Ethical Leadership & The Jacob Leadership Institute (JLI)

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How Ethical Are You?

1             2            3            4            5            6            7            8            9          10

Low ethical values          Moderate Ethical Values         High Ethical Values
How Bad Are The Following Behaviors?

Not Very Bad  |  Somewhat Bad  |  Very Bad

1   2   3   4   5   6   7   8   9   10
What is your rating?

• How wrong would it be to share your password to Netflix or share your membership at Costco?

• How wrong would it be to intentionally leave a restaurant without paying?

• How wrong would it be to **NOT** go back to the grocery store after realizing you did not pay for an item in self-checkout?
Psychological Distance
What is your rating?

• How wrong would it be to drive a car when you maybe had a little too much to drink?
• How wrong would it be to lie about your age and/or your weight?
• How wrong would it be to embellish your resume?
Illusory Superiority

• You start to overestimate your abilities, skills, and knowledge.
• Happens in System 1.
• Once you make up your mind, you are less likely to change it.
• Higher risk acceptance.
• Less likely to listen.
• Go to great lengths to justify your behaviors.
What is your rating?

• If a hotel forgets to post a meal charge to your account, how wrong would it be to remain silent?
• How wrong would it be to accidentally break something in a store and leave without acknowledging it?
• How wrong is it to show up 5 minutes late to pick up your kids from a child care facility?
Effects of Money & Materiality
What is your rating?

• How wrong would it to park in a no parking zone if you will only be there for a minute or less?

• How wrong is it to avoid showering before entering the public pool?

• How wrong would it be to drive faster than the posted speed limit?
Existing Policies and Informal Culture
Tell Me What These Words Really Mean

• Human Capital Surplus Correction
• Alternative Facts
• Mentally challenged
• Undocumented borrowing plan
• Negative cash flow
• Part of the Culture
• Adult beverage
Aaron Beam, Former HealthSouth CFO
Enhancing Ethicality

- Encouraging honesty over discouraging cheating.
- Celebrate those who are ethical.
- Moral Symbolism
- Accountability, i.e. do you reward the process or the results
- Procedural Justice
Bret Hood, Founder
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Crisis Management and Effective Crisis Leadership
Crisis Management

Crisis

Preparedness

Responding Appropriately

Critical Characteristics for Crisis Leadership

Reassurance & Recovery
Types of Crisis

- Natural disaster
- Technological crisis
- Organizational Misdeeds
- Workplace Violence
- Rumours
- Terrorist attacks/man-made disasters
Being Prepared

- Developing a Crisis Mitigation Team
- Ensuring access to experts in Crisis Management
  - a. From respective fields
- Analyzing when consultants must be brought in
Internal Biases vs. External Pressure
Responding Appropriately

System 1 vs. System 2 Responses
System 1

Fast, Instinctive, and Emotional

This response is intuitive

If a crisis is addressed too hastily without the proper consultation with experts or other team members there can be misjudgement made in the action.
System 2

Slower, deliberative, and logical

This response requires more focus and reasoning. Proper analysis of the situation prior to responding leads to a more successful outcome.
Crisis Leadership Characteristics

1. Adaptable
2. Empathetic
3. Prepared
4. Resilient
5. Transparent
6. Trustworthy
Characteristics
Reassurance & Recovery
Reassurance

- Ensuring that an open and clear line of communication is available to team members is vital.
- Reiterating and reaffirming core values will strengthen employee morale.
- Guarantee clients and employees of your continued efforts will put them at ease for the final step in crises leadership - recovery.
Recovery
Employee Evaluations
Objective

Create a meaningful and consistent performance review process that motivates, develops, and allows both the employee and company to openly communicate expectations.

An effective evaluation is a great tool that allows for a focused approach that benefits everyone involved.
Strategies
Establish a scheduled approach which may include multiple evaluations throughout the year. Consistent feedback is shown to improve the effectiveness of evaluations.

Schedule adequate time for each review & maintain an uninterrupted environment. Showing employees that a Supervisor values the evaluation process and has prepared in advance is critical.
Begin by creating employee specific goals in writing that set individual professional milestones & timelines to achieve them. By developing mutual goals, it allows for greater engagement from both the employee and the supervisor.

During future evaluations, reviewing goals & progress is important to creating accountability.

Growth comes from consistent improvement on current goals, so setting the bar higher each evaluation allows for professional development.
Strategies

Include more than one supervisor (if possible) in the evaluation.

By including additional sources of feedback, an evaluation will have a greater degree of information provided, as well as a more objective outlook.

Provide a separate evaluation focused solely on compensation.

Decoupling professional development from compensation allows for both topics to be discussed, but in manner that allows both the employee and supervisor to focus on each separately.
Strategies

Potential Evaluation Metrics:

- Communication
- Creativity
- Documentation
- Efficiency
- Education
- Leadership
- Productivity
- Project Management
- Time Management
Benefits

Employee engagement.

By clearly defining expectations of the employee and supervisor, it allows for a clear path to provide quality work.

Safeguarding the Employee & Employer.

Documentation provides clear expectations, and allows for fair and consistent recognition and promotion without discrimination. Also provides a path forward should a performance improvement plan be needed.

Employee development & Organizational improvement.

Employees commit to achieving the assigned goals, while the company commits to supporting them in their career growth.
Full Range Leadership Model
Transactionals

- Management-By-Exception (Putting out the fires)
- Contingent Rewards (Let’s make a deal!)
- Laissez-Faire (Hands-off Leadership)

Transformationals

- Individualized Consideration (Compassionate leader)
- Intellectual Stimulation (Thinking outside of the box)
- Inspirational Motivation (Exciting the masses/Sharing the vision)
- Idealized Influence (Actions speak louder than words)
MOTIVATING OTHERS

EXTRINSIC VS INTRINSIC MOTIVATION
Many factors come into play in motivation. These factors can be generally broken down into 2 primary schools of influence based upon whether the motivation is triggered from internal belief systems, *(Intrinsic)* or outside influence *(Extrinsic)*.

The most effective motivation can come from overlaps between these two systems of influence. Each employee is different. A good leader should get to know their employee to determine what type of motivation, or blend of motivational techniques employees respond best to.
Extrinsic Motivation

Extrinsic motivation involves doing something because you want to earn a reward or avoid punishment.
Extrinsic motivation is most effective in motivating a person to do a task which they previously had no interest in.

**Monetary Rewards**
Bonuses and Raises are tools to quickly give an employee more motivation.

**Promotion**
Promoting an employee can show them and others that you appreciate them and believe they can take on more responsibility.

**Special Recognition/Praise**
Sometimes people just want to know that someone thinks they are doing a good job, and a positive assessment or acknowledgement in a group setting can make a big difference.
Avoiding punishment can be just as motivational for a time as seeking praise.

People do not want to be seen to their peers as underperformers, or risk punishments such as demotion or reductions in pay such as reduced bonuses or being transferred to a lower paying position with the organization.

Utilizing punishment as a motivation tool can be effective in the short term; however, fear of punishment can lead to overall unhappiness with the employer and may result in the employee looking for other opportunities.
Intrinsic Motivation involves doing something because it's personally rewarding. This type of motivation builds upon a person's internal belief systems and desires.
The term **Intrinsic** derives from Latin word “intersecus” which translates into “from within.”

Intrinsic Motivation is by nature hard to influence from the outside; however, it can be overridden or undermined by extrinsic influences.

Getting to know your employee’s values and ways in which they work best is a key element in learning to assign tasks in ways which challenge and fulfil the employee.

Intrinsic Motivation increases employee engagement, satisfaction, and performance.
INTRINSIC THOUGHTS & ACTIONS

“I WANT TO REACH MY FULL POTENTIAL”
“I WANT TO FEEL GOOD ABOUT MY PERFORMANCE
“I WANT TO LEARN NEW THINGS”
“I WANT TO BE A GOOD TEAM PLAYER”
“I GO TO THE GYM BECAUSE YOU ENJOY THE GROUP CLASSES, INSTEAD OF PURELY TO LOSE WEIGHT”

Learning or playing a game because... → you find it interesting and exciting
Putting together a jigsaw puzzle because... → you find it fun and challenging
Developing a new talent because... → you feel content and fulfilled
Going for a run because... → you find it enjoyable and relaxing
• **Strategies to build intrinsic motivation**

**Stop micromanaging teams and employees**
- micromanaging hinders intrinsic motivation. It can be very frustrating for talented employees to not have the freedom to prove their talent.
- Give teams autonomy and Encourage team leads to trust that team members are capable of deciding what’s best for the team.

**Match project assignments with employees’ personalities and interests**
- Ask your employees what work they enjoy doing and excel at, and tailor assignments accordingly.

**Mutually agree on goals to achieve**
- Goals mean more when you have a say in them. Involve employees in the strategic direction of your organization, provide plenty of direction and feedback, and set regular goals and milestones that everyone can work towards.
Based upon Jacob Leadership Institute, Session 4: Motivating Others

Do you have trouble motivating others? In this class, students engage in an interactive game where they debate different ways to motivate people. Based on a number of scientific studies, students learn how old management methods actually diminished motivation and how they can apply new techniques to increase the intrinsic and extrinsic motivations of others.

Learning Objectives: After this block of instruction, the participants will be able to:

- Explain why reward and punishment are not effective tools for motivating people
- Evaluate methods to increase employee engagement
- Discuss the role of money in motivation
- Design ways to increase the intrinsic motivation of followers
- Leverage extrinsic motivational factors to increase employee engagement

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