

Culture of Integrity – Quiz

Quiz: Culture of Integrity

1. A strong culture of integrity is best sustained by:

- a) Regular compliance training
- b) Transparent leadership behavior aligned with ethical values
- c) Strict enforcement of zero-tolerance policies
- d) An internal hotline for anonymous tips

✓ **Correct: b**

Explanation: Sustainable integrity culture stems from leadership that lives the values—integrity is seen, not just taught.

2. In a high-integrity organization, ethical “blind spots” are most effectively addressed by:

- a) Frequent ethical audits
- b) Encouraging psychological safety and peer challenge
- c) Annual performance reviews
- d) Compliance surveys

✓ **Correct: b**

Explanation: Psychological safety enables employees to speak up about unnoticed or normalized ethical risks, fostering collective awareness.

3. Which of the following best reflects *cultural reinforcement* of integrity in daily operations?

- a) A code of conduct on the company website
- b) Leaders explicitly linking decisions to values during meetings
- c) Ethics posters in common areas
- d) Mandatory e-learning modules on integrity

✓ **Correct: b**

Explanation: Integrity must be actively modeled and integrated into operational decisions to shape workplace culture.

4. What is a common unintended consequence of overemphasizing rule-based compliance programs?

- a) Increased whistleblower activity
- b) Rise in documented misconduct
- c) Moral disengagement or ‘ethical fading’
- d) Stronger employee loyalty

✓ **Correct: c**

Explanation: Rigid rules may lead employees to focus on "not getting caught" rather than doing what's right.

5. What structural factor can erode a culture of integrity even when leadership communicates ethical values clearly?

- a) Overly decentralized operations
- b) Rewards misaligned with organizational values
- c) Low employee turnover
- d) High levels of employee engagement

✓ **Correct: b**

Explanation: When rewards prioritize short-term results over ethical processes, it undermines stated values.

6. Which leadership behavior most effectively shapes an integrity-driven organizational culture?

- a) Delegating all ethical issues to compliance
- b) Being visible only during crises
- c) Consistently addressing ethical dilemmas transparently
- d) Sharing ethical failures only in annual reports

✓ **Correct: c**

Explanation: Leaders must normalize ethical discussions and be transparent when facing difficult decisions.

7. Which of the following best defines “ethical distress” in organizational culture?

- a) A disagreement between employees and clients on ethical standards
- b) The conflict between stated values and actual behavior within a company
- c) Confusion over national vs. international compliance laws
- d) Disparity in ethics across departments

✓ **Correct: b**

Explanation: Ethical dissonance erodes trust—it arises when organizational behavior contradicts communicated values.

8. An organization wants to enhance its culture of integrity. What metric is the least useful to track progress?

- a) Number of integrity-related conversations in leadership meetings
- b) Whistleblower case resolution time
- c) Number of compliance policies updated annually
- d) Frequency of ethical dilemmas discussed in team retrospectives

✓ **Correct: c**

Explanation: Updating policies alone doesn’t reflect lived ethical culture—unlike qualitative behavioral indicators.

9. Which approach most effectively builds shared ownership of ethical behavior among employees?

- a) Top-down enforcement of rules
- b) Peer-led workshops on ethical case studies
- c) Quarterly integrity quizzes
- d) Anonymous compliance surveys

✓ **Correct: b**

Explanation: Peer learning fosters reflection, dialogue, and internalization—critical for collective ethical ownership.

10. In a high-pressure performance environment, ethical risk increases when:

- a) Metrics include customer satisfaction
- b) Leadership focuses only on results without scrutiny of methods
- c) Employees work flexible hours
- d) There is strong collaboration across teams

✓ **Correct: b**

Explanation: Pressure to perform at any cost encourages ethical compromise when "how" is neglected.

11. What is the most strategic role of middle management in reinforcing a culture of integrity?

- a) Reporting every incident directly to the board
- b) Modeling day-to-day ethical decisions and supporting team voice
- c) Avoiding controversial topics to keep peace
- d) Delegating integrity matters to HR

✓ **Correct: b**

Explanation: Middle managers translate abstract values into real behaviors and are key to culture transmission.

12. Which is a sign of *integrity washing* in organizations?

- a) Regular ethical reflection sessions
- b) Values statements with no behavioral follow-through
- c) External audits and certifications
- d) Encouraging employees to challenge decisions

✓ **Correct: b**

Explanation: Integrity washing occurs when ethics are marketed but not embedded in operations.

13. Which organizational dynamic most often silences integrity concerns?

- a) High procedural transparency
- b) Inclusive decision-making processes
- c) Groupthink reinforced by fear of exclusion
- d) Use of data in performance reviews

✓ **Correct: c**

Explanation: Fear of social sanctions or non-conformity often prevents employees from speaking up.

14. What cultural indicator best shows that integrity is *systemically* embedded?

- a) Employees' willingness to challenge unethical practices
- b) Management turnover rate
- c) Legal case history of the company
- d) CSR budget allocation

✓ **Correct: a**

Explanation: Courage to speak up reflects psychological safety and integrity as a cultural norm—not just compliance.

15. How does it help when leaders talk about decisions using ethical language?

- a) It helps employees focus more on money
- b) It makes it easier to ignore rules
- c) It helps employees think about values when making tough choices
- d) It confuses people by making things too complicated

✓ **Correct answer: c**

Explanation:

When leaders talk about right and wrong in real situations, it teaches the team to think about values—not just results—when making decisions.

16. When ethical behavior becomes routinized in an organization, it is a sign of:

- a) Bureaucratic overload
- b) Cultural normalization of integrity
- c) Reduced critical thinking
- d) Excessive standardization

✓ **Correct: b**

Explanation: When ethical actions are habitual and unquestioned, integrity is embedded in the cultural DNA.

17. What's the most effective long-term strategy to address ethical blind spots in leadership?

- a) Annual executive ethics seminars
- b) Embedding diverse perspectives in leadership decision-making

- c) Delegating ethical risks to legal counsel
- d) Conducting quarterly performance reviews

✓ **Correct: b**

Explanation: Blind spots often stem from homogeneity; inclusion disrupts echo chambers and reveals overlooked risks.

18. Which is a strong indicator of *check-the-box ethics program* in organizational culture?

- a) Leadership engages employees in co-creating values
- b) Ethics are showcased externally but rarely discussed internally
- c) Ethics officers are part of strategic meetings
- d) Dissent is encouraged in decision-making

✓ **Correct: b**

Explanation: A gap between internal behavior and external messaging undermines trust and signals inauthenticity.

19. Moral licensing in leadership occurs when:

- a) A leader questions the ethics of a difficult choice
- b) Ethical behavior in one area is used to justify misconduct elsewhere
- c) A leader relies on formal rules for guidance
- d) A code of ethics is updated regularly

✓ **Correct: b**

Explanation: Moral licensing leads individuals to rationalize unethical actions based on past 'good' behavior.

20. A "speak-up culture" fails when:

- a) Reporting mechanisms are anonymous
- b) Employees fear retaliation or futility
- c) Leaders follow up on concerns
- d) Minor ethical lapses are openly acknowledged

✓ **Correct: b**

Explanation: Fear and futility kill integrity. Reporting without follow-up or protection renders culture hollow.

21. What is a "values-practice gap"?

- a) Employees overperform against stated goals
- b) A mismatch between company values and day-to-day behavior
- c) Conflicts between departments over resource use
- d) Failure to update corporate mission statements

✓ **Correct: b**

Explanation: A culture of integrity requires alignment between what is preached and what is practiced.

22. How does normalization of unethical behaviour threaten integrity culture?

- a) It creates productivity gains through innovation
- b) It encourages flexible thinking in uncertain environments
- c) It fosters gradual erosion of ethical boundaries as behavior becomes accepted
- d) It improves risk reporting efficiency

✓ **Correct: c**

Explanation: What begins as small rule-bending can become the new norm—undermining integrity systemically.

23. Which of the following signals a culture of *ethical accountability*?

- a) Employees routinely challenge unethical directives
- b) High resignation rates following a new policy
- c) Internal surveys showing low morale
- d) Executives refusing to sign off on compliance reports

✓ **Correct: a**

Explanation: Ethical resistance reflects moral courage in action—a vital defense in preserving integrity.

24. What's the best way to uncover hidden ethical biases in how people make decisions?

- a) Giving them a standard training on rules
- b) Using bias tests and then talking through the results with a trained guide
- c) Asking them to fill out conflict of interest forms
- d) Changing people's roles every so often

✓ **Correct answer: b**

Explanation: People often don't realize their own biases. Taking a test and then talking about it with someone trained to help can open their eyes and improve ethical thinking.

25. How do 'micro-moments' shape the integrity of an organization over time?

- a) They are irrelevant in high-level decision-making
- b) They accumulate to shape perceptions of fairness, trust, and courage
- c) They are easier to measure than large-scale decisions
- d) They are isolated and don't affect culture

✓ **Correct: b**

Explanation: Everyday actions and small decisions—how feedback is given, mistakes handled—build or break trust.

26. What makes ethical blindness particularly dangerous?

- a) It's a compliance violation
- b) It involves deliberate misconduct
- c) It occurs unconsciously, masking ethical implications in routine decisions
- d) It's always visible in performance indicators

✓ **Correct: c**

Explanation: Ethical fading makes wrongdoing feel normal—language, framing, and systems can all enable it.

27. What ethical risk increases with intense internal competition between teams?

- a) Cross-team collaboration
- b) Transparency in performance reviews
- c) Justification of ends over means
- d) High compliance with HR policies

✓ **Correct: c**

Explanation: Intense competition encourages cutting corners, blame-shifting, and focusing only on results.

28. What role does *ethical curiosity* play in building integrity?

- a) It slows down business operations
- b) It fosters a culture of accountability through open inquiry
- c) It leads to overanalyzing simple decisions
- d) It undermines authority

✓ **Correct: b**

Explanation: Encouraging people to ask "Is this right?" supports vigilance, reflection, and ethical maturity.

29. In what way can *shared silence* become a cultural norm undermining integrity?

- a) It signals collective discipline
- b) It prevents information overload
- c) It masks discomfort, fear, or complicity in unethical practices
- d) It reduces workplace conflict

✓ **Correct: c**

Explanation: Silence can become tacit approval—when no one speaks, wrongdoing flourishes.

30. What is the best indicator that a company is transitioning from rule-based to values-based ethics?

- a) Decrease in reported violations

- b) Increase in employee self-regulation and dialogue about ethical dilemmas
- c) More frequent compliance checks
- d) Longer codes of conduct

✓ **Correct: b**

Explanation: Values-based ethics empower individuals to act with judgment—not just follow rules.

31. Integrity cultures are most resilient when they are:

- a) Led exclusively by legal and compliance departments
- b) Reinforced through both formal and informal channels
- c) Backed only by strong sanctions
- d) Outsourced to external consultants

✓ **Correct: b**

Explanation: Integrity must be supported by systems, stories, role models, rituals, and peer behavior.

32. What is the key function of narrative in shaping a culture of integrity?

- a) Highlighting past business successes
- b) Creating myths that justify hierarchy
- c) Translating values into lived, relatable experiences
- d) Simplifying compliance procedures

✓ **Correct: c**

Explanation: Stories humanize ethics. They emotionally anchor values and serve as moral templates.

33. What psychological mechanism enables group complicity in unethical decisions?

- a) Moral imagination
- b) Diffusion of responsibility
- c) Emotional intelligence
- d) Lateral thinking

✓ **Correct: b**

Explanation: In groups, responsibility can feel diluted making it easier to justify silence or inaction.

34. Which leadership trait correlates most strongly with ethical cultures?

- a) Charisma
- b) Strategic vision
- c) Moral humility
- d) Operational efficiency

✓ **Correct: c**

Explanation: Moral humility acknowledges fallibility and invites dissent, which is crucial for integrity.

35. A core risk of over-relying on whistleblowers for ethical governance is:

- a) It creates legal exposure
- b) It delays public scandals
- c) It displaces responsibility from leaders and systems
- d) It improves transparency too rapidly

✓ **Correct: c**

Explanation: A healthy culture should not depend on whistleblowing—it reflects gaps in trust, voice, and systems.

36. What concept best describes ethical alignment between individual, team, and organizational values?

- a) Moral absolutism
- b) Ethics harmonization
- c) Shared cultural norms
- d) Procedural justice

✓ **Correct: c**

Explanation: Cultural congruence supports consistent ethical behavior across levels and decisions.

37. A psychologically safe team will most likely:

- a) Avoid addressing ethical concerns
- b) Act defensively when challenged
- c) Encourage honest conversations about uncertainty and doubt
- d) Escalate all decisions to compliance

✓ **Correct: c**

Explanation: Safety to express concerns is essential to integrity—it reduces fear of speaking up.

38. What's a good way to understand if a company really has a culture of integrity?

- a) Counting how many times “ethics” appears in company documents
- b) Tracking how many reports are sent through the system
- c) Talking to employees in small groups or interviews about how they see ethics at work
- d) Checking how long employees spend on training

✓ **Correct answer: c**

Explanation: To understand how people truly experience integrity at work, it helps to *listen* to their stories and thoughts. Group talks or one-on-one interviews show how the culture feels in real life—not just what’s written in policies.

39. What is the *shadow culture* in an organization?

- a) The system of HR policies
- b) Informal norms, rituals, and behaviors that diverge from official values
- c) The set of undocumented rules in contracts
- d) The cybersecurity framework

✓ **Correct: b**

Explanation: The shadow culture can reinforce or undermine the official culture—watch what people *really* do.

40. Why is consistency between ethics and business strategy essential?

- a) It avoids shareholder lawsuits
- b) It improves branding
- c) It ensures that ethical priorities are embedded in core decision-making, not sidelined
- d) It helps reduce training costs

✓ **Correct: c**

Explanation: Integrity must not be a “side project”—it needs strategic integration to be authentic and lasting.