

DET VALUES ACTIVITY:

The Australian cricket team cheating scandal and the six golden rules of integrity

Format: Facilitated discussion

Recommended duration: 10-15 minutes

Potential Audiences: Corporate or school teams

Overview

A [recent article](#) by Michael Macaulay, Associate Dean at Victoria Business School (NZ), examines the hype following the Australian cricket team's ball tampering scandal and the lessons for public sector leadership, integrity and culture.

His article highlights the 'six golden rules of integrity', which focus on the following themes: the difference between rules and values; the importance of leadership; the pressure to conform; organisational justice; trust; and the price of performance.

Reflecting on the experience and actions of the Australian cricket team, we can apply the 'golden rules of integrity' to our workplaces at DET.

Proposed discussion questions

Choose one or two of the below 'golden rules' depending on the time allocated for your values conversation.

Golden Rule #1 Working within the letter of the law is never enough if your actions breach the values you are supposed to uphold.

Macaulay notes that compliance with the rules will not always satisfy public anger. The penalty for ball tampering (one match suspension) is actually quite lenient.

Macaulay also reflects on the example of the Australian cricket team's 'underarm bowling' incident against New Zealand in 1981, which involved conduct that was fully legal under the laws at the time, but resulted in the Australian cricket team facing an enormous amount of scrutiny for their behaviour.

1. Does following the rules equate to upholding the values in our workplace?
2. What are the potential outcomes when we behave in a way that isn't necessarily rule breaking, but is in conflict with our values?
3. What are some (de-identified) examples, and what was the impact on culture?

Golden rule #2 'Talk is cheap' and an ethical leader not only sets expectations but lives by them

Macaulay says the scandal undermined the values of sportsmanship, fairness and honesty, which Australian cricket leadership claimed to uphold.

'Any ethical leader knows that it is essential to model the behaviours that you expect others to display. Clearly the role modelling displayed by Smith and his 'leadership team', some of whom appear to have been entirely unaware of the incident, was extremely negative.'

1. How do we know when leaders are actually 'walking the talk'? What are some examples of what this looks like in practice?
2. What are the risks of leaders not meeting the expectations they set?
3. What role can I play in ensuring our values and standards are not hollow?



RESPONSIVENESS



INTEGRITY



IMPARTIALITY



ACCOUNTABILITY



RESPECT



LEADERSHIP



HUMAN RIGHTS

Golden rule #3 Positive organisational cultures are open and reflective; insularity and pressure to conform breeds toxicity

Macaulay says that the decision to place responsibility for the act of ball tampering on the most junior player on the team, Cameron Bancroft, could have subconsciously been a form of initiation. Would Bancroft have been shut out of the team if he refused to go along with it?

1. What are the impacts of a negative culture on an individual in a position of vulnerability?
2. How can we, in a practical sense, ensure junior or new staff are inducted into a positive culture?
3. What is the risk of being a bystander to inappropriate behaviour?

Golden rule #4 Organisational justice must pervade all levels of reporting and investigation into misconduct.

Much of the commentary on the cricket scandal has focused on what the appropriate response should be from Cricket Australia.

Macaulay notes that 'a negative ethical incident can be magnified many times by the perception that it has not been dealt with properly'. On the other hand, Macaulay notes that 'integrity blooms when fairness reigns'.

1. What is the impact when there is the perception that negative ethical incidents are not properly managed?
2. Can you think of a time when you observed an effective response to a negative ethical incident? What worked well? How did the response instill a sense of trust and confidence in the team? (Use de-identified examples)

Golden rule #5 Building and embedding trust is a dynamic process

Macaulay says ethics in team sports are more complex than individual sports. In team sports, the values of loyalty and team spirit mean that inappropriate individual actions can be applauded if made in common good.

Macaulay says 'Trust never stays still. It is a relational value that must constantly be reassessed and double checked.'

1. Does the theory around rationalising individual behaviours for the common good apply in our workplace? What is the potential impact of this on our values and workplace culture?
2. Why is building a sense of trust in the workplace important?
3. How can we tell when trust is slipping, and what can we do to continuously check in on, and maintain trust?

Golden rule #6 Performance targets alone do not drive integrity; how we achieve success is as important as the success itself.

Macaulay reflects on the price of performance: 'Performance is such a key factor in public sector organisations yet we have seen countless examples of gamification of performance data, and perverse incentives.'

1. Only Smith and his colleagues can answer whether or not the price of winning a match was worth the cost of reputation".
2. Think of a time when the pressure to achieve might lead someone to act unethically or not follow the values. What contributed to the 'selling off' of values? What steps could we take to ensure this doesn't happen?
3. Can you provide an example of when values-led behaviours improved, rather than inhibited, performance outcomes?