An Accountability Structure that works

I. **in•teg•ri•ty** *(noun)* The act of integrating our actions with our word. —*Webster's Dictionary*

A. Integrity is the foundation of all human relationships, for in its presence, trust lives.
B. "Without it, self-interest prevails and ethical conduct disappears."
C. Integrity is a management function within any organization.
D. What can't you manage?

Behavior	Emotions
Attitudes	Intentions
Feelings	Opinions

E. What are you managing?
The promises of others
F. Building integrity is the key function of officers.
    i. *Maintaining it is the responsibility of every brother*.
G. "Management is the capacity to secure promises to accomplish specific actions in time, and holding them accountable for that promise."
H. Effective management involves producing results through communication.
Request: Asking specifically for what is wanted and by when.
Promise: Committing to a future action with a "by when" date.
Decline: To refuse a request.
Counter Offer: To offer an acceptable alternative to the original request.
I. Maintaining Integrity
"Life is not about spilling milk; life is about cleaning it up."
1. Ambitious, committed people make many promises to lots of people, and not all of them line up neatly.
2. We do and will break our word!

3. Building integrity and trust requires a high level of making and keeping promises, but real sustaining of integrity depends on what you do when you break a promise.
4. When a promise is about to be broken:
    a. Contact the promise holder.
    b. Acknowledge that the promise you made may or may not be fulfilled as promised.
    c. Request relief from the original terms.
    d. Commit to new terms for fulfillment.
    e. Fulfill on the new promise!
    f. Note: Do not waste time in providing excuses or reasons.
5. When a promise has been broken:

    a. At the earliest possible moment, speak with/notify the promise holder to:

        1) Acknowledge the broken promise.
        2) Apologize.
        3) Make a new promise to fulfill a new commitment that satisfies the requester.
        4) Recommit to keeping your word in the future.

    b. Holding people accountable

        1) Provide clear expectations
        2) Gain a promise
        3) Reward a fulfilled promise
        4) Sanction a broken promise