



ACTION PERIOD GUIDE: 5

Fostering Trust and Leadership

After Learning Session 5, participants will be able to:

- Explore leadership and the importance of both formal and informal leaders
- Leverage new ideas to help support both formal and informal leadership
- Cite the importance of trust and increase the awareness of it on your team
- Apply new skills and tools to build trust within your team

Overview of learning session content:

- Foundations of building trust.
- What is authentic leadership.

Working towards a certificate of completion:

For each module there is **one required group activity**. The group activity needs to be completed and submitted for each Action Period by your team leader in order to receive your certificate of completion. We do encourage your team to do at least one additional optional activity to maximize your learning throughout the Action Series. You are not required to submit optional activities. Questions? Don't hesitate to ask culture@bcpsqc.ca.

All learning sessions are mandatory, and attendance is required for certificate of completion. Please provide confirmation of attendance on your action period homework submission that all team members attended the learning session for this module or viewed the recording.

Your Action Period Work:

*Each Action Period will have **one mandatory team activity**. For this Action Period there will be a personal activity required as pre-work prior to coming together to work on the team activity. The personal activity is **not** required to be submitted. The **team activity** must be submitted by the **team leader** to culture@bcpsqc.ca to receive credit for a certificate of completion. We also provide a list of options for additional team-based activities and encourage you to try at least one!*



Personal Activity (Pre-Work Required)

Personal Reflection

(estimated time is 20-30 minutes)

1. Think about the trust level within your team.
 - Is there strong trust between all team members?
 - What actions are being done on the team to build trust? What behaviours are hurting trust on the team?
 - What did you learn at this week's session that you could start personally applying?
2. Individually, complete the attached Team Assessment Questionnaire.
3. Self-reflect on the following questions:
 - Are you surprised at all with the results of the assessment?
 - What steps need to be put in place to enhance and/or create a high performing and trusting team?
 - What role can you play in creating a high performing and trusting team?

Team Activity: (Required)

Activity 1 (Required): Team Assessment Debrief

(estimated time is 45-60 minutes)

1. Come together with your team to share the results of your Team Assessment Questionnaire and complete the Team Assessment worksheet (attached).
 - Be sure to assign someone to scribe your team discussion.
 - Summarize your results.
 - Are there areas where your team is doing really well? What is allowing your team to flourish in these areas?
 - Are there areas that have been identified as needing attention? What needs to happen in order to create change around these items?
 - Set one SMART (Specific, measurable, actionable, realistic, timely) goal for your team to advance improvements in this area.
 - Submit your answers to these discussion questions using the Team Assessment worksheet (attached) to culture@bcpsqc.ca by February 15, 2021.



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2. Revisit your teamwork agreement
 - As a result of this team assessment, does any of the language need to be updated? Do new ground rules need to be established?

Resources needed for this activity:

- Completed individual Team Assessment Questionnaire (see attachment)
- Completed Team Assessment worksheet (see attachment)
- Your teamwork agreement

Important: Please have your team leader submit your **Team Assessment worksheet** to culture@bcpsqc.ca by **FEBRUARY 15, 2021** to ensure you get credit towards your certificate of completion.

Team Activities: (Optional)

- Optional – Activity 2 - The Importance of Distributed Leadership on Your Team
- Optional – Activity 3 - 13 Behaviours of High Trust Leaders
- Optional – Activity 4 - Intersectionality Video & Discussion

Activity 2 (Optional): The Importance of Distributed Leadership on Your Team

(estimated time is 20-30 minutes)

Teams with distributed leadership recognize the strengths on the team and encourages people to leverage these strengths in different ways, demonstrating informal leadership. As more team members take on informal leadership roles, productivity and effectiveness is enhanced.

1. [“First Follower: Leadership Lessons from Dancing Guy”](#) is one of the best (and most entertaining) depictions of distributed leadership originating from Derek Sivers’s TED talk. He stands that the formal leader (the guy who starts the dance alone) is essential to catalyze a movement. But it is informal leaders like the early adopters (the first and second followers) who ultimately influence and decide whether a new behaviour takes hold. Together with your team, watch the video and discuss the following questions:
 - Think about a time where you worked on a team or witnessed distributed leadership. What do you think facilitated this distributed leadership amongst formal and informal leaders?



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- What is your team currently doing to encourage distributed leadership?
 - Are there any steps or actions that can be taken to further encourage informal leadership? What needs to happen in order to create opportunities for informal leaders to shine?
2. A shared team direction or vision can help encourage and leverage distributed leadership, as it provides team members with the confidence to take on informal leadership roles that drive toward this common purpose¹.
- In light of what you have learned about distributed leadership, revisit your teamwork agreement.
 - Are there any revisions you could make to your broad statement at the beginning of the agreement to strengthen or clarify your common purpose?
 - Does any of the language need to be updated within the agreement to help make space for distributed leadership on the team?

Resources needed for this action:

- A screen and internet access to watch the Dancing Man video on YouTube
- Teamwork agreement

Activity 3 (Optional): 13 Behaviours of High Trust Leaders

(estimated time is 35-40 minutes)

While there are numerous actions and behaviours that affect trust, in our last learning session, we mentioned Stephen Covey's 13 Behaviours of High Trust Leaders.

What's most exciting is that these 13 Behaviours of High Trust Leaders can be learned and applied by any influencer at any level within any organization. In other words, another way to cultivate distributed leadership! The net result of knowing and applying these 13 behaviours will be a significantly increased ability to generate trust with your team members in order to achieve better results.

¹ Zhang, Z., Waldman, D. A., Wang, Z. 2012. A multilevel investigation of leader-member exchange informal leader emergence and individual and team performance. *Personnel Psychology*, 65, 49-78.



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Using the attached 13 Behaviours of High Trust Leaders Worksheet to guide you:

1. Meet as a team and divide into small groups.
2. Divide the 13 behaviours evenly amongst the small groups.
3. Take turns within your smaller group to explain:
 - The behaviour in your own words
 - How the behaviour builds trust
 - An example of this behaviour from your everyday work life
 - The opposite of this behaviours and how such "withdrawals" deplete trust.
4. Come back together as a group and answer the following questions.
 - Which behaviours are already demonstrated and done well on your team?
 - Which behaviours could be improved upon on your team?
 - As a team, what behaviours will you focus on (commit to learning and applying) that will help build trust in your relationships?

Resources needed for this action:

- 13 Behaviours of High Trust Leaders Worksheet (attached)

Activity 4 (Optional): Intersectionality Video & Discussion

(estimated time is 15-20 minutes)

In the learning session, we discussed intersectionality – an approach that explores how categorizations like race, class and gender create overlapping and interdependent systems of advantage or disadvantage. This means that the assumptions made by people based on things like language, culture, sexuality, ability and age directly influence our experiences at work.

1. As a group, watch Intersectionality 101:
<https://www.youtube.com/watch?v=w6dnj2lyYjE>
2. Go around the table and have everyone answer or describe the following points about themselves:
 - What is an activity or tradition that is meaningful to you – and why?
 - What assumptions do you think people often make about you?



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3. Ask team members to share what they learned about one another that they didn't already know. One of the important steps in team building is allowing yourself to be vulnerable.
4. Reflect on how this new information can be used to build trust within your team.

More often than not, team members will reveal interesting personal information that was otherwise not known. This personal information is a way to promote vulnerability which is important in the building of team trust. The team needs to continue building trust as you work together as trust is fluid and cannot be built and maintained at any one point in time.

Resources needed for this action:

- A screen and internet access to watch “Intersectionality 101” on YouTube.
- An open mind

*There is a Coaching Session on **February 11, 2021 from 12:30pm-1:30pm.**
There is no formal agenda. This is an opportunity for you to customize your Action Series experience and tailor your learning to your team. During the Coaching Session you can ask questions, share your experiences or talk through a tricky situation your team may be experiencing. An organizational development consultant who works with the Council will be leading the discussion and provide group support.*

*The last Wrap-up Session will be on **February 18, 2021 from 12:30pm-1:30pm.***



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Additional Resources:

If you are interested in doing some further reading on the topics we covered today, here are a few articles that we recommend.

High Impact Leadership: Improve Care, Improve Health of Populations, and Reduce Costs (attached).

The Three Elements of Trust:

<https://hbr.org/2019/02/the-3-elements-of-trust>

The Neuroscience of Trust:

<https://hbr.org/2017/01/the-neuroscience-of-trust#comment-section>

The Influence of Authentic Leadership Behaviours on Trust and Work Outcomes of Health Care Staff (attached).

Stephen Covey's Speed of Trust Summary

<https://www.youtube.com/watch?v=ovoB1gguldI>