

# Stay Tuned

We will get started  
in just a few moments!



# Teamwork and Communication Action Series

Wave 4 - Coaching Session 5  
Fostering Trust and Leadership

February 11, 2021



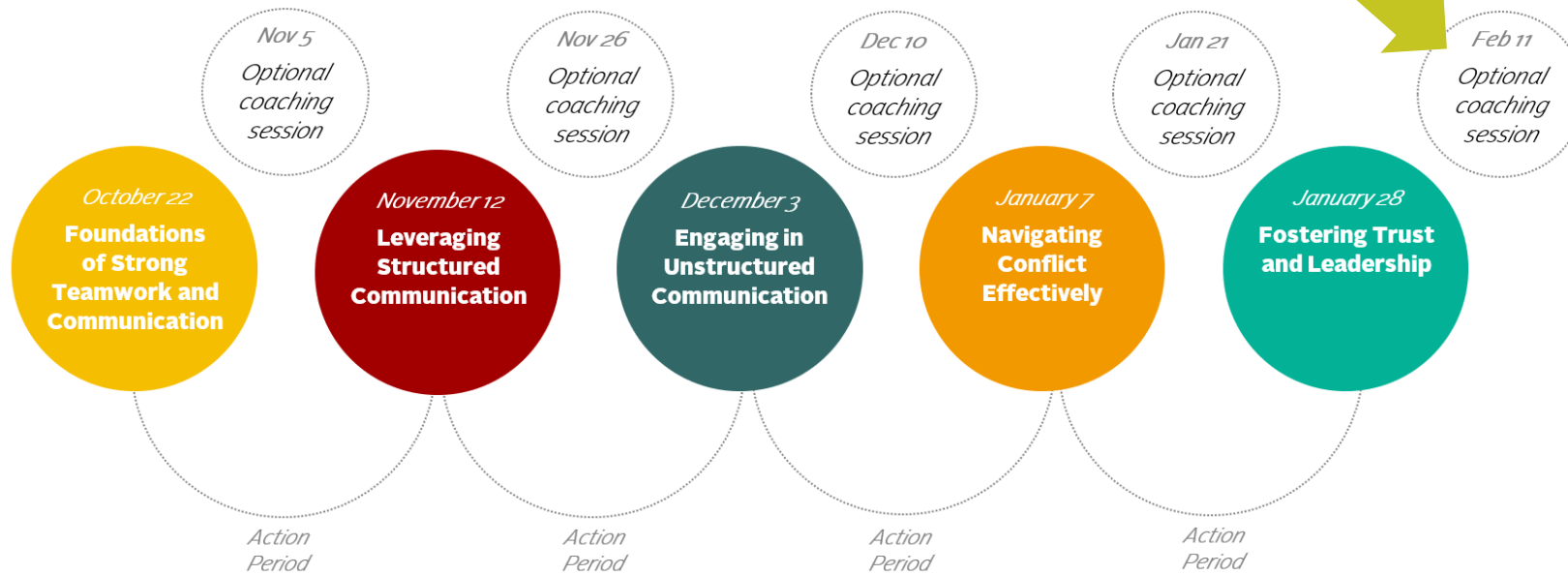
Teamwork &  
Communication Action Series  
BC PATIENT SAFETY & QUALITY COUNCIL

# This Session is Being Recorded

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# Action Series Roadmap

Orientation  
Kick Off  
October  
15/20



Wrap Up  
Celebration  
February  
18/21

# Today's Goals



Answer your questions about fostering leadership and trust in more detail (and any final questions!)



Build your capacity to tackle the “tricky stuff” on your team

# Question

How do we role model courageous leadership in challenging situations and challenging politics?

“When we think of times that we have felt vulnerable or emotionally exposed, we are actually recalling times of great courage.”

~Brene Brown

# Courageous Leadership - Characteristics

1. Authenticity
2. Resilience
3. Emotional Intelligence
4. Self-discipline
5. Commitment to purpose

Harvard Business School, 2020



# What makes you feel confident in being an informal leader?

- Empathy
- Being vulnerable and true to my values in a situation means that even if it does not go the way I hoped, I am still left with a feeling of being wholehearted and hopeful not defeated or resentful
- Knowledge of topic
- Tapping into compassion and curiosity
- Integrity
- Servant leadership - where you are there to help and empower people as opposed to authoritative leadership.
- Authenticity
- Excellent example of how courage can be displayed- it may not be as readily seen & valued in large organizations- such a valuable dialogue
- That my actions are stemmed in kindness and my words are meant to build up not tear down
- Knowing am supported
- Knowledge, transparency
- Bringing out the best in others allows for more grace when one of us is not our best

# How do I foster informal leadership in others?

- Simon Sinek: It is better to disappoint people with the truth, than to appease them with a lie.
- Give people space to fail
- Acknowledgement
- When someone has an idea or wants to do a thing, support them
- I give them the information they need and allow the space to be creative and try their own ideas
- Allow them to make mistakes and grow from them
- Support and encouragement
- Show trust, be honest, acknowledge them
- Encouragement and support
- Offer opportunities

# How do I foster informal leadership in others?

- Asking questions that allow people the space to share their thoughts, actions, insights. Taking all of time needed to listen. Acknowledging their victories, small and large. Celebrating their uniqueness as humans
- Give them your attention
- Opening opportunity for growth and encouraging ideas and ways to enhance practice
- Constructive firm but kind feedback
- Speak to each others strengths and contributions , acknowledge the difficult things and pause with one another
- Always allow others to keep their dignity no matter what the error/question etc
- Yes, always be kind!
- Closely connected to our own personal sense of Shame sometimes...
- Honest leaders are usually trusted.
- Leaders trust first.....Dang. POWERFUL
- Honest and genuine leaders

# Question

What do we do about the large amount of distrust between the staff and the leadership team?

# Relationship Trust

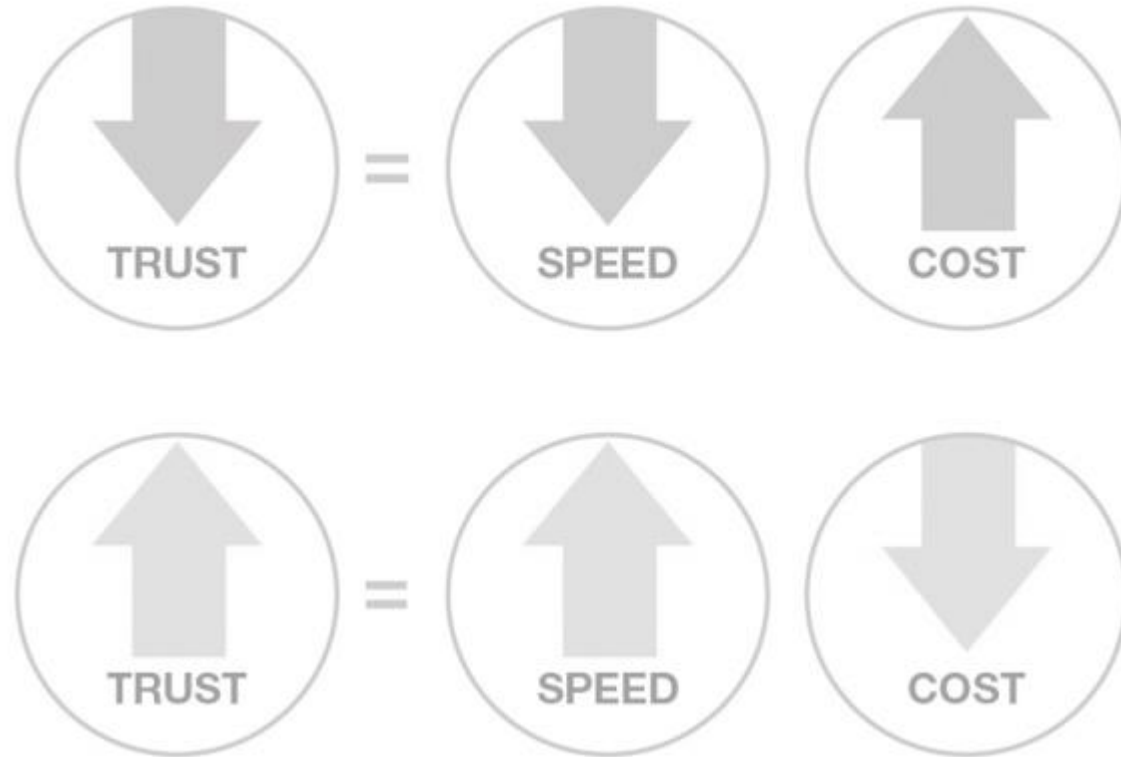
## High trust relationship

- What is like to be around this person?
- How long does it take to get things done?
- What is communication like?
- What kind of results are you able to achieve?

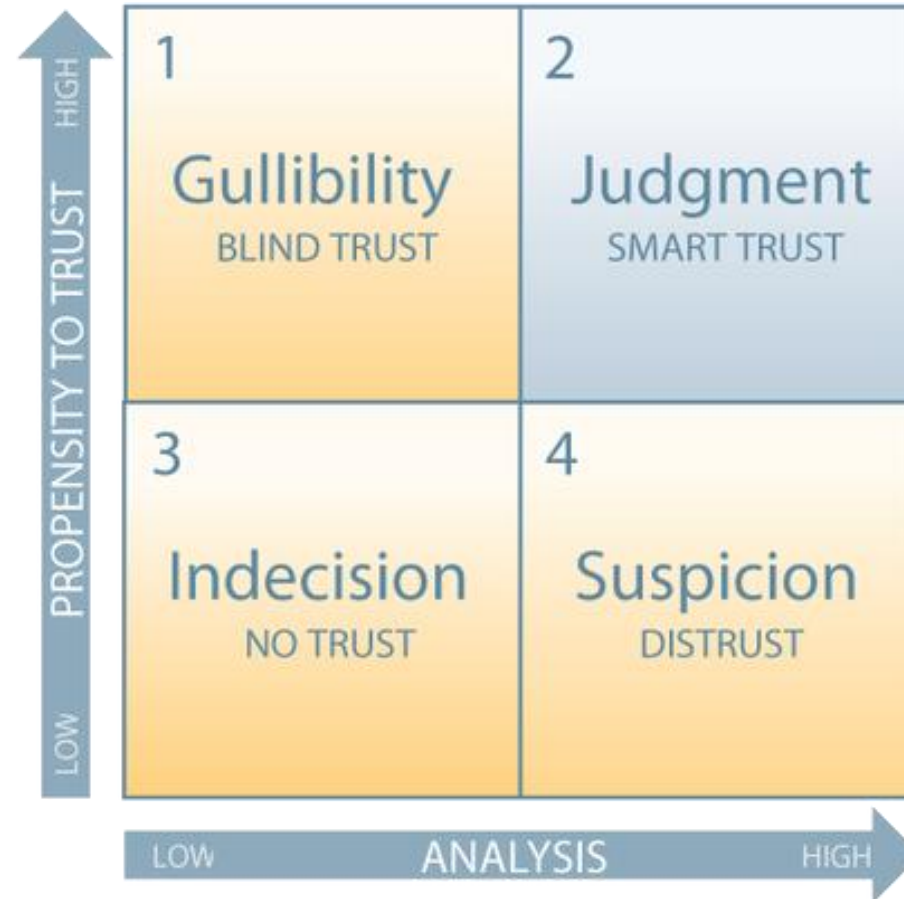
## Low trust relationship

- How does it compare with high trust relationships?
- How does it change the way you operate day to day?
- At the end of the day, are you drained or uplifted?
- Does this person build you up or wear you down?

# Speed of Trust



# Smart Trust Matrix



# Developing Smart Trust

1. Start with self
2. Separate the person from the behaviour
3. Make a behaviour-specific request
4. Ask what you can do, then listen carefully
5. Practice accountability and keep commitments



# 13 Behaviours of High Trust Leaders

**TALK**  
STRAIGHT

**CLARIFY**  
*EXPECTATIONS*

EXTEND  
**TRUST**

DEMONSTRATE  
*RESPECT*



CREATE  
TRANSPARENCY

**SHOW**  
**LOYALTY**

CONFRONT  
REALITY

**GET**  
BETTER

**DELIVER** *RESULTS*

RIGHT  
WRONGS

**PRACTICE**  
ACCOUNTABILITY

*LISTEN*  
**FIRST**

**KEEP**  
COMMITMENTS

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*RESULTS*

Competence

Competence

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Competence

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*LISTEN*  
**FIRST**

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# The 13 Behaviors of a High Trust Leader

CHARACTER

Behaviors	What to Say	Opposite	Counterfeit
<b>Talk Straight</b>	Be honest. Tell the truth. Let people know where you stand.	Lie. Deceive.	"Spinning," positioning, posturing and manipulating.
<b>Demonstrate Respect</b>	Care for others and show it. Treat everyone with respect, especially those who can't do anything for you.	Show disrespect or not care about others.	Faking respect, showing respect for some but not all.
<b>Create Transparency</b>	Tell the truth, be real, genuine, open and authentic.	Hide, cover up, obscure things.	Having hidden agendas, withholding information.
<b>Right Wrongs</b>	Admit when you're wrong, apologize quickly, show humility, don't let pride get in the way of doing the right thing.	Deny, justify or rationalize wrongful behavior.	Cover up, disguise, hide mistakes until forced to admit error.
<b>Show Loyalty</b>	Give credit to others, speak about people as if they're present and represent others who aren't there.	Take credit, betray others.	Being gossipy and two-faced, appearing to give credit when they're present but downplaying their contribution and taking credit when they're not around.
<b>Deliver Results</b>	Establish a track record of getting the right things done. Make things happen, on-time and within budget. As Yoda says, "Do or do not, there is no try."	Overpromise and under-deliver.	Delivering activities instead of results - doing busywork without accomplishing anything real.

# Activity

Step 1: Breakout rooms

Step 2: Discuss first question for 7 minutes

Step 3: Come back to main room and share

Step 5: Breakout rooms

Step 6: Take 2 minutes to pick one theme

Step 7: Discuss second question for 5 minutes

Step 8: Come back to main room and share

# Question 1: What are the counterfeit behaviours that impact your trust the most?

not really listening to issues, has own agenda ✓

gossip ♥ ★

lack of transparency



Lack of transparency by withholding info ♥ ★

**inconsistencies** ★

keeping commitments practice accountability

lack of transparency/lack of intention on communication/culture/lack of respect, empathy, compassion, not enough time to develop trust

putting me on the spot

Sarcasm ♥

no not be

Lack of transparency

snooping

partial information

hidden agendas ✓✓

How using PPE has

**misinformation**

gossip not listening

gossip

Not following th respect for some and not others

need information Manipulation

disrespect

we chatted quite a bit around the counterfeit bhvrs related to extending trust and listening first ♥

**changing messages** ♥ ★

con

Character counterfeit behaviours are harder to work with then competence ♥ ★

clicks ✓

bullying behaviours ♥

aggressiveness was

brou

knowledge is power

making decisions for me without my input ✓✓

list all of aspects

Not being transparent ♥ ✓

Breaking commitments

lack of trust/withholding information ★

Denika Kanigan

communicating from under PPE, virtually, can't miss out on some nonverbal communications





## Question 2: How do you mitigate or address these counterfeit behaviours?

- Look for an opportunity to check in
- Adjust our own expectations
- Express how a particular behaviour is landing on you
- Invest and commit to understanding needs around communication and develop forms (to achieve transparency)
- Create space to answer questions
- Clarify assumptions
- Ask questions and get clarification
- Candid conversations
- Setting expectations
- Be authentic
- Make an effort NOT to join in with gossip

## Question 2: How do you mitigate or address these counterfeit behaviours?

- How do you change the lack of trust given to a supervisor who has earned it for many years?
- Be curious and not make it personal
- Communication plan, expectations
- Ask questions
- Ask for clarity on communication, self reflection to be more clear
- Be curious and name the behaviour and discuss the impact
- Assume the best of people
- Model behaviours what to receive
- Privately, curiously
- Advise when you can't share the information
- Assume the best in people, lead by example
- Communication and clarification

# Action Period Homework

- Required – 1. Personal Reflection and Self-Assessment
- Required – 2. Team Assessment Worksheet
- Optional – 3. The Importance of Distributed Leadership on Your Team
- Optional – 4. 13 Behaviours of High Trust Leaders
- Optional – 5. Intersectionality Video & Discussion

**DUE: February 15~~16~~, 2021**

# Wrap-up Session

Wrap Up/  
Celebration  
February  
18/21

February 18, 2021  
12:30 pm – 1:30 pm

[culture@bcpsqc.ca](mailto:culture@bcpsqc.ca)