**The Foundational Factors for Being a Leader and Exercising Leadership Effectively**

**Integrity:** You can forget about having integrity until any "out of integrity" occurs for you as a diminution of yourself.

**Authenticity:** Authenticity begins with being authentic about your inauthenticity’s.  
Being Given Being and Action by Something Bigger than Yourself: Heroes are ordinary people who are given being and action by something bigger than themselves. True leaders are heroes.

**Being Given Being and Action by Something Bigger than Yourself**

Heroes are ordinary people who are given being and action by something bigger than themselves. True leaders are heroes.  
**Being Cause in the Matter:** Declaring that you are cause-in-the-matter **as a stand** you take to give yourself power. Declaring that you are cause-in-the-matter as a stand, you take to give yourself power

**Without Integrity Nothing Works - The Law of Integrity**

As defined in the dictionary, integrity is the state of being whole, complete, unbroken, unimpaired, sound, in perfect condition. The Law of Integrity states: As integrity (being whole and complete) declines, workability declines, and as workability declines, the opportunity for performance declines. Thus, the maximization of whatever performance measure you choose requires integrity – from the quality of your life to your effectiveness in life. Attempting to violate the Law of Integrity generates painful consequences just as surely as attempting to violate the law of gravity.

Put simply *(and somewhat overstated*): "Without integrity, nothing works."

Think of this as a heuristic.

If you or your organization operate in life as though this heuristic is true, performance will increase dramatically. And the impact on performance is huge: easily 100% to 500%.

**What is Integrity for a Person?**  
Integrity for a person is a matter of that person's word, nothing more and nothing less. For a person to have integrity, the word of that person must be whole, complete, unbroken, unimpaired, sound, in perfect condition.

*The question is, in the matter of integrity, what constitutes your word?*

1. **What You Say is So**: Whenever you have given your word to others as to the existence of something or some state of the world, your word includes being willing to be held accountable that the others would find your evidence makes what you have asserted valid for themselves.  
 2. **What You Stand for**: That is, what you say that your life is about and for what you can unquestionably be counted on – whether expressed in the form of a declaration made to one or more people, or even to yourself, as well as what you allow people to believe that you stand for, is a part of your word.  
 3. **Moral, Ethical, And Legal Standards**: The moral, ethical, and legal standards which you have not explicitly declined are a part of your word.

**Integrity is Honoring Your Word and Honoring Your Word Is**

1. **Keeping your word, and on time,** OR:  
 2. **Whenever you will not be keeping your word, just as soon as you become aware that you will not be keeping your word (including not keeping your word on time), saying to everyone impacted:** a. that you will not be keeping your word, and  
 b. that you will keep that word in the future, and by when, or, that you won't be keeping that word at all, and  
 c. what you will do to deal with the impact on others of the failure to keep your word (or to keep it on time).

**Integrity and Performance**  
As this new model of integrity points out, integrity is the state or condition of being whole, complete, unbroken, unimpaired, sound, in perfect condition. Such a state is the necessary and sufficient condition for workability. And workability is a necessary condition for performance. As a result, it becomes clear that integrity determines the opportunity set for performance.

**What Is It Like to Be a Person of Integrity – To Be Whole and Complete as A Person?**

As we said, at least in the matter of integrity, who you are is your word, nothing more and nothing less. However, in a very real sense, who you are period is your word. You have very little dominion over your mental state, emotional state, physical state, or even what you think or remember *(what comes to mind),* but you do have something to say about what comes out of your mouth. Given that your word is that over which you do have dominion, it is, as we said, not too much to say that who you are is your word.

*Perhaps the most important aspect of being out-of-integrity is the loss of self, or if that is too much for you to take in, then the loss of power.*

**Let Us Consider What Is It Like to Be Whole and Complete as A Person?**

In a very real sense, you are your word.

When you are out-of-integrity as a person, you are as a person less than whole, complete, unbroken, unimpaired, sound, in perfect condition.  
Instead of being a person of power, because you have lost your power, you are left being a person of force. When you honor your word to yourself and others: You are at peace with yourself, and therefore act from a place where you are at peace with others and the world, even those who disagree with you or who you might ordinarily feel threatened by.

1. You live without fear for yourself; that is who you are as a person. There is no fear of losing the admiration of others.   
 2. You do not have to be right; you act with humility.  
 3. Everything or anything that someone else might say is OK for consideration, no need to defend or explain yourself or rationalize yourself; you are able to learn. This state is often mistaken as mere self-confidence rather than the true courage that comes from being whole and complete – that is, it comes from being a man or woman of integrity.

This is a critically important element of being a leader.

**A Picture of Integrity: What would your life be like and what would your performance be, if it were true that**  
• You have done what you said you would do, and you did it on time.  
• You have done what you know to do, you did it the way it was meant to be done, and you did it on time.  
• You have done what others would expect you to do, even if you never said you would do it, and you did it on time, or about this or that expectation of theirs, you have informed them that you will not meet this or that expectation.  
• And you have informed others of your expectations of them by making explicit requests to those others.   
And, whenever you realized that you were not going to do any of the foregoing, or not going to do it on time:  
• You have said so to everyone who might be impacted, and you did so as soon as you realized that you wouldn't be doing it, or wouldn't be doing it on time, and   
• If you were going to do it in the future you have said by when you would do it, and  
• You have dealt with the consequences of your not doing it on time, or not doing it at all, for all those who are impacted by your not doing it on time, or not doing it at all.