Leadership Under Stress

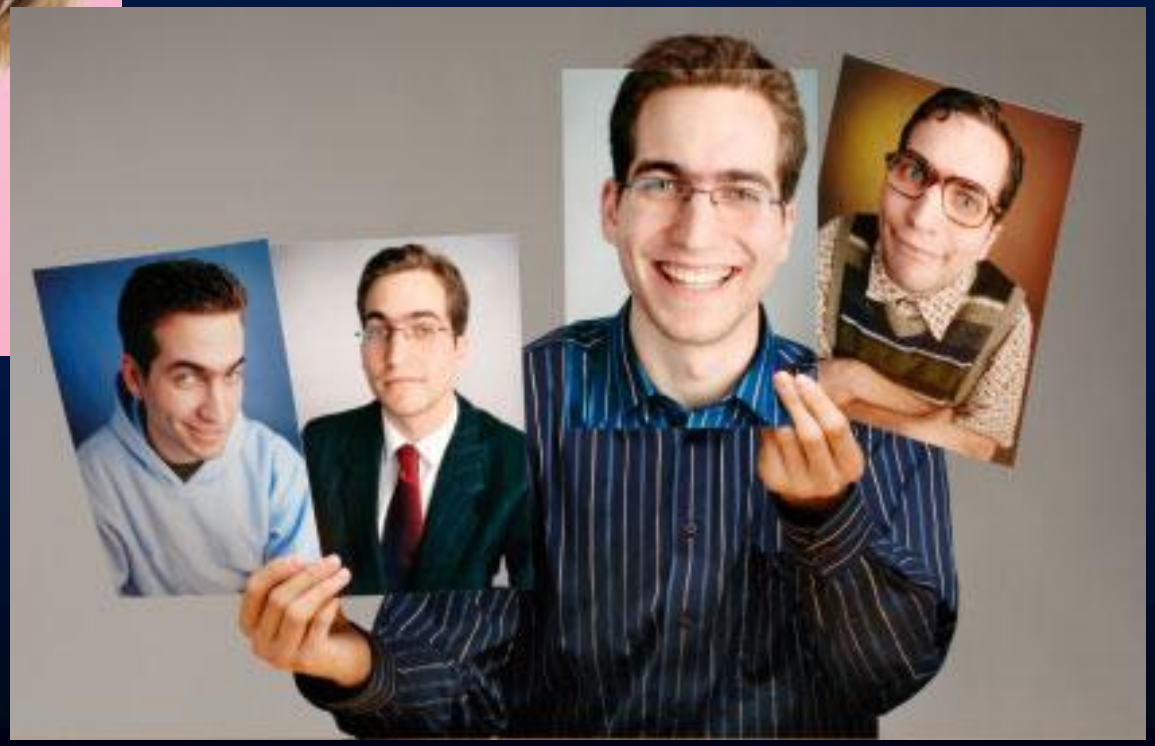
Protector ethics for life and business

Jack Hoban



We are all more than one person



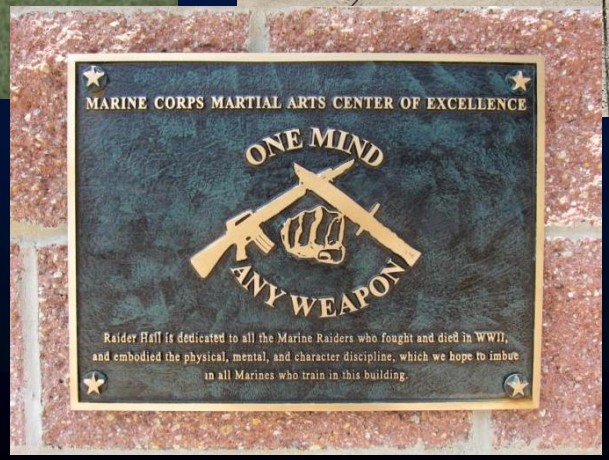



Pioneer DJ

Marine Corps Martial Arts Center of Excellence



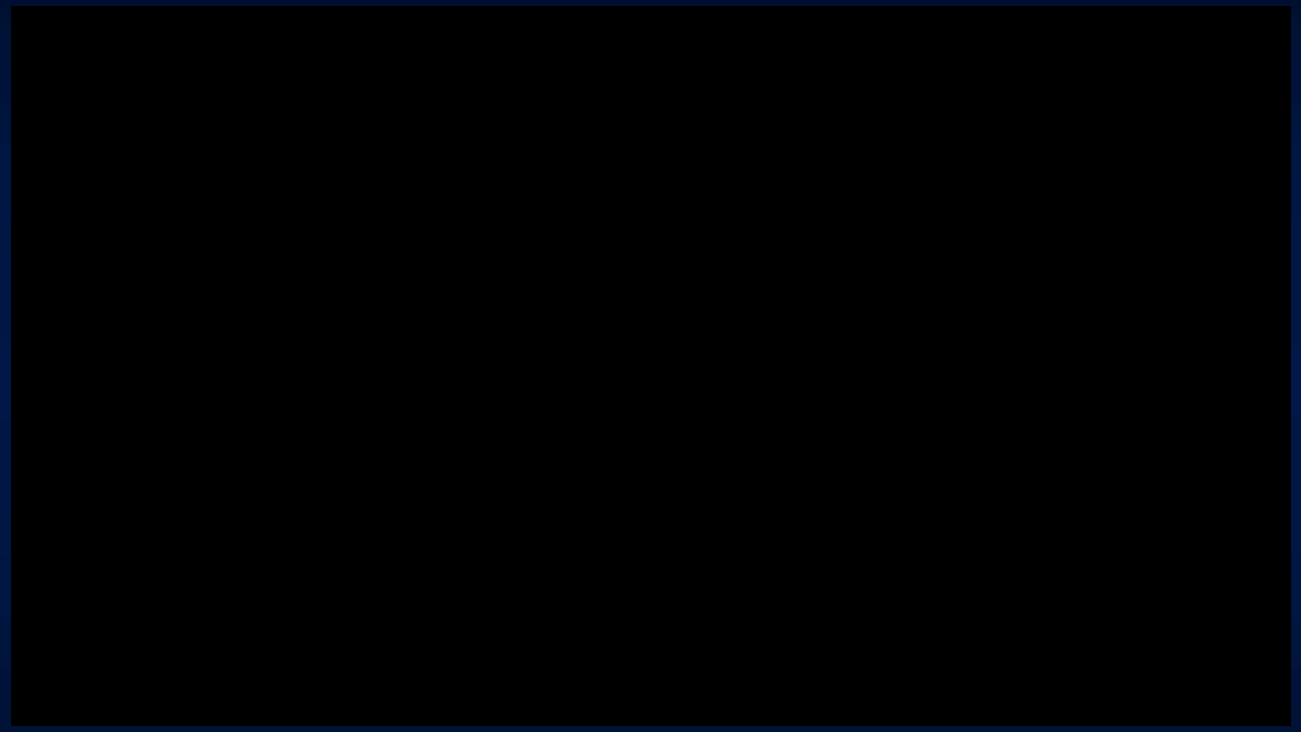




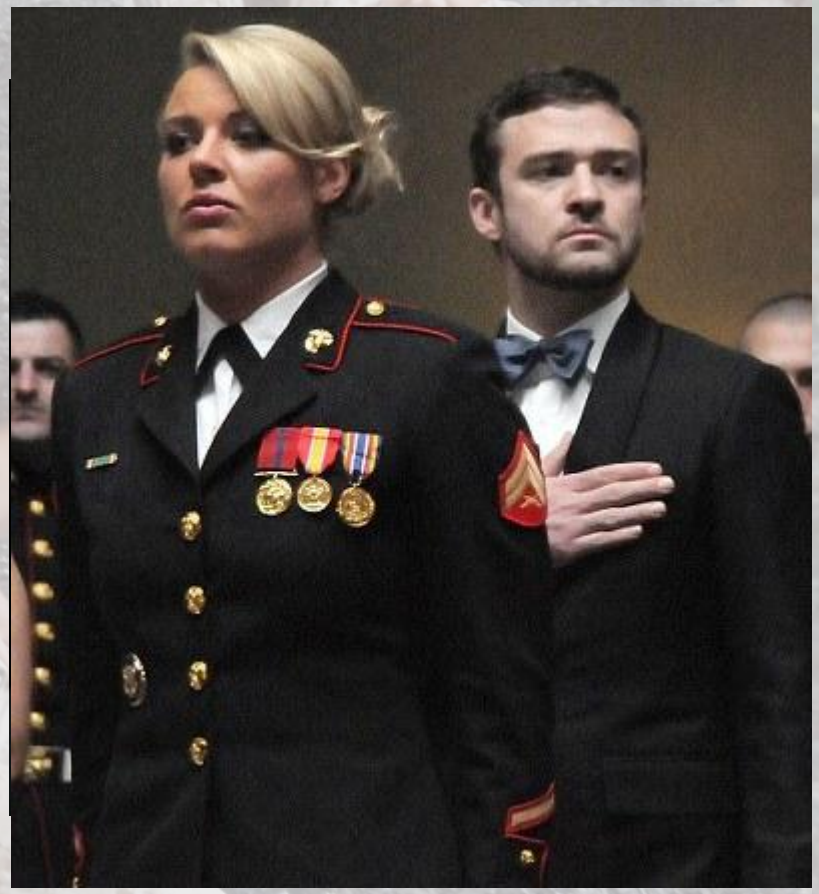
Quantico, Virginia

Subject Matter Expert Marine Corps Martial Arts and Warrior Ethics









Menu Set Weather nj.com True Jersey.

CAMDEN COUNTY

Community policing lesson for Camden County Police to come from retired U.S. Marine

Updated July 3, 2015 at 10:05 AM; Posted July 3, 2015 at 10:00 AM

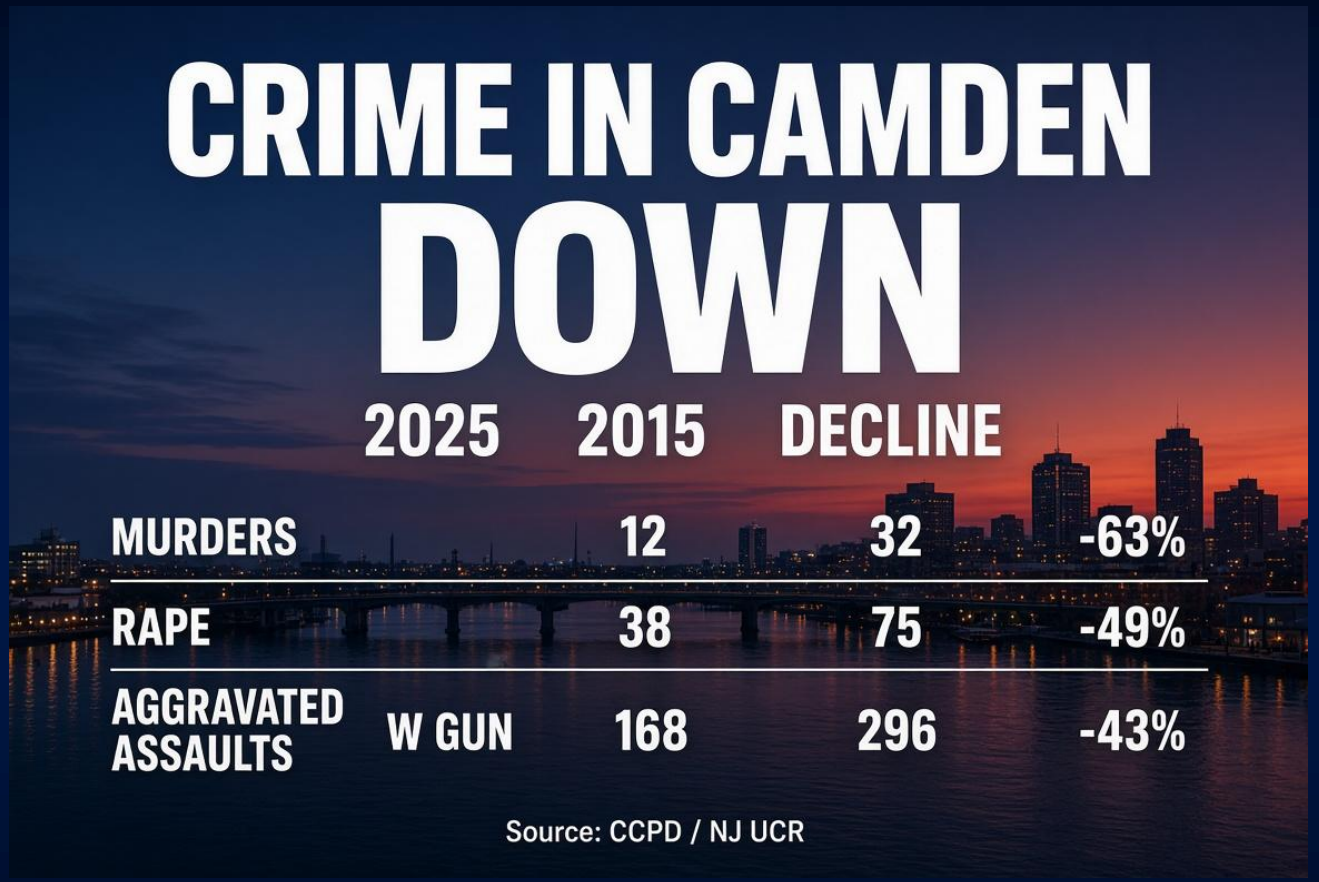


Gallery: Camden County police officers hear lesson on de-escalation, July 2, 2015

16 454 shares

By Greg Adomaitis, gadomaitis@njadvancemedia.com
For NJ.com

Of all the people the Camden County Police Department (CCPD) could






POLICE

CAMDEN COUNTY
POLICE



SEMPER FI
USMC







SO WHAT DOES THIS *REALLY* HAVE TO DO WITH ME?

WOULD A CLEARER UNDERSTANDING OF ETHICAL PROTECTOR-STYLE LEADERSHIP HELP US IN OUR JOBS AND LIVES?

Leadership



Ethics

Courage


POLICE

2026 Edelman Trust Barometer

Global Report

Trust Amid Insularity











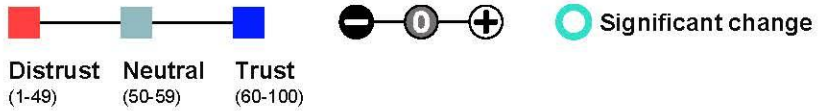


Edelman
Trust Institute

Trust Grows in Developing Countries, Stagnates in Developed

Trust Index

(average percent trust in business, government, media, NGOs)



2026 Edelman Trust Barometer. The Trust Index is the average percent trust in business, government, media, and NGOs. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 28-mkt avg., and by developed and developing avg. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.

2025 General population	
56	**Global 28**
77	China
76	Indonesia
75	India
72	UAE
71	Saudi Arabia
66	Malaysia
66	Thailand
65	Nigeria
65	Singapore
63	Kenya
57	Mexico
57	Netherlands
53	S. Africa
52	Canada
51	Brazil
50	Italy
50	Sweden
49	Australia
49	Colombia
48	Argentina
48	France
48	Ireland
47	U.S.
44	Spain
43	UK
41	Germany
41	S. Korea
37	Japan

2026 General population	
57	**Global 28**
80	China
80	UAE
74	India
73	Indonesia
73	Saudi Arabia
72	Nigeria
71	Malaysia
68	Kenya
65	Thailand
64	Singapore
58	Netherlands
57	Mexico
56	**Brazil**
54	Australia
54	S. Africa
52	Canada
52	Sweden
50	Argentina
50	Italy
49	**Colombia**
47	Ireland
47	U.S.
46	S. Korea
45	Spain
44	Germany
44	UK
42	France
38	Japan

2026		
Developing countries	66	+3
Developed countries	49	+1

Business Trusted in 15 of 28 Countries Measured

Percent who say

54% Trust

Down 1%

GLOBAL 28

Distrust (1-49) Neutral (50-59) Trust (60-100)

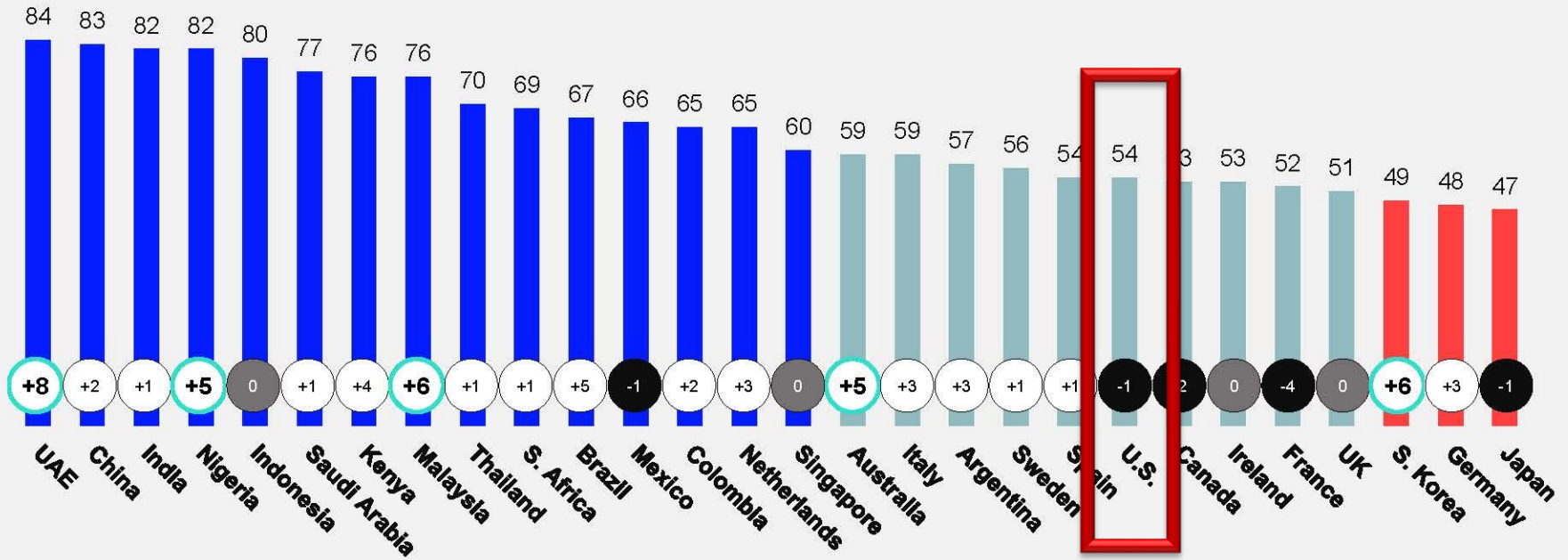
Significant change

I trust **business** to do what is right

64

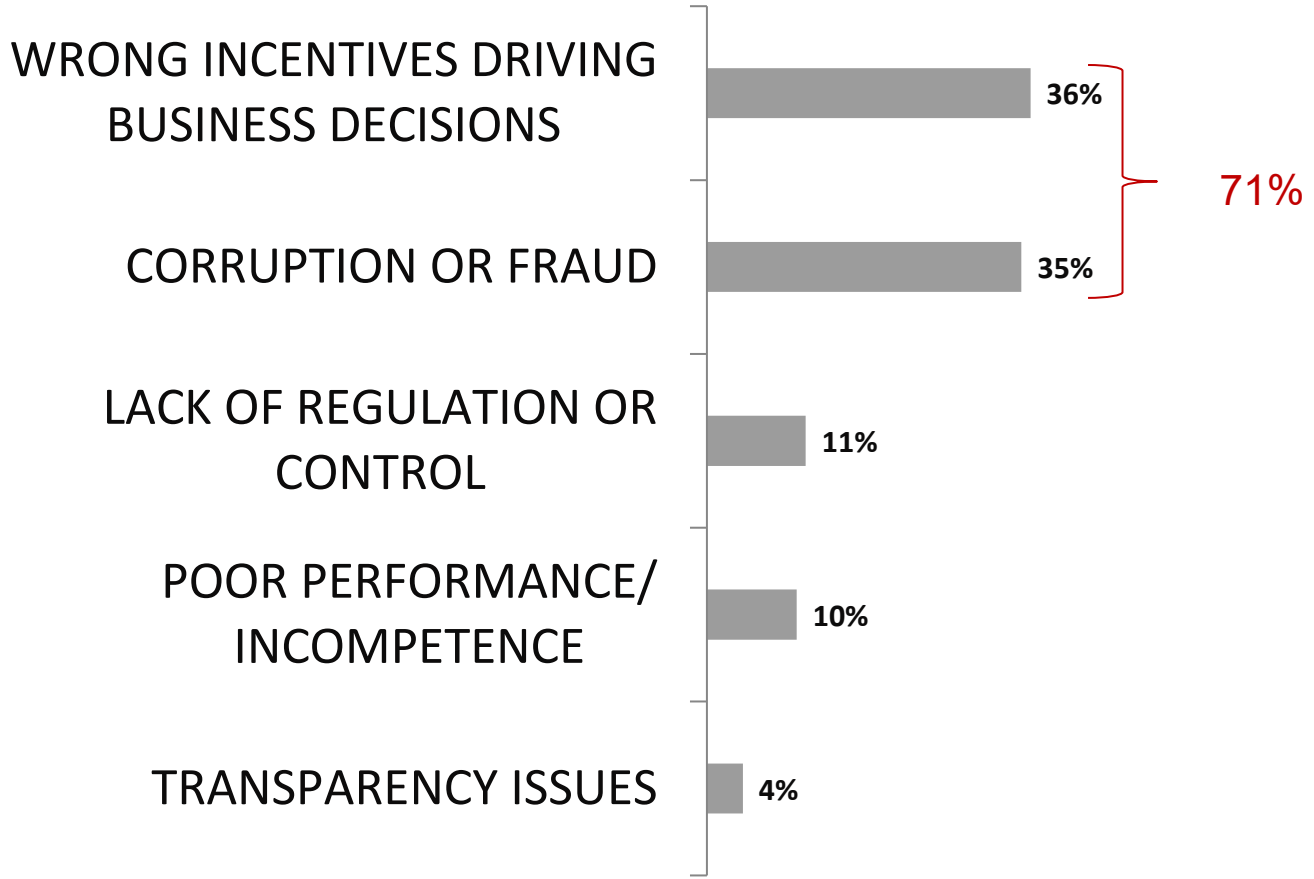
+2 pts

Change, 2025 to 2026



2026 Edelman Trust Barometer. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 28-mkt avg. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.

We Don’t Trust Businesses



GENERAL PUBLIC

Q22. [ASK IF TRUST GOVERNMENT LESS IN Q18] Which of the following is the main reason why your trust in government decreased over the last year?; Q24. [ASK IF TRUST BUSINESS LESS IN Q20] Which of the following is the main reason why your trust in business decreased over the last year? General Population

Trust in Business Ethics and Morality

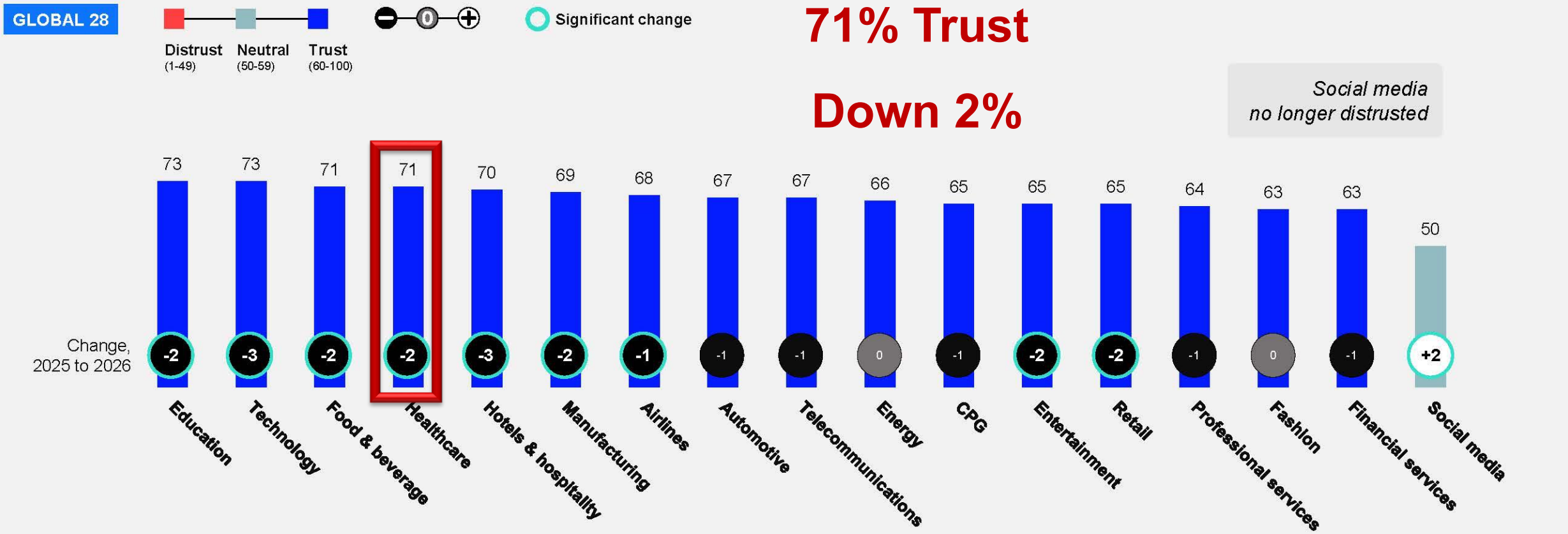
"A CRISIS IN LEADERSHIP"



Q144A-147A. [SPLIT SAMPLE] How much do you trust business leaders to do the following?
(Top Box- Trust A great Deal) General Population across 26-country global total

Despite Declines, Most Industry Sectors Remain Trusted

Percent trust



2026 Edelman Trust Barometer. TRU_IND. Please indicate how much you trust businesses in each of the following industries to do what is right. 9-point scale; top 4 box, trust. Question asked to partial sample. General population, 28-mkt avg. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.

Costs of Destructive Leadership

U.S. Economy-Wide Impact:
Poor management/leadership
contributes to $500+ billion
annually in lost productivity
from disengaged employees
(Gallup).

Healthcare Fraud

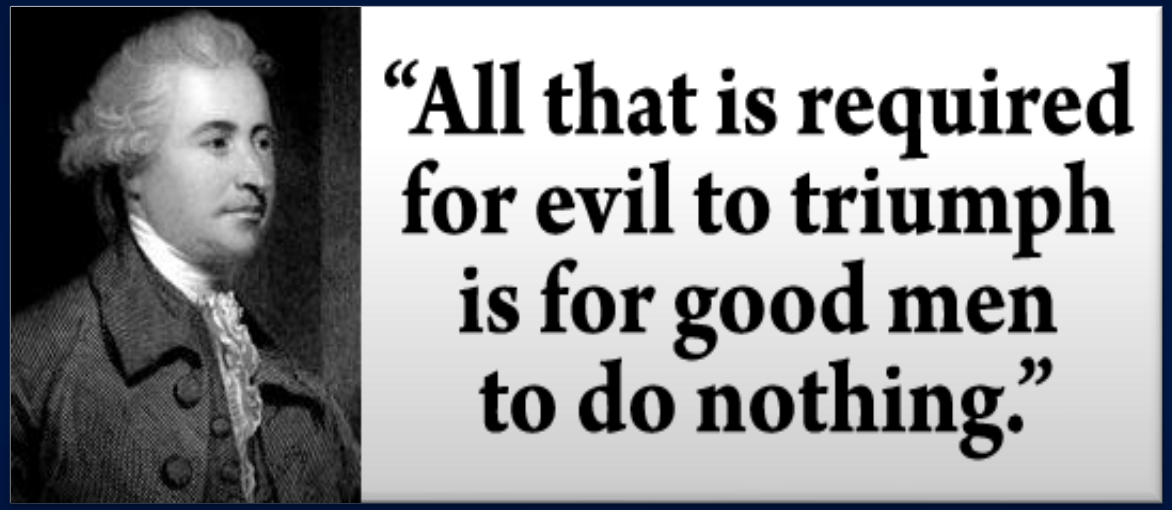


Conservative estimate of 3% of total healthcare spending lost to fraud (potentially over $300 billion when including broader schemes).*

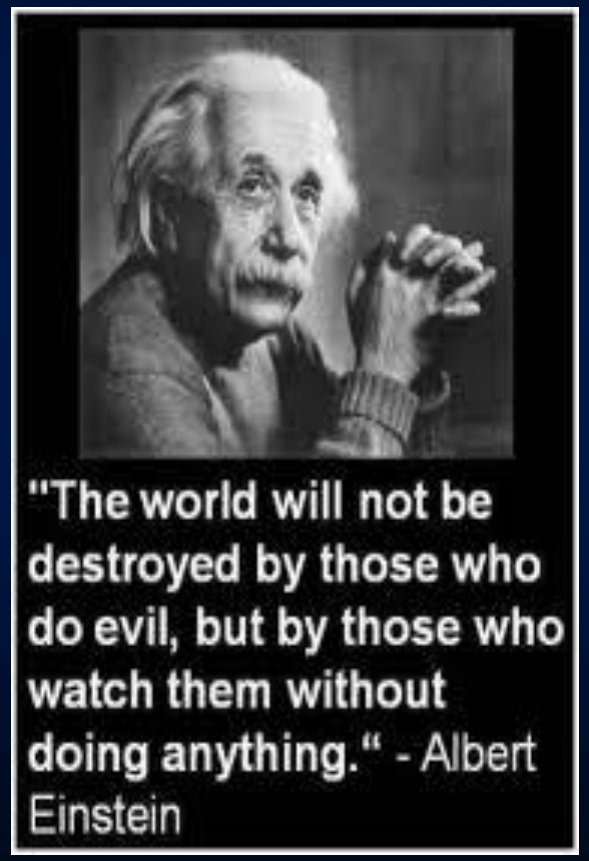
Equates to $300–$900+ per American annually.

*National Health Care Anti-Fraud Association (NHCAA)

How do we let this happen??!!



- Edmund Burke



So…Who Can We Trust?



Americans' Confidence in 18 U.S. Institutions

June 2-26, 2025

GALLUP

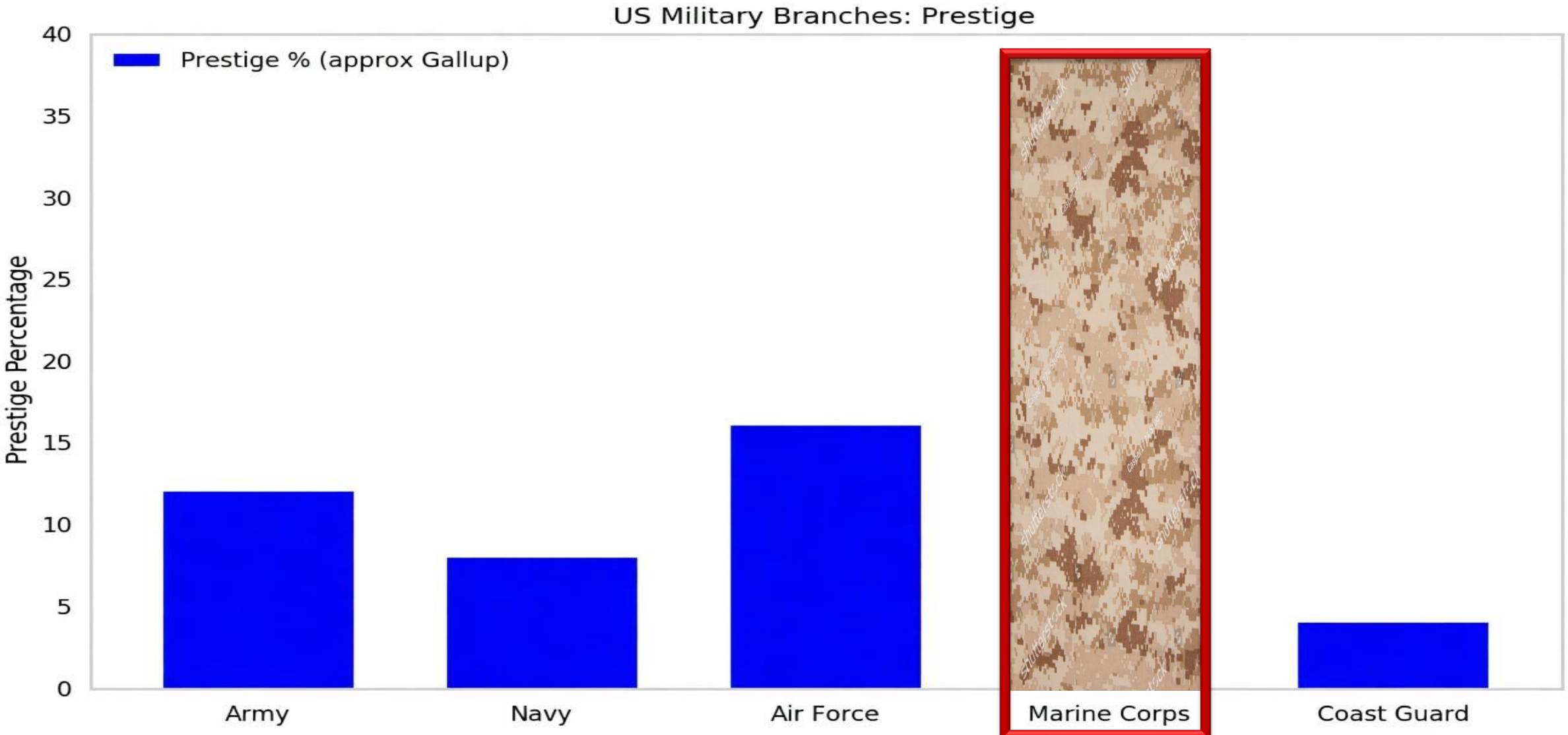
How much confidence do you, yourself, have in each one — a great deal, quite a lot, some or very little?

% Great deal | % Quite a lot | % Some | % Very little | % None (vol.) | % No opinion

	% Great deal	% Quite a lot	% Some	% Very little	% None (vol.)	% No opinion
[redacted]?	34	28	23	13		
Small business	32	38	24			
Science	33	28	27	11		
The police	20	25	33	20		
Higher education	17	25	33	21		
The church or organized religion	20	16	32	27		
The medical system	12	20	38	28		
The presidency	17	13	17	45	7	
Banks	11	19	44	23		
Organized labor	12	17	45	19		
The public schools	11	18	39	30		
The U.S. Supreme Court	10	17	38	31		
Large technology companies	9	15	42	30		
Newspapers	6	11	36	39		
The criminal justice system		12	42	37		
Big business		10	36	43		
Television news		6	33	48		
Congress		6	36	49		

GALLUP POLL

Highest level of confidence?


US Military Branches: Prestige
Prestige % (approx Gallup)
Prestige Percentage
40
35
30
25
20
15
10
5
0
Army
Navy
Air Force
Marine Corps
Coast Guard

Executives learn ethics the hard way: From Marines

955
220
314
21



Ethics training at Quanitco involves actors playing out high-stress scenarios, with the end goal of building integrity in Marines.

Jim Michaels, USA TODAY 8:33 a.m. EST January 29, 2013



(Photo: Garrett Hubbard for USA

955 CONNECT | 220 TWEET | 314 LINKEDIN | 21 COMMENT | EMAIL | MORE

QUANTICO, Va. – Sunlight was filtering through the trees as the team trudged up yet another hill to the final objective of the morning.

The mission was simple. The team was to meet with

USA NOW



Marine Corps Leadership Traits

- Dependability
- Bearing
- Courage
- Decisiveness
- Endurance
- Enthusiasm
- Initiative
- Integrity
- Judgment
- Justice
- Knowledge
- Tact
- Unselfishness
- Loyalty



Marine Corps Leadership Principles

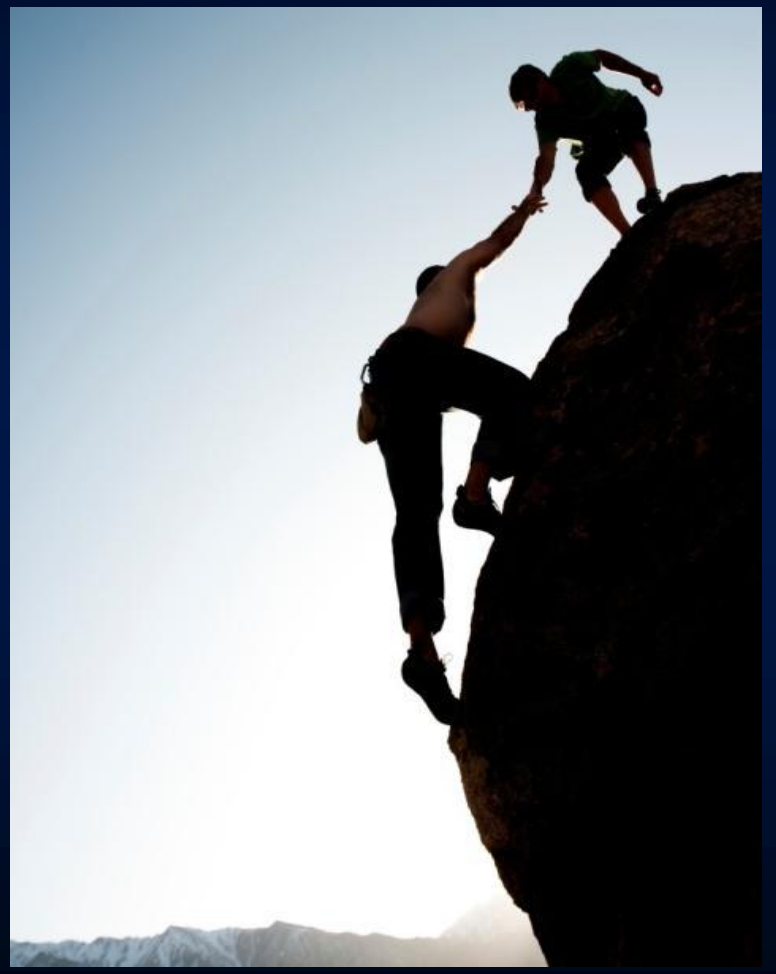
- Know yourself and seek self-improvement.
- Be technically and tactically proficient.
- Develop a sense of responsibility among your subordinates.
- Make sound and timely decisions.
- Set the example.
- Know your Marines and look out for their welfare.
- Keep your Marines informed.
- Seek responsibility and take responsibility for your actions.
- Ensure assigned tasks are understood, supervised, and accomplished.
- Train your Marines as a team.
- Employ your command in accordance with its capabilities.

The Ethical Leader

Successfully inspires and directs a group of people to:

- ✓ Accomplish the mission
- ✓ While protecting the welfare of the people

through use of the intellect, human understanding, and moral character.



The Ethical Leader *Core* Core Value

Protector of self and others.

Which others?

All others.



Core Values

Communication, Respect,

Integrity and Excellence.



HFMA Code of Ethics

- Practicing honesty and maintaining personal integrity, including avoidance of conflicts of interest with those of my employer or the Healthcare Financial Management Association;
- Adhering to high standards of personal conduct;
- Striving for the objective and fair presentation of financial information;
- Fostering excellence in healthcare financial management by keeping abreast of pertinent issues;
- Maintaining the confidentiality of privileged information;
- Promoting a greater understanding of financial management issues by others in the healthcare field, and seeking increased public understanding through communication about such issues; and
- Seeking to maintain a reasonable balance between the quality and cost of health care.

USMC Core Values



Honor
Courage
Commitment

…and that's when the trouble started.

Important Questions

Don’t our enemies display courage?

Aren’t they committed, too?

Don’t they have their own version of honor?

Oh, yeah…

Marines and Taliban – same Core Values?



How about criminals?

"Honor among thieves?"



So what's the difference?

And why is it important?

Relative Values….

Morally Neutral

"How is it good?"

"Good to whom?"

Opinion or taste or whim?

Or driven by culture, religion, habit, circumstance or environment, etc.?

Why Is This Important?

If *everything* is relative – then…



who is to say what is ethical and what is unethical?

Why Is This Important?

If *everything* is relative – then…

what's the difference between the good guys and the bad guys?



American Core Values

- ✓ “Life”
- ✓ “Liberty”
- ✓ “Pursuit of Happiness”



- ✓ “Human Equality”

Is life an absolute value?

Is human equality real?

The Hunting Story



Stupid, dumb, dirty, disheartening

u y,

u d



Human Equality



Human Equality

- Are there richer people in the world?
- Smarter?
- Better looking?
- More highly educated?
- Nicer?
- Done more good works than you have?

Does that make their life worth more than your life?

Respect this!

“I am your Equal:

My life and the lives of my loved ones are as important to me as yours are to you!”

Dual Life Value

- Life of self
- Life of others

All others.



Moral Values – Discussion



"Morals a respect the
Life Value o s – all others."

The Moral Compass

LIFE



The Life Value of self and others is the *"true north"* of the moral compass. We can orient ourselves using the Life Value during times of moral confusion.

What are Ethics?

Ethics are moral values in *action*.

Ethics Discussion

- A person who knows the difference between right and wrong – and chooses the right – is moral.
- A person whose morality is reflected in their willingness to do the right thing – even if it is hard or dangerous – is ethical.



Barney-Style





And it doesn't end in the school yard…







It only begins!



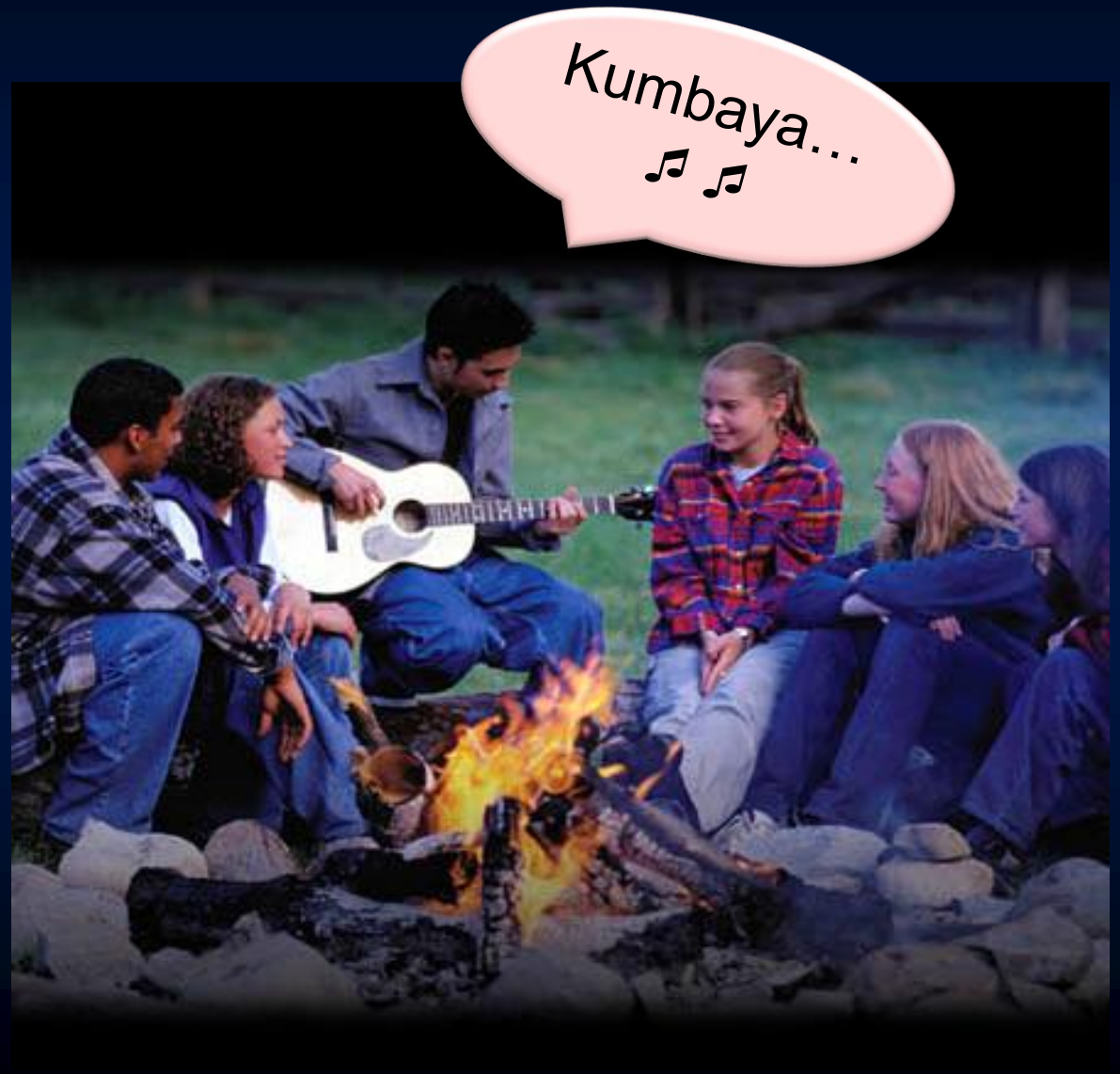


Leading…Ethically

- Most people already have a sense of morality.
- Sometimes morals can be obscured or trumped by emotions and/or strong relative values.
- Rather than "taught," morality can be clarified then "activated" through:
  - lessons in context
  - values stories
  - shared adversity
  - respect for the Life Value



Going Soft?



Ethics: A Competitive Disadvantage?

Is being a “protector” naïve and dangerous?

Does it make you tactically vulnerable to “cut-throats” and unethical competition?





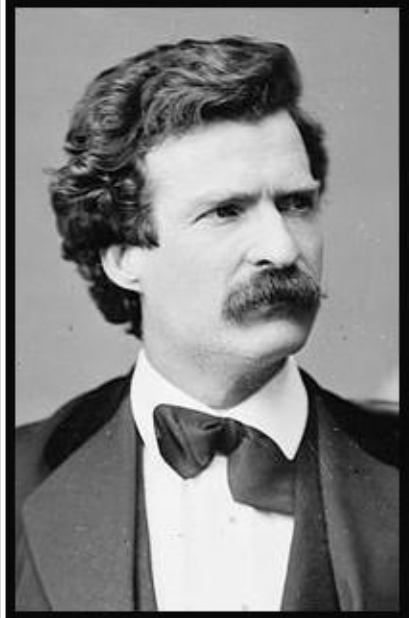


Being ethical can be risky,
even dangerous!

But it is a better life.

And you better be *good!*

Doing The Right Thing



It is curious that physical courage should be so common in the world, and moral courage so rare.

(Mark Twain)

izquotes.com

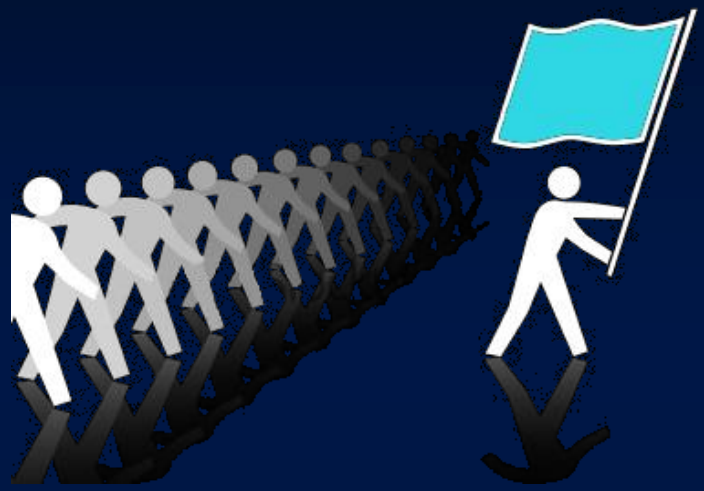


COURAGE

Do one brave thing today...
then run like hell.

Ethical Protector Leader

- Self
- Others
  - ✓ Employees
  - ✓ Customers
  - ✓ Vendors
  - ✓ Everyone





Non-Performers

Separate in your mind…

Respect the person…

the *relative* value of behavior

and the

Deal with the unacceptable behavior or performance with empathy and professionalism.

absolute value of each individual's life.

Why Is This Important?

Respecting people as human beings – even if you don't respect their behavior – is the key to de-escalating conflict.







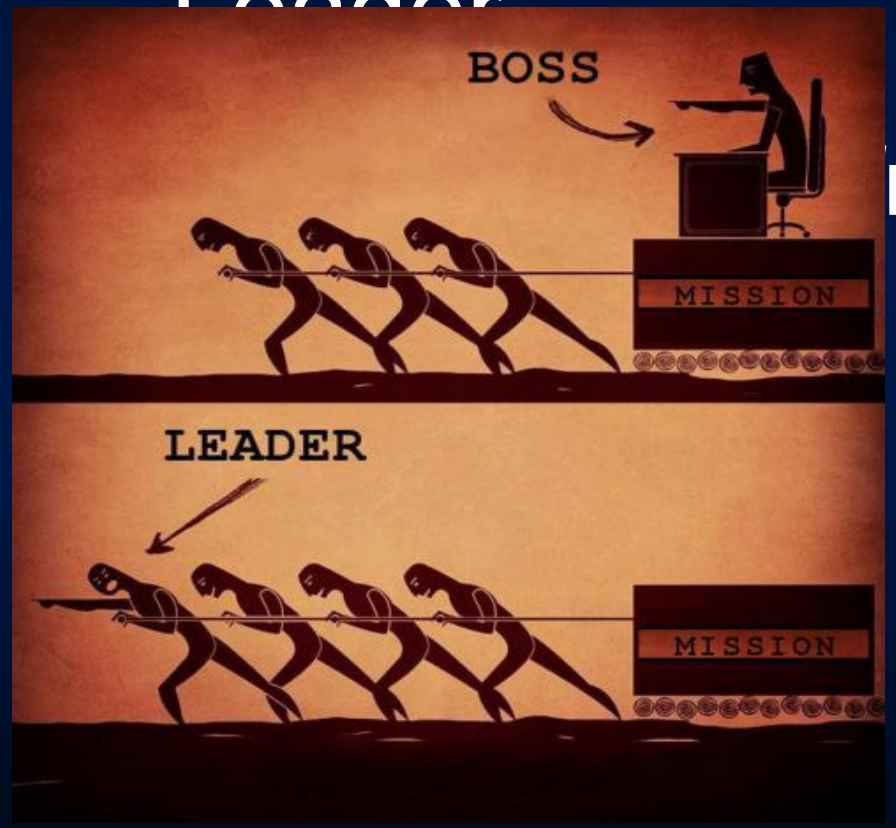
Manager vs. Leader

Manager

- Pushes from behind
- 9-5

24/7

Leader



ront

People don't quit jobs;
they quit bosses!

- Chuck Zamora

“Exercising” Leadership Skills

- The activation is strongest right after the training, or a successful experience, but wears off.
- Make a habit of reading stories of great leaders.
- Practice ethical decision-making.
- Make believe you are patient and respectful (i.e. when dealing with subordinates, bosses, customers, patients, and vendors).


RENT
To Own

A Daily Practice…









Is everyone on the road safer…because of you?

The Ethical Leader At Home



The Commute

The Warrior Creed



Wherever I go

Everyone is a little safer

Because I am there…

The Warrior Creed



Wherever I am,
anyone in need has a friend…

The Warrior Creed



When I return home, everyone is happy I am back.



The Ethical Protector Leader

It's a Better Life!





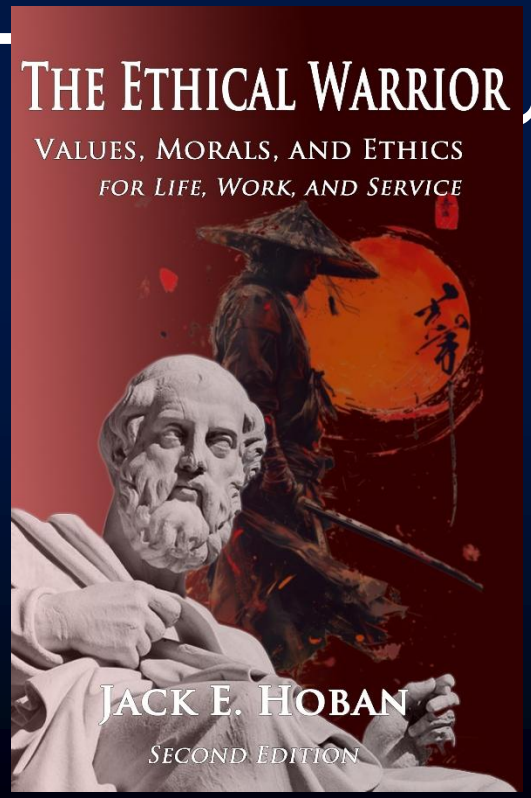




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732-974-7582

T!



**The Warrior Creed & the Dual Life Theory cited in this presentation are the work of noted conflict resolution specialist and Iwo Jima Marine Platoon Leader Robert L. Humphrey (1923-1997).*



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