***Abstract:***

To maintain global repute for integrity, leaders need to keenly understand the operating environment in which they are and want to be located; recognize legal obligations, cultural expectations and ethical dilemmas; avoid conflict when possible; balance the interests of various stakeholders; and develop strategies for legally, morally, and ethically influencing partners.

This paper will highlight not only domestic and international legal obligations but also guiding ethical and moral principles critical to procurement and acquisition integrity. Most common ethics and procurement integrity issues can be avoided by avoiding circumstances of public officials using their office for private gain, treating all members of the public with fairness and impartiality, and preserving the notion of public service as a public trust.

All involved in government procurement and acquisition must employ what business executive Karen Benjack Glatzer defines as “[t]he ability to get out of your . . . comfort zone and navigate smoothly through the cultural nuances of your specific area of responsibility;” that is, “cultural astuteness.” Organizational consultant Kevin Hummel asserts a critical component of “cultural astuteness” as being able to “move your goals forward in a way that is not seen as self-serving . . . through a combination of direct communication, influence, and asking other people to be your advocate or champion.” When values collide, it is important to understand the consequences of drawing the line and standing on principle.