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Building **trust**
in teams

04-22-2020

Your presenter – Dr. Rachel Cubas-Wilkinson

- Passionate about people development

- Senior Consultant, The Myers-Briggs Company

- Specializes in learning and leadership development for people and organizations globally

- Education:
  - Doctorate: *Transformational Leadership & Change*
  - Masters: *Organizational Leadership*
  - Graduate specialization: *Adult Learning Methods, Curriculum, and Instruction*
  - Bachelors: *Organizational Management*

- Certified in the MBTI® Step I & II, CPI 260®, FIRO-B® and FIRO Business®, Hogan Assessments
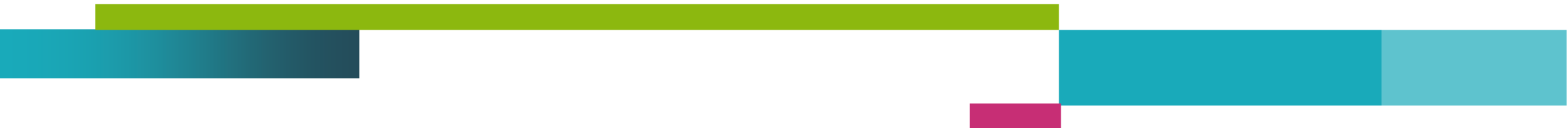
- Based in Jupiter, Fl

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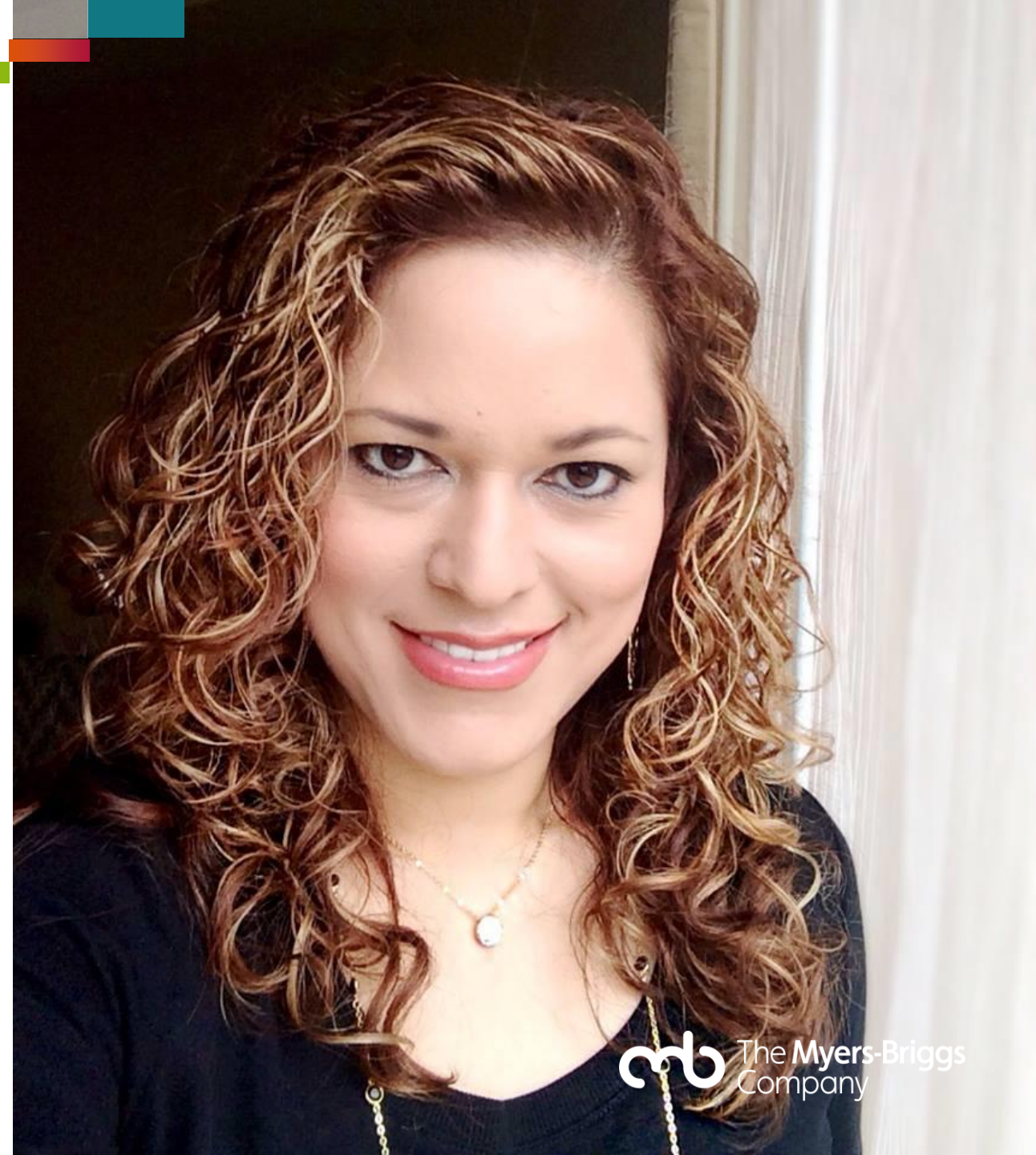
Key learning points

1. **Key benefits of high-trust organizations**

2. **Models of team effectiveness built on trust**

3. **Spotting a lack of trust in teams**

4. **Building Trust Tips**

Trust: What is at Stake?

Trust is the new
bottom line metric

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Benefits of high trust organizations

Please type into *Questions* Pane

What do you think are some of the **benefits of high trust organizations?**

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Benefits of high trust organizations

29%
More life satisfaction

40%
Less burnout

74%
Less stressed

Harvard Business Review

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Benefits of high trust organizations

106% More energy at work

76% More engagement

Harvard Business Review

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Benefits of high trust organizations

50%
Higher productivity

13%
Fewer sick days

50%
Lower Employee Turnover

Harvard Business Review
Great Place to Work Institute

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Benefits of high trust organizations

- Employee well-being

- Lower employee turnover

- Better customer service customers

- Innovation

- Agility

- Strong employer branding

- Superior financial results

Please Type into Questions Pane

If there's 1 high-trust benefit you could improve in your Organization in 2020, what would it be?

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Models of Team Effectiveness Built on Trust

What does Trust have to do with Team Effectiveness?

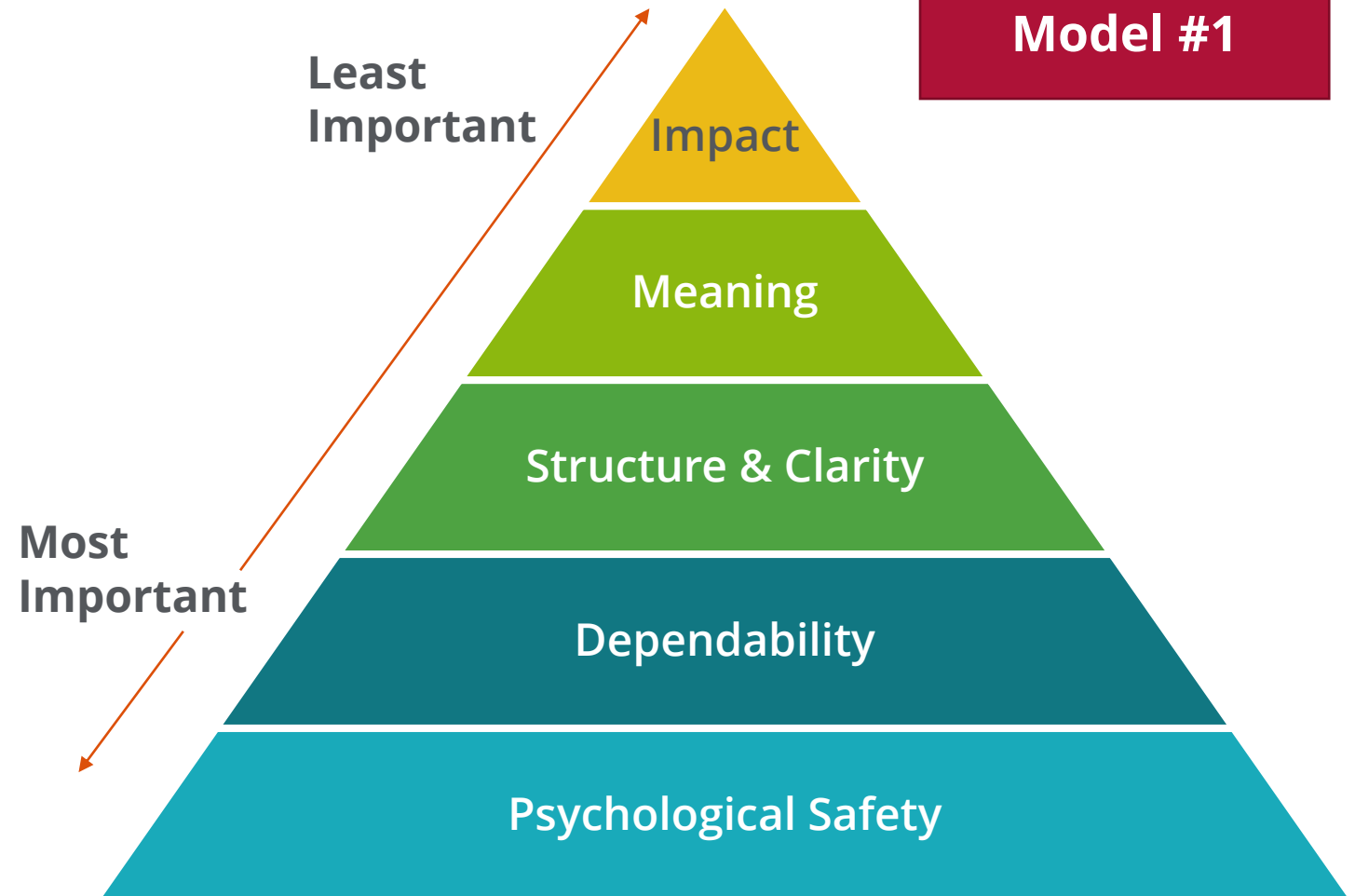*Have those examining teams and team effectiveness* **discovered the role of trust on teams?**

Team Performance and Engagement Models

Model #1

Google's Model of High-Performing Teams

Google discovered high-performing teams have 5 dynamics in common.

The level of Psychological Safety felt by team members is far and away the most important of the five dynamics and directly impacts the other four dynamics.

"Who" is on a team matters less than **"how"** the team members interact, structure their work, and view each other and their contributions.

Least Important

Most Important

Impact

Meaning

Structure & Clarity

Dependability

Psychological Safety

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Team Performance and Engagement Models
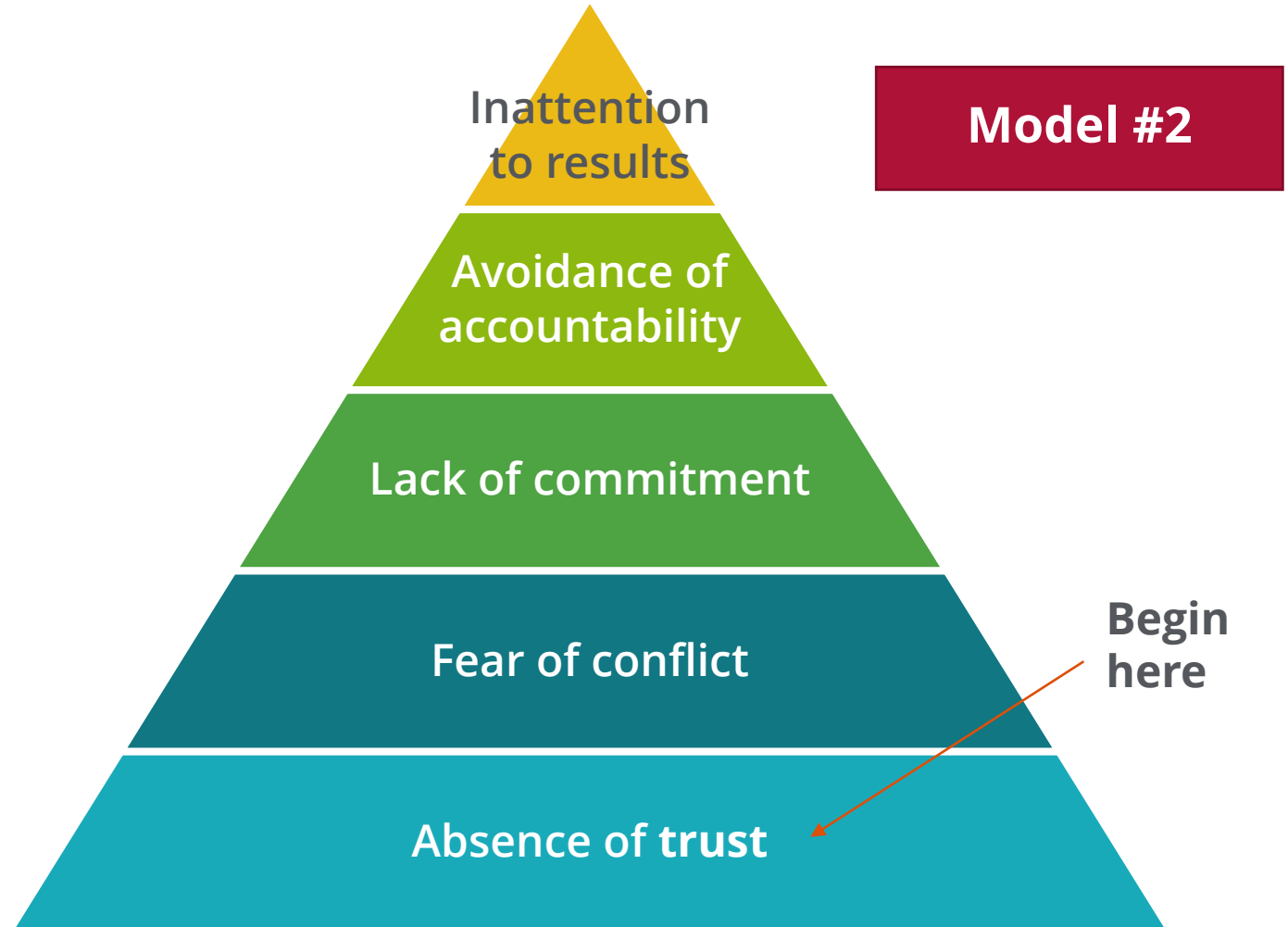
Lencioni's Model of <u>5 Dysfunctions of a Team</u>

There is no team without the presence of trust.

The **Absence of Trust** is a key dysfunction that <u>derails a team's functioning, engagement, satisfaction, and productivity</u>.

Lencioni recommends initial focus on any team development / effectiveness initiative needs to be on **trust among team members.**

Like us, Lencioni advocates using proven models like the MBTI® Assessment & team-building framework to help teams build awareness and openness.

Model #2

Inattention to results

Avoidance of accountability

Lack of commitment

Fear of conflict

Absence of **trust**

Begin here

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To achieve **high performance** teams need to operate on **trust**

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How Does Trust Measure Up in our Global Workforce?

Fewer than ½ of global professionals trust their *employer*, *boss or team/colleagues*.
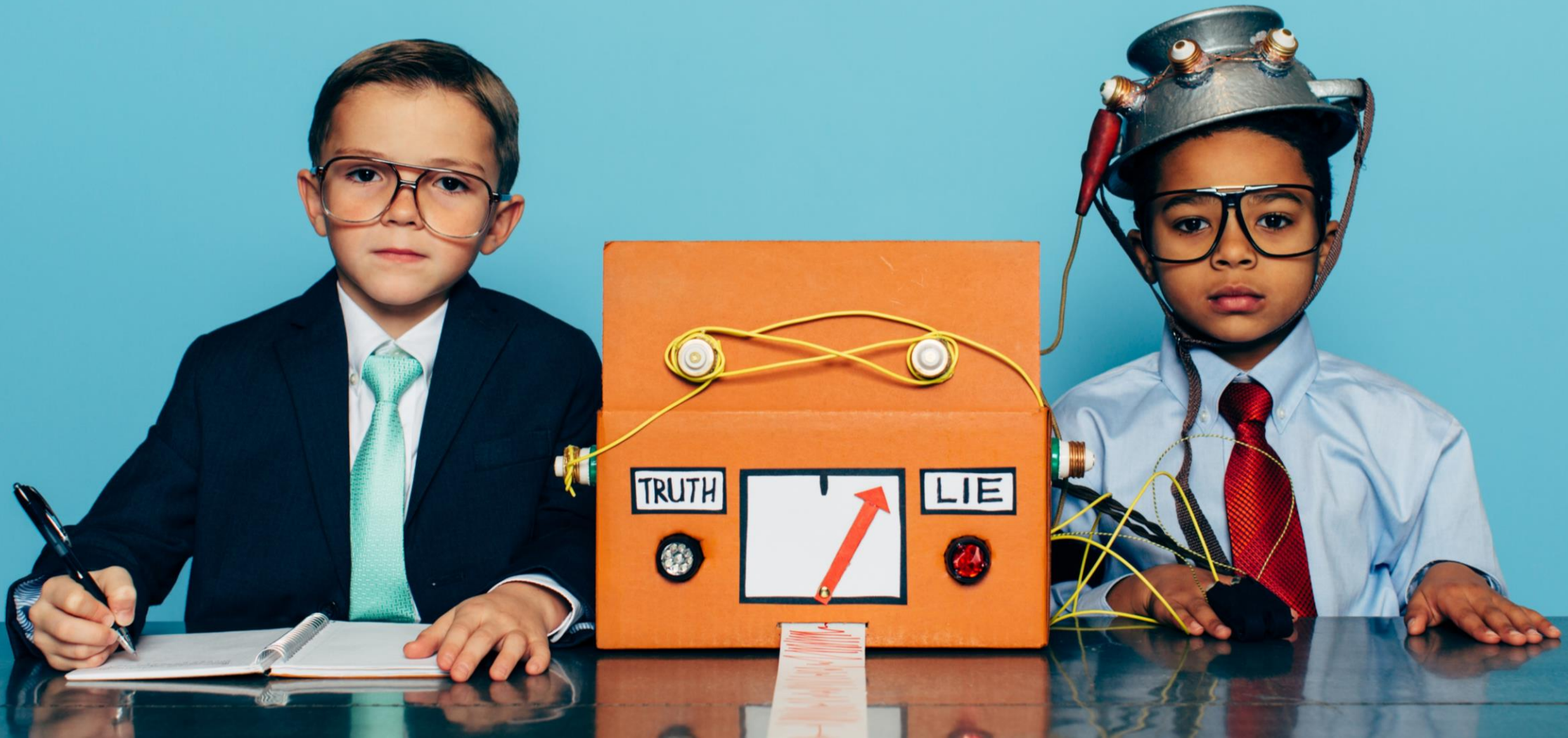
Harvard Business Review

The Stakes

- In its 2016 global CEO survey, PwC reported that **55% of CEOs** think that a lack of trust is **a threat to their organization's growth.**

- **But most have done little to increase trust, mainly because they aren't sure where to start.**

Spotting a Lack of Trust in Teams

Spotting a Lack of Trust in Teams

Co-located Teams

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Virtual or Remote Teams

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Live Poll

What do you think?
Is it easier or harder to spot lack of trust in virtual teamwork settings?

Can Trust be Seen?

- Trust is perceptual.

- On a team, it is about an Individual's perception of:

    - How safe the team is for risk taking in the face of being seen in an undesired light

    - The consequences of taking an interpersonal risk for asking questions, offering new ideas, and admitting a mistake.

- Behavior can at times be an **indicator** of **trust** or the **absence of trust**.

- Those behaviors can be **starting points** for validation, dialogue, commitment, and planning.

Trust Assessment: How is Your Team Doing?

Activity | *Signs that Your Team Needs to Improve*

You will now be invited to do a 5-minute reflection on whether behaviors rooted in a lack of trust may be present on your team.

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Activity | *Signs that Your Team Needs to Improve*

Please think about and a select a work team for this exercise.

Could be a team you are on, a team you manage, or a team you support.

Note: We will use this team throughout the webinar as we apply different tools.
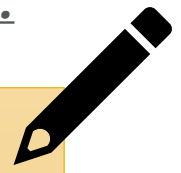

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Activity | *Signs that Your Team Needs to Improve*

Live Pulse Check in ~5 minutes

- We will look at 15 behaviors in total (Not an exhaustive list. You can add more).

- I will show you 3 behaviors at one time.

- As each set of behaviors is revealed, make a quick note to yourself whether <u>0, 1, 2, or all 3</u> of the behaviors on that slide are present on your team.

- As we go along, you can share your answer if you feel comfortable doing so.

- Ultimately, we don't know which team you are thinking about and this **exercise is for you.** Be as accurate as possible.

Write Down for Each Slide:

" <u>0, 1, 2, or 3</u> of the behaviors on this slide are present on my team"

Share your responses, if you feel comfortable doing so.

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Slide 1 of 5

- **Fear of asking for or giving constructive feedback**
- **Hesitance around expressing ideas, especially if divergent**
- **Reticence to ask clarifying or "silly" questions**

Write Down for this slide:

" 0, 1, 2, or 3 of the behaviors on this slide are present on my team"

Share your responses, if you feel comfortable doing so.

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- **Team has poor visibility into project priorities or progress**
- **Team members are reticent to assume responsibility for tasks or problems**
- **Team members feel others are not always dependable**

Write Down for this slide:

" 0, 1, 2, or 3 of the behaviors on this slide are present on my team"

Share your responses, if you feel comfortable doing so.

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- **Reticence to admit a mistake**
- **Fear of failure and how they will be treated or perceived afterwards**
- **Reticence to allow all team members to have a voice in decision making or brainstorming**

Write Down for this slide:

" 0, 1, 2, or 3 of the behaviors on this slide are present on my team"

Share your responses, if you feel comfortable doing so.

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Slide 4 of 5

- **Fear of brainstorming together**
- **Lack of communication around projects, priorities, problems, and when delays occur**
- **Lack of clarity around team and project goals and how to accomplish them**

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- **Team members feel they don't have autonomy and ownership over their work**
- **Team members feel their perspective is not understood, considered, or integrated**
- **Individuals lack understanding as to the responsibilities / contributions of team members**

Write Down for this slide:

" 0, 1, 2, or 3 of the behaviors on this slide are present on my team"

Share your responses, if you feel comfortable doing so.

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Please add the total # of behaviors you identified as present / occurring on the team you selected

1. Fear of asking for or giving constructive feedback
2. Hesitance around expressing ideas, especially if divergent
3. Reticence to ask clarifying or "silly" questions
4. Team has poor visibility into project priorities or progress
5. Team members are reticent to assume responsibility for tasks or problems

6. Team members feel others are not always dependable
7. Reticence to admit a mistake
8. Fear of failure and how they will be treated or perceived afterwards
9. Reticence to allow all team members to have a voice in decision making or brainstorming
10. Fear of brainstorming together
11. Lack of communication around projects, priorities, problems, and when delays occur

12. Lack of clarity around team and project goals and how to accomplish them
13. Team members feel they don't have autonomy and ownership over their work
14. Team members feel their perspective is not understood, considered, or integrated
15. Individuals lack understanding as to the responsibilities / contributions of team members

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Activity | Interpreting Results

Score	Comments
0-1	**Great!** **Consider inviting others on the team to evaluate as well to add additional perspective and to validate results.**
2-4	**Pretty Good.** **Consider a guided team dialogue in an upcoming meeting to explore these behaviors together and ask team members to reflect on where they see potential issues. Consider also individual and anonymized evaluations by each team member to gain perspective.**
5-15	**Red Flags.** **Consider the implications of these behaviors on employee wellbeing, engagement, and the bottom line. Consider taking immediate actions for evaluating and working on team trust.**

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Type in Question Pane

How is your team doing?

Now What?

Team Trust Action Planning: Step-by-Step

STATUS	STEP
✓	**Step 1**: Select a team you are on / manage / support.
✓	**Step 2**: Are the behaviors listed (plus any you would like to add) occurring on the team?

EVALUATING TEAM TRUST GUIDE

Evaluating Trust in Teams

To achieve high performance, teams need to operate on trust.

Trust is a perception and the levels of trust on a team can often be difficult to ascertain. At times, looking for behavioral indicators of trust can be a useful first step in evaluating and building trust on a team.

Spotting a lack of a trust on a team can be challenging. This document walks you through one possible framework for evaluating and building trust on a team. This guiding framework includes six sequential steps, as listed below.

Summary of the Process:

1. Select a team you are on/manage/support
2. Evaluate the team using the sample checklist for spotting a lack of trust on the team
3. Return to your list to identify the frequency of observed behaviors
4. Prioritize the most pressing issues for your team
5. Complete an action plan for each pressing issue
6. Re-assess for positive gains/iterate

This framework can be used for additional teams you might be a part of, manage, or support in some capacity.

Let's begin.

Step 1: Select a team you are on/manage/support

Please identify a team you would like to evaluate. This could be a team you are a part of, manage, or support. Keep this team in mind as you walk through each of the remaining steps.

For your reference, list the team name / description and the date of evaluation in the boxes below:

TEAM NAME / DESCRIPTION	EVALUATION DATE

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Frequency + Prioritization

EVALUATING TEAM TRUST GUIDE		Not occurring	Happening Somewhat	Happening Frequently
1	Fear of asking for or giving constructive feedback			✔
2	Hesitance around expressing ideas, especially if divergent			✔
3	Reticence to ask clarifying or "silly" questions	✔		
4	Team has poor visibility into project priorities or progress		✔	
5	...			

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Action Planning

Step 5: Complete an action plan for each pressing issue

List the top 3-5 behaviors you marked as most pressing in Step 3. Next, fill in the action planning sections to begin to identify ways you might go about addressing each one.

Example:

BEHAVIOR	CHANGE OF ACTION NEEDED	TASKS REQUIRED	SUCCESS CRITERIA OR CHECKPOINTS

5 Strategies for Building Trust on Teams

5 Strategies for Building Trust on Teams

1 Clarify Common Goals

2 Enable Best Work

3 Promote Account-ability

4 Humanize Team Members

5 Enhance Commun-ication

Building Trust in Teams

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Strategy #1: Clarify Common Goals

Clarify Common Goals

- **Challenging but Achievable Goals**
- **Common team goals to promote collaboration (vs. competition)**
- **Clear responsibilities of team members**

How to Apply:

Sample Activities:

Stop	Start	Continue
…	…	…

What we're doing	What is working well	What needs improvement
…	…	…

What do we want to improve?	What will we do differently?	How will we know when it's done?
…	…	…

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Strategy #2: Enable Best Work

Enable Best Work

- Autonomy
- Personal Choice in Work
- Connection to Team & Org Goals
- Meaning in Work
- Remove Barriers
- Boost individual self-awareness to help draw from strengths

How to Apply:

Sample Activities:

Stop	Start	Continue
…	…	…

What we're doing	What is working well	What needs improvement
…	…	…

What do we want to improve?	What will we do differently?	How will we know when it's done?
…	…	…

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Strategy #3: Promote Accountability

Promote Accountability

- **Recognize Excellence in projects or tasks**
- **Reward dependability**
- **Watch for Dependencies (frustrations, bottlenecks)**
- **Manager / Leader follow-through**

How to Apply:

Sample Activities:

Stop	Start	Continue
…	…	…

What we're doing	What is working well	What needs improvement
…	…	…

What do we want to improve?	What will we do differently?	How will we know when it's done?
…	…	…

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Strategy #4: Humanize Team Members

Humanize Team Members

- Showcase individual contributions
- Provide team opportunities that encourage openness and understanding
- Resolve conflict
- Address negative relationships
- Turn Team Diversity into Team Chemistry

How to Apply:

Sample Activities:

Stop	Start	Continue
...	...	...

What we're doing	What is working well	What needs improvement
...	...	...

What do we want to improve?	What will we do differently?	How will we know when it's done?
...	...	...

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Humanizing Team Members

ENTJ

Thomas, IT Manager

INTP

Phoebe, CEO

ESTJ

Judy, VP Operations

Claire, Programmer

ENFP

Maria, Customer Support Lead

ISFJ

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Humanizing Team Members

ENTJ — Thomas, IT Manager

INTP — Phoebe, CEO

ESTJ — Judy, VP Operations

ENFP — Claire, Programmer

ISFJ — Maria, Customer Support Lead

"Since the MBTI team development event, **trust has improved considerably** across the team and each team member is empowered to bring their unique style and get to the core of the problem much more effectively and efficiently."

"Where teams understand each other and there is trust, **communication starts to flow naturally**... **Since using the MBTI, people are reporting marked improvements in personal effectiveness**, and have a much more productive perception of their colleagues."

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Strategy #5: Enhance Communication

Enhance Communication

- **Clear and consistent communication norms**
- **Cascade communication**
- **Organizational Transparency**
- **Manager / Leader Transparency**
- **Peer-to-peer Transparency**

How to Apply:

Sample Activities:

Stop	Start	Continue
…	…	…

What we're doing	What is working well	What needs improvement
…	…	…

What do we want to improve?	What will we do differently?	How will we know when it's done?
…	…	…

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5 Strategies for Building Trust on Teams

Clarify Common Goals	Enable Best Work	Promote Accountability	Humanize Team Members	Enhance Communication
• Challenging but Achievable Goals • Common team goals to promote collaboration (vs. competition) • Clear responsibilities of team members	• Autonomy • Personal Choice in Work • Connection to Team & Org Goals • Meaning in Work • Remove Barriers • Boost	• Recognize Excellence in projects or tasks • Reward dependability • Watch for Dependencies (frustrations, bottlenecks) • Manager /	• Showcase individual contributions • Provide team opportunities that encourage openness and understanding • Resolve conflict • Address negative	• Clear and consistent communication norms • Cascade communication • Organizational Transparency • Manager / Leader Transparency • Peer-to-peer Transparency

Live Poll

What is your most pressing strategy for the team you selected?

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Apply your learning

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Next Steps

- **Work through key steps for Evaluating and Building Trust on Your Team:**
  - Select a team
  - Evaluate team behaviors using the sample checklist for spotting a lack of trust on the team
  - Identify the frequency of observed behaviors
  - Prioritize the most pressing issues for your team
  - Complete an action plan for each pressing issue
  - Re-assess for positive gains/iterate

And Always:

- **Invite the participation of others and engage them in the process**

- **Bring in Outside Help**

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Thank you!

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