

Brave Teams Build Trust



What will I ...

Start Doing?

Stop Doing?

Continue Doing?

...To build a more trusting team

Two Words that Describe Trust

(NOT HONESTY AND INTEGRITY)



TEGELER HALL

SAINT LOUIS UNIVERSITY



AT&T Wi-Fi



AARON >

Aaron

So you
wanna
skydive in
Bend next
summer?



Mom

I'm in!

Aaron

Sick! Not the answer I was expecting.



**NOW
PANIC
AND
FREAK
OUT**



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Trust Can
Feel Like a
Very Big Risk



We must demand media accountability in a time of broken trust

Bookkeeper embezzled more than \$850,000 from Daniel Lilley law firm, lawsuit alleges

Flint Isn't Ready To Trust Anyone Yet

Lack of trust, respect led to state constitutional crisis

Trust Me, I'm A Doctor:

| *'In Nothing We Trust'*

Opinion: Financial advice is more about trust

Fitness trackers: can we really trust the number on the screen

Trust lacking in Illinois failure to OK budget by deadline

NEWS, TOP STORIES

More Trust Needed to Improve Cybersecurity

Republicans Are Losing Voters' Trust





What words do you
associate with "Trust"?



Trust – It's how you behave.

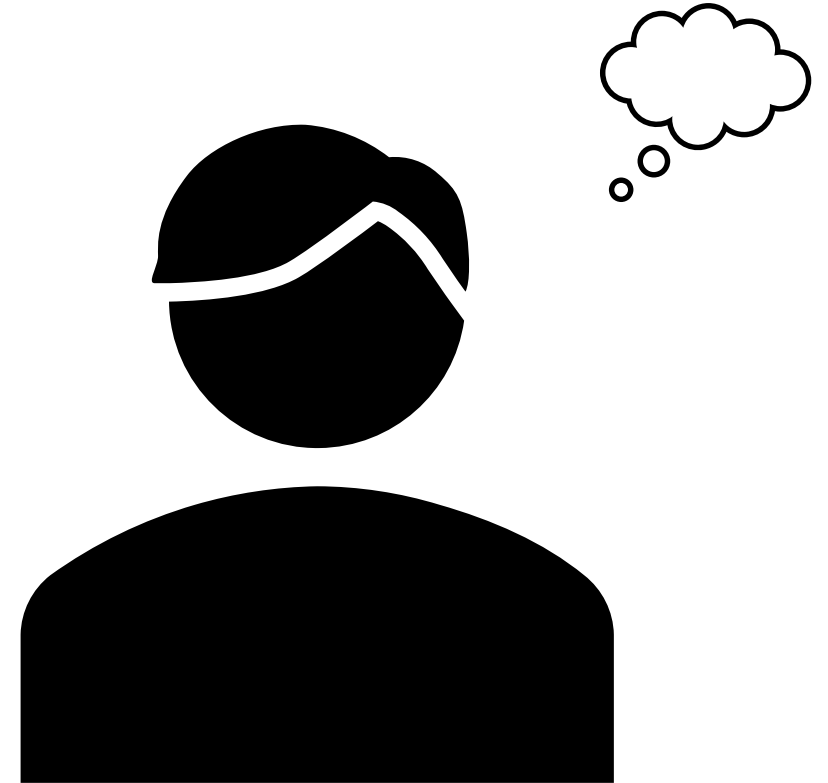
Reliability

What does it mean to be reliable?

I can count on you. You do what you say you will do.



Critical



Language is ...





Jeremy: This is going to be a real problem for the regional offices.



Ann: Yes, we should let them know right away.



Sam: They are not going to like it, and we have to be careful how we communicate this.



Jeremy: They won't like it, but they need to know and the sooner the better.



Ann: Yup



Jeremy: Okay, next item.

Unclear or incomplete requests, offers and commitments are often unintended breaches of trust



3 Questions to ensure
the ball isn't dropped?

Reliability

LIABILITY

A close-up shot of a person's hands holding a square wooden sign. The sign has a black center where the words "High Potential" are written in white, chalk-like font. The person's fingers are visible on the left and right sides of the sign, holding it steady. The background is a blurred outdoor setting.

High
Potential

12 Leadership Competencies

- Integrity
- Courage
- Vision
- Strategy
- Teamwork
- Interpersonal
- Mentoring
- Caring
- Results
- Decisions
- Composure
- Balance



Two Options:

Fake it or Be ...



Vulnerable

Weak

Defenseless

Exposed

Helpless

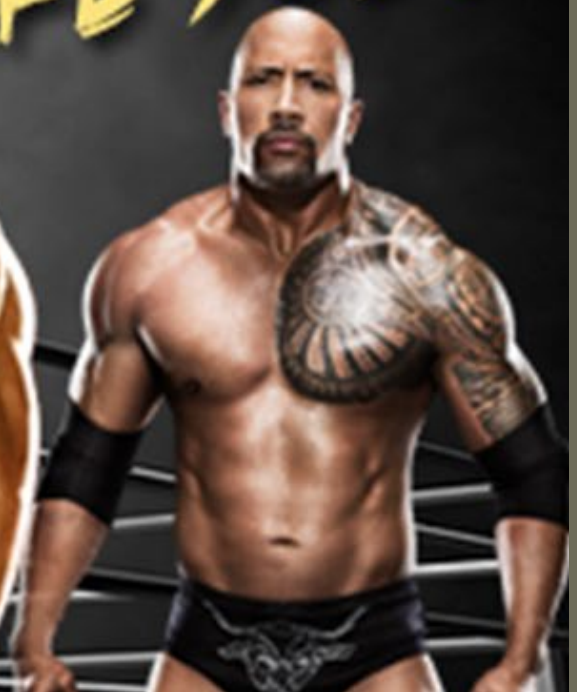


WHICH CLASS



WRESTLER

ARE YOU?



Uncertainty, risk, and emotional exposure

Brene' Brown, Daring Greatly

Vulnerability

Complete this sentence:

For me, vulnerability is ...

Intersection

F
E
COURAGE
R

Share an Unpopular Opinion.

Say No.

Ask for Help.

Let Someone Go.

Show Appreciation.

Start our Own Business.

Get Fired.

Try Something New.

Admit we're Afraid.

Brave teams
create a culture
where you can
say:

I don't agree.
I don't know.
I need help.
I am sorry.
I was wrong
I will learn.

And it's
Okay

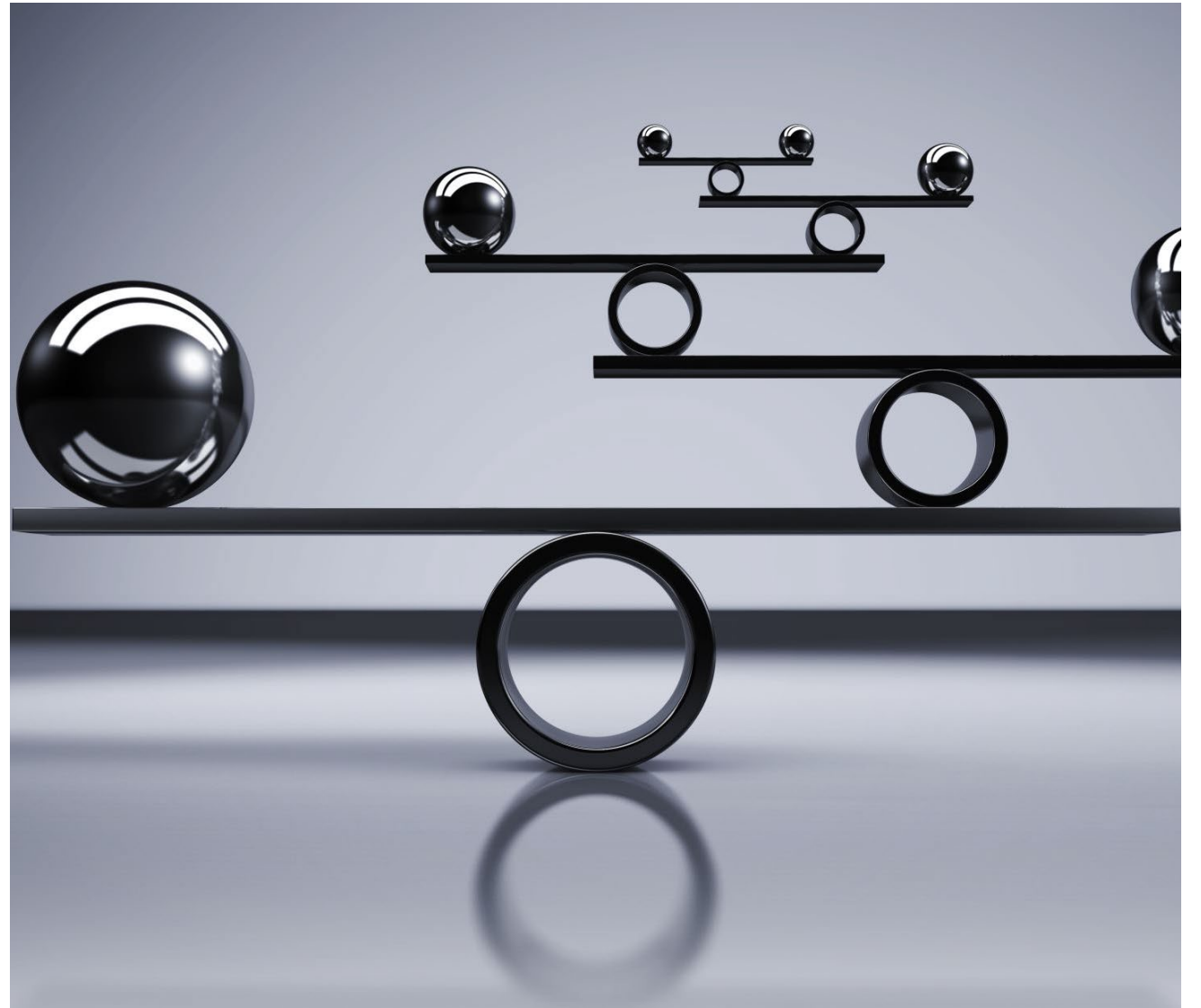
Authentic

What does it mean to be authentic?

Real. Walk the Talk. Say what they mean and mean what they say.



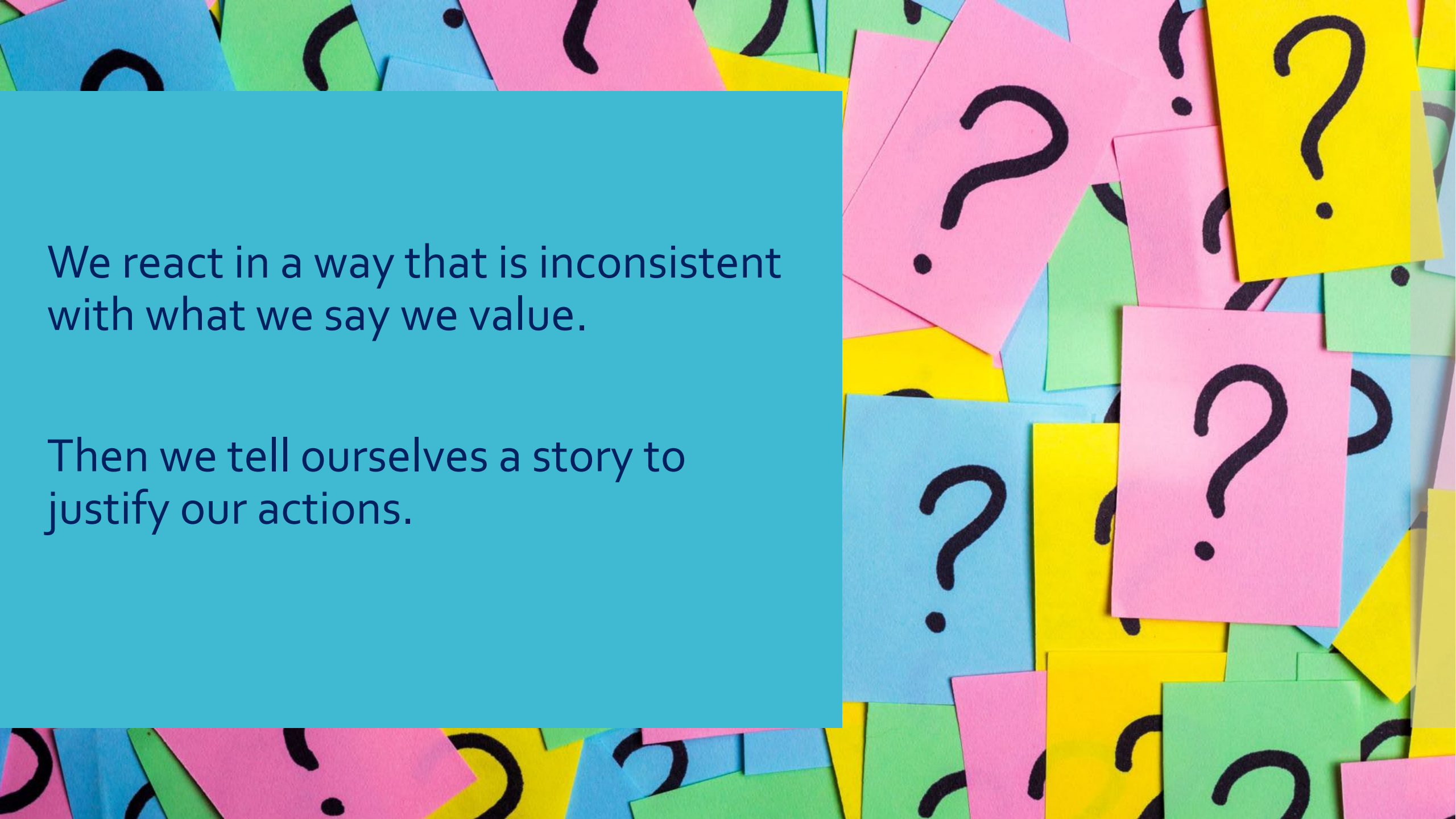
Our actions and interactions are weighed and measured against the values and standards we profess to believe in.



Fundamental Attribution Error

We react in a way that is inconsistent with what we say we value.

Then we tell ourselves a story to justify our actions.



Walk the Talk
even when the
road is rocky...

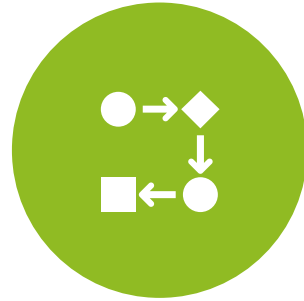
And Extend
Grace.



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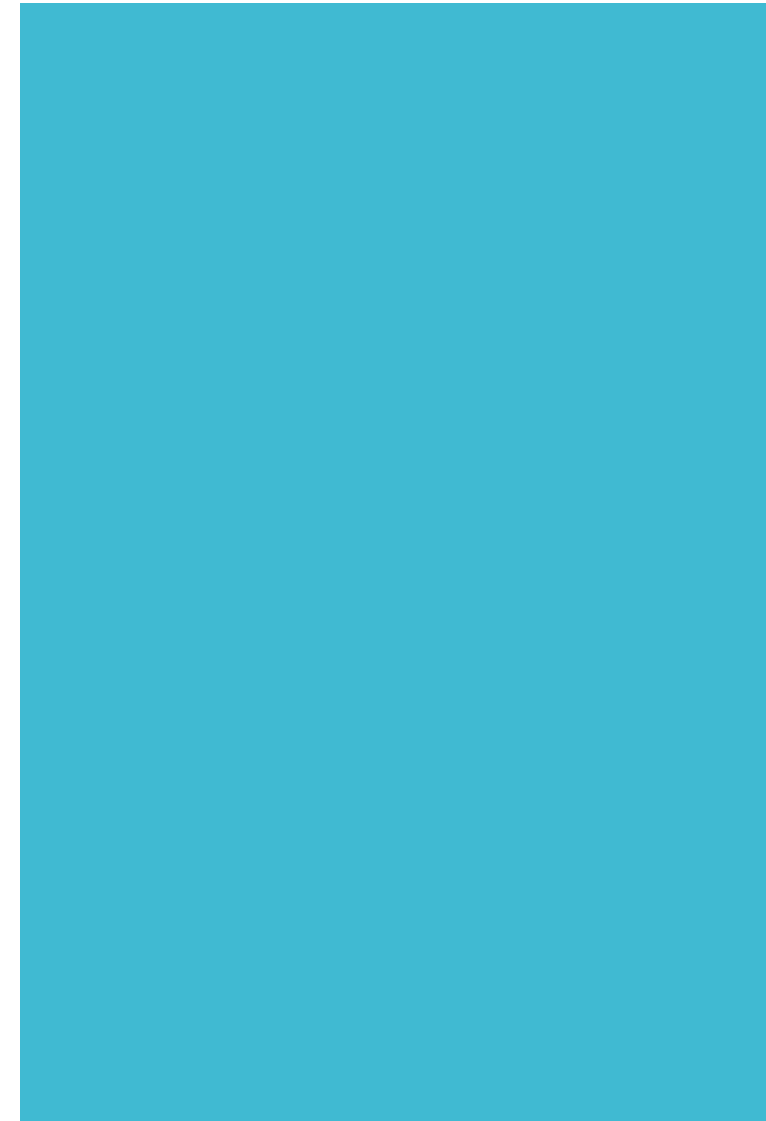
DO YOU LIVE
THE VALUES
YOU
PROFESS?



WHAT DO
THOSE
AROUND YOU
SEE?



HAVE YOU
ASKED THEM?



FEEDFORWARD

EXERCISE

Empathy

"Nobody cares how much you know, until they know how much you care."

Theodore Roosevelt

Empathy vs. Sympathy

Sympathy – I feel sorry or pity for you.

Empathy – I appreciate/understand your feelings and how they influence your perspective.



Critical to Effective Teams

- *University of Southern California*
- *University of Australia School of Business*
- *Wharton School of Business*
- *Center for Creative Leadership*
- *Leadership Circle*
- *Kellogg School of Management*
- *Society of Industrial Organizational Psychology*

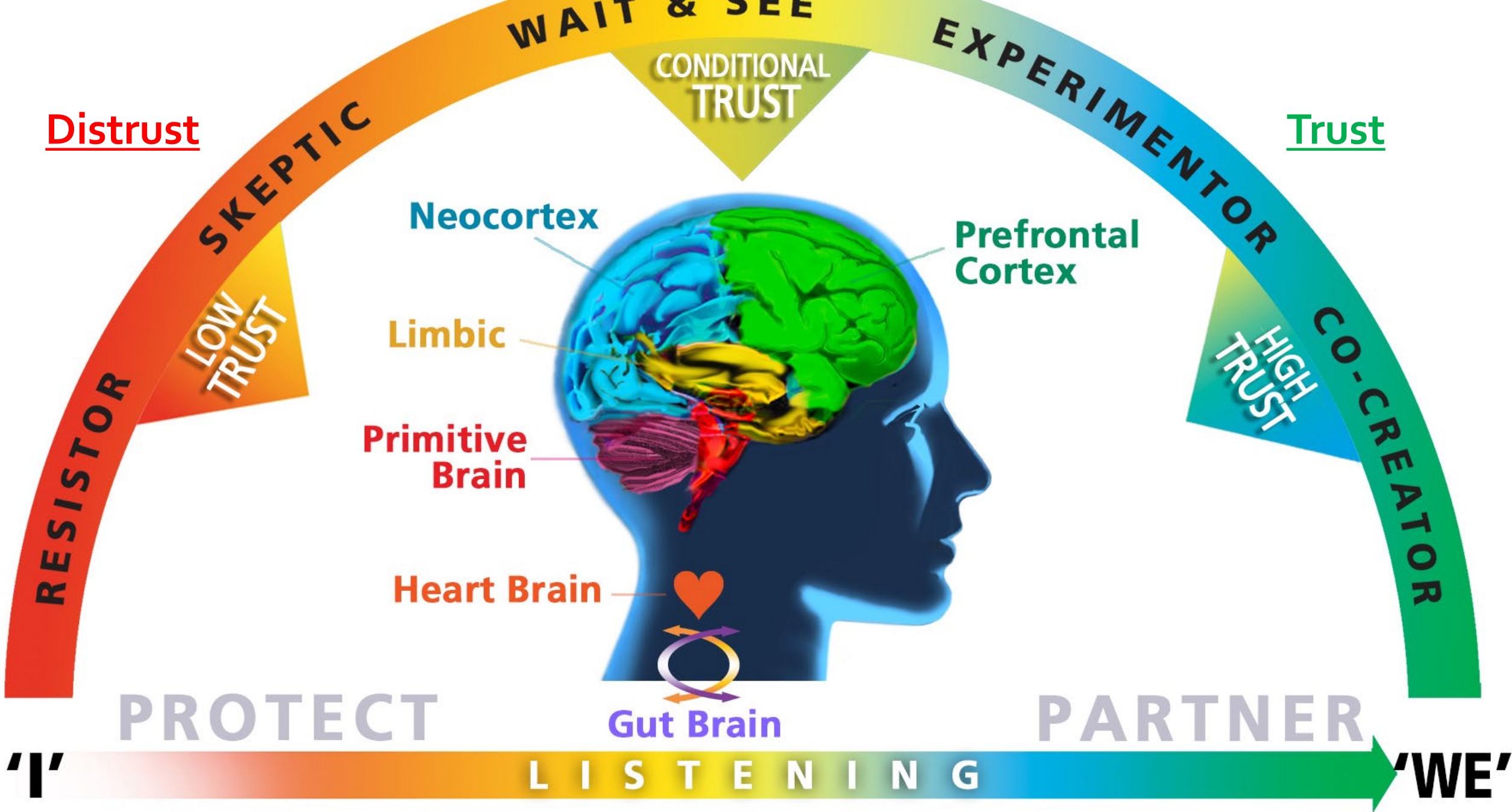
But Why?

Why is empathy critical to effective teams and effective leadership?

It Builds Trust.



**Our brains are scanning for danger
5x per second.**



Distrust

Trust

Good for Teams & Organizations



Process and
Receive
Information



Collaborate



Solutions



Resolve
Conflict



Lower
Stress

Conversation Cocktails



Upset



Defensive

Worried



Cortisol / Adrenalin

Oxytocin / Dopamine

What are
you mixing?



Positive

Engaged

Energized



EXERCISE

Say Less Of ...

Say More of ...

That's not good enough.

I'd really like to hear your ideas on this.

You just don't get it.

What would you like to know more about?

That will never work.

What else might be possible?

You are always so negative.

You seem to have a different perspective.

Why did you do it that way?

Walk me through your thought process.

Trust Assessment



Behave

Reliable – Set up your team to deliver.

Authentic – Walk the talk ... With Grace

Vulnerable – “I don’t know.” But “I will learn.”

Empathy – What are you “mixing.”

Trust is built in the seemingly smallest of actions and interactions that often require the greatest levels of courage.

On Effective Teams

But if you're willing to make the jump ...

It's an unforgettable ride!





Thank you!

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