INTEGRITY

Interact with others in a way that gives them confidence in one's intentions and those of the organization; establish open, candid, trusting relationships; behave in accordance with expressed beliefs and commitments.

Manager of Others	Page #
Show consistency between words and actions.	6
Live up to commitments.	6
Manage for ethical work practices among associates, customers and/or suppliers.	6
Regularly review, maintain, and improve upon ethical work practices with associates, customers, suppliers, financial institutions, and government agencies.	6
Create an environment for honest and open discussion of all issues.	6
Encourage employees to share information.	10
Provide transparent and open access to data within Solectron.	10

INTEGRITY

Consider these developmental strategies if you have a need to . . .

▶ Show consistency between words and actions.

▶ Live up to commitments.

▶ Manage for ethical work practices among associates, customers and/or suppliers.

▶ Regularly review, maintain, and improve upon ethical work practices with associates, customers, suppliers, financial institutions, and government agencies.

▶ Create an environment for honest and open discussion of all issues.

Skill Enhancers

▶ Get to know the people you work with.

▶ Be candid about what you can and cannot do.

▶ If you make a commitment, work hard to keep it.

▶ Be receptive to bad news and work effectively toward solutions.

▶ Don't withhold information that others need, even if it is bad news.

▶ Avoid telling people what you think they want to hear rather than the truth.

▶ Be aware of your body language and facial expressions when talking to others to make sure you are not sending mixed messages.

▶ If you make a mistake, admit it.

Development Activities

Self-Directed

▶ Think of someone in your life whom you trust deeply. Ask yourself why you trust that person, write down the reasons, and try to think of examples that illustrate those reasons. Then, when dealing with others, ask yourself how this trusted person would react and try to model those behaviors.

▶ Brainstorm to create a high-trust vision-what you'd like to see, hear, or feel during interactions with your team. Determine which areas in your vision currently have the greatest gap with reality. Make a list of things you need to change to eliminate those gaps.

▶ Try to react objectively to others' ideas. Make every effort to fully explore their suggestions, even when you don't agree.

▶ Make a point of being on time for meetings and returning phone calls as soon as possible.

- Every week, make a point of championing at least one person you work with. Look for ways you can publicly demonstrate your support of others to help them feel good about their accomplishments.

- Keep a simple record of your feedback to others. Write the names of the people you work with and put two boxes by each name-one for positive feedback and one for corrective feedback. Every time you provide positive or corrective feedback, check the appropriate box. Look for inconsistencies and adjust your behavior accordingly.

- Be ready to support the decisions of deserving others. Let them know you are willing to take risks for them. Be sure to tell them they have your unwavering support.

- Whenever you make a promise, make sure that you record what you and the other party expect. Follow up on your promises and make sure you are meeting others' expectations consistently.

- Read biographies of public figures who have experienced a great deal of public support, trust, and admiration (for example, Ronald Reagan, Lee Iacocca, Eleanor Roosevelt, John Kennedy, Gloria Steinem). Try to determine why people put their faith in these individuals.

- When dealing with bad news, avoid sugarcoating it. The next time someone makes a mistake, be specific in describing what happened, all the while being sure to maintain the person's self-esteem by keeping your focus on the issue or problem, not the person. Then work with the person to plan a way to avoid the same problem in the future.

- Monitor your body language and tone of voice when interacting with others. Work at improving eye contact, gestures, and enthusiasm. Make sure your body language and tone of voice agree with your message and actions.

Partnerships

- Ask your leader about setting up a meeting with your team or department to establish a team charter that spells out the rules for interactions. For example, your team might decide on these rules: keep sensitive information confidential; avoid gossip and unfair criticism; accept and give constructive feedback; confront disagreements openly.

- Determine a way in which the team can handle individuals who break these rules.

- Seek feedback from your leaders and/or peers regarding the ethical standards you should be following, setting, or modeling.

- Ask your leader to include trust as a competency in your performance appraisal. Seek regular feedback from others so that you can use it as evidence of developmental progress.

Developmental Resources

Books

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INTEGRITY

Consider these developmental strategies if you have a need to . . .

◗ Encourage employees to share information.

◗ Provide transparent and open access to data within Solectron.

Skill Enhancers

◗ Redefine your area's boundaries to be more inclusive.

◗ Share all relevant information with your partners.

◗ Communicate with your partners openly and honestly.

◗ Create a shared vision with your partners.

◗ Ensure that all partners win.

◗ Measure your partnership's progress on an ongoing basis.

Development Activities

Self-Directed

◗ Look for an area, team, department, or organization with which your department should be working closely, but is not. Initiate a discussion with key players from both areas. Describe how both groups will benefit from the partnership.

◗ Send handwritten notes to important partners thanking them for their business, for bringing problems to your attention, etc.

◗ Call an internal associate or external partner to find out how well you are meeting their requirements.

◗ Take advantage of opportunities to truly delight your customers, vendors, and internal partners; do something above and beyond what is expected or routine.

◗ End every interaction by restating the action plan and asking, "Is there anything else I can do for you?"

◗ When communicating with business partners, closely observe body language, tone of voice, and facial expressions. Do they match what the person is saying? What people don't say often is more important than what they do say.

◗ Put yourself in others' shoes. Enter your workplace or call in to your organization with the mind-set of a potential business partner. Would you be impressed?

◗ Read your partners' and your organization's annual reports, advertisements, and publicity. Review industry and technical journals related to businesses that are an integral part of your organization's success. Read local newspapers and business publications.

◗ Learn your key contacts' functions as they relate to your job. Note possible opportunities to work together on specific projects.

◗ In order to prevent disappointment later, talk about expectations of the relationship up front.

◗ Maintain a list of difficult business interactions, including the key contact, date, day of the week, time of day, a brief description of the problem, and how you handled it. Periodically review the list for patterns: Do you encounter more difficulties early in the day or week? Are the situations the same or similar? Are you developing routine solutions that might not satisfy particular needs?

Partnerships

◗ Ask your leader if there are any relationships you could build that would help the organization reach some of its goals.

◗ Plan projects that would serve the needs of partners as well as your own.

◗ Identify associates who would benefit by working on a collaborative project.

◗ Set long-range goals with business partners who would profit by contributing to the vision of your company.

◗ Ask key contacts you have worked with to supply feedback on the quality of the service you are providing.

◗ In problem situations, ask yourself, "What would it take to satisfy this person and strengthen the partnership?"

◗ Invite partners to visit and tour your department. Ask for their input and ideas on ways to improve service.

◗ Ask your leader to clarify a policy on how much you can "bend" and how far you can go with issues such as cost and time to satisfy the concerns of those with whom you are building long-term business partnerships.

◗ Ask a leader or coworker to observe your interactions with partners and to provide specific feedback.

◗ Visit vendors or service providers on their "turf." If possible, tour their facilities and get to know their business and how they conduct it.

◗ Develop a contract form that can be used to define expectations, roles, and outcomes for a given project.

Developmental Resources

Books

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