



Fostering Leadership and Trust

Teamwork and Communication Action Series

Webinar Four

Thursday, April 5, 2018



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This webinar is being recorded

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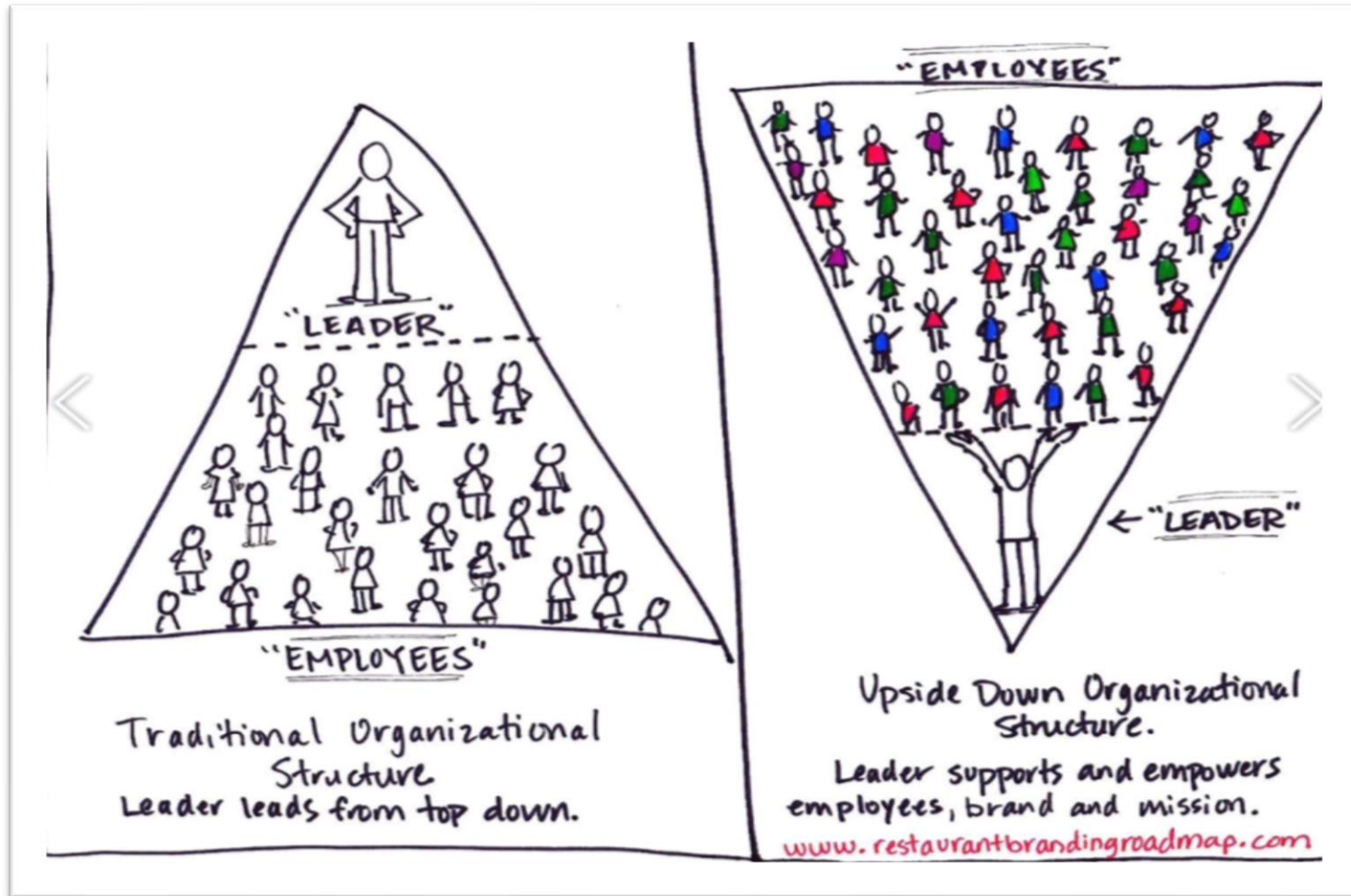
What we are covering today

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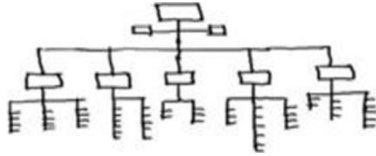
Fostering Leadership and Trust

- What is leadership?
- Formal and informal leadership
- Practising adaptive leadership
- What is trust?
- Foundations for building trust

What is leadership?

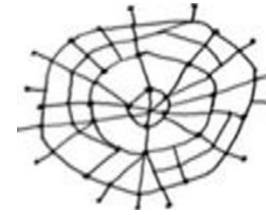


Hierarchy



- 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



What is leadership?

- Driven by persons and community
- Creates vision and build will
- Develops capability
- Delivers results
- Shapes culture
- Engages across boundaries



Authentic leadership?

Authentic:

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



Formal and informal leadership

- Both formally appointed and emergent
- Not where you sit in your organization
- Not a title
- Each of us has the potential to be a leader
- Critical in this work

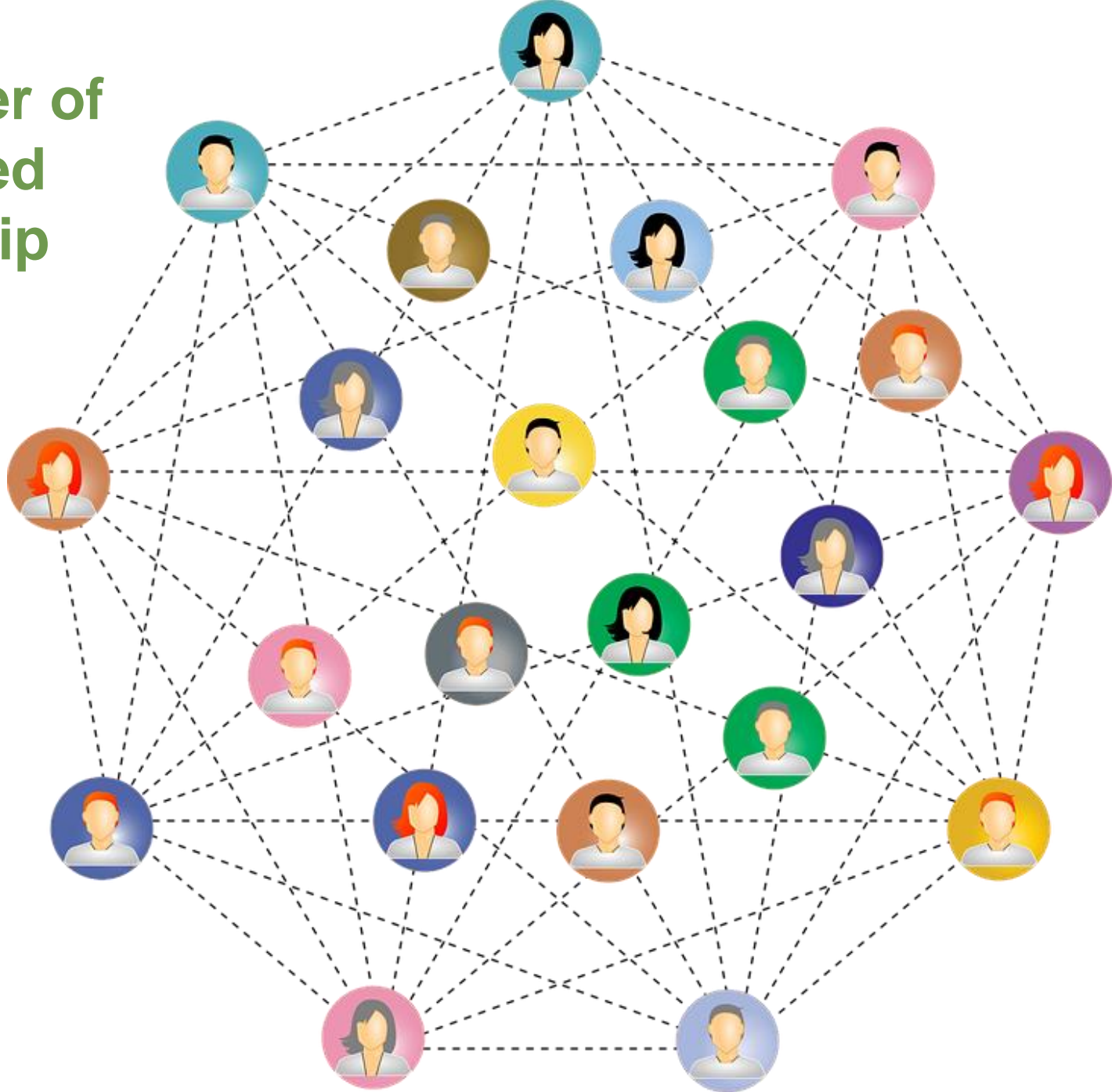


White, Currie and Lockett, 2016

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



The Power of Distributed Leadership



Try it: what can you do?

Practice adaptive leadership:

- Take more risks
- Exceed your authority
- Name your piece
- Display your incompetence



Try it: what can you do?

Practice appreciate inquiry with your colleagues and ask:

- What makes for a good day for you?
- What makes you proud to work here?
- When we are at our best, what does that look like?



5 Dysfunctions of a Team

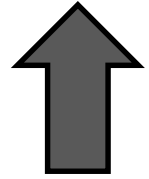


A Trusting Team

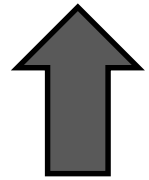
- Admit weaknesses and mistakes
- Ask for help
- Accept questions and input
- Give one another the benefit of the doubt
- Take risks
- Appreciate and tap into one another's skills
- Offer and accept apologies



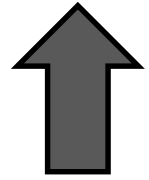
When there is trust...



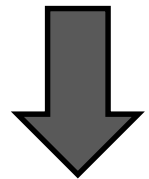
76% more engagement



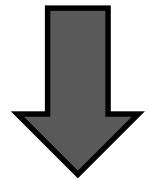
50% more productivity



60% more job enjoyment



40% less burnout



13% fewer sick days



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



Who is the person you trust most in this world?



Why do you trust this person?



“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 Primer for Building
Trust at Work



There is trust between individual members of the team but not the team as a whole.

I feel that acute staff do not always trust that I am giving them the correct information. They will phone around until they get the answer they want. At times I do not trust them. I feel there is an us vs them culture and as though they are trying to push patients out without having looked at all their risk factors.

I do not trust that a team member will have my back and support me or try to explain an error knowing who I am, there will only be blame and disappointment.

I think some team members are extremely trusting but not most. There are sidebar conversations that occur and independent decision making as team mates don't trust others input. Some conflicts translate into personal attacks.



Trust-building leadership

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





**Fun in the
workplace
builds
trust**

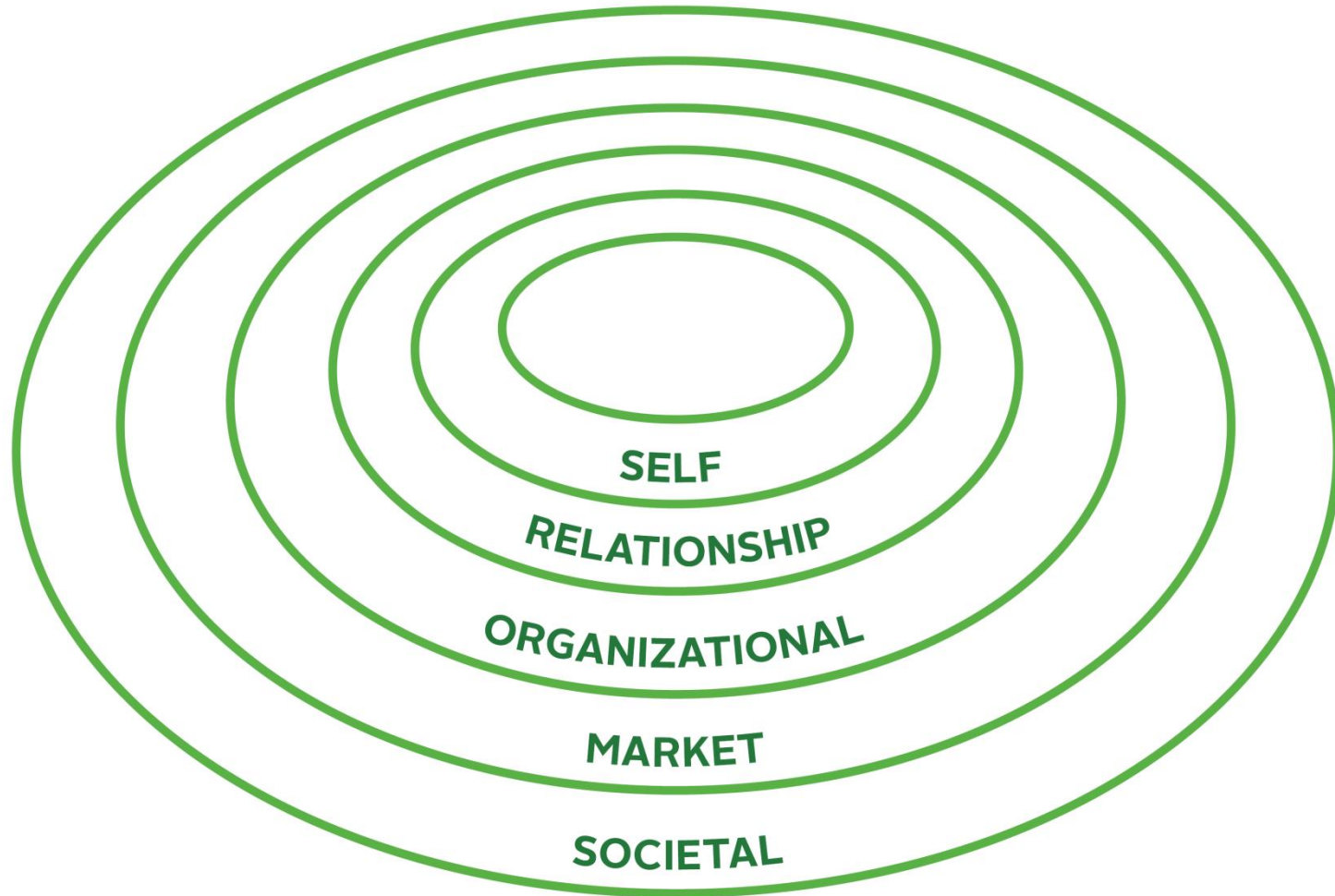


Psychological

Safety

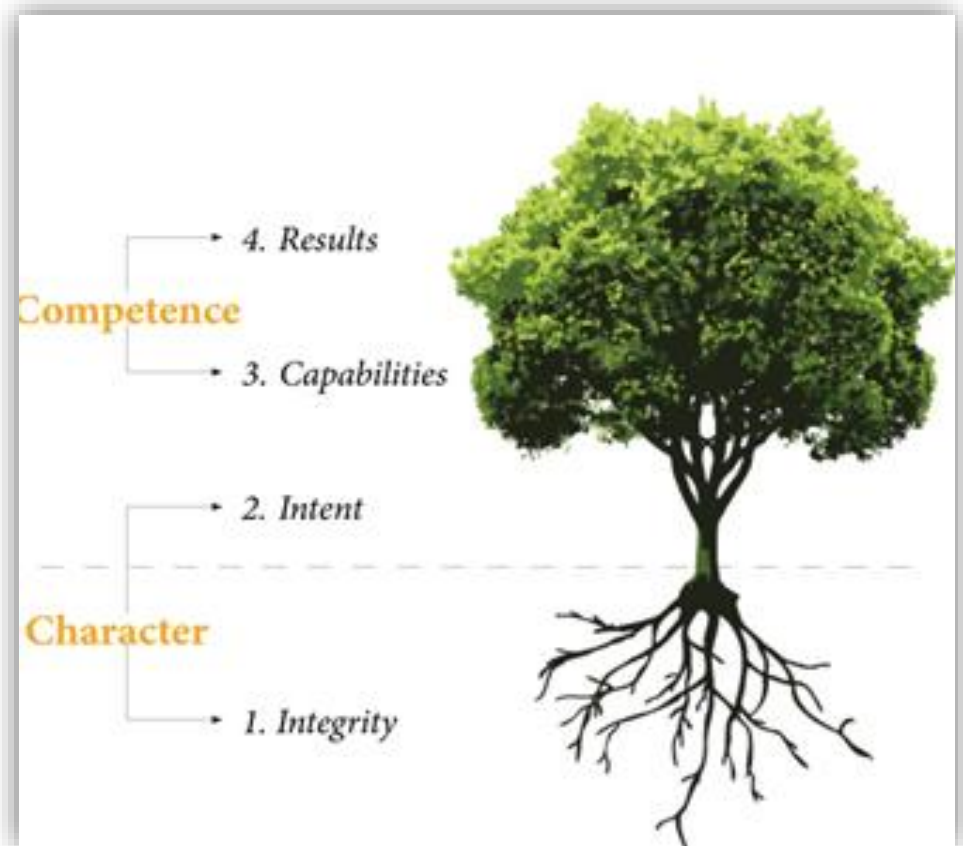


The 5 waves of trust



SELF

- Core 1: Integrity
- Core 2: Intent
- Core 3: Capabilities
- Core 4: Results



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

Talk Straight

- Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions.

Demonstrate Respect

- Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you. Show kindness in the little things. Don't fake caring. Don't attempt to be "efficient" with people.

Create Transparency

- Tell the truth in a way people can verify. Get real and genuine. Be open and authentic. Err on the side of disclosure. Operate on the premise of "What you see is what you get." Don't have hidden agendas. Don't hide information

Right Wrongs

- Make things right when you're wrong. Apologize quickly. Make restitution where possible. Practice service recoveries. Demonstrate personal humility. Don't cover things up. Don't let pride get in the way of doing the right thing.

Show Loyalty

- Give credit freely. Acknowledge the contributions of others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't bad-mouth others behind their backs. Don't disclose others' private information.

Deliver Results

- Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't overpromise and under deliver. Don't make excuses for not delivering.

Get Better

- Continuously improve. Be a constant learner. Develop feedback systems both formal and informal. Act on the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume today's knowledge and skills will be sufficient for tomorrow's challenges

Confront Reality

- Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation. Remove the "sword from their hands." Don't skirt the real issues. Don't bury your head in the sand.

Clarify Expectations

- Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared.

Practice Accountability

- Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear on how you'll communicate how you're doing--and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong.

Listen First

- Listen before you speak. Understand. Diagnose. Listen with your ears--and your eyes and heart. Find out what the most important behaviors are to the people you're working with. Don't assume you know what matters most to others. Don't presume you have all the answers--or all the questions.

Keep Commitments

- Say what you're going to do, then do what you say you're going to do. Make commitments carefully and keep them. Make keeping commitments the symbol of your honor. Don't break confidences. Don't attempt to "PR" your way out of a commitment you've broken.

Extend Trust

- Extend trust abundantly to those who have earned your trust. Learn how to appropriately extend trust to others based on the situation, risk, and credibility (character and competence) of the people involved. But have a propensity to trust. Don't withhold trust because there is risk involved.

Relationship trust

Think of a high trust relationship you have

- ❖ 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?

Think of a low trust relationship you have

- ❖ How does it compare with high trust relationships you enjoy?
- ❖ 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?



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Action period work!

Activity 1: Personal Reflection & Team Assessment Questionnaire

Activity 2: The Importance of Distributed Leadership on Your Team

Activity 3: 13 Behaviours of High Trust Leaders

Optional Activities: Personal Histories Exercise

Joy at Work Exercise





“Great
practical
solutions!”

Informal Webinar

April 19, 2018

1400-1500

culture@bcpsqc.ca

Send us your
questions in
advance!

“Opportunity to
ask questions
and hear
responses from
a coach expert
and others in
the group.”



Next Webinar:

14:00 – 15:00

Thursday April 26th, 2018



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Don't forget webinar evaluations!!

