



# Trust and Leadership

*Teamwork and Communication Action Series*

*Webinar Four*

*Wednesday, June 14<sup>th</sup>, 2017*



# Welcome!

**Geoff Schierbeck**



**Danielle Simpson**



# Please Note: This Webinar is Being Recorded

*Personal information in this initiative is collected under s.26(c) and 26(d)(ii) of the Freedom of Information and Protection of Privacy Act. The information is being collected in order to facilitate training and education as part of the Action Series on Teamwork and Communication. This webinar is being recorded and will be shared with other program participants only, via a password-protected link in our follow-up email after each webinar. We ask that you refrain from identifying patients, specific team members or offering any other personal information. If you have further questions, please contact the Leader, Innovation and Engagement at BCPSQC at 604.668.8246 or [dsimpson@bcpsqc.ca](mailto:dsimpson@bcpsqc.ca).*



Thursday  
6 April, 2017  
14:00 - 15:00



Thursday  
27 April, 2017  
14:00 - 15:00



Thursday  
18 May, 2017  
14:00 - 15:00








Thursday  
14 June, 2017  
14:00 - 15:00



Action Period Work



# What We Are Covering Today

-  The importance of trust in a team
-  Ways to build trust in a team
-  Leading with authenticity
-  The power of distributed leaders
-  Fostering informal leadership

**Who is the Person You Trust Most in this World?**



# Why Do You Trust This Person?



“There is one thing that is most common to every individual, relationship, team, family, organization, nation, economy, and civilization throughout the world – one thing which, if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character, the deepest love...that one thing is

**TRUST.”**

Stephen M. R. Covey,  
Speed of Trust



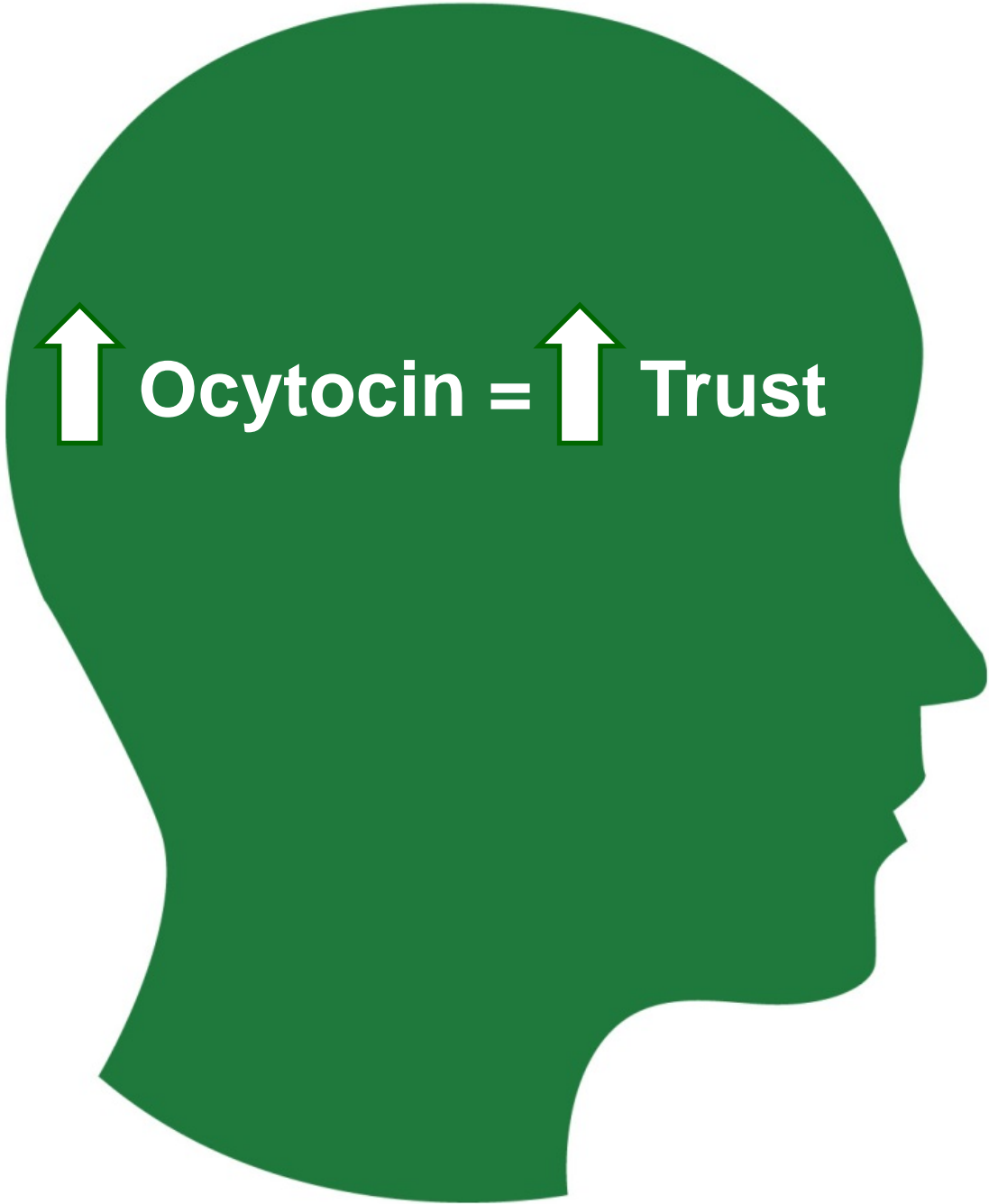


# What is Trust?

- **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.”

- Charles Feltman,  
The Thin Book of Trust





↑ Ocytocin = ↑ Trust

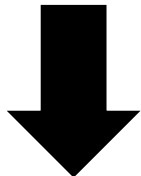


# Employees in High Trust Organizations Report...

 **76%** more engagement

 **50%** more productivity

 **60%** more job enjoyment

 **40%** less burnout



**If humans are naturally inclined to trust each other, why is trust lacking in so many teams?**



“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.**”

Charles Feltman,  
The Thin Book of Trust: An Essential Primate for Building  
Trust at Work



# 5 Dysfunctions of a Team



“Cultivating a work environment in which team members unquestionably can trust one another in sharing the workload and having a collaborative environment.”

“Uniting together. Have a chance to relax with the team and start trust one another.”

“I think we have trust but could be better. There is a fear that some of us do not trust some of the other team members.”

“I think a fairly high level of trust; however when asked to be vulnerable and say role play or case conference in a group there seems to be difficulty so I wonder about trust.”

**What are things that people have done  
that have helped earn your trust?**





# Ways to Build Trust in a Team

- Have fun!
- Establishing a foundation of psychological safety
- Implement strategies of effective teamwork and communication
- BRAVING acronym
- Authentic leadership
- Engaging distributed leaders





**Fun in the  
workplace  
builds  
trust**

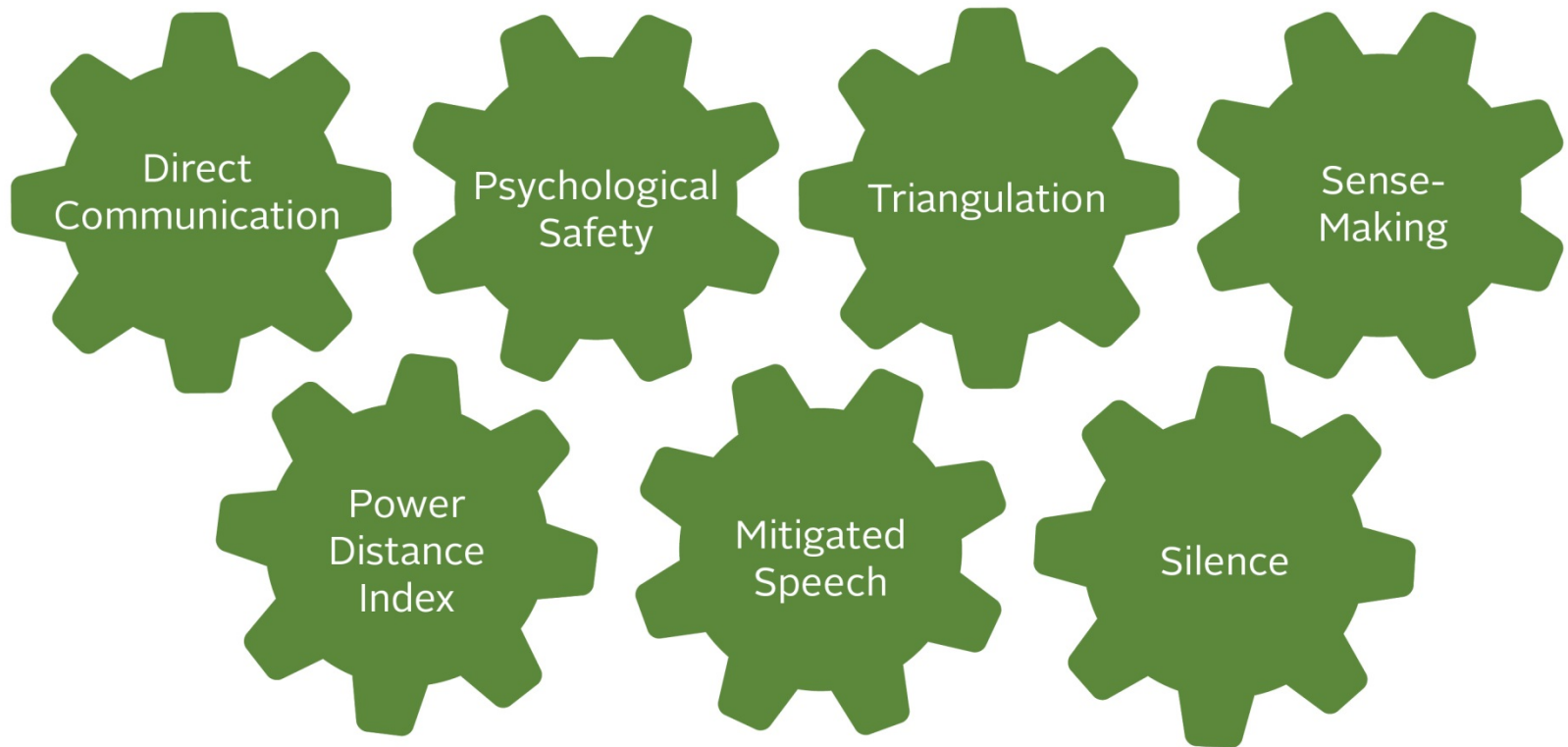


**Psychological**

**Safety**



# Implement strategies of effective teamwork and communication



# Boundaries

- You respect my boundaries, and when you're not clear about what's okay and not okay, you ask. You're willing to say no.

# Boundaries

- You respect my boundaries, and when you're not clear about what's okay and not okay, you ask. You're willing to say no.

# Reliability

- You do what you say you'll do. At work, this means staying aware of your competencies and limitations so you don't overpromise and are able to deliver on commitments and balance competing priorities.

# Boundaries

- You respect my boundaries, and when you're not clear about what's okay and not okay, you ask. You're willing to say no.

# Reliability

- You do what you say you'll do. At work, this means staying aware of your competencies and limitations so you don't overpromise and are able to deliver on commitments and balance competing priorities.

# Accountability

- You own your mistakes, apologize, and make amends.

# Boundaries

- You respect my boundaries, and when you're not clear about what's okay and not okay, you ask. You're willing to say no.

# Reliability

- You do what you say you'll do. At work, this means staying aware of your competencies and limitations so you don't overpromise and are able to deliver on commitments and balance competing priorities.

# Accountability

- You own your mistakes, apologize, and make amends.

# Vault

- You don't share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you're not sharing with me information about other people that should be confidential.



# Boundaries

- You respect my boundaries, and when you're not clear about what's okay and not okay, you ask. You're willing to say no.

# Reliability

- You do what you say you'll do. At work, this means staying aware of your competencies and limitations so you don't overpromise and are able to deliver on commitments and balance competing priorities.

# Accountability

- You own your mistakes, apologize, and make amends.

# Vault

- You don't share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you're not sharing with me information about other people that should be confidential.

# Integrity

- You choose courage over comfort. You choose what is right over what is fun, fast, or easy. And you choose to practice your values rather than simply professing them.

# Boundaries

- You respect my boundaries, and when you're not clear about what's okay and not okay, you ask. You're willing to say no.

# Reliability

- You do what you say you'll do. At work, this means staying aware of your competencies and limitations so you don't overpromise and are able to deliver on commitments and balance competing priorities.

# Accountability

- You own your mistakes, apologize, and make amends.

# Vault

- You don't share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you're not sharing with me information about other people that should be confidential.

# Integrity

- You choose courage over comfort. You choose what is right over what is fun, fast, or easy. And you choose to practice your values rather than simply professing them.

# Non-Judgment

- I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.

# Boundaries

- You respect my boundaries, and when you're not clear about what's okay and not okay, you ask. You're willing to say no.

# Reliability

- You do what you say you'll do. At work, this means staying aware of your competencies and limitations so you don't overpromise and are able to deliver on commitments and balance competing priorities.

# Accountability

- You own your mistakes, apologize, and make amends.

# Vault

- You don't share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you're not sharing with me information about other people that should be confidential.

# Integrity

- You choose courage over comfort. You choose what is right over what is fun, fast, or easy. And you choose to practice your values rather than simply professing them.

# Non-Judgment

- I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.

# Generosity

- You extend the most generous interpretation possible to the intentions, words, and actions of others.

A green rectangular sign with rounded corners and a white border is mounted on two wooden posts. The sign features the text "Vulnerability" in a large, bold, white sans-serif font, with "Just Ahead" in a smaller, white sans-serif font directly below it. The background is a dramatic, overcast sky with heavy, grey clouds.

**Vulnerability**  
Just Ahead

**In your experience, is trust built through grand gestures or small acts over time?**

**(A) Grand gestures**

**(B) Small acts over time**



“Minimal trust. We have some very senior members who do not share their expertise and work in silo. Although we admire our boss, issues are never dealt with.”

“Between staff members I feel they trust each other but there is no trust between management and staff.”

“I think there is trust....historically staff felt they could not trust leadership and this deep cultural barrier is a challenge to break.”

“This is a new management team that took over a year to build with the correct people. Staff have had too many changes in administration to have any faith and trust in us.”

# Authentic Leadership

- Focuses on positive role modeling of honest, integrity, and high ethical standards
- Seen as hopeful, resilient, optimistic, and transparent



# Authentic Leadership

- Self-awareness
- Balanced information processing
- Authentic behaviour
- Relational transparency





# Actions From Leaders That Build Trust

- Ask for input ... and follow up
- Reduce the power distance index
- Admit to what you don't know
- Lead by example
- Give people discretion in how they do their work

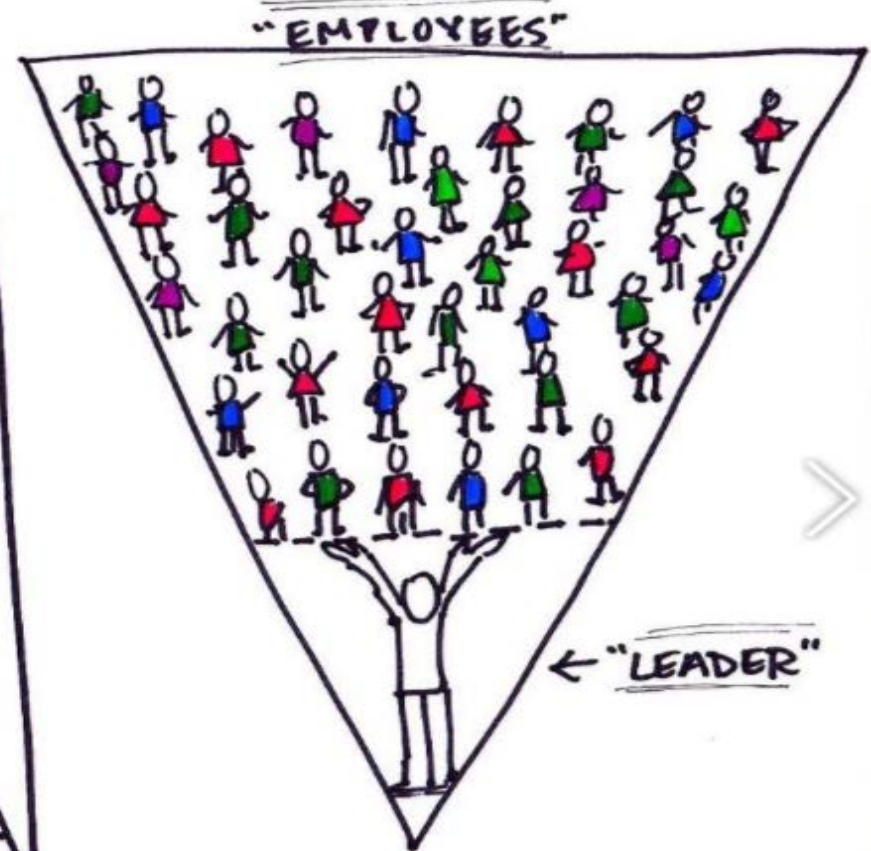


**How has a leader shown or built trust within your team?**





Traditional Organizational Structure  
Leader leads from top down.



Upside Down Organizational Structure.

Leader supports and empowers employees, brand and mission.

[www.restaurantbrandingroadmap.com](http://www.restaurantbrandingroadmap.com)



Helen Bevan @helenbevan · Apr 26

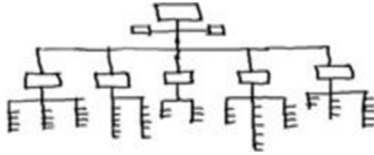
This graphic is from the restaurant industry but relevant to health & care & system leadership challenges Thanks @researchMWs #Quality2017 [pic.twitter.com/Y3C9GXq4TZ](https://pic.twitter.com/Y3C9GXq4TZ)

12

194

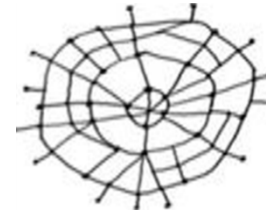
265

# Hierarchy



- Power held by *few*
- Engages *with direct reports*
- Information *pushed* through the organization
- “*Have to*” change
- Attempts to **control** what is done
- ***Trust established*** through titles and prior accomplishments

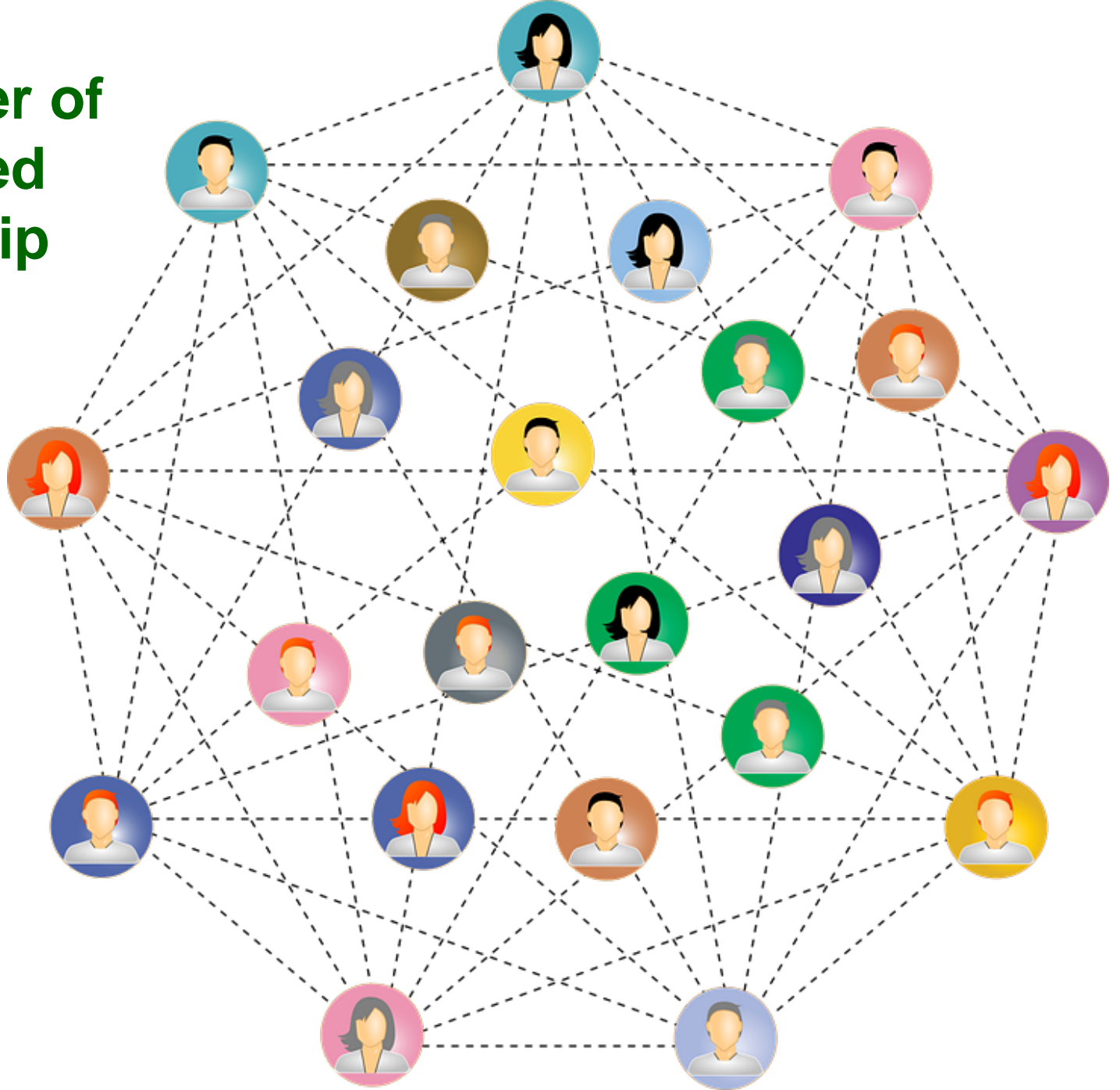
# Connection



- Power held by *many*
- Engages *at all levels*
- Information *pulled* through the network
- “*Want to*” change
- Lets the **network** do the work
- ***Trust inspired*** through transparency, communication and proactive engagement



# The Power of Distributed Leadership



# WHAT MATTERS TO YOU?

*Ask What Matters. Listen to What Matters. Do What Matters.*



**CHANGE  
DAY BC**  
**15.10.15**

# Fostering Informal Leadership

- Each person can be a leader
- It's a choice you make








**What is something an informal leader has done to show leadership on your team?**





# What We Covered Today

-  The importance of trust in a team
-  Ways to build trust in a team
-  Leading with authenticity
-  The power of distributed leaders
-  Fostering informal leadership

# Action Period Challenge!

1. Self-reflection & team assessment questionnaire (required)
2. Team debrief of the team assessment questionnaire (required)
3. Applied learning activities – pick at least one
  - There are 3 to choose from
  - Work through them as a team



# Informal Webinars

*Thursday, June 29<sup>th</sup> at 2pm*

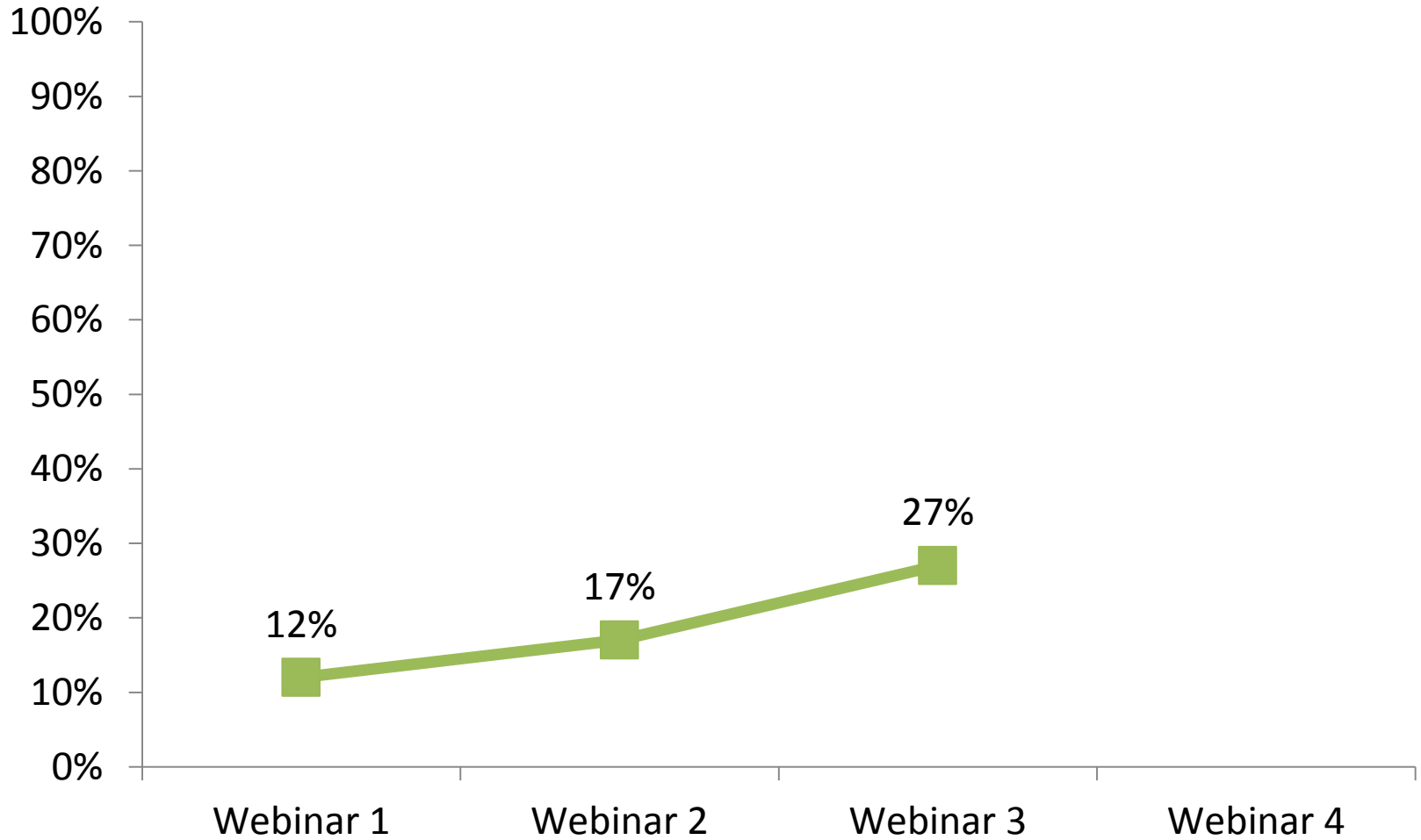
[culture@bcpsqc.ca](mailto:culture@bcpsqc.ca)



**Don't Forget! Webinar Evaluations!!**



# Webinar Evaluations....We Want to Hear From You!



# Evaluation of the Action Series







T<sub>1</sub>

H<sub>4</sub>

A<sub>1</sub>

N<sub>1</sub>

K<sub>5</sub>

S<sub>1</sub>