



## Practice Integrity



Integrate the shadow of high performance.

*Think of integrity as your capacity to communicate and to function  
as a whole person:*

To Function with High Integrity  
Integrate the Shadow Generated by High Performance  
The Integrity of Performance  
Learn to Integrate You Shadow  
The performance/encumbrance syndrome.



## Introduction

Actors when on stage, play to the back of the room. It doesn't mean they can be visually conscious of how they are being perceived by the audience because the lights that illuminate the stage prevents it. However, they do take into consideration how they might be perceived and allow a felt sense of inclusion of all the possible responses to their performance.

They register this as feedback, integrate and adjust, literally learning on the go. It is a form of communication that reciprocally determines the choices they make in every moment. They adjust by calibrating their pace, tone, rhythm — modifying the information they are communicating by attuning to how the audience is reacting. You as a leader need to do the same. You calibrate yourself to the team's response, the outcome you are achieving from one moment to the next. You are driving and responding to the complexity of the moment.

*You are practicing presence.*

High performance can leave you in the dark. No kidding. You may achieve the goal or the desired outcome but are not aware of all that you ignored to achieve those result —

*You now inherit as unwanted complications.*

The other day I stepped away from a meeting as my contribution was accepted and it was time for me to move on. I remember a similar time. I had just completed a keynote and decided to walk back to the hotel. An unfamiliar city, as someone who was from out of town, in a flash I knew I didn't belong. I was putting myself at risk.

I had stepped out of my integrity. As a keynote presenter, I was present to my wholeness and acted as if how I felt, thought, and behaved was all that I had to consider.



However, as a man walking down a dark city street, to be in integrity necessitated that I remain aware of how I was impacting the world around me and how the life and people that populate that world could impact me. I was not conscious of the fact that I was a part of something far greater than myself.

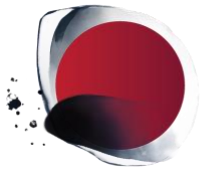
*I would have to be aware of both the light of my determination as well as what resided in the shadows awaiting my arrival.*

### Integral acts that help determine your integrity.

Consciously build your method that is repeatable — develop it, fully leverage it, and refine it as you go.

- Trust but verify. Know that you are in your game but step off that high horse and get the view of your performance from a different position.
- See yourself in the experience of others.
- Check Yourself: Allow Doubt and proceed.
- Pause: allow silence, reset, and go.
- Take refuge: Accept fully how you do what you do.
- Recognize how your behavior is impacting others.
- Learn to be both a guest as well as a host to every moment.
- Practice, Practice, Practice.

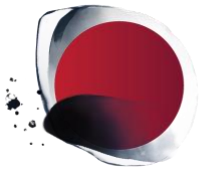
Building your integrity is a conscious act. We are not talking about being a good or bad person. We are talking about being a whole person. To be whole, you must allow yourself to fall apart, examine the pieces, integrate this shadow material, and then put yourself back together — literally in every moment.



**High Performance Shadow Integration** ensures that when you build something it will last: your skill, your strength, your reputation, your influence over others as you recognize their influence over you.

### Quote

“Long before morality came into play, the original definition of integrity had to do with wholeness and completeness. To be in integrity meant you were whole and complete. To be out of integrity meant a breach in your wholeness had occurred; there was a gap in your completeness. Thinking of integrity as a physics issue gives you a much more practical tool than regarding it simply as a moral issue. Morality is about good and bad, right and wrong—all of which are highly arguable. Physics is about did and didn’t, not is and isn’t. Let me give an example of how a physics approach to integrity can be valuable in daily life. Think of communication between people as a flow of energy. Think of your communication with your own inner depths in the same way. A breach of integrity stops the flow of energy, just as a pebble jammed in a garden hose stops the flow of water. Let’s say you and I meet on the street. “How’re you doing?” you ask. “Fine,” I say. You notice, though, that I look anything but fine. You notice that my mouth is downturned in a slight grimace and that a vertical worry-furrow is etched in my brow. Now you have a choice. You can do the “polite” thing and overlook what you see. Or you can make mention of what you noticed by going to a deeper level of communication: “Are you really fine? You look worried about something.” (By the way, I recommend that you break the surface like this only with people you care about. I don’t think it’s worth your while to go to this deeper level with the pizza delivery guy or the meter maid.) If you decide to break through the surface politeness by calling attention to my worried brow, you keep the flow of communication going between us. If you don’t, the flow stops. Here’s why. The flow of communication includes your awareness of my furrowed brow. **If you choose not to mention this awareness, the flow gets**



blocked. Pressure builds up as the flow looks for how to make a detour around the blockage.”

## Reference

Hendricks, Gay. *The Big Leap* (pp. 97-99). HarperOne. Kindle Edition.

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*The Tim Dukes Method provides an opportunity for self-reflective individuals to cultivate the capacity to receive into consciousness hidden aspects of the self, claiming your unique gifts – ensuring that today’s brilliance successfully transitions into tomorrow’s wisdom. The Tim Dukes Method is designed and implemented by Dr. Timothy Dukes for determined creatives to ensure long-term viability — as a continuing investment in the well-being of yourself, family, organizations, culture, society, and the Earth itself.*