

Stay Tuned

We will get started
in just a few moments!



Teamwork and Communication Action Series

Learning Session 5
Fostering Trust and Leadership

January 28, 2021



Teamwork &
Communication Action Series
BC PATIENT SAFETY & QUALITY COUNCIL

This Webinar is Being Recorded

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Today's Facilitators



April Price
Action Series Facilitator



Sarah Carriere
Action Series Facilitator

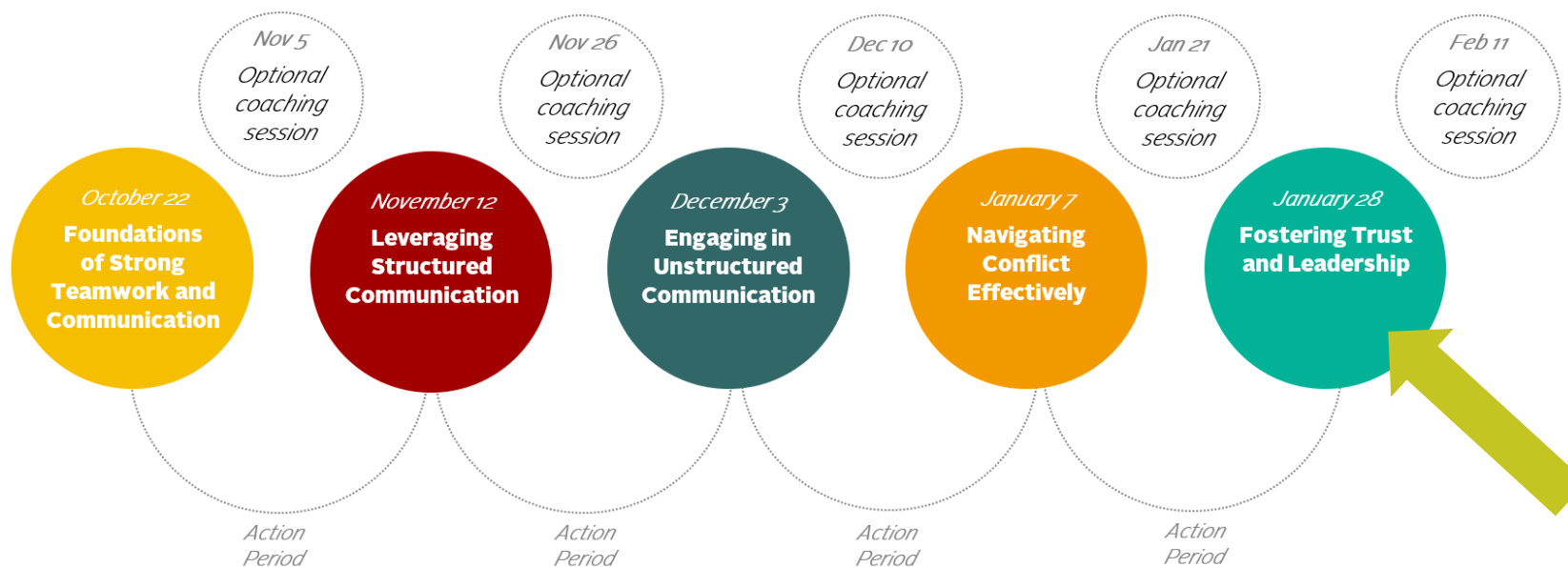
Guest Facilitator



Maureen Clarke
Leader, Health System Improvement
Comox Valley Primary Care Network
Royal Roads University, Associate Faculty, School of Leadership Studies

Action Series Roadmap

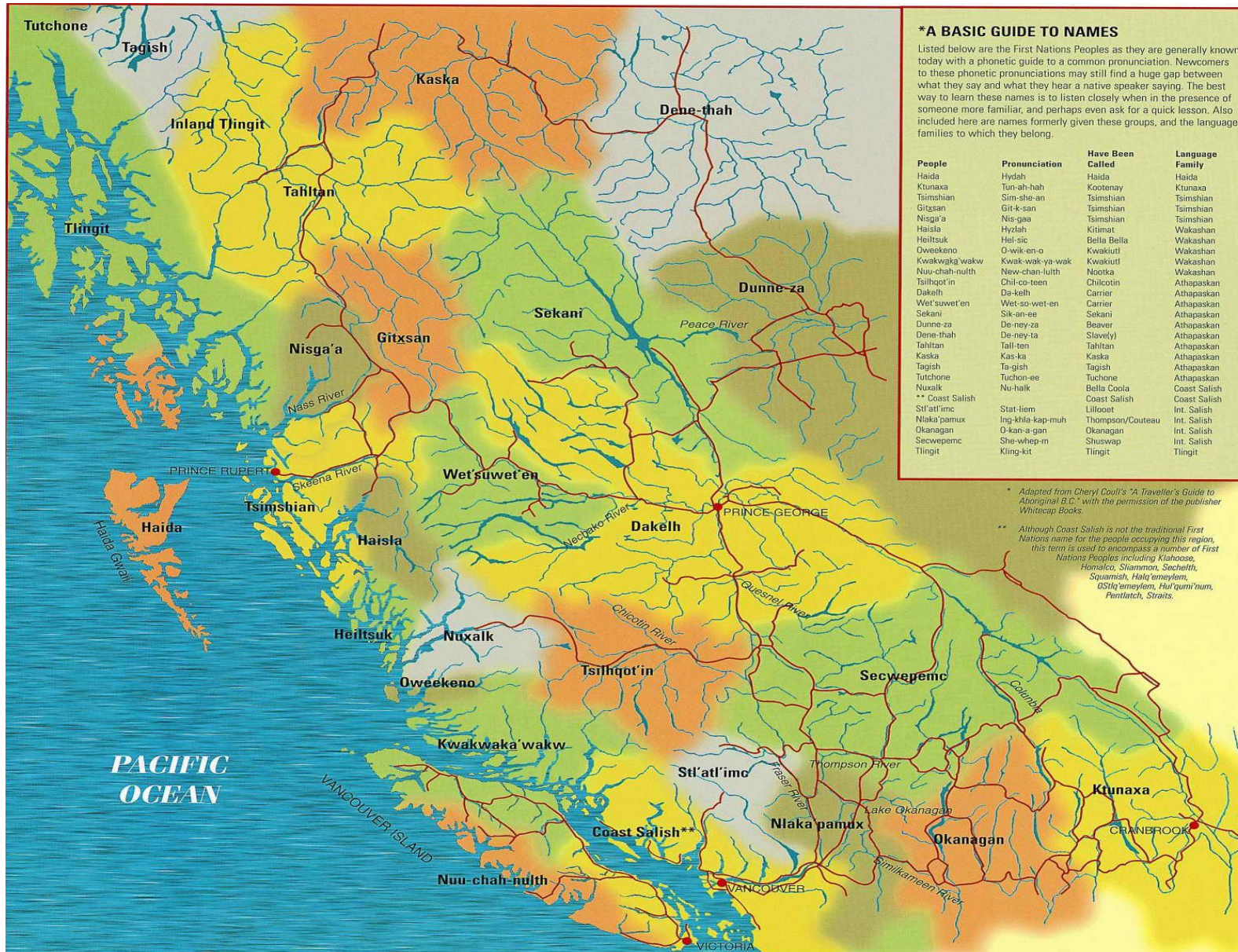
Orientation
Kick Off
October
15/20



Wrap Up
Celebration
February
18/21



Where Are You Today?



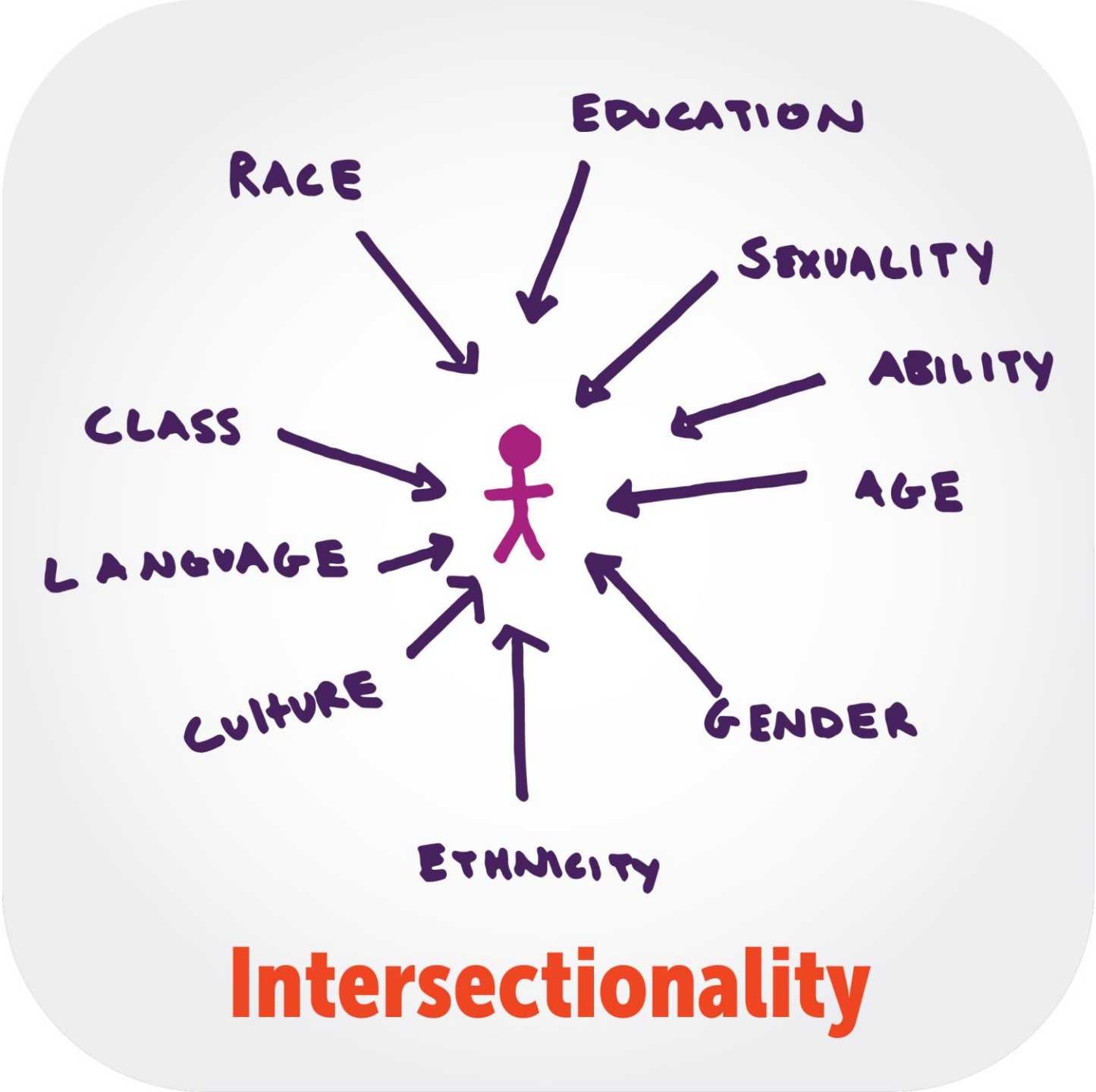
Learning Outcomes



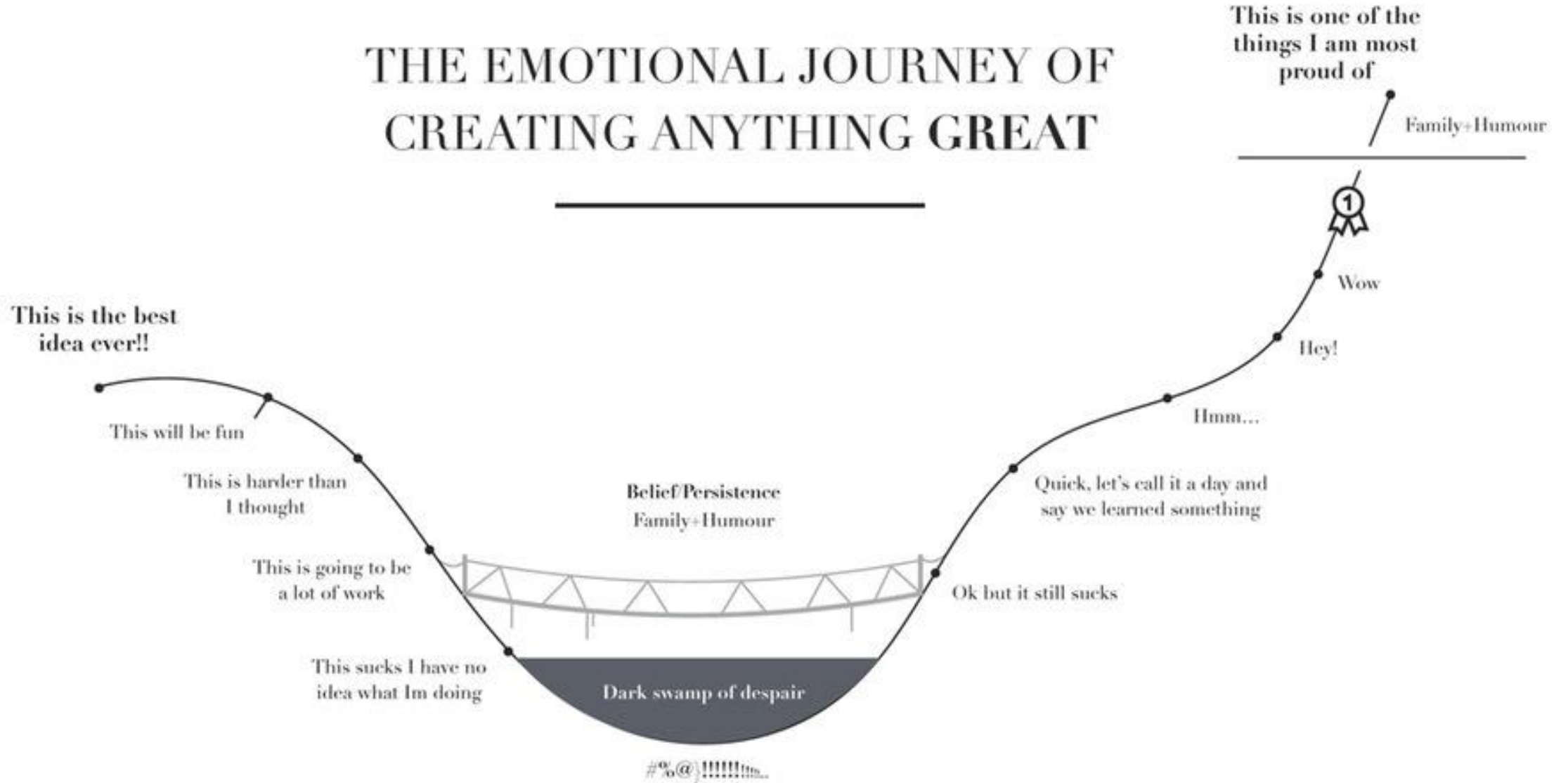
Foundations for building trust



What is authentic leadership?



THE EMOTIONAL JOURNEY OF CREATING ANYTHING GREAT



THE EMOTIONAL JOURNEY IS INEVITABLE AND PERHAPS NECESSARY

What Is Trust?

Distrust: “What is important to me is not safe with this person in this situation (or any situation)”

Trust: “Choosing to risk making something you value vulnerable to another person’s actions.”

Feltman, 2008

Trust: “The stacking and layering of small moments and reciprocal vulnerability over time”

Brown, 2008 as cited in Feltman, 2008

“The disaster of **distrust** in the workplace is that the strategies people use to **protect themselves** inevitably **get in the way** of their ability to effectively **work with others.**”

When There is Trust...



Structural empowerment
Interactional justice
Respect
Trust in management

Sick days
Turnover



Think of a time when you felt completely safe and secure in a group or on a team. What was that like? What was present in the moment?



Think of a time when you felt completely safe and secure in a group or on a team. What was that like? What was present in the moment?

Recording

heard, listened to relief
Content

Like myself
conflict wasn't a contentious hurdle ✓
enjoy

supported ♥

respected **safe open communication** valued trust and respect, feel heard

relief, sense of calm, safety
gratitude, reciprocity I can speak without judgement- people listen
positive regard for one another, support
comfort and empowered curiosity and appreciate what I have to say even if they don't agree
safe
relaxed
Calm, safe, content
Empowered and inspired - safe
at ease I felt heard & understood
strong & fair basketball coach
I felt heard, ✓ and listened to

relaxed, hopeful

I had courage!

Emotions were visibly present

Felt like I could do anything
can take risks
pro protected by the relationship

♥♥ Joy!

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Chat Box:

- Comfortable saying what's on my mind
- Be myself
- Free

Formal and Informal Leadership

- Both formally *appointed* and *emergent*
- Not a box on an organizational chart
- Not a title
- Not attached to how many “followers” you may have
- Each of us has the potential to be a leader - leadership at “all levels”
- We are all leaders – leadership can be shared and distributed

Put the “Ship” Back in Leadership

- Leadership as a person – WHO
- Leadership as results – WHAT
- Leadership as a position – WHERE
- Leadership as a process - HOW



Note some of the characteristics of Barack Obama and his leadership that fostered trust:

- Principled
- Collaborative
- He was a listener
- Open
- Like his smile- and his way of being
- Honesty
- Calm, trustworthy
- Charismatic
- Kind
- Inspiring
- Down to earth
- Treated all people with same respect- cleaners- CEOs
- Non-judgmental
- Authentic
- Willing to change and learn
- Confident
- Thoughtful
- Relatable
- Professional
- Respect towards his spouse:)

Authentic Leadership

Authenticity

1. Full awareness and acceptance of true self
2. Unbiased processing of self-relevant information
3. Actions consistent with true self
4. Relational orientation

Leadership

The consequence of the enactment of these behaviours

Trust-building Leadership is Authentic Leadership

- Recognition
- Challenge people
- Autonomy
- Share information broadly
- Build relationships
- Foster personal and professional development
- Show vulnerability



The 3 Elements of Trust

1. Relationships
2. Judgement
3. Consistency

Element # 1

Positive Relationships



Positive Relationships

To instill and role model trust we:

- Stay in touch on the issues and concerns of others
- Balance results with concern
- Generate group cooperation
- Resolve conflict
- Give honest feedback in a helpful way

Element # 2

Good Judgement/Expertise



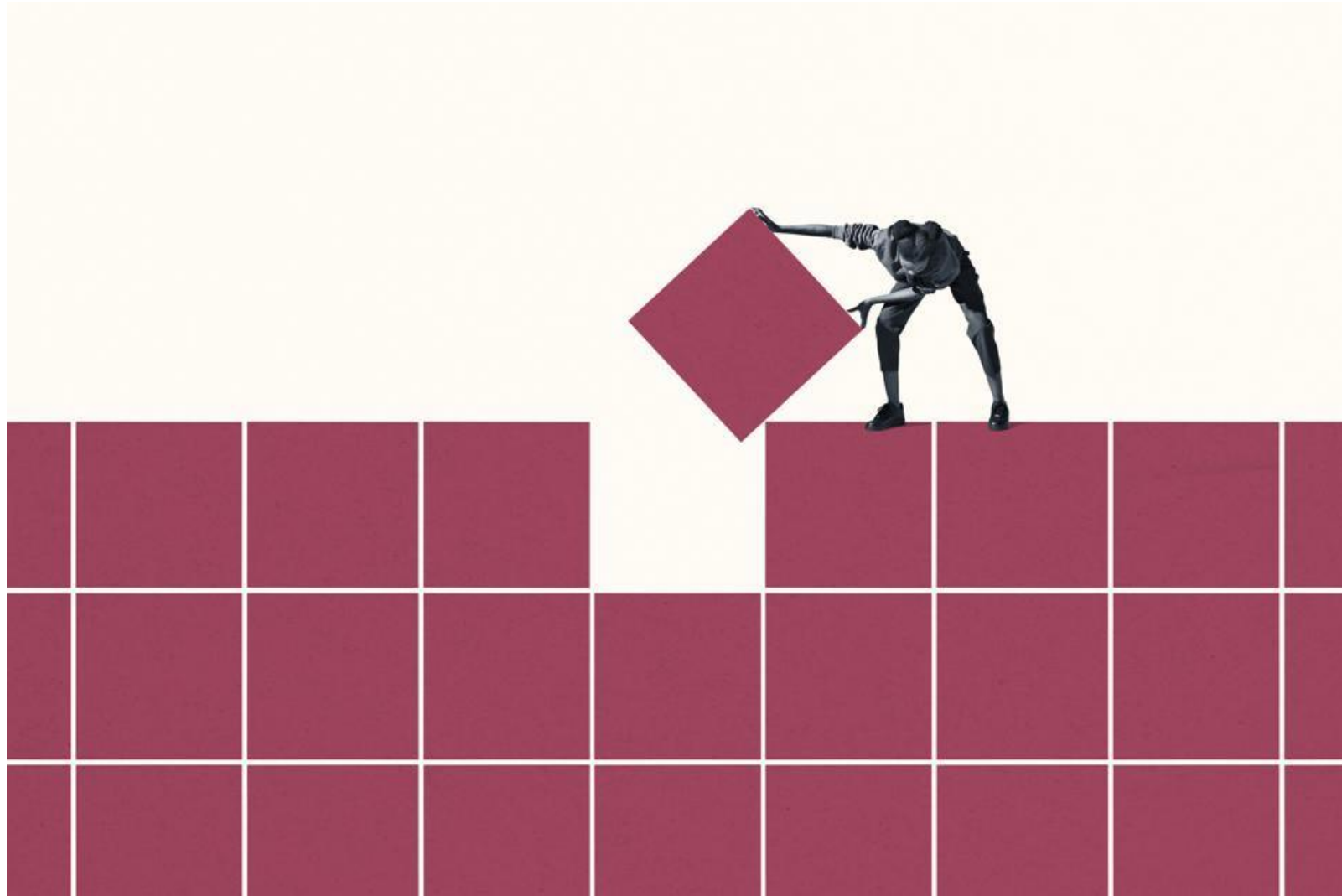
Good Judgement/Expertise

To instill and role model trust we:

Use good judgement when making decisions, this means:

- Others will trust our ideas and opinions
- Others will seek after our opinions
- Our knowledge and expertise will make an important contribution to achieving results
- We can anticipate and respond quickly to problems

Element # 3
Consistency



Consistency

To instill and role model trust we:

- Set a good example
- Walk the talk
- Honor commitments and keep promises

Relationship Trust

High trust relationship

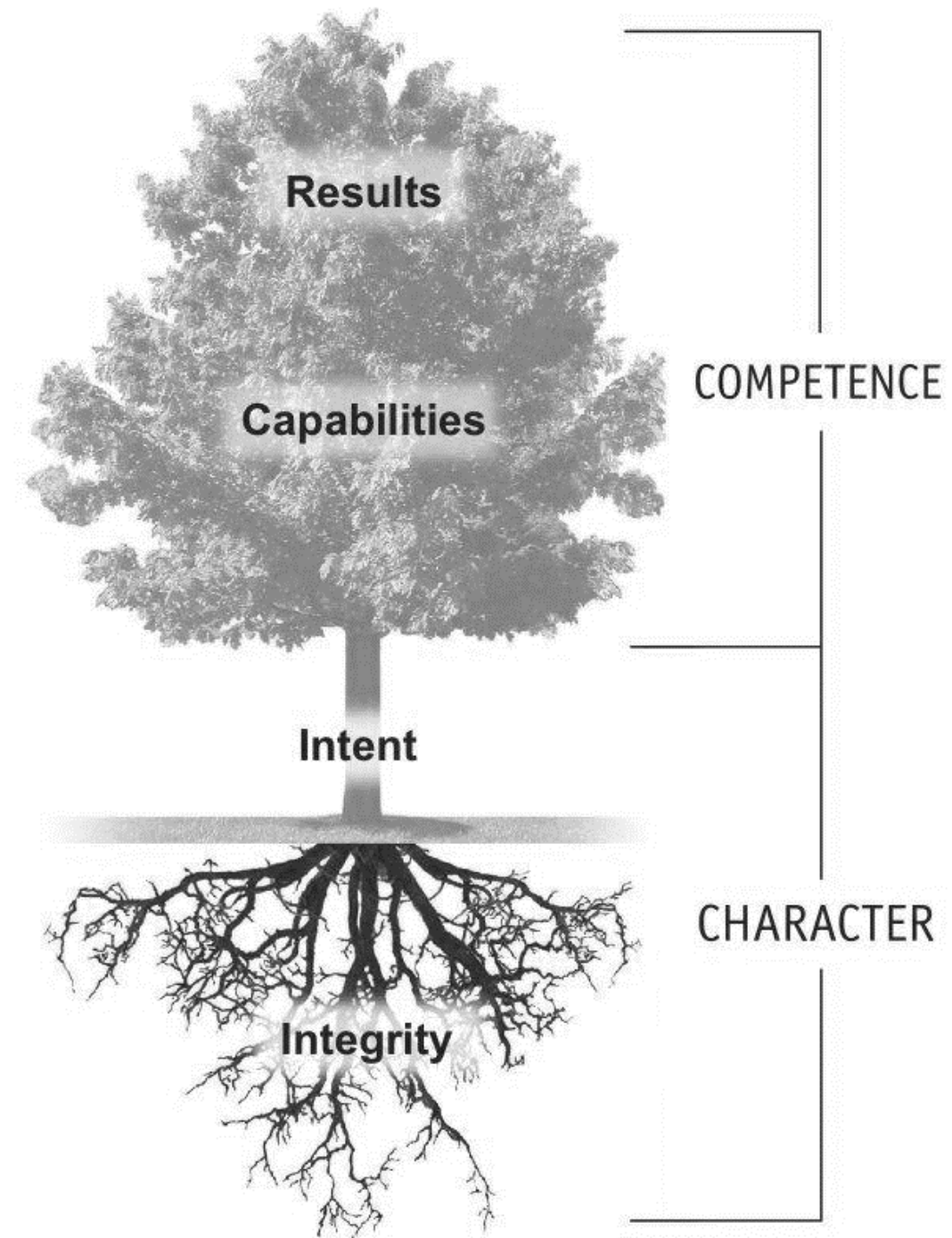
- What is like to be around this person?
- How long does it take to get things done?
- What is communication like?
- What kind of results are you able to achieve?

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?

Four Cores of Trust

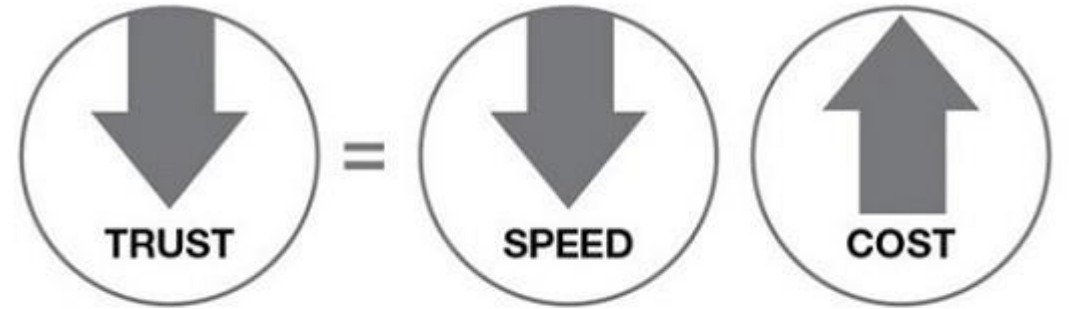
Integrity
Intent
Capabilities
Results



Covey on Trust

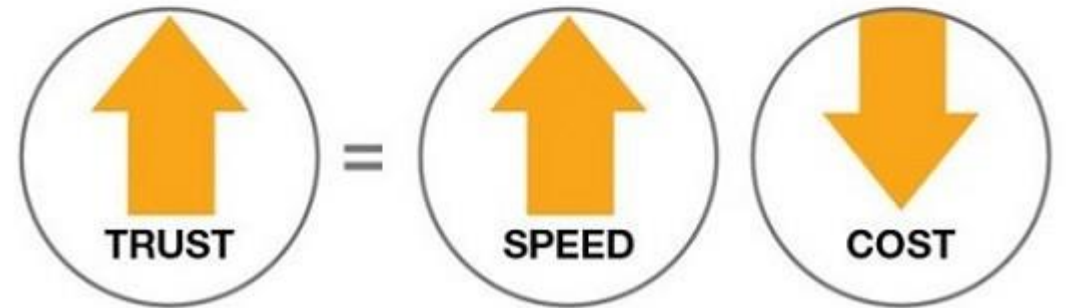
Trust Tax

- Low trust taxes everything we do as leaders



Trust Dividends

- Benefits that accrue as a result of high trust



13 Behaviours of High Trust Leaders

TALK STRAIGHT	CREATE TRANSPARENCY	RIGHT WRONGS
CLARIFY <i>EXPECTATIONS</i>	SHOW LOYALTY	PRACTICE ACCOUNTABILITY
EXTEND TRUST	CONFRONT REALITY	<i>LISTEN</i> FIRST
DEMONSTRATE <i>RESPECT</i>	GET BETTER	KEEP COMMITMENTS
	DELIVER <i>RESULTS</i>	

Psychological Safety

"Psychological safety enables candor and openness and, therefore, thrives in an environmental of mutual respect."



Limited trust and confidence in team member(s) due to differences in work ethics, priorities, communication styles.....

.....you have to trust your team to be able to be vulnerable

I trust most of my team, but it could definitely be improved.

There is a large amount of distrust between the staff and the leadership.....

Sadly, I don't have a lot of trust. I feel that my team members tend to run to the manager over every issue rather than trying to talk it out. Never once has an issue been brought up to a person, but instead you hear about it through meetings.

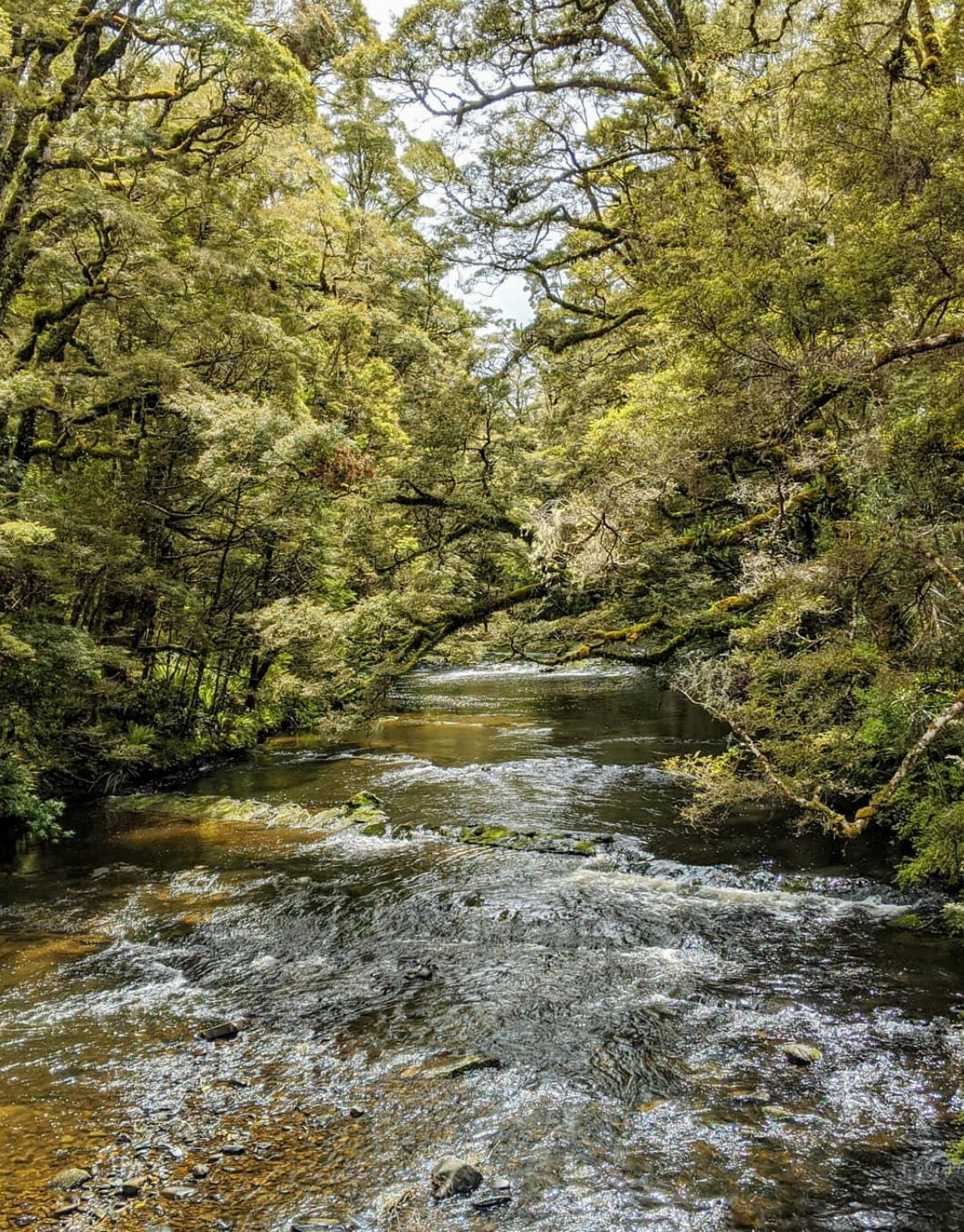
Huge elephants that are never spoken of make trust difficult.

Tell us! What are a few examples where a leader has demonstrated leadership on your team?

- Not using titles
- Advocating for the needs of the team to higher ups
- Trust, empowerment, accountability
- Listen and honest discussion
- When it is evident she/he cares
- Closing the loop with you!
- Practice and appreciative inquiry between each other!

Elements of an Effective Team





Ecosystems of Trust

- How can you build trust in habits and routines?
- Show good judgement?
- Build consistency?
- What opportunities do you have to build relationships?

Try it On for Size

Practice and appreciative inquiry between each other

- **Discover:** What do you feel you contribute to our team?
- **Dream:** What are the things you would like to contribute to our team but have not?
- **Design:** How might you contribute those things to our team?
- **Destiny:** What would be possible for you and our team if you did this?

Learning Outcomes



Foundations for building trust



What is authentic leadership?

Action Period

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?

DUE: February 15, 2021

Action Period

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?
 - Submit your answers to these discussion questions using the Team Assessment worksheet (attached) to culture@bcpsqc.ca by February 15, 2021.

DUE: February 15, 2021

Coaching Session 5: Fostering Trust and Leadership

February 11, 2021 from 12:30pm-1:30pm

Send any questions or tricky situations for discussion to culture@bcpsqc.ca

Wrap-up Session

Wrap Up/
Celebration
February
18/21

February 18, 2021
12:30 pm – 1:30 pm

culture@bcpsqc.ca



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