

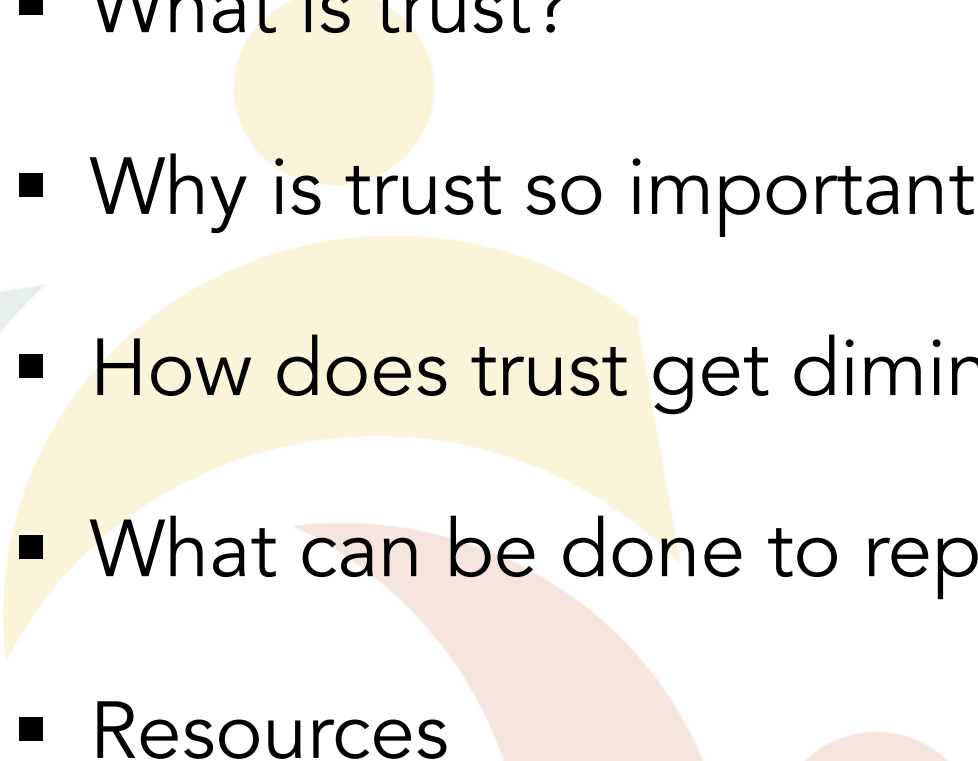
Without *Trust* Leadership Teams Cannot Thrive



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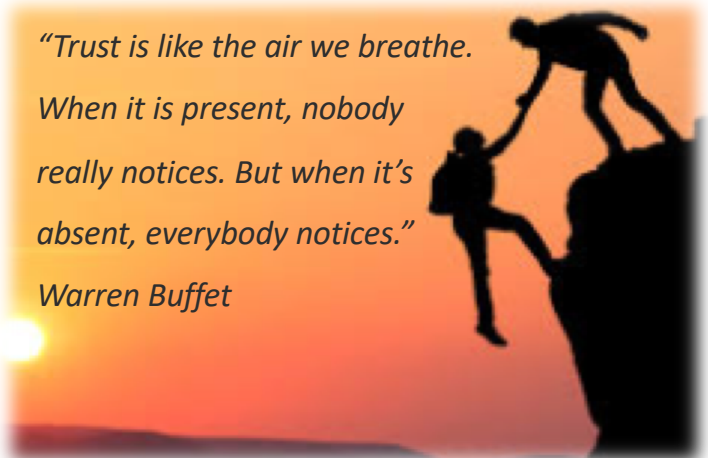
Discussion Flow



- What is trust?
 - Why is trust so important for leadership teams?
 - How does trust get diminished so easily?
 - What can be done to repair trust?
 - Resources
- 

What is trust? [Definition]

- The official Miriam Webster definition of trust is:
 - a. *The belief that someone or something is reliable, good, honest, effective, etc.*
 - b. *Reliance on character, ability, strength or truth of someone or something.*



“Trust is like the air we breathe. When it is present, nobody really notices. But when it’s absent, everybody notices.”
Warren Buffet

What is trust? [Unpacked]

The three components of a high-trust leadership team...

- Capability to perform
- Take pride
- Value learning
- Share expertise

Competence



- Act with integrity
- Demonstrate Vulnerability
- Be Curious / Don't Judge / Forgive
- Communicate Directly

Character



- Make & keep commitments
- Behave consistently
- Manage mutual expectations
- Take measured risks

Dependability



What is trust? [Unpacked]

- A [Google study](#) identified **Psychological safety** - an individuals' perception of the consequences of taking an interpersonal risk - as the most important dynamic on effective teams at Google.
 - In a team with high psychological safety, teammates feel safe to take risks around their team members without being judged as ignorant, incompetent, negative, or disruptive.
 - They feel confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.
- In [her TEDx talk](#), Amy Edmondson offers three simple things individuals can do to foster team psychological safety:
 - Frame the work as a learning problem, not an execution problem.
 - Acknowledge your own fallibility.
 - Model curiosity and ask lots of questions.

Why is trust so important for leadership teams?

“There’s no team without trust,” says Paul Santagata, Head of Industry at Google.



The Google researchers found that individuals on teams with higher psychological safety are less likely to leave Google, they’re more likely to harness the power of diverse ideas from their teammates, they bring in more revenue, and they’re rated as effective twice as often by executives.

Why is trust so important for leadership teams?

Trust directly impacts the keys to building a highly effective leadership team.

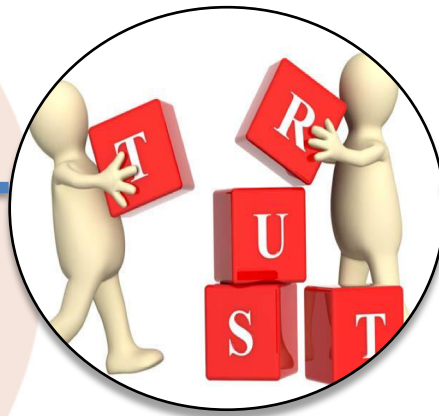
Productive Dialogue

The ability for teams to challenge, debate and discuss their most important issues in a manner that progresses the issues and leaves minimal relational scars.

Keys to Team Effectiveness

Accountability

Ultimately, productive dialogue needs to be present so that leadership teams can hold each other accountable for driving business results without relying on the boss.



Why is trust so important for leadership teams?

Without trust it is very difficult to realize the benefits of a truly great leadership team...

- ☑️ Oversee and contribute to the achievement of tangible, measurable results.
- ☑️ Have impact above and beyond the contributions of any one individual.
- ☑️ Grow in capacity to solve increasingly challenging problems over time.
- ☑️ Have confidence in their ability to get back in sync after inevitable periods of dysfunction.

How does trust get diminished so easily?

- It takes two parties (individuals or groups) to diminish trust (even if one party doesn't recognize it).



How does trust get diminished so easily?

View from the party demonstrating a behavior.

Behave

- With what looks like or is a lack of Competence, Character, or Dependability
- But what could be overdone strength(s)

Lack External Self Awareness

- Don't think about or care about how others' perceive your behavior

Respond to Feedback Defensively

- Lack curiosity about why others' might be reacting or providing feedback

Stop Trusting

- Bypass disappointment
- Stop curiosity / learning

How does trust get diminished so easily?

View from the party observing a behavior.

Observe Behaviors - *That are based on my expectations*
- *That aren't in sync with my experience*

Make Assumptions - *Without understanding intentions*
- *That might not be true!*

Interact Uncomfortably
- *Jump to conflict*
- *Avoid confrontation*
- *Act passive aggressively*

Stop Trusting - *Bypass disappointment*
- *Stop curiosity / learning*

What can be done to repair trust?

- Trust is extremely difficult to repair because when trust is diminished learning often stops.

Confirming Orientation

I can't trust them because they never keep their commitments?

I can't trust him because he's simply not competent.

I don't trust her because she thinks she's always right.

I don't trust them because they are always to point blame at us.

I can't trust him because he acts without consideration of consequences.

Learning Orientation

Can we talk a bit about our expectations for each other?

Can we spend a few minutes talking about how the work we do impacts each other?

I admire how you have such conviction. Would you be open to considering a few other points of view?

I recognize that sometimes we have made mistakes. Would you be open to having a constructive discussion with us on how we can improve?

I admire your ability to take action and make things happen. Would you be open to having stepping back at times to think through some potential impacts?

What can be done to repair trust?

Demonstrate Leadership

- Get the team to acknowledge the problem
- Ask individuals to suspend judgement
- Help the team diagnose challenges and impacts
- Model trust behaviors

Make Commitments

- Build Self Awareness (how I see myself / how others see me)
- Recalibrate expectations at team and individual levels
- Commit to adapting behaviors for the benefit of the team

Experience Productive Disagreement

- Commit to patience and curiosity
- Revisit trust issues
- Approach issues through a new lens
- Learn that disagreement is not such a bad thing

Trust Resources



- What Google Learned from its Quest to Build the Perfect Team? <https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?smid=pl-share>
- Amy Edmonson TEDx Talk on Psychological Safety - <https://www.youtube.com/watch?v=LhoLuui9gX8&feature=youtu.be>
- The Problem with Assumption and the Power of Inquiry - <https://www.td.org/magazines/the-public-manager/the-problem-with-assumption-and-the-power-of-inquiry>
- Why Curiosity Matters? - <https://hbr.org/2018/09/curiosity>

Complimentary Offer...

Limited to CEOs, Presidents, GMs

Complimentary Leadership Team Assessment



(Limited to CEOs, Presidents, and GMs)

DIAGNOSE YOUR LEADERSHIP TEAM'S PERFORMANCE AND IDENTIFY WHAT
DIALS NEED TO BE ADJUSTED TO BUILD A TRULY GREAT TEAM.

Take advantage of this valuable offer to use a proven instrument to gain a better understanding of what's working, what's not and how to fix it. The online Team Leader Diagnostic from Team Coaching International, which takes about 20 minutes to complete, will enable you to diagnose your team's performance from two perspectives – 'What results is the team achieving?' and 'How is the team achieving these results?' An experienced RI consultant will then sit down with you to help you evaluate the diagnosis and create a preliminary plan to attack the gaps.

URL: www.relationship-impact.com/free-team-assessment/