The Trust Factor in Leadership

Leadership Intelligence Webinar

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About DecisionWise

Founded 1996
30 countries
70 languages
200+ clients

Employee Surveys | 360-degree Feedback | Coaching | Organization Change
DecisionWise Leadership Development Programs

Transformational training programs

**Leadership Excellence, Alignment, and Development (LEAD)**
This program is designed for **executive and senior-level leaders** as well as high-potential leaders in the organization. Participants learn how to lead strategically across functions and to understand their leadership style.

**Leadership Acceleration Program (LAP)**
This program is designed for **mid-level managers** and high-potential supervisors. Participants learn how to work effectively as both a manager and a leader and increase basic leadership skills.

**Management Excellence**
This program is designed for **all managers and supervisors**. Participants learn the basic principles of effective management and how to deliver results through their teams.
Agenda for this Session

Intro to the Trust Equation

Trust and your leadership discussion

A few stories from the real world on building trust
Trust is Huge!
Observations

The human reaction to a broken trust is STRONG
Adults mask it better, but they’re thinking all the same things these kids say!
Trust is hard to earn (LT) and easy to lose (ST) – “trust account”
Not all trust deficits are due to a direct “violation”. Often its something softer such as “I don’t know you”

Understanding the trust equation will help any individual or organization!
The Trust Equation

TRUST = Competence + Reliability + Relationship

Motivation

Adapted from: The Trusted Advisor Fieldbook: A Comprehensive Toolkit for Leading with Trust, by Greene and Howe
The Trust Equation

\[
\text{TRUST} = \frac{\text{Competence + Reliability + Relationship}}{\text{Motivation}}
\]

- Abilities, skills, plus...
- Your dependability, whether I can count on you, plus...
- My personal familiarity with you and who you are...
- My perception of whose interests you are really trying to address

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Trust Topics

Can a trust deficit be strengthened or repaired?
Share an example of a trust turn-around success story (large or small).
What made the difference?

How might you approach a trust deficit differently utilizing this equation?

What is the single most influential competency in positively influencing trust in an organization?
Why??
Your Leadership is the Key

GREAT PLACE TO WORK INSTITUTE:

“Our major finding in 20 years of research is:

trust between managers and employees is the primary defining characteristic of the very best workplaces”
Your Leadership is the Key

Communicator
Decisive
Strategic
Innovative

“Leadership capability”
If this **is** a strength...

“Fosters Trust”
...but this **isn’t**

*the probability of being an outstanding leader: 3%*
Your Leadership is the Key

"Leadership capability"

If this isn't a strength...

"Fosters Trust"

...but this is

the probability of being an outstanding leader: 11%
Your Leadership is the Key

When both of these capabilities are present:

- Leadership competency
- Fosters Trust

the probability of being an outstanding leader is: ???

\[
\begin{align*}
3\% & \quad 11\% \\
\underline{11\%} & \quad =14\%??? \\
\end{align*}
\]

\[88\%\]
The Trust Factor in Leadership

General Mills/Pillsbury Merger

- Massive integration
- Bitter Crosstown Rivals
- Extreme mistrust and fear

My role: org integration leader for largest division of both companies

Speed/Decisiveness/Listening were key

(the other side of Covey theory)
Vienna Boys Choir

Interdependence

Vienna Boys Choir 1965
The Trust Factor in Leadership

Vienna Boys Choir

Interdependence vs. fear

- From 17 different countries
- Speaking 14 different languages
- First time ever, Director is a native Korean (minimal other language)
- She doubles as their pianist/accompanist
- Performing songs in 22 different languages

“Historically directing music has been all about leading through fear... but I learned early on here that we could only succeed through interdependence. They know I trust them and they each take a measure of the leadership to keep us in harmony. We have to work as though we’re all directors – and collaborate at all times”
Innovation that Builds Trust

- Speed Bumps
- Parts Closet

Symbolism matters

- In Hard Times...
  - Innovate for win/win
Corporate Leadership

Others Sacrifice, I Gain

I Sacrifice, Others Gain
Pippin Leadership

What's the opposite of Pippin Leadership?
Servant Leadership

Good leaders must first become good servants.

— Robert K. Greenleaf

“The difference manifests itself in the care taken by the servant; first to make sure that other people’s highest priority needs are being served. The best test is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servant leaders?”
Why the Best Leaders Are Humble
A study finds that leaders who underrate their own performance are ranked higher by their employees.

As a leader, you need to be self-aware. Unfortunately, recent studies have found that's a trait too many leaders painfully lack.

"We assume this is caused by a combination of humility, high personal standards, and a continual striving to be better."
Leadership is the Key

What’s the only variable?
Leadership is the Key

What’s the only variable?

Environment in here – set by the leader
Leadership is the Key

Where is the Locus of Control?

Danger

Danger

Danger

Danger
Leadership is the Key

Where is the Locus of Control?

I have to own it!
Leadership is the Key

Where is the Locus of Control?

- Only variable is the condition inside the org.
- Leader sets the tone, determines where energy is spent
Mark’s Story
Mark’s Story

Afghanistan
Typical leadership

1. The “dictators”
2. The “roulette wheels”
Mark’s Story

Mark lost both legs, left arm and sustained hearing loss in his left ear.
Mark’s Story

Mark:
• Always acted out of true care for his team
• Never made it about himself or asked “why me”
• Always led by saying “they’d do the same for me”
• Completely owned building trust within his team
• Honored in DC as building one of the greatest teams in all of Afghanistan
• Worked to pick up others even in his toughest times
• Was/is a true servant leader – now leads a foundation for similar wounded warriors
Mark’s Story

“True leadership must be for the benefit of the followers, not to enrich the leader.”
- John C. Maxwell

“Only a life lived for others is worth living.”
- Albert Einstein

“Leadership is an opportunity to serve. It is not a trumpet call to self-importance.”
- Donald Walters

“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”
- Maya Angelou

www.servantleadershipnow.org
1. Utilize the Trust Equation – a more effective way to establish trust
2. Remember that your leadership builds or destroys trust
3. Listen, Understand, Consider, respond
4. Build Interdependence
5. Symbolism Matters
6. Innovate for trust
7. Communicate with candor and clarity
8. Servant Leadership - Do those served grow as people? Your sincere care will make the difference
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