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)
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
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 than the numbers

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

Trust lacking in Illinois failure to OK budget by deadline

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.
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?
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 CLASSIC WWF WRESTLER ARE YOU?
Uncertainty, risk, and emotional exposure

Vulnerability

_Brene’ Brown, Daring Greatly_
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
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.
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
Why is empathy critical to effective teams and effective leadership?
It Builds Trust.
Our brains are scanning for danger 5x per second.
Good for Teams & Organizations

- Process and Receive Information
- Collaborate
- Resolve Conflict
- Solutions
- Lower Stress
Conversation Cocktails
What are you mixing?

Cortisol / Adrenalin

Oxytocin / Dopamine

EXERCISE
<table>
<thead>
<tr>
<th>Say Less Of ...</th>
<th>Say More of ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>That’s not good enough.</td>
<td>I’d really like to hear your ideas on this.</td>
</tr>
<tr>
<td>You just don’t get it.</td>
<td>What would you like to know more about?</td>
</tr>
<tr>
<td>That will never work.</td>
<td>What else might be possible?</td>
</tr>
<tr>
<td>You are always so negative.</td>
<td>You seem to have a different perspective.</td>
</tr>
<tr>
<td>Why did you do it that way?</td>
<td>Walk me through your thought process.</td>
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</tbody>
</table>
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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