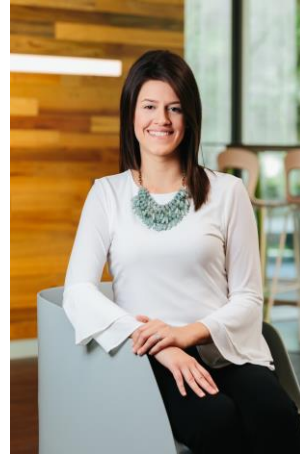


The background of the slide features a light blue gradient with faint, semi-transparent silhouettes of three people. One person is in the foreground, leaning forward as if working on a table. Another person is behind them, also leaning forward. A third person is in the upper right, standing and looking down. The silhouettes are dark grey and blend into the background.

Ethical Leadership & The Jacob Leadership Institute (JLI)

Michael “Bret” Hood
21st Century Learning & Consulting, LLC



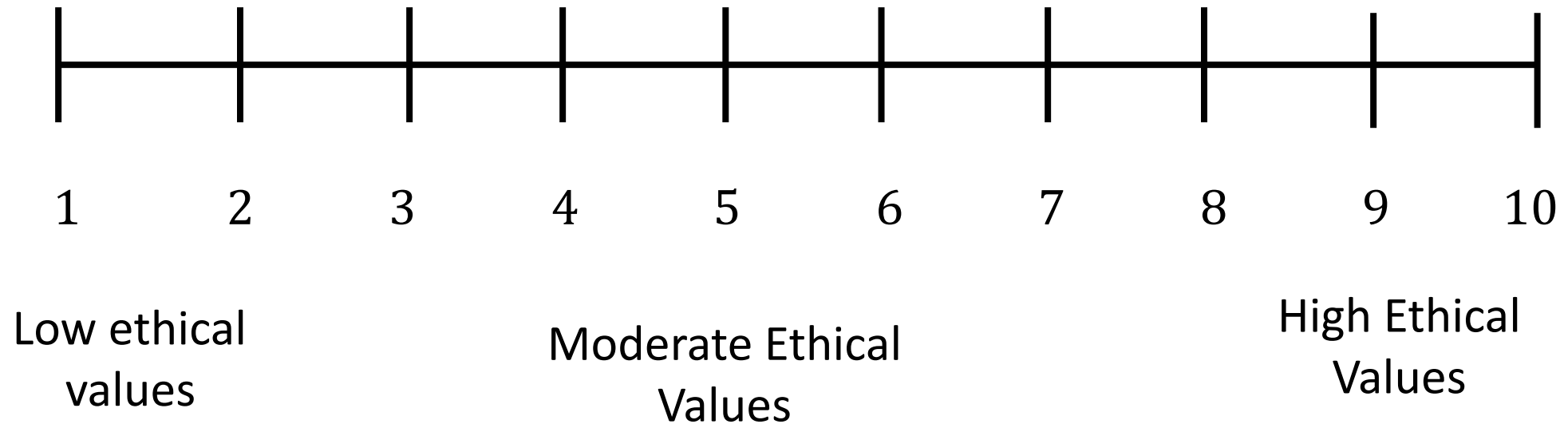
VISION
MOTIVATION
TRANSFORMATION
CULTURE
INFLUENCE



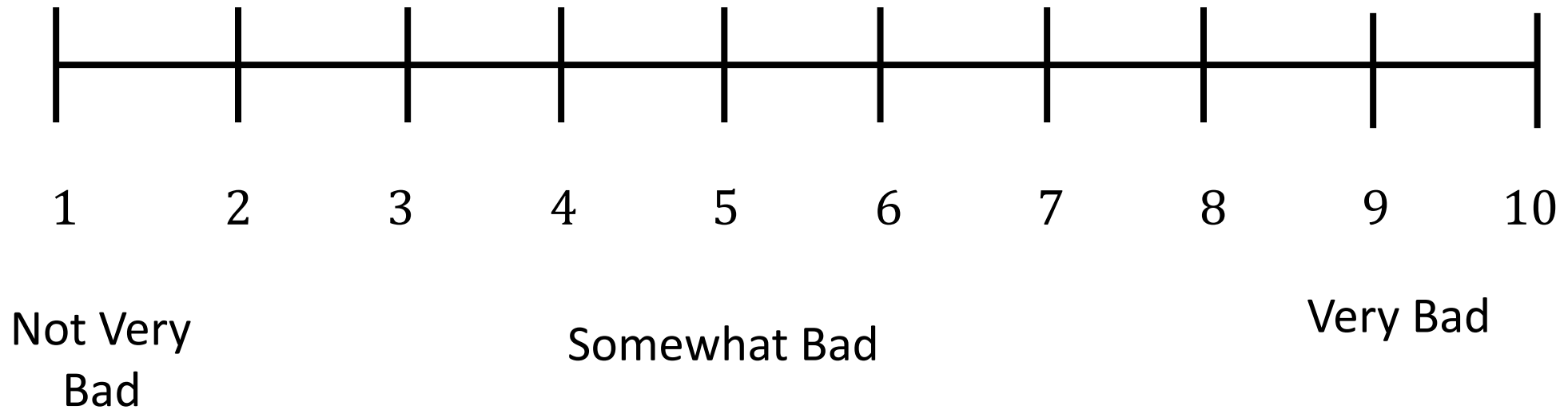
AIA
Florida



How Ethical Are You?



How Bad Are The Following Behaviors?



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

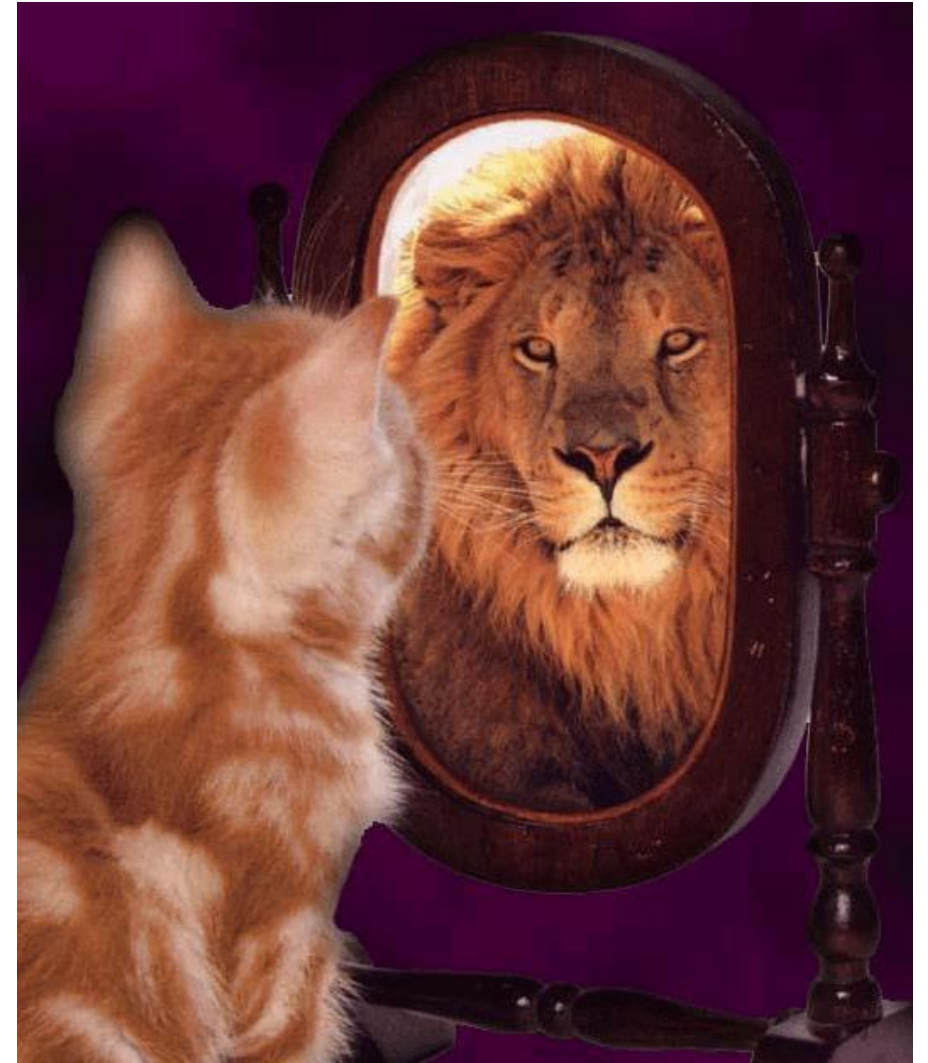


What is your rating?

- 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



Photo by [Viacheslav Bublyk](#) on [Unsplash](#)

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?

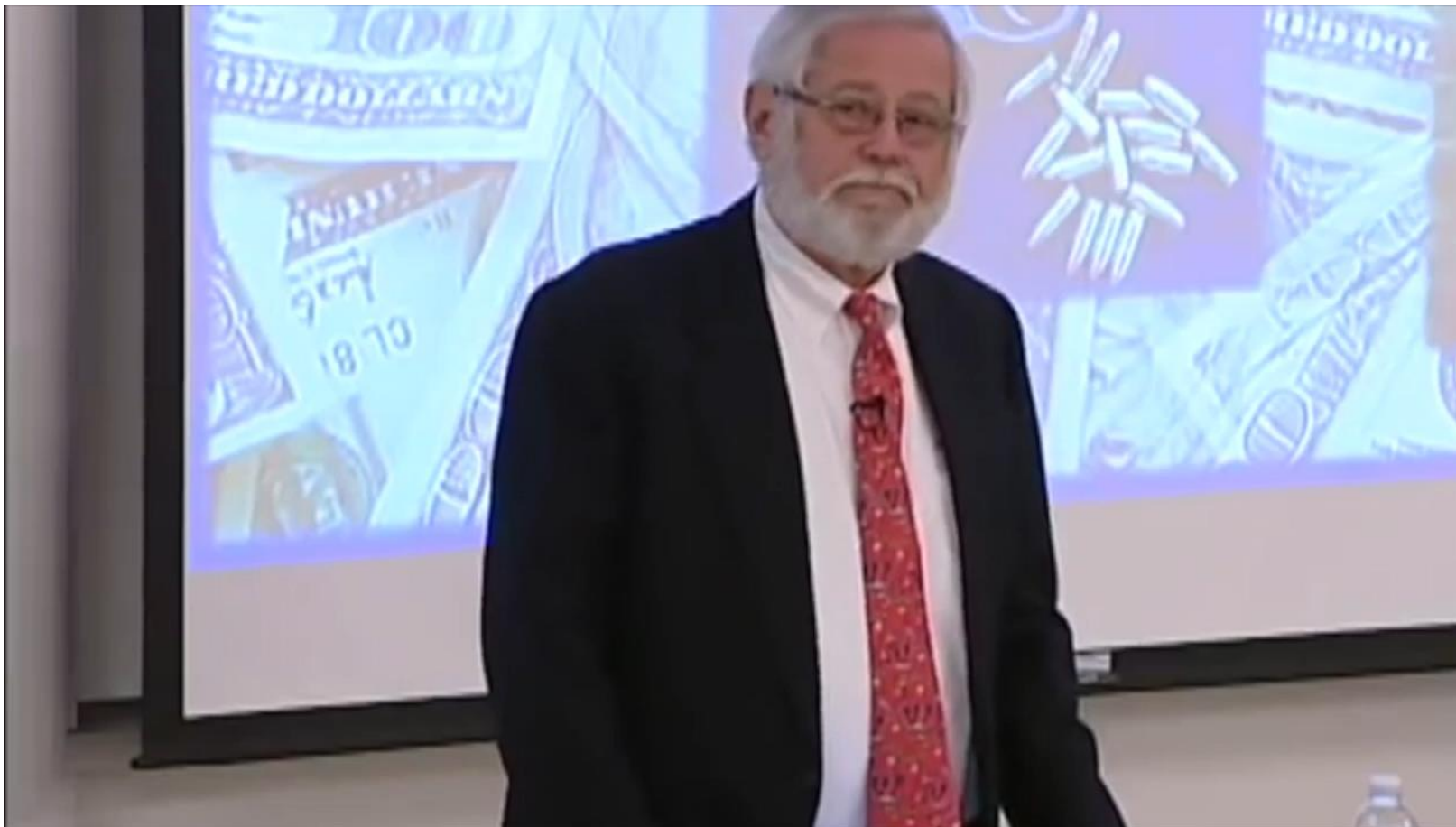
Existing Policies and Informal Culture



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



A professional headshot of Bret Hood, a middle-aged man with grey hair, wearing a dark pinstripe suit, white shirt, and blue patterned tie. He is smiling slightly. The background of the slide features a large, stylized image of two hands shaking in a firm grip, symbolizing agreement or partnership. The text "Bret Hood, Founder" is written in a white, elegant script font over the handshake. Below it, "21ST CENTURY" is in a bold, white, sans-serif font, and "LEARNING & CONSULTING" is in a smaller, white, sans-serif font. At the bottom, the website "www.21puzzles.com" is listed in a white, sans-serif font. On the right side, there is a dark blue vertical banner with the heading "About Bret" in white, bold, sans-serif font, followed by a bulleted list of his credentials in white, sans-serif font.

Bret Hood, Founder

21ST CENTURY

LEARNING & CONSULTING

www.21puzzles.com

About Bret

- Former FBI Trainer
- Top Corporate Trainer
- Fraud and Ethics Consultant
- HealthSouth Fraud Case
- FBI National Academy Advisor & Trainer
- Leadership Author and Speaker

21puzzles@gmail.com

<https://www.linkedin.com/in/michael-bret-hood-cfe-mba-00b58b25/>

The word "CRISIS" is rendered in large, bold, 3D red letters. The letters are positioned on a white, cracked surface that resembles a dry, parched landscape. The cracks are deep and jagged, extending across the foreground and background. The lighting creates strong shadows, emphasizing the three-dimensional nature of the letters and the texture of the ground.

CRISIS

Crisis Management and
Effective Crisis Leadership

Leadership

Crisis Management

Crisis

Preparedness

Responding Appropriately

Critical Characteristics for
Crisis Leadership

Reassurance & Recovery

Crisis

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. Trustworth
y

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

Objectives

Strategies

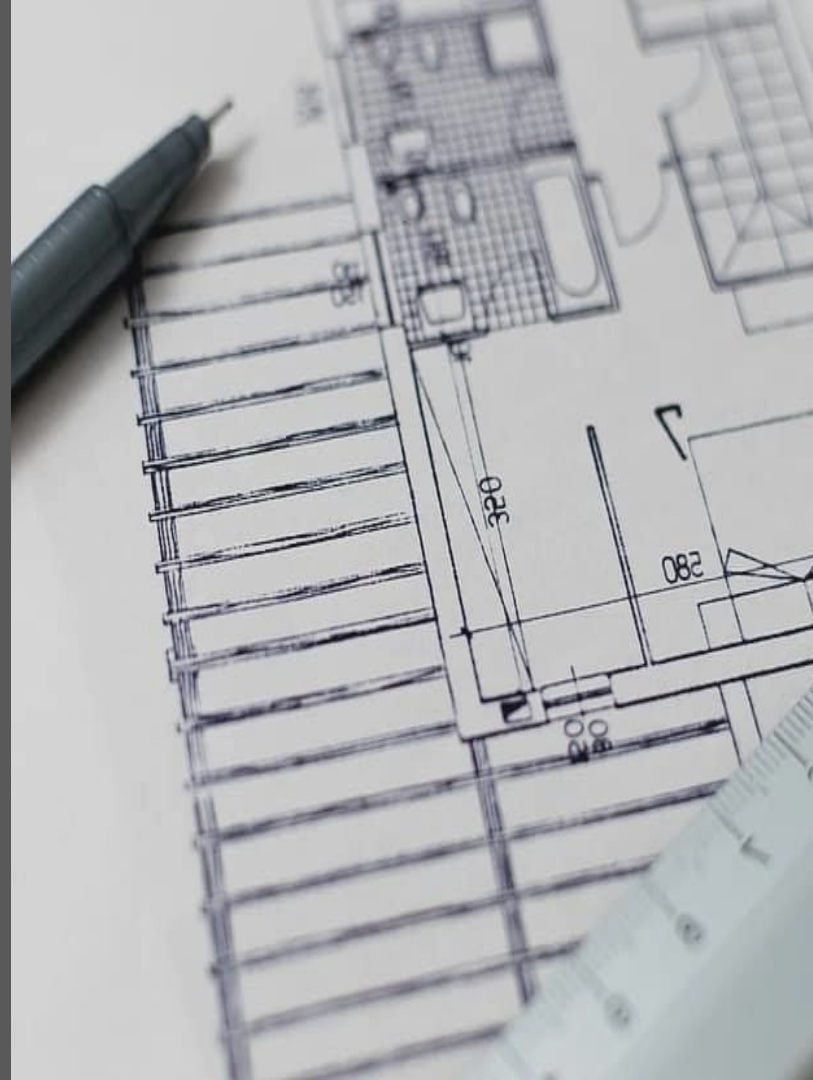
Benefits

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



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.

Strategies

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

Strategies



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.

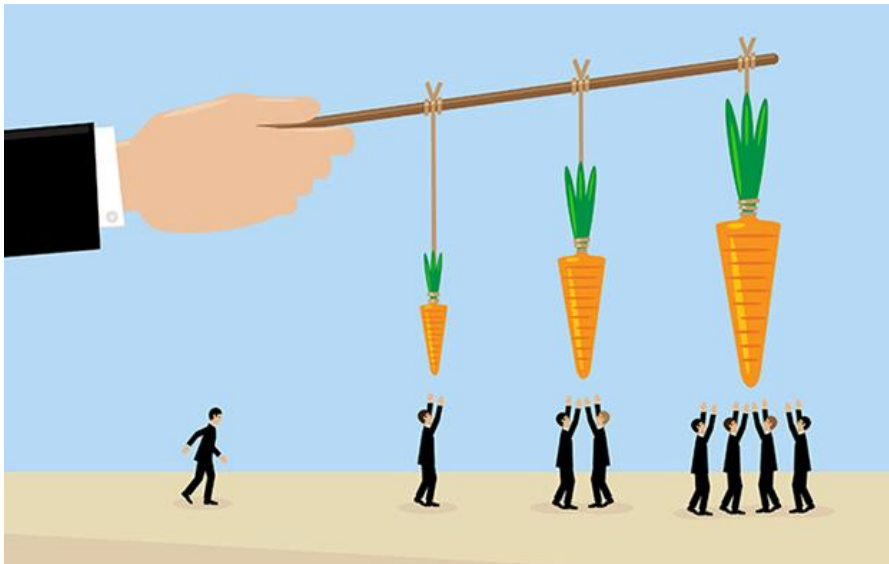


Full Range Leadership Model



Transactional

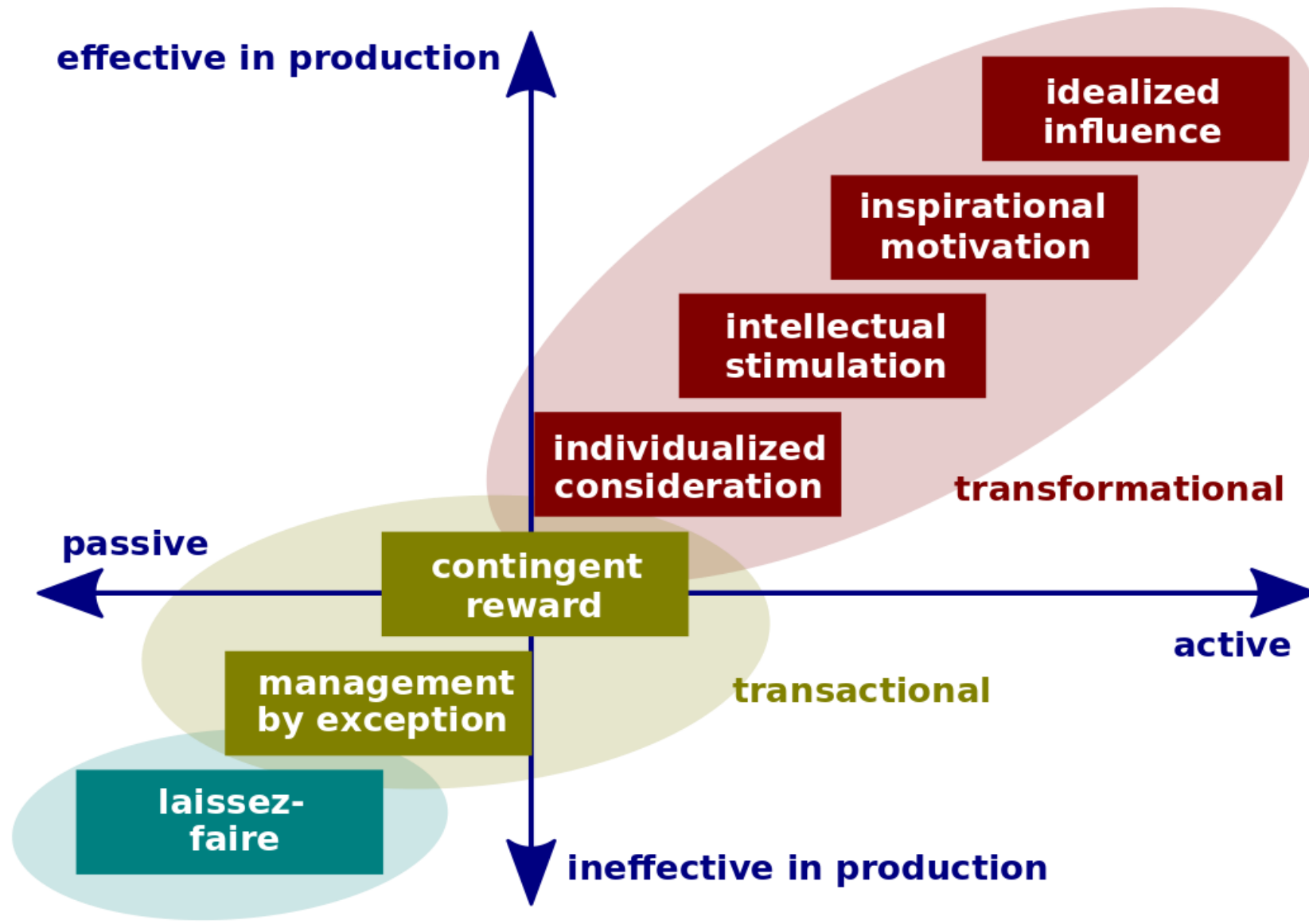
- Management-By-Exception (Putting out the fires)
- Contingent Rewards (Let's make a deal!)
- Laissez-Faire (Hands-off Leadership)



Transformational

- 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)





A black and white illustration featuring silhouettes of hikers on a mountain. The foreground shows a dark, jagged mountain peak with five hikers. Two hikers at the top left are celebrating with their arms raised. Another hiker stands next to them. Two more hikers are in the process of climbing the slope, with one assisting the other. In the background, a lighter, rounded mountain shape contains two more hikers, also celebrating with their arms raised. The overall theme is teamwork and achievement.

MOTIVATING OTHERS

EXTRINSIC VS INTRINSIC MOTIVATION

INTRINSIC

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



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

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.”

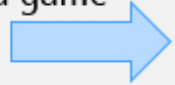
Intrinsic Motivation is by nature hard to influence from the outside; however, it can be overridden or undermined by extrinsic influences.

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.



Learning or playing a game
because...



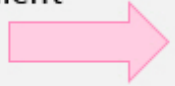
you find it interesting and exciting

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

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"



- **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.

A large, light gray silhouette of a mountain range serves as the background. On the mountain, several human figures are depicted in various poses: some are climbing, one is helping another up, and one at the peak has their arms raised in triumph. In the upper left corner, a large red arrow points upwards, with its shaft forming the letter 'L' and its arrowhead forming the letter 'J', creating a stylized 'JL' logo.

JACOB LEADERSHIP INSTITUTE

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

Presenters:

George Johnson, Jr., Assoc. AIA
Architectural Lead, Barkley Consulting
Engineers, Inc.

Greg Walden, AIA
Vice President, Due Diligence/Architecture
BDG Architects, LLP



AIA
Florida