

# Welcome Building Trust

Enhancing our understanding of trust in the workplace by exploring what is necessary to gain, maintain and regain trust



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## Quiz 1 Answer the questions below in chat

How is This COVID-19 Affecting How You Lead?




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# Quiz 2

Write down 3 words that describe how people think and feel about you at work?




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# Quiz 3

What does dog walking, AirBnb, Instacart, Bike-sharing, Social-lending, Errand networks, Ride-share, and Knowledge workers have in common?



They are all scalable and enable sharing and exchanging of assets

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## Redemption! What do these have to do with each other?

Trust is a commodity of value

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## What Changes Are Affecting On How You Lead?

What Changes are Happening Externally and Internally	How is This Affecting How You Lead?
Multigenerational workforce that affects past cultural norms, i.e., schedules, location	Requires an adaptive approach, sensitivity to people, informal hierarchy and empowered individuals
Pace and Speed of technology, and information. For instance, Blackberry, the 24-7 cycle, from “flash to bang”, email all the time,	Boundaries are blurred. Having to merge expectations. Requires flexibility. <b>Need to trust my people</b>
Increase in span of control. I can't do it myself	The need for high performing teams. Needing to delegate and empower people to act at lower levels. <b>I have to trust others</b>
Technology is increasingly used in the work force, such as work from home. This can lead to isolation and dehumanization	Requires deliberate engagement. It also requires focused relationships with each person with real stories about the mission, how they fit and a connection
Pace of change in the work I must get it done and the complexity of the work	Doing and performing dual positions. Reaching up, down and across the organization.
Coronavirus	Concerns about what gets done

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# Collaborative Knowledge Economy



The  
**TRUST  
ECONOMY**  
It's all about social proof.

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## Trust in the Collaborative Knowledge Economy

Amy Edmondson



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## What Words Do You Associate with Trust?

### Definitions of Trust

- Firm belief in the reliability, truth, ability, or strength of someone or something (*Oxford Dictionary online*)
- Assured reliance on the character, ability, strength, or truth of someone or something (*Merriam-Webster Dictionary online*)
- A feeling of confidence in someone that shows you believe they are honest, fair, and reliable (*McMillan Dictionary online*)



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## Does this sound familiar?

Lack of trust at work often results in:

- **Organizational Silos**
- **Lack of information sharing**
- **Decisions taking longer and made at higher levels than necessary**
- **Organizational, team, and individual performance is neither efficient or effective**

WHAT A LACK OF ORGANIZATIONAL TRUST SOUNDS LIKE

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## Poll: Individual Trust

1. My actions are consistent with my words—I am reliable and do what I say I will do.	1 2 3 4
2. I tell the truth—I do not lie or cheat.	1 2 3 4
3. I behave in accordance with my values, even when it is difficult.	1 2 3 4
4. I am willing to trust others unless they prove themselves untrustworthy.	1 2 3 4
5. I am accountable for my actions, acknowledge my mistakes, and do not blame others if things go wrong.	1 2 3 4
6. I am willing to be open—to share my feelings, ideas, and information.	1 2 3 4
7. I give credit where credit is due—I do not take credit for other people's ideas.	1 2 3 4
8. I keep confidential information private and do not gossip or spread rumors.	1 2 3 4
9. I am competent at what I do—I have the knowledge and skills to carry out my responsibilities.	1 2 3 4
10. I respect differences in backgrounds, perspectives, and cultures.	1 2 3 4

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- 10 – 15: Your trustworthiness needs significant improvement.  
 16 – 20: Your trustworthiness could use some improvement.  
 21 – 25: Your trustworthiness is pretty good, but you still have room for improvement.  
 26 – 30: You are on your way to becoming trustworthy, but there are some skills you need to work on.  
 31 – 35: Your trustworthiness is very good, but you could still improve.  
 36 – 40: You are very trustworthy! You can use what you learn in this course to become even better.

Which statements described you the best (ratings of 3 and 4)? These are your strengths. Pick one of these strengths and elaborate on how it has helped you or is helping you to be successful.

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## Does Trust Impact a Team? The Five Dysfunctions of a Team

INATTENTION TO RESULTS

AVOIDANCE OF ACCOUNTABILITY

LACK OF COMMITMENT

FEAR OF CONFLICT

ABSENCE OF TRUST

WHEN WE DON'T TRUST

We might be more suspicious of how others may act toward us ...

We can become defensive, trying to reduce our vulnerability ...

We may lose sight of team goals and focus on personal interests.

What has this doubt (low trust) cost you?

- Your team?
- Your department/division?
- Your organization?

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Patrick Lencioni


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## Trust Tax


### Low Trust Slows Down Your Success

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Source: Stephen M.R. Covey, Speed of Trust

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55%



In a global CEO survey, PWC reported that 55% of CEO's think that a lack of trust is a threat to their organization's growth.

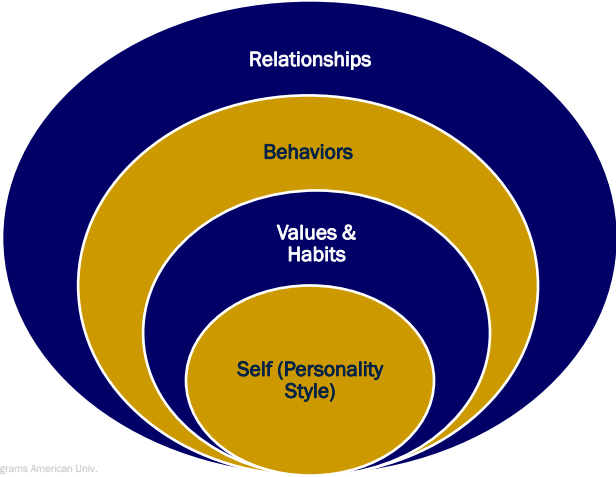
However, most have done little to increase trust because they don't know where to start!

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## "Organizations are webs of relationships"

*Margaret Wheatley*



Relationships

Behaviors

Values & Habits

Self (Personality Style)

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## “Organizations are webs of relationships”

Statement	Rating
1. Policies, procedures, and systems are in alignment with the organization’s vision, mission, and values.	1 2 3 4
2. Internal and external communications are transparent and clear.	1 2 3 4
3. Management is quick to respond to employees’ and customers’ ideas, concerns, and issues.	1 2 3 4
4. Management cares about the employees.	1 2 3 4
5. Employees feel able to collaborate, innovate, and take risks.	1 2 3 4
6. Employees and teams meet their goals efficiently and productively.	1 2 3 4
7. The organization can attract and retain the best employees.	1 2 3 4
8. The organization has a good reputation in the industry.	1 2 3 4
9. Management respects employees	1 2 3 4
10. There is little or no unnecessary bureaucracy and redundancy in the organization.	1 2 3 4

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## Poll: Organizations are webs of relationships

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10 – 15: The level of trust in the organization is very low.

16 – 20: The level of trust is somewhat low.

21 – 25: The level of trust is not bad, but there is still room for improvement.

26 – 30: The level of trust is good.

31 – 35: The level of trust in my organization is very high, but it could still be improved.

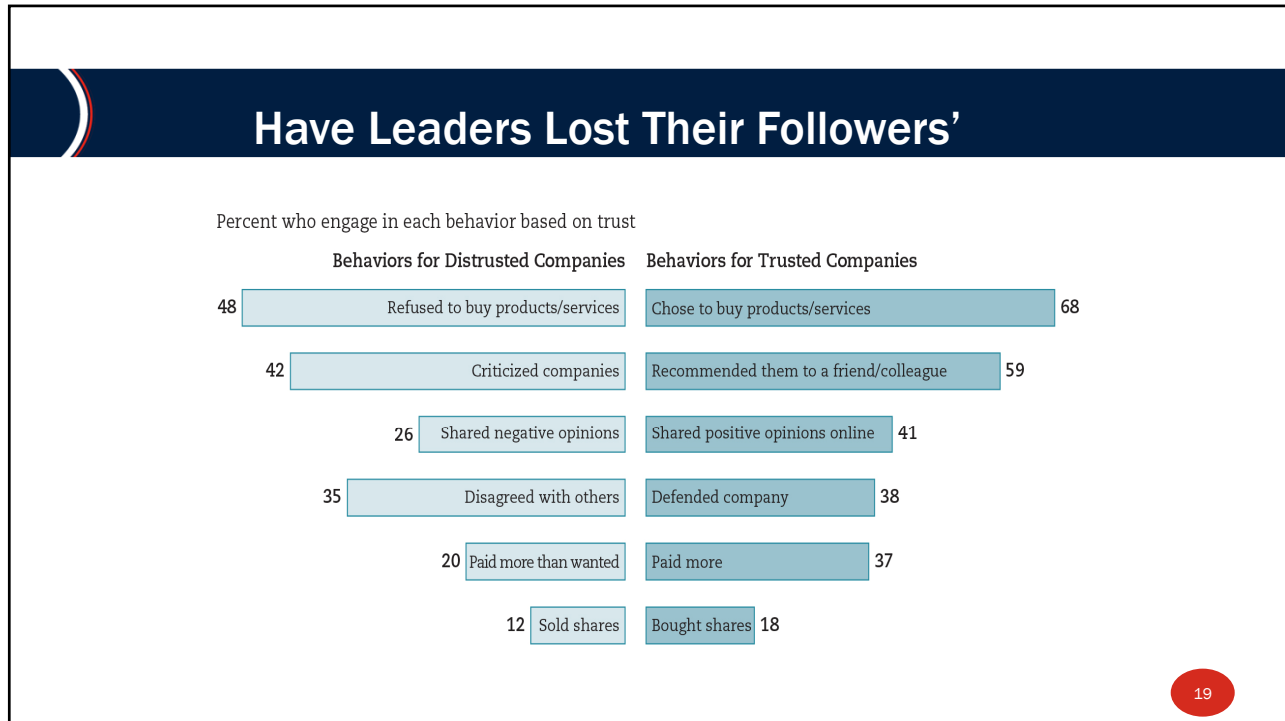
36 – 40: The level of trust in my organization is very high, but it can always be even better.

Which statements described your organization the best (ratings of 3 and 4)? These are its strengths.

Pick one of these strengths and elaborate on how it has helped or is helping your organization be successful.

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## Trust is Relevant – Our Character!

*“Trust is hard, real and quantifiable. It measurably affects both speed and cost.”*

**“Building trust is bigger than tactics — it’s your entire mission.”**

– Brian Clark

Stephen M.R. Covey, *Speed of Trust*  
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# HOW ?

WHAT?      WHY?      HOW?

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## Pop Quiz : Name 6 characteristics of a Team

1. Teams exist to achieve a **shared goal**
2. Team members are **interdependent** regarding some common goal
3. Teams are bounded and **stable over time**
4. Team have the authority to **manage their own** work and internal processes
5. Team operates in a **social system context**
6. Teams exert **mutual motivation and influence** on each other

Source: Alderfer, C.P. (1977). Group and intergroup relations. In J.R. Hackman & J.L. Suttle, (Eds.), *Improving life at work* (pp.227-296). Palisades, CA: Goodyear; Hackman, J.R. (1990). Introduction: Work teams in organizations: An oriented framework. In J. Hackman (Ed.), *Groups that work and those that don't*. San Francisco, CA: Jossey-Bass.

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## Actually 3 more...



### Psychological Perspective

- ❖ Social identification
  - Group exists separately from others
  - Cognitive and emotional
- ❖ Social representation
  - Shared values, ideas, and beliefs
- ❖ Safety
  - Psychological safety to contribute



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They found that the first item, psychological safety, was by far the most important on the list.

Without it, the other four don't matter.



**Psychological Safety = Trust**



### 1 Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

### 2 Dependability

Team members get things done on time and meet Google's high bar for excellence.

### 3 Structure & Clarity

Team members have clear roles, plans, and goals.

### 4 Meaning

Work is personally important to team members.

### 5 Impact

Team members think their work matters and creates change.

re:Work

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1 Psychological Safety  
Team members feel safe to take risks and be vulnerable in front of each other.

Google High Performing Teams Executive Leadership Programs American Univ.

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## Zak's Survey Results

The Respondents working for companies with trust levels in the top 25% reported:

- 106% More Energy
- 70% More Aligned with the Company's Purpose
- 76% More Engaged
- Enjoyed their Jobs 60% More

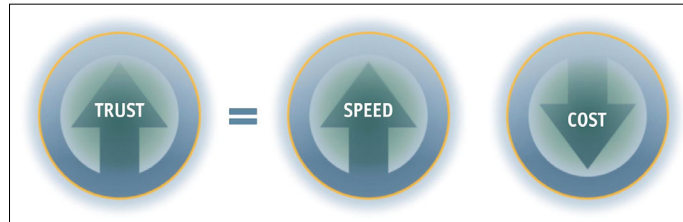
How do you *feel* when you trust someone?

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## Trust Dividends

### High Trust Speeds Up Your Success



***“Trust is hard, real and quantifiable. It measurably affects both speed and cost”*** *Stephen M.R. Covey, Speed of Trust*

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## Is Trust Biological or Social?



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## Better Trust Through Chemicals: The Neuroscience of Trust by Paul Zak



**Hypothesis:** What neurologic signals indicate when an individual should believe in and trust someone?

Paul J Zak, explored the relationship between organizational trust and performance, by conducting neuroscience experiments to reveal ways leaders can create and manage corporate culture built on trust.

- Trust can be manufactured/increased through a series of neurochemicals when people display behaviors towards others. The behaviors must be genuine.
- Trust is directly linked to empathy and risk-taking
- High-stress environments inhibit trusting relationships, moderate stress can be helpful - “challenge stress”
- Can simultaneously team build and establish trust
- **Oxytocin release → increased trust and empathy**

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## Fusing Biology with Social Science

Key Finding - Management behaviors provide a science-based framework to create and manage a culture of trust.

WHEN WE TRUST



We expect others to behave positively towards us ...



So, we may tolerate more vulnerability & uncertainty ...



... and tend to work better with others and stay focused on team goals.

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## Connect – Then Lead to Build Trust

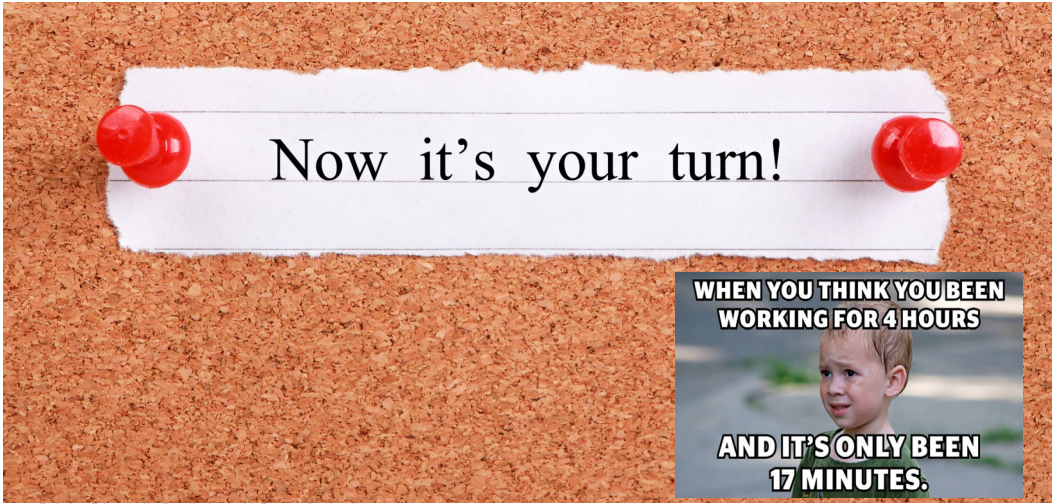


The Skillssoft logo is centered on a blue background. It features the word "Skillssoft" in a bold, black, sans-serif font. A red headset icon is superimposed over the "i" and "s" of "soft". In the background, there are silhouettes of three people sitting at a table, suggesting a meeting or collaborative work environment.

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## Now it's your turn!




The image shows a corkboard with a white strip of paper pinned to it by two red pushpins. The paper has the text "Now it's your turn!" written on it. Below the paper is a meme featuring a young boy with a skeptical expression. The text on the meme reads: "WHEN YOU THINK YOU'VE BEEN WORKING FOR 4 HOURS AND IT'S ONLY BEEN 17 MINUTES." A small red circle with the number "32" is in the bottom right corner.

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## As A Staff Member or Supervisor - How do You Extend Trust to Others

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A1




# TRUST

## As A Staff Member or Supervisor - How do You Extend Trust to Others

- Give trust until you have a reason not to.
- Be willing to share
- Praise
- Let them work autonomously
- Don't micromanage
- Listen
- Ask questions
- Get to know them
- Do what you say you will do
- Provide guidance
- Be reliable – do what I say I will do
- Open to other's ideas
- Be honest about what I can and will do
- Give them a chance to prove themselves
- Underwrite honest mistakes
- Delegate project responsibility
- Delegate authority
- Solicit input from major decisions
- Let them brief above the team
- Act in your place
- Coaching and mentor for performance
- Ask for feedback
- Team building activities
- Provide autonomy
- Be consistent
- Delegate responsibilities
- Provide high visibility projects
- Stretch Assignments
- Limit the number of reviews

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## Slide 34

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**A1** Andrew, 4/16/2020




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## How Do People Build Trust with You

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# TRUST


## How Do People Build Trust with You

- Follow through on commitments
- Effective follow through
- By being honest
- Listening
- Meeting deadlines
- Doing what they say they will do
- Taking ownership and being accountable for their work
- Willing to go above and beyond
- Show initiative
- Communicate openly and frankly
- Keep me informed
- Meet expectations and perform
- Show team spirit, work and support
- Consistent work products
- Demonstrate character, i.e. no gossiping, no drama
- Integrity
- Happens over time and familiarity
- Consistently of performance
- Being reliable
- Live the values and respect them
- Be accountable for everyone on the team
- Initiate
- Discretion of information
- Treating others fairly and professionally
- Follow the rules
- Be engaged in the team, process and ask questions

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**TRUST**

### How Do You Repair Trust When Its Broken

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## Leaders Go First


### Amy Edmondson



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## How Do You Repair Trust When Its Broken

- Have an “honest” meeting
- Shed light on the issue
- Taking turns listening
- Commitment by both sides
- Acknowledge the issue from both parties
- Honesty
- Being open
- Communication
- Apologize for one’s part
- Own your part in the issue
- Reflect on “your” role in breaking the trust and keeping it from being rebuild
- Reminders and clarifying expectations
- Determine root causes of the issue
- Have a road map and milestones
- Let it go – don’t let it linger
- Own your part in the problem
- Be honest and transparent in your role
- Have a year of solid performance and then reset
- Stay Engaged
- Own/Acknowledge that trust has been broken
- Depending on the situation, identify what I can do in my position
- Be willing to start with clean slate
- Re-evaluation and feedback
- Look at “myself”
- Decide to trust and forgive
- After action Review
- Manage the expectations
- Intercede where possible

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## Trust in the Workplace

Building Trust is Reciprocal

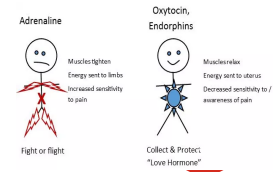
40

**"RESEARCH SAYS..."**

Employees in high-trust organizations are more productive, have more energy at work, collaborate better with their colleagues, and stay with their employers longer than people working at low-trust companies. They also suffer less chronic stress and are happier with their lives, and these factors fuel stronger performance.

There are 8 key behavioral patterns in the workplace....

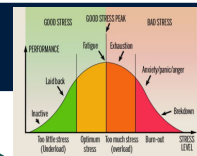
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**Managing for Trust: 8 Behaviors**

Take the time to nominate a colleague for a job well done



"The real point of being alive is to evolve into the whole person you were intended to be."

IT'S ALL ABOUT RELATIONSHIPS



Management are 'YES' men on staff using their discretion more, and this is how we want them to use it!

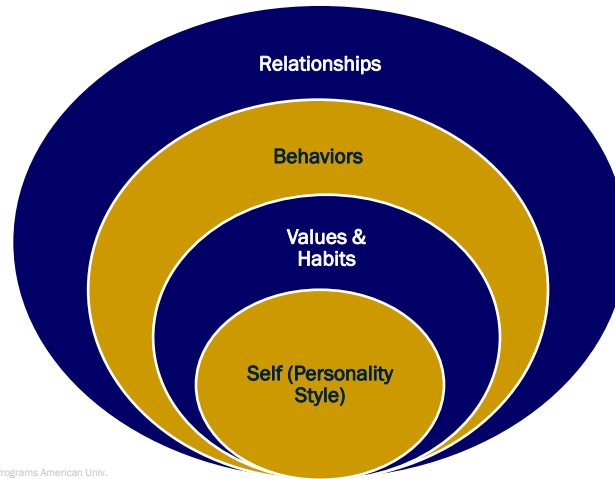
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# “Organizations are webs of relationships”

Margaret Wheatley

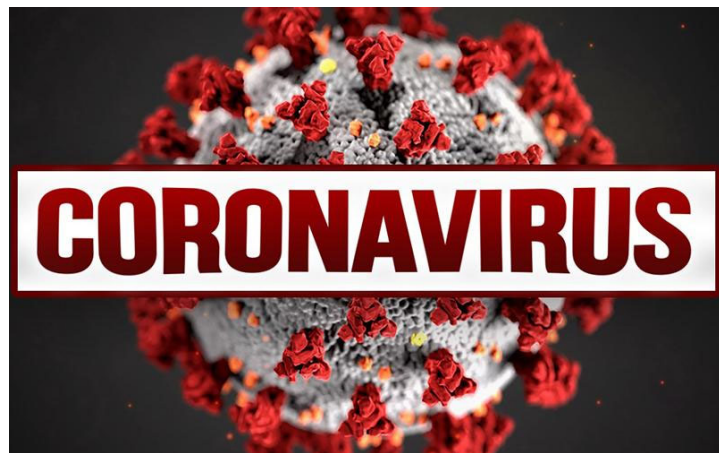


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In a time of uncertainty ...



“THE LEADER’S ROLE IS TO DEFINE REALITY, THEN GIVE HOPE.”

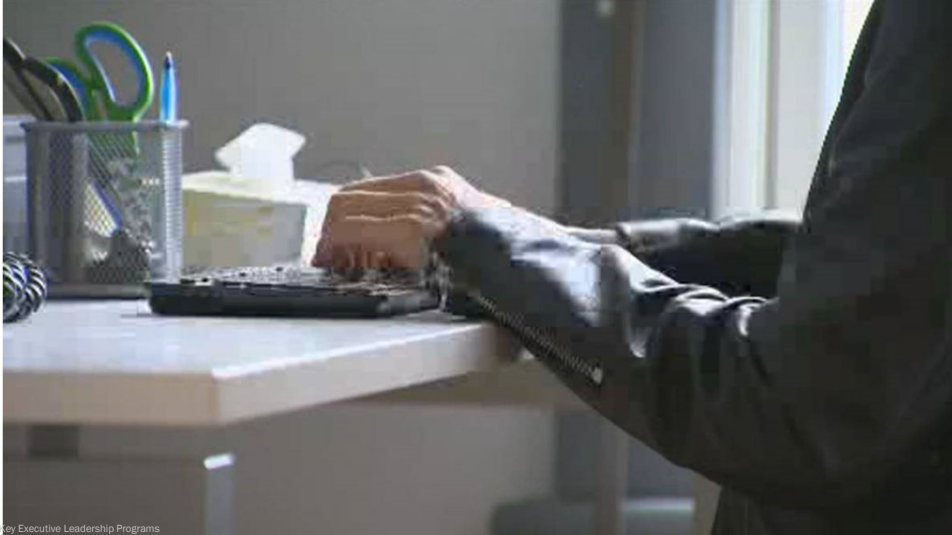
A quote often attributed to Napoleon

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## In a time of uncertainty ...



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### What is on an employees' mind?

- Concern for health and safety
- Am I going to get paid?
- Being able to look productive
- Work environment challenges
- Technology
- Isolation

### What's on the leader's mind, the organizational mind?

- Organizational performance
- Lack of control – what are people doing?
- Loss of participation
- How will I be evaluated
- Loss of people

As leaders, the key to addressing both organizational and employee concerns such as these is to act with empathy and understanding. They must not only engage but also enable employees to succeed. They need to act in ways that build trust

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## 10 Things Leaders Can Do Now to Build Trust

1. Frequent, candid, consistent and personal communications
2. Give the health and safety of this situation its due
3. Be realistic about technology and that not everyone has the same access
4. Listen to others and take their personal challenges seriously
5. Rethink time management and if people need to flex in the day to care for kids, parents etc, then do so
6. Identify what is critical, what is moderate and what can wait and engage staff for buy in
7. Address the performance metrics with staff on critical items
8. Know that people miss the informal interaction and encourage it through technology
9. Importantly, give people a voice

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Ref: Strategies for Managing a Crisis (KF)

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## Takeaways and Action Planning



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## In Closing → Connect then Lead



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