Skills4Retail
Building sustainable growth



Leading with Integrity

Workshop 1: Introduction to Integrity in Leadership

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Today

Topic	Additional Readings
Introduction to Integrity in Leadership	How to Build Customer Trust in Retail, Available HERE Eight Common Ethical Dilemmas Business Owners Face (And How to Overcome Them) Available HERE Why Does Leader Integrity Matter to Followers? An Uncertainty Management-Based Explanation Available HERE How Boohoo partners with LinkedIn to elevate their employer brand. Available HERE

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Intended Session Learning Outcomes

By the end of this session, you should be able to :

- Discuss the importance and components of integrity in leadership
  - Introduce the concepts of morality, ethics and integrity
  - Define integrity in the context of (ethical) management
  - Explore both personal and organisational values
  - Discuss the key components for leading with integrity
  - How does integrity within leadership build trust and credibility
  - Discuss the importance of trust in a managerial position
  - Identify strategies for building trust and credibility among team members
  - The role of Employer Branding in communicating ethical standards



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Firstly, Let's CHECK IN...

Please share your understanding of the following questions using the Mentimeter link below:

1. On a scale of 1 to 5, how would you rate your understanding of integrity in leadership? (1 being "not at all" and 5 being "very clear")
2. What one word comes to mind when you think of a leader with integrity? (Word Cloud)





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Why Integrity Matters in Retail

- Retail environment: Fast-paced, customer-facing, team-dependent.
- Ethical lapses damage reputation, trust, and the bottom line.
- Integrity isn't just compliance; it's about building a foundation of trust with employees and customers.
- Ethical leadership drives positive culture, employee engagement, and customer loyalty.

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Foundations: Morality, Ethics, and Integrity

- **Morality:** An individual's personal compass of right and wrong, often based on beliefs, cultural norms, and personal experiences.

- **Ethics:** Standards of conduct or moral principles adopted by a group, profession, or organisation.

- **Integrity:** The quality of being honest and having strong moral principles; moral uprightness. Consistency between one's values, ethics, words, and actions.

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Morality V’s Ethics Vs Integrity: The Relationship

- **Morality:** Your internal compass ("What *I* believe is right").
- **Ethics:** Shared standards/rules ("What *we* agree is right").
- **Integrity:** Living by your morals and ethics consistently ("Walking the talk").

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What are Values? The Drivers of Behaviour

- **Personal Values:** Deeply held principles and beliefs that guide individual thoughts, feelings, actions, and priorities. Shape how we approach challenges and find purpose.

- **Organisational Values:** Core principles guiding a company's culture, identity, decision-making, and interactions with stakeholders (employees, customers). Often stated in mission/vision.

- Values influence behaviour significantly. Alignment leads to satisfaction and productivity.

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Benefits of Alignment (Personal & Organisational)

- Increased job satisfaction, motivation, and engagement.
- Stronger sense of purpose and fulfillment.
- Better decision-making aligned with principles.
- Improved team cohesion, collaboration, and trust.
- Enhanced productivity and performance.
- Stronger company culture and resilience.
- Attracts and retains talent.
- Build customer trust and loyalty.

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The Costs of Value Misalignment

- Frustration, stress, and dissatisfaction.
- Reduced motivation, engagement, and productivity.
- Misunderstandings and confusion about expectations.
- Interpersonal conflict and communication breakdowns.
- Feeling undervalued or restricted.
- Difficulty contributing fully; wasted potential.
- Higher employee turnover.
- Potential for unethical decisions if organisational pressures conflict with personal values.

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Conflicts in Retail

- Profit Targets vs. Customer Satisfaction
- Efficiency/Speed vs. Quality/Thoroughness
- Employee Well-being vs. Meeting Targets
- Company Policy vs. Perceived Fairness
- Honesty/Transparency vs. "Managing" Information
- Loyalty (to colleague/company) vs. Honesty (reporting misconduct

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Identify Your Core Values



(See Activity 1.2: Identifying your Core Values)

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TRUST
& INTEGRITY

The Pillars of Integrity in Leadership

- **Honesty & Truthfulness:** Being truthful in all communications and actions; avoiding deception, partial truths, omissions, or misrepresentations. Your word is your bond.
  - **Why it matters:** It builds essential trust and credibility. Fosters an ethical climate. Ensures accurate information flow for sound decisions.
  - **In Retail Practice:**
    - Accurate reporting: Sales data, inventory counts, employee hours.
    - Customer interactions: Honest information about product availability, features, imitations, and pricing. Avoid misleading sales tactics.
    - Feedback: Delivering truthful performance evaluations.
    - Difficult news: Communicating policy changes, missed targets, or bad news directly and honestly.

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The Pillars of Integrity in Leadership

- **Fairness & Equity:** Treating all individuals justly, equitably, and courteously; making decisions objectively without favouritism or bias; avoiding arbitrary use of power. Ensuring equal opportunities and eliminating discrimination.
  - **Why it Matters:** Builds respect, trust, and psychological safety. Prevents morale erosion due to perceived favouritism. Fosters an inclusive environment where everyone feels valued. Daily fairness is acutely perceived by retail staff due to visible comparisons (shifts, tasks).
  - **In Retail Practice:**
    - Policy application
    - Work distribution
    - Performance management

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The Pillars of Integrity in Leadership

- **Accountability and Responsibility:** Taking ownership of one's actions, decisions, and their outcomes (good or bad); holding oneself *and others* responsible for ethical conduct and performance. Being answerable for results.
  - **Why it Matters:** Demonstrates reliability and builds trust. Encourages ethical behaviour throughout the team. Essential for learning from mistakes.. Reinforces commitment to standards and values. Requires balancing support with upholding standards when holding others accountable.
  - **In Retail Practice:**
    - Owning errors
    - Team performance
    - Policy adherence

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What are Trust and Credibility?



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Why Trust is Non-Negotiable in Retail Leadership

- **Impact on your Team:**
  - **Morale & Engagement**
  - **Retention**
  - **Psychological Safety**
  - **Collaboration**
  - **Performance**

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How Managers Lose Trust

- **Inconsistency**
- **Lack of Follow-Through**
- **Poor Communication**
- **Dishonesty**
- **Unfairness / Favouritism**
- **Lack of Accountability**
- **Lack of Support / Advocacy**
- **Perceived Incompetence**

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The Ripple Effect





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Putting Integrity into Practice



(See Activity 1.3: Putting Integrity into Practice)

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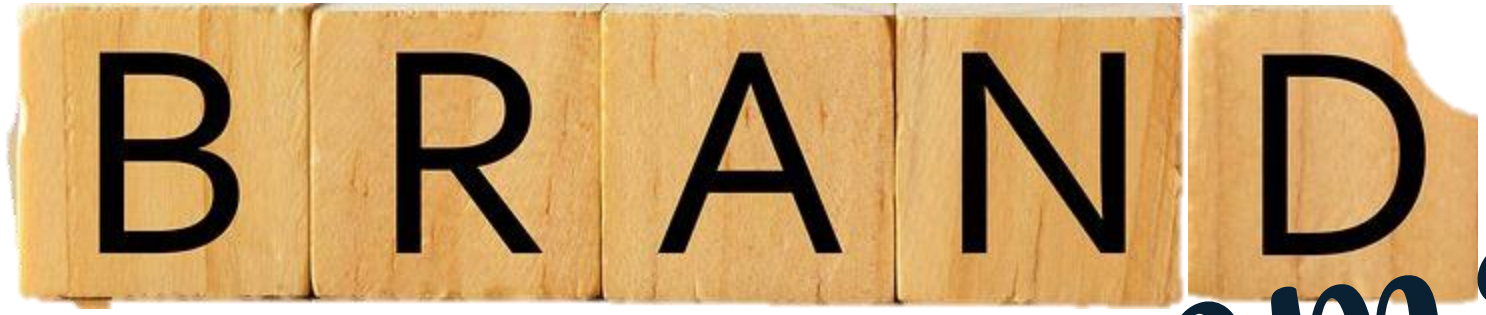


"Gen Zs are three times more likely to remain with an organisation if they perceive their work to have "special meaning".

Great Places to Work, 2024

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THE BRAND GAME

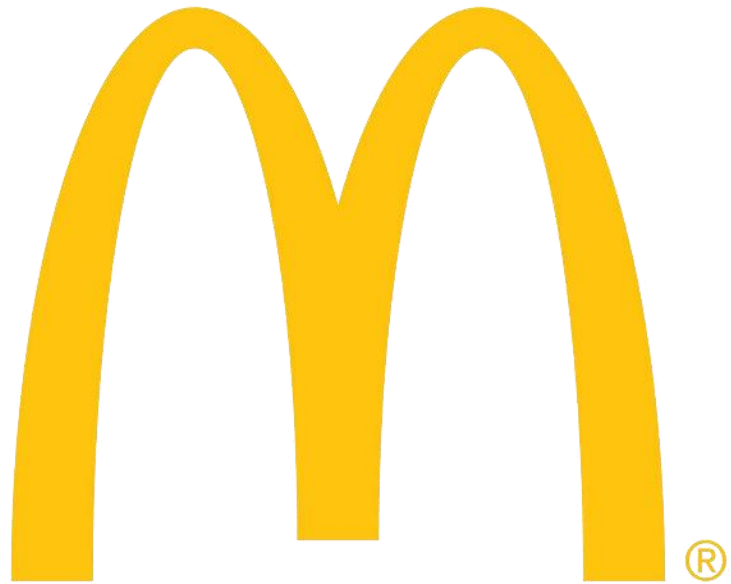


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JUST DO IT

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i'm lovin' it

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RYANAIR

THE LOW FARES AIRLINE

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Think different.™

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just imagine...

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Google	“Do cool things that matter”
Southwest®	"Welcome on board the flight of your life"
IBM	"What will you make with IBM?"
Allianz	"Home for those who dare"
amazon	"It’s still day one"

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What company / brand would you like to work for?





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If you **look after your staff**, they'll look after your customers. **It's that simple!**

-Richard Branson



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Heineken®

Employer Brand

Case Study

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Heineken - The Candidate (2013)



Go Places with HEINEKEN - Take the Interview! (2016)

What will Heineken do next?

Great Place To Work®



We Make The Star

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Role Play – Trust Building Conversations



(See Activity 1.4: Trust Building Conversations)

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2025
OFF
ON/C

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Let's Team Build and Learn How to Lead with Integrity.

- BUILD a TEAM while building a Tower
- The MARSHMALLOW CHALLENGE
    - What you need:
        - 20 x Sticks Spaghetti
        - 1 Yard x Tape
        - 1 Yard x String
        - 1 x Marshmallow
- Complete Review with TED TALK VIDEO HERE



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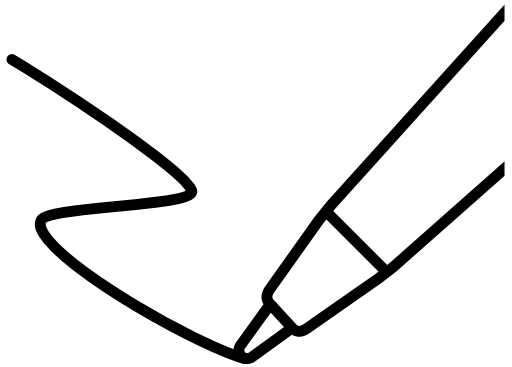
Individual Reflective Writing Prompt

- **One thing I plan on using from this session in my Assessment is……**

OR

- **Two concepts I want to explore further are……**





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Key Take Aways

Moving Forward: The Integrity Journey

- Integrity is a continuous journey, not a destination. Expect challenges and opportunities for growth.
- Continue to reflect on your values and actions. Learn from experiences.
- Leverage your network: Seek perspective from peers, mentors, or HR when facing dilemmas.
- Remember: Your actions set the ethical tone for your entire team and store. Be the leader who champions integrity.

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Any Questions?

Thank You

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