

# *Integrity Intensive*

Utah Association of Counties  
November 17, 2011  
Stu Brody

# Utah auditors seek criminal probe of former liquor boss

DABC » Report finds that liquor agency's transactions with son's firm merit charges.

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BY DAWN HOUSE  
The Salt Lake Tribune

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First published Oct 18 2011 04:51PM  
Updated Oct 19, 2011 06:44AM

Legislative auditors say the former executive director of the state liquor-control agency should be investigated by the state and face criminal charges for his role in \$370,000 worth of business that was transacted between his department and a company owned by his son.

In a report released Tuesday, auditors said the Utah Department of Alcoholic Beverage Control (DABC), under Dennis Kellen's control, failed to get competitive bids and then paid premium prices for supplies, equipment and services provided exclusively by Flexpak, a Woods Cross-based company owned by Brian Kellen.

The report also criticized years of mismanagement within the department and recent executive perks such as custom furniture and a \$20,000 Liberty Jeep for use by Dennis Kellen and Deputy Director John Freeman at a time when the state was considering closing liquor stores and laying off employees.

Freeman resigned Oct. 7. Four other agency employees have been laid off, one worker has been fired and several more are expected to retire.



(Francisco Kjolseth | Tribune File Photo) Utah Transit Authority board member Terry Diehl is resigning to pursue development business opportunities involving transit. The board granted him a waiver from a one-year ban on former board members dealing with the agency.

## Controversial UTA board member Diehl resigns

Transit » 2010 legislative audit brought actions into question.

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### Photos

BY LEE DAVIDSON  
The Salt Lake Tribune

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First published May 25 2011 06:46PM  
Updated Jun 9, 2011 12:00AM

Controversial Utah Transit Authority board member Terry Diehl announced Wednesday that he is resigning under pressure — and the board gave him a parting gift by waiving for him a normal yearlong ban against former members doing business with the agency.

Diehl says he is interested in developing land around transit stops. But a legislative audit last year said Diehl may have earlier broken state law and misused official information by trying to benefit from a potential UTA commuter-



involved in this and I look to all of us to take into consideration that there are  
" said council chair Pat Heddy.  
... who advocated for Turkey's removal, said she was surprised the council was

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# Provo councilman resigns amid allegations of fraud, ethics violations

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# Ethics

- A body of regulations
- Designed to eliminate conflict of interests
- Imposed on a specific group of public officials
- There are penalties for non-compliance

# Integrity

- A balancing of multiple and competing (conflicting) interests
- We have a choice
- There are no specific rules
- The behavior may not subject to sanctions

# Ethics and Integrity

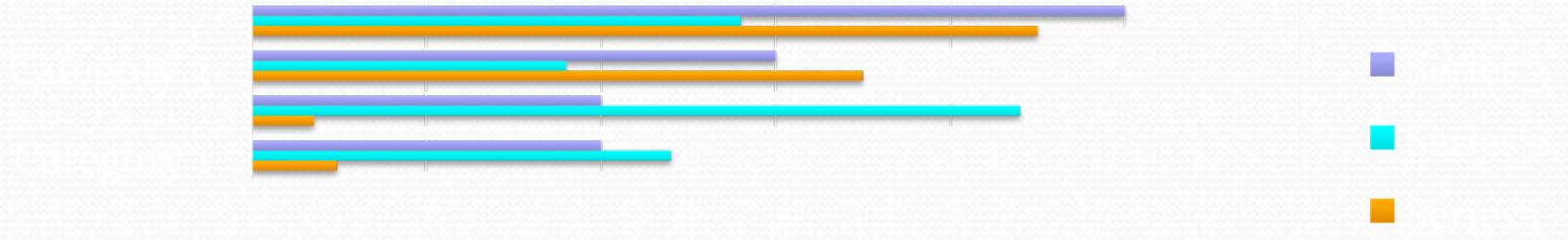
Ethics: A regime of  
compliance

Integrity: A culture of values

# Integrity Definitions

- Doing what is right
- Acting in accordance with personal values
- Honest in all your dealings
- Treating others as you would like you to be treated
- Know yourself
- Understanding of moral values
- Doing what your gut feeling tells you to do
- Making decisions consistent with conscience
- Look yourself in the mirror

# You use your influence to put in a good word for the child of a friend competing for a county job



# Defining Duty

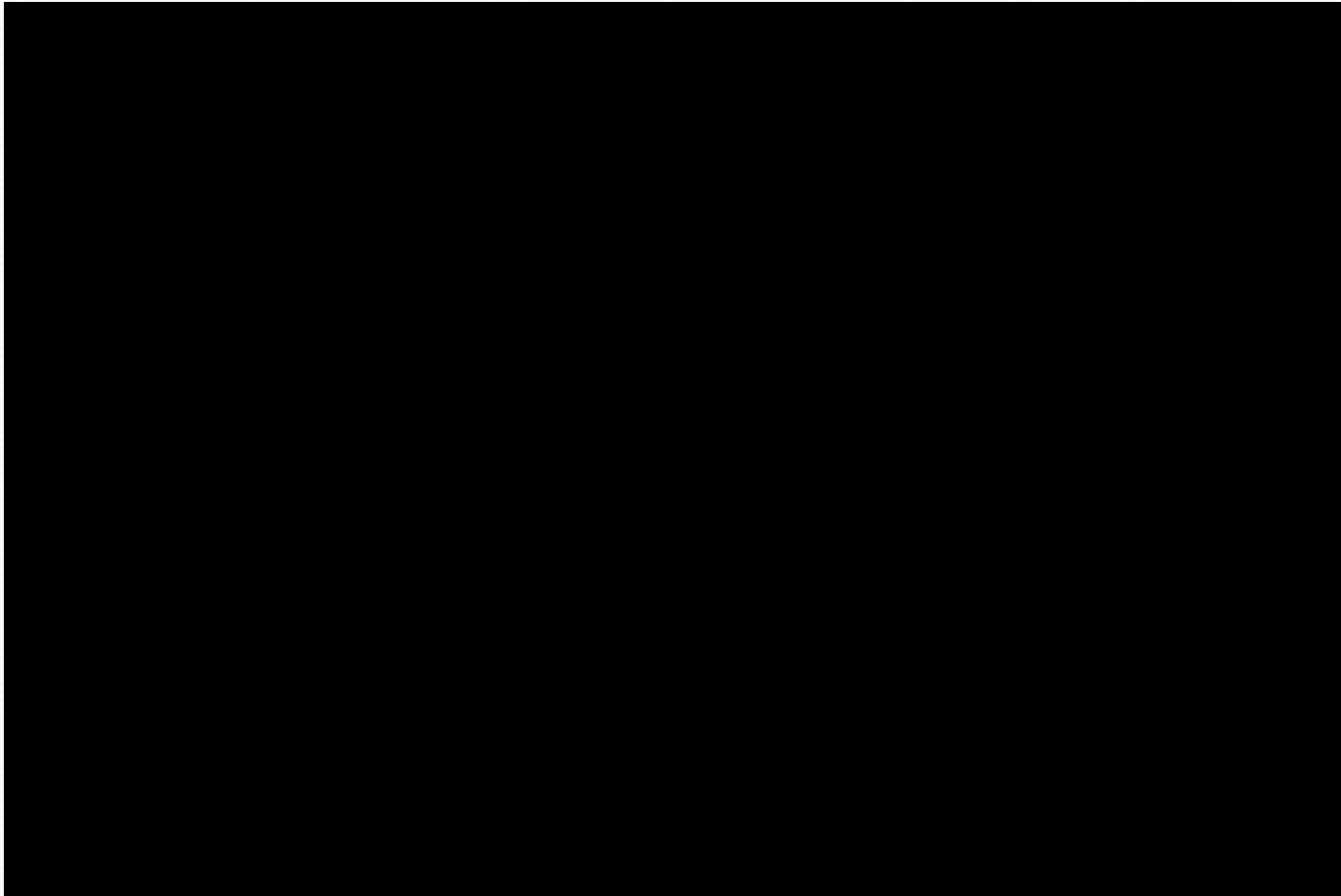
- Responsibility to fulfill a reasonable expectation on the part of someone or some entity/group/institution

# Competing Duties?

To help the daughter of a friend get a job (loyalty)

To preserve the credibility of the county hiring processes ( truth)

# Saving Private Ryan



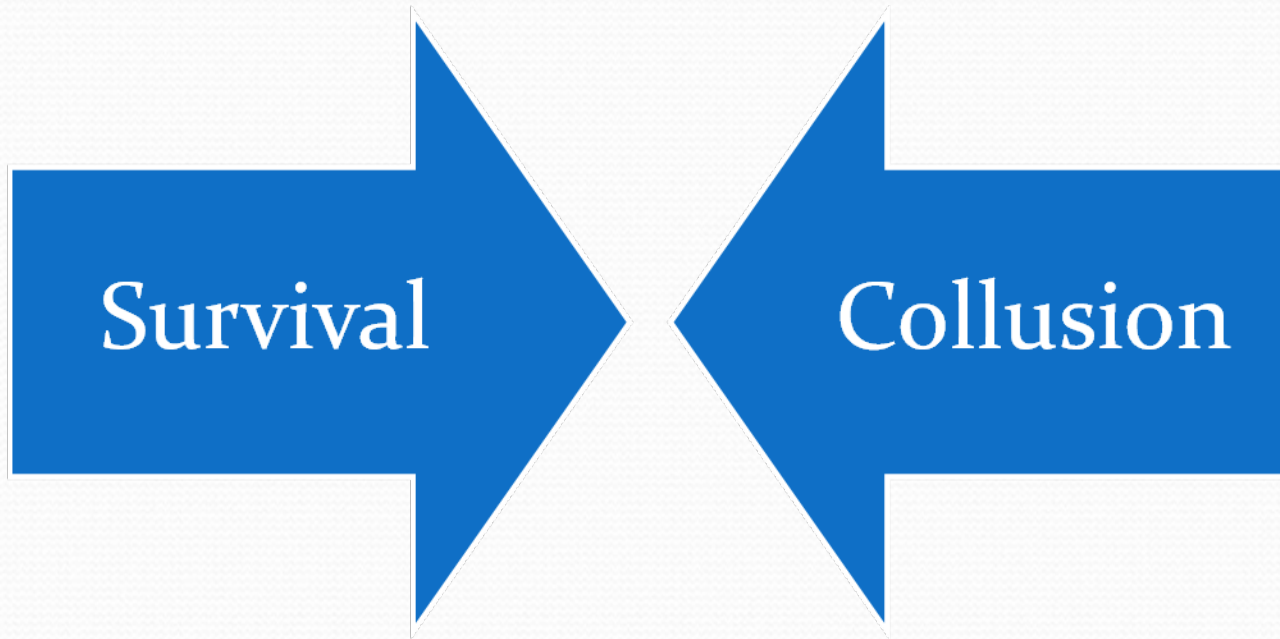
# Survival

- A survival situation is one in which self protection justifies the suspension of any competing duty

# Collusion

Collusion equates self interest with duty and overrules applicable duties, including the duty of truthfulness.

# Integrity



# Duty of Truthfulness

- The duty of truthfulness applies in any situation in which one person has a reasonable expectation of truth from another

# Integrity's First Step

Breaking the automatic  
identification of self  
interest with duty

# Integrity Definition:

- I will do what I say I will do for my constituents
- I will keep personal feelings out of the outcome
- I will keep in mind the needs of the whole county
- I will not take bribes, knowingly give false information or use favoritism
- I will be honest in my dealings but also spare people's feelings if it is possible to do so in an ethical way.

# Right vs. Right

- Integrity rarely involves a simple decision between right and wrong,
- Integrity is the authentic resolution among competing duties of equal or relative right.

# Examples of Right vs. Right

- Long term vs. short term
- Justice vs. mercy
- Loyalty vs. truth
- Insisting on the expected vs. openness to the unexpected
- Willingness to offer vs. opportunity to gain
- Self assured vs. accepting input of others
- Individual vs. community
- Benefit to a few vs. avoiding harm to many

# Why Risk?

- Action in service of a duty without certainty of the outcome

# Characteristics of Admired Leaders – What Does the Research Say?

■ Characteristic	Percentage Selecting
■ Honest	88
■ Forward-Looking	71
■ Competent	66
■ Inspiring	65
■ Intelligent	47
■ Fair-minded	42
■ Broad-minded	40
■ Supportive	35
■ Straightforward	34
■ Dependable	33

# Communication

- Is the key in minimizing risk because each person knows what duties are at stake and how they are being balanced
- Forces us to see when we are using survival as an excuse to avoid duty
- Is the confirmation of the most admired quality – personal authenticity

# Fundamentals of Integrity Practice

- It is a practice
- It is purposeful
- It is not about right and wrong
- Self interest is not a duty

# Elements of Integrity

- Identifying All Applicable Duties
- Defining Competing Duties and Accommodating Them
- Assessing and Assuming Risk
- Mastering Communication

# Seven Blunders of Integrity

- Loyalty without truth
- Intelligence without insight
- Criticism without courtesy
- Opportunity to gain without obligation to share
- Discipline without discernment
- Reaction without reflection
- Ambition without humility

- The Leadership Challenge, Third Edition, by James M. Kouzes and Barry Z. Posner. Published by Jossey-Bass. Copyright 2002 by John Wiley & Sons, Inc.
- Kernel of Truth – [www. Kerneloftruth.wordpress.com](http://www.Kerneloftruth.wordpress.com)