- Schedule 45–60 minutes for the discussion.
- Share the purpose of the activity in advance to create psychological safety.
- Print or display the Risk and Ethics Scan worksheet.
- Consider inviting a neutral facilitator if the team is navigating sensitive issues





How to Use It

Step-by-Step

1. **Frame the Conversation** Begin by reminding the team that ethical risks are often unintentional and systemic. This is not about blame—it's about strengthening practices and protecting trust.
2. **Review Key Areas Together** Walk through the categories on the worksheet (e.g., resource use, confidentiality, conflict of interest). Invite the team to define what each area means in your context.
3. **Identify Risks Collaboratively** Ask team members to share examples of potential or observed risks. Use guiding questions like:
 - “Where might we be vulnerable to ethical missteps?”
 - “What practices could be misunderstood or misused?”
 - “Where do we need clearer boundaries or systems?”
4. **Assess Impact and Prioritize** For each risk identified, discuss its potential impact on clients, staff, or the organization. Prioritize areas that require immediate attention or pose high reputational or relational risk.
5. **Develop Mitigation Strategies** Brainstorm practical steps to reduce or eliminate each risk. Encourage shared ownership and realistic action planning.
6. **Document and Follow Up** Capture key insights and strategies. Assign follow-up actions and revisit progress in future team meetings.



Pro Tips for Success

- Normalize the idea that ethical leadership is a practice, not perfection.
- Use inclusive language and invite diverse perspectives.
- Reinforce confidentiality and respect throughout the discussion.
- Celebrate proactive thinking and team accountability.



Worksheet 2: Risk and Ethics Scan

Purpose

Surface potential ethical risks and plan to mitigate

Area	Risk	Impact	Mitigation Strategy





Worksheet 2: Risk and Ethics Scan (Sample)

Purpose

To help leaders and teams identify and prepare for the many responses to change, explore underlying concerns, and provide empathetic support.

Area	Risk	Impact	Mitigation Strategy
Resource use	Unclear asset tracking	Misuse or inefficiency	Implement tracking system, train staff
Confidentiality	Shared login credentials	Breach of client trust	Individual logins, staff training
Conflict of interest	Staff working with family members	Perceived bias	Disclosure policy, reassignment protocol





Exercise 3: Integrity Radar Chart



Purpose

To help leaders and teams reflect on how integrity shows up in daily practice by assessing key dimensions such as self-awareness, transparency, and ethical culture. This exercise supports honest dialogue, shared insight, and intentional growth,



Preparation

- Schedule 30–45 minutes for the session.
- Share the purpose of the activity in advance to create psychological safety.
- Provide each participant with a copy of the Integrity Radar worksheet (or display it for group discussion).
- Consider whether to complete the radar individually first, then discuss as a group.



How to Use It

Step-by-Step

1. **Introduce the Purpose** Begin by framing the exercise as a tool for reflection and growth—not evaluation. Emphasize that integrity is a practice, and this is a chance to explore how it's supported (or strained) in your current environment.
2. **Review the Dimensions** Walk through each radar dimension together:
 - Self-awareness
 - Time and stress management
 - Transparency in decision-making
 - Conflict of interest awareness
 - Confidentiality practices
 - Ethical culture-building

Clarify what each means in your context and invite examples.

3. **Complete the Radar**
 - Invite participants to rate each dimension from 1 (low) to 5 (high), based on their current experience. Encourage honesty and curiosity.





4. **Reflect and Discuss** Use guiding questions to spark conversation:
 - “Which areas feel strongest for us right now?”
 - “Where do we see gaps or inconsistencies?”
 - “What patterns are emerging across the team?”
 - “What’s one area we’d like to strengthen together?”
5. **Identify Actions** As a group, choose 1–2 dimensions to focus on. Brainstorm small, specific actions that could improve integrity in those areas.
6. **Close with Commitment** Invite each person to name one personal intention or leadership behaviour they’ll carry forward. Consider revisiting the radar in 3–6 months.

**Pro Tips**

- Normalize imperfection—this is about learning, not judgment.
- Encourage storytelling and lived examples.
- Use a visual radar chart if helpful for group synthesis.
- Celebrate areas of strength and name what’s working well.



Worksheet 3: Integrity Radar Chart

Purpose

Visualize strengths and gaps across key dimensions.

Assess these different dimensions that impact integrity. You can do this as an individual, of course, more interestingly you could do this with your team, allowing each person to complete anonymously and then tally the scores for each dimension and share the outcomes to drive discussion.

Dimension	Score (1-5)	Notes
Self-awareness		
Time and stress management		
Transparency in decision-making		
Conflict of interest awareness		
Confidentiality practices		
Ethical culture-building		





Worksheet 3: Integrity Radar Chart (Sample)

Purpose

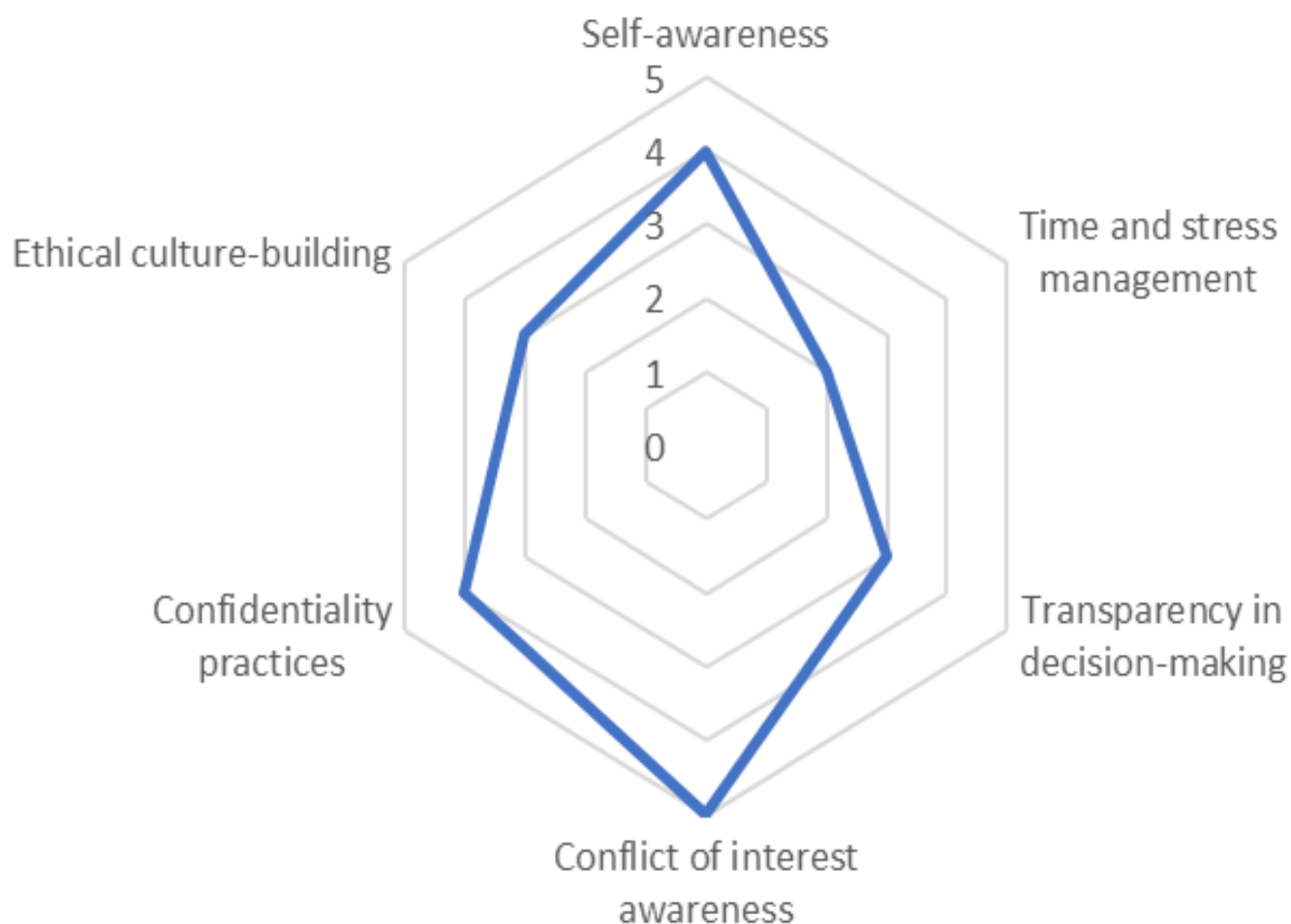
Visualize strengths and gaps across key dimensions.

Assess these different dimensions that impact integrity. You can do this as an individual, of course, more interestingly you could do this with your team, allowing each person to complete anonymously and then tally the scores for each dimension and share the outcomes to drive discussion.

Dimension	Score (1-5)	Notes
Self-awareness	4	Regular reflection, but feedback loop could improve
Time and stress management	2	Often reactive, impacts clarity
Transparency in decision-making	3	Decisions explained, but not always early enough
Conflict of interest awareness	5	Clear boundaries and communication
Confidentiality practices	4	Strong practices, room to train others
Ethical culture-building	3	Values are clear, but not consistently reinforced

Map your individual or team responses onto this radial chart:





What strengths do you see? What gaps? What next steps can you take to improve the outcomes?



Exercise 4: Communicate Expectations and Culture



Purpose

To help leaders and teams clarify, reinforce, and align around the values, expectations, and conduct that shape a respectful, inclusive, and ethical workplace. This exercise supports transparency, consistency, and shared ownership of organizational culture.



Preparation

- Schedule 45–60 minutes for the session.
- Share the purpose of the activity in advance to create psychological safety.
- Provide the Values and Conduct Communication Plan worksheet.
- Bring copies of your organization's code of conduct, mission statement, or values if available.



How to Use It

Step-by-Step

1. **Frame the Conversation** Begin by emphasizing that workplace culture is shaped by what we say, what we do, and what we reinforce. This exercise is about making expectations visible and actionable—not just assumed.
2. **Review Key Audiences** Walk through the worksheet's audience categories (e.g., new staff, full team, managers). Invite the group to identify additional audiences relevant to your context (e.g., volunteers, clients, external partners).
3. **Clarify Messages and Expectations** For each audience, discuss:
 - What values or expectations need to be communicated?
 - What behaviours or decisions do we want to reinforce?
 - What misunderstandings or gaps have we seen?
4. **Choose Communication Formats** Brainstorm effective ways to deliver each message (e.g., orientation sessions, posters, team meetings, training, email, storytelling). Consider accessibility, tone, and frequency.
5. **Plan Timing and Follow-Up** Decide when and how often each message should be shared. Identify follow-up strategies to reinforce





the message (e.g., supervisor check-ins, anonymous feedback, case study discussions).

6. **Document and Assign Ownership** Capture the communication plan and assign roles for implementation. Consider creating a shared calendar or dashboard to track messaging efforts.



Pro Tips for Success

- Use real examples to illustrate values in action.
- Invite input from across roles and identities.
- Reinforce that expectations apply to everyone—leaders included.
- Celebrate clarity and consistency as tools for trust-building.



Worksheet 4: Values and Conduct Communication Plan

Audience	Message	Format	Timing	Follow-up





Worksheet 4: Values and Conduct Communication Plan (Sample)

Purpose

Reinforce ethical expectations and build shared understanding.

Audience	Message	Format	Timing	Follow-up
New staff	Code of conduct overview	Orientation session	First week	Supervisor check-in
Full team	Respect and inclusion values	Team meeting + poster	Quarterly	Anonymous feedback form
Managers	Conflict of interest policy	Email + discussion	Annual review	Case study discussion





Exercise 5: Personal Wellness Journal



Purpose

To help leaders monitor and nurture their own well-being across key dimensions—physical, emotional, spiritual, social, mental, and energetic. This exercise supports self-awareness, sustainability, and integrity in leadership.



Preparation

- Schedule 20–30 minutes for individual reflection.
- Create a quiet, reflective environment. Consider soft music, journaling prompts, or a guided check-in.



How to Use It

Step-by-Step

1. **Leadership integrity starts with self-awareness and self-care.** This journal is not about perfection—it's about noticing patterns, honoring needs, and making intentional choices.
2. **Review the Dimensions** Walk through each wellness dimension:
 - Physical
 - Emotional
 - Spiritual
 - Social
 - Mental Focus
 - Energy Level

Clarify what each means to you.
3. **Complete the Journal** Rate each dimension from 1 (low) to 5 (high) based on your current experience. Add notes and set intentions for the coming week.
4. **Reflection**
 - How does your wellness impact how you lead?
 - What patterns are you noticing?
 - What's one small shift you'd like to make that you can sustain?





5. **Set Personal Intentions** Choose one wellness dimension to focus on. Write a simple, achievable intention (e.g., “Take a walk three times this week,” “Pause before responding when stressed”).
6. Wellness is a leadership practice. Invite participants to revisit the journal weekly or monthly and use it as a tool for reflection and recalibration.



**Pro Tips
for Success**

- Normalize fluctuations—wellness is dynamic.
- Celebrate small steps and personal insights.
- Consider pairing this with peer coaching or accountability check-ins.



Worksheet 5: Personal Wellness Journal

Purpose

Support leaders in monitoring and nurturing their own well-being across key dimensions.

Dimension	Current State (1-5)	Notes	Intentions for the Week
Physical			
Emotional			
Spiritual			
Social			
Mental Focus			
Energy Level			





Worksheet 5: Personal Wellness Journal (Sample)

Purpose

Support leaders in monitoring and nurturing their own well-being across key dimensions.

Dimension	Current State (1-5)	Notes	Intentions for the Week
Physical	3	Sleep disrupted, low energy	Walk 3x/week, hydrate daily
Emotional	2	Feeling reactive, low patience	Journal nightly, pause before responding
Spiritual	4	Feeling grounded through morning ritual	Continue daily reflection
Social	3	Limited connection outside work	Call a friend, plan lunch with colleague
Mental Focus	2	Scattered, hard to prioritize	Use time blocks, reduce multitasking
Energy Level	3	Midday slump	Adjust caffeine, take short breaks

