



Instills Trust

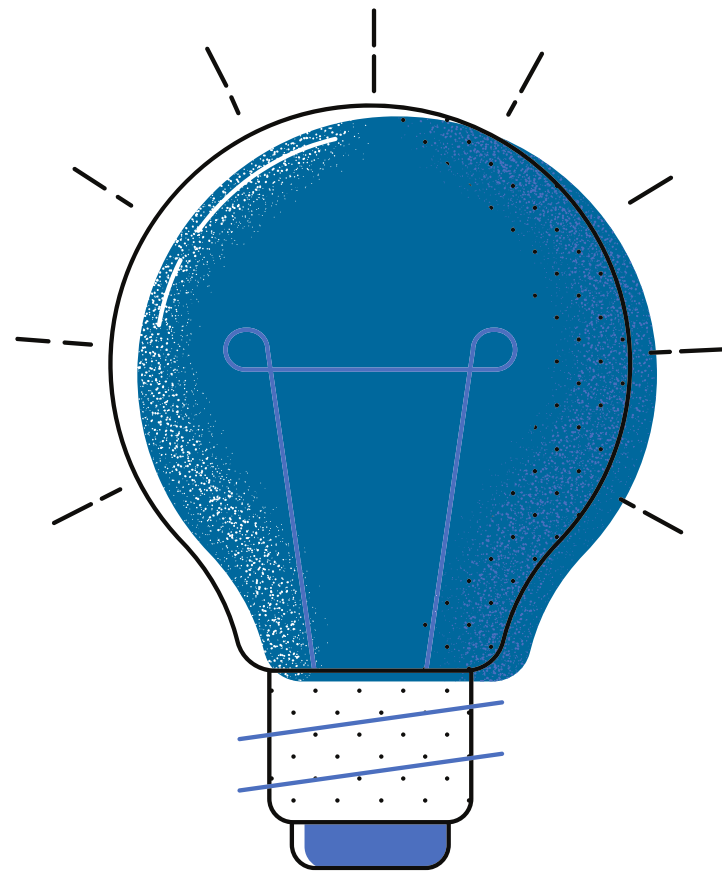
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mark s kenny
...

In Pairs

Think of someone you've worked with whom you really trusted.

What did they do that made it easy to trust them?



Instills Trust

Gaining the confidence and trust of others through honesty, integrity, and authenticity.

Instills Trust: Skilled Behaviors

- ✓ Follows through on commitments.
- ✓ Is seen as direct and truthful.
- ✓ Keeps confidences.
- ✓ Practices what he/she preaches.
- ✓ Shows consistency between words and actions.

Instills Trust : Less Skilled Behaviors

- ✓ Lacks consistent follow-through on commitments.
- ✓ Betrays confidences and covers up mistakes.
- ✓ Misrepresents facts for personal gain.
- ✓ Has trouble keeping confidences.
- ✓ Makes promises but doesn't always keep them.

Instills Trust : Possible Causes of Lesser Skill

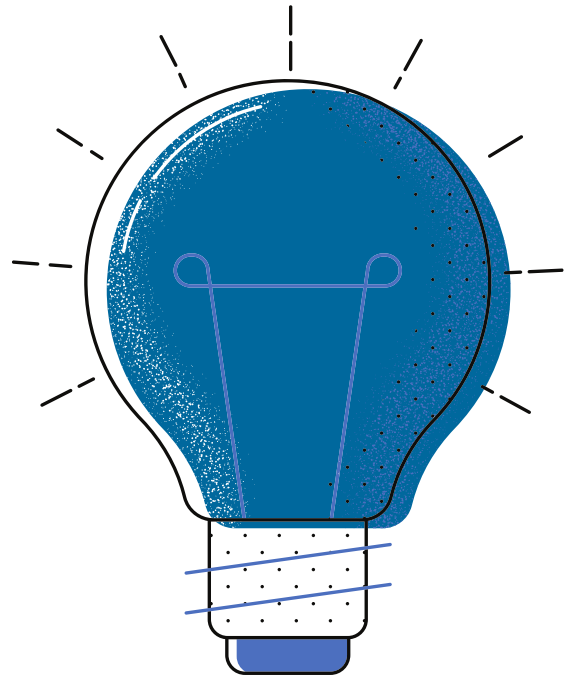
- ✓ Lacks follow-through.
- ✓ Guarded; holds back.
- ✓ Won't admit mistakes.
- ✓ Breaks confidentiality.
- ✓ Overpromises.
- ✓ Doesn't "walk the talk."
- ✓ Puts self-interests first.
- ✓ Avoids sharing information.
- ✓ Bends the rules.
- ✓ Unclear about own values.

Three Ways to Instill Trust

- ✓ EARN TRUST: Give people reason to trust me.
- ✓ BE VULNERABLE: Be willing to be vulnerable with others.
- ✓ REPAIR TRUST: Respond when trust has been weakened.

What is required of me to instill trust now?

Choose a Relationship



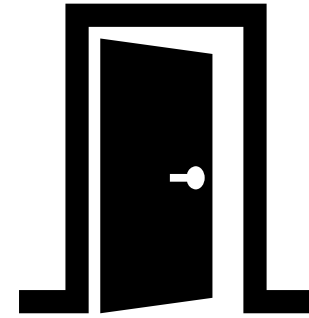
Think of one person where trust matters to your ability to lead effectively.

Write their name or role down.

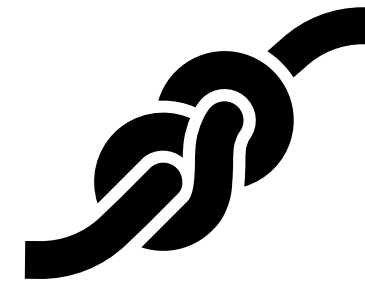
Our Agenda



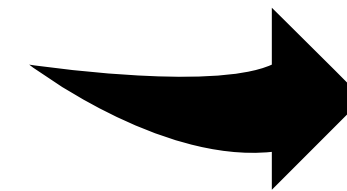
PART 1: EARN
TRUST



PART 2: BE
VULNERABLE



PART 3:
REPAIR
TRUST



Takeaways

ABCD Trust Model

ABLE

People have confidence
that I can get the job
done.

*Do I demonstrate
competence?*

A

B

BELIEVABLE

I act with integrity.

*Do I act with honesty and
integrity?*

CONNECTED

I care about others.

*Do I demonstrate care
and concern?*

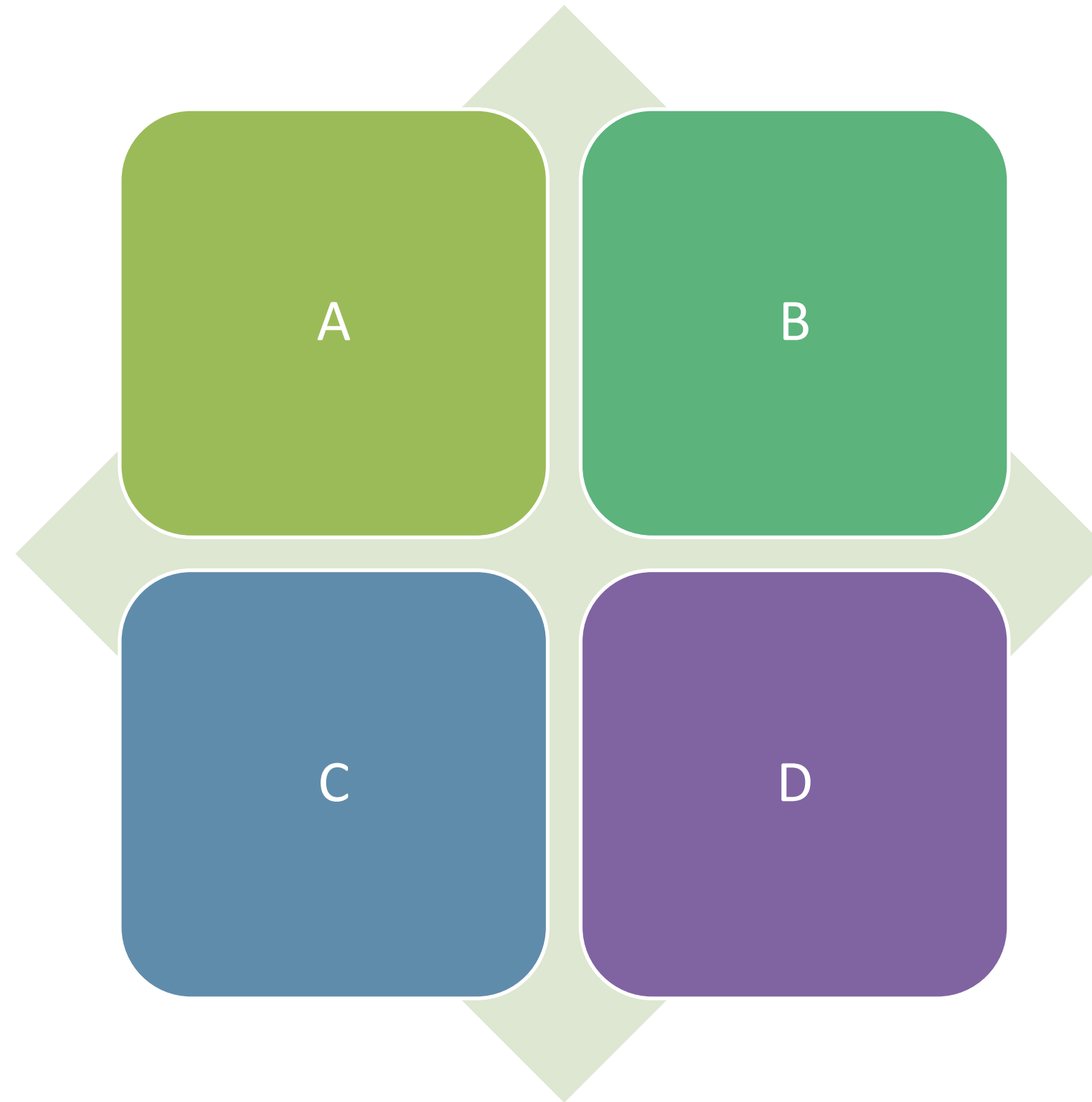
C

D

DEPENDABLE

I honor commitments.

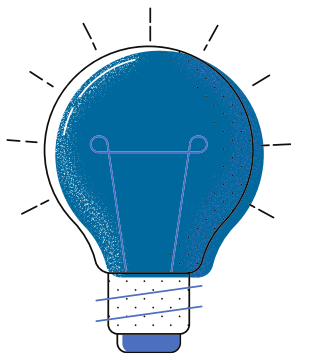
Do I do what I say I'll do?



ABLE:

Do I demonstrate competence?

Table Scenarios



Scenario 1: You need to make a decision, but you don't have all the information you'd like.

Scenario 2: You're dealing with a problem you haven't encountered before, and the answer isn't obvious.

Scenario 3: You're responsible for achieving an outcome, but much of what needs to happen depends on people you don't directly control.

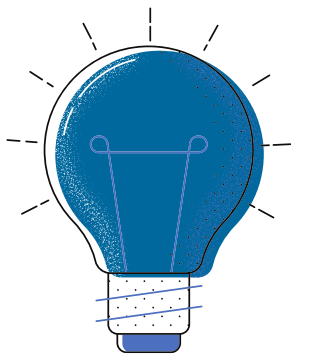
Answer the following question at your table for your scenario:

What would a capable leader DO in this situation that would give others confidence in their competence?

Make Sound Decisions

- Clarify what information is essential vs. nice to have
- Ask good questions
- Seek perspectives or expertise
- Weigh risks/tradeoffs
- Use judgment
- Make the decision when it's time

Table Scenarios



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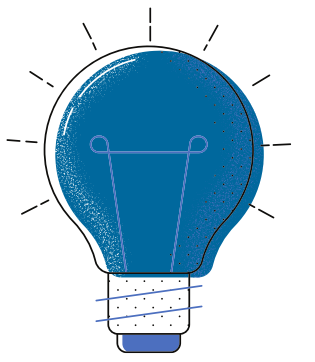
Answer the following question at your table for your scenario:

What would a capable leader DO in this situation that would give others confidence in their competence?

Solve Problems

- Get clear on the actual problem
- Stay curious rather than jumping to a solution
- Involve people with relevant knowledge
- Break the problem down
- Try something
- Learn and adjust
- Keep moving toward resolution

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Scenario 1: You need to make a decision, but you don't have all the information you'd like.

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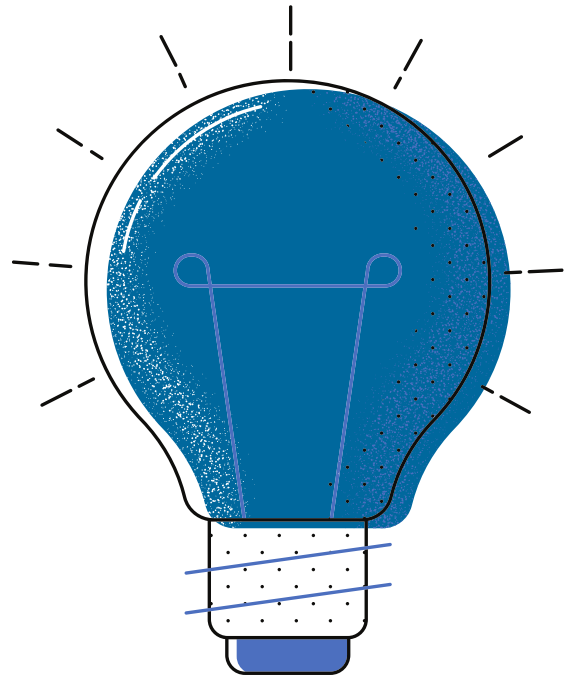
Answer the following question at your table for your scenario:

What would a capable leader DO in this situation that would give others confidence in their competence?

Achieve Results

- Clarify the outcome
- Identify what needs to happen
- Build alignment
- Influence and engage others
- Mobilize resources
- Track progress
- Remove obstacles
- Adjust when things change
- Follow through to completion

Apply to Your Relationship



Think about the person you chose earlier.

What do they need confidence in your ability to do?

What could you do more consistently that would strengthen that confidence?

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Do I do what I say I'll do?

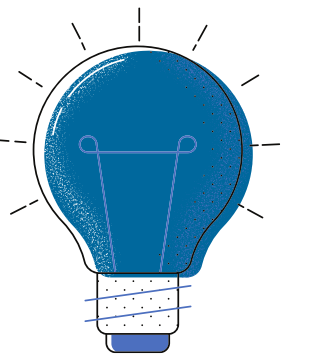
BELIEVABLE:

Do I act with honesty and integrity?

Believable Behaviors

- Keep confidences
- Admit when wrong
- Be honest
- Avoid talking behind people's backs
- Be sincere
- Be nonjudgmental
- Show respect

Groups of Three Scenarios

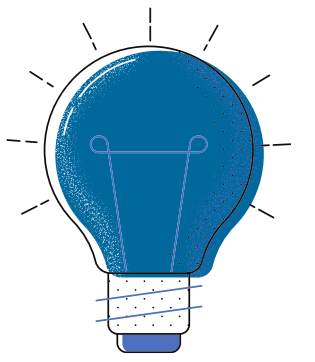


You made a decision that didn't work out. You could explain it in a way that minimizes your responsibility.

Answer the following question in groups of three for the scenario:

What would a believable leader do?

Groups of Three Scenarios

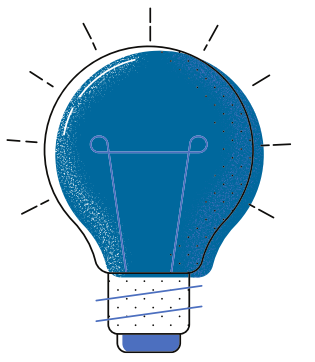


You have information that affects members of your team, but you're not permitted to share it yet. They're asking you direct questions and becoming frustrated because they think you're withholding information.

Answer the following question in groups of three for the scenario:

What would a believable leader do?

Groups of Three Scenarios

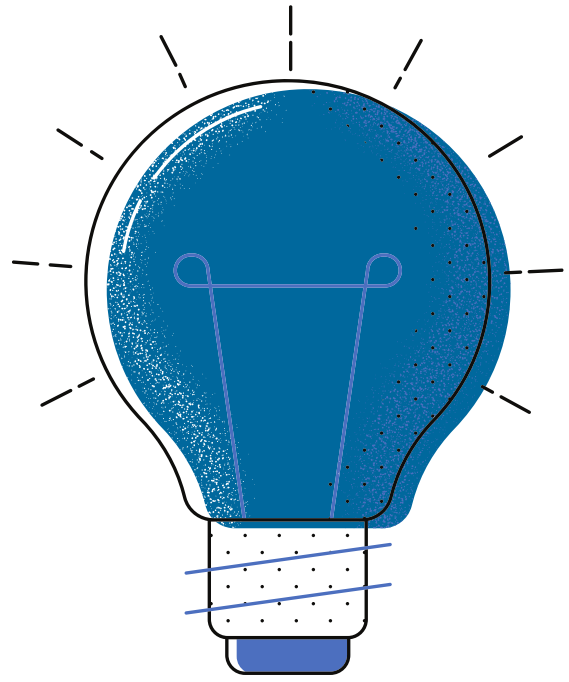


A high performer you really value violates an expectation you would address immediately with someone else.

Answer the following question in groups of three for the scenario:

What would a believable leader do?

Apply to Your Relationship



Think about the person you chose earlier.

What might they be experiencing that strengthens, or weakens, their confidence in my integrity?

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CONNECTED:

Do I demonstrate care and concern?

Three Ways People Experience Care

(1) SEE PEOPLE

- Show genuine interest
- Pay attention to what's going on with them
- Recognize their effort and contribution
- Get to know them
- Show empathy

Three Ways People Experience Care

(2) LISTEN TO PEOPLE

- Ask questions
- Listen without immediately fixing
- Ask for input
- Seek feedback
- Incorporate others' ideas when appropriate

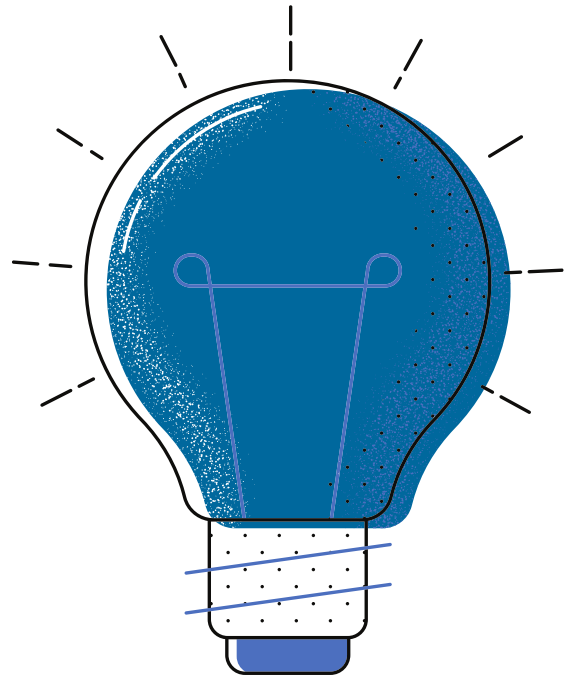
Three Ways People Experience Care

(3) LET PEOPLE SEE YOU

- What you're thinking
- What you're concerned about
- What you know/don't know
- Why something matters to you
- Some appropriate personal experience
- Your own uncertainty

Being direct and kind

Apply to Your Relationship



Think about the person you chose earlier.

Which might they need more of from you: for you to see them, listen to them, or let them see more of you?

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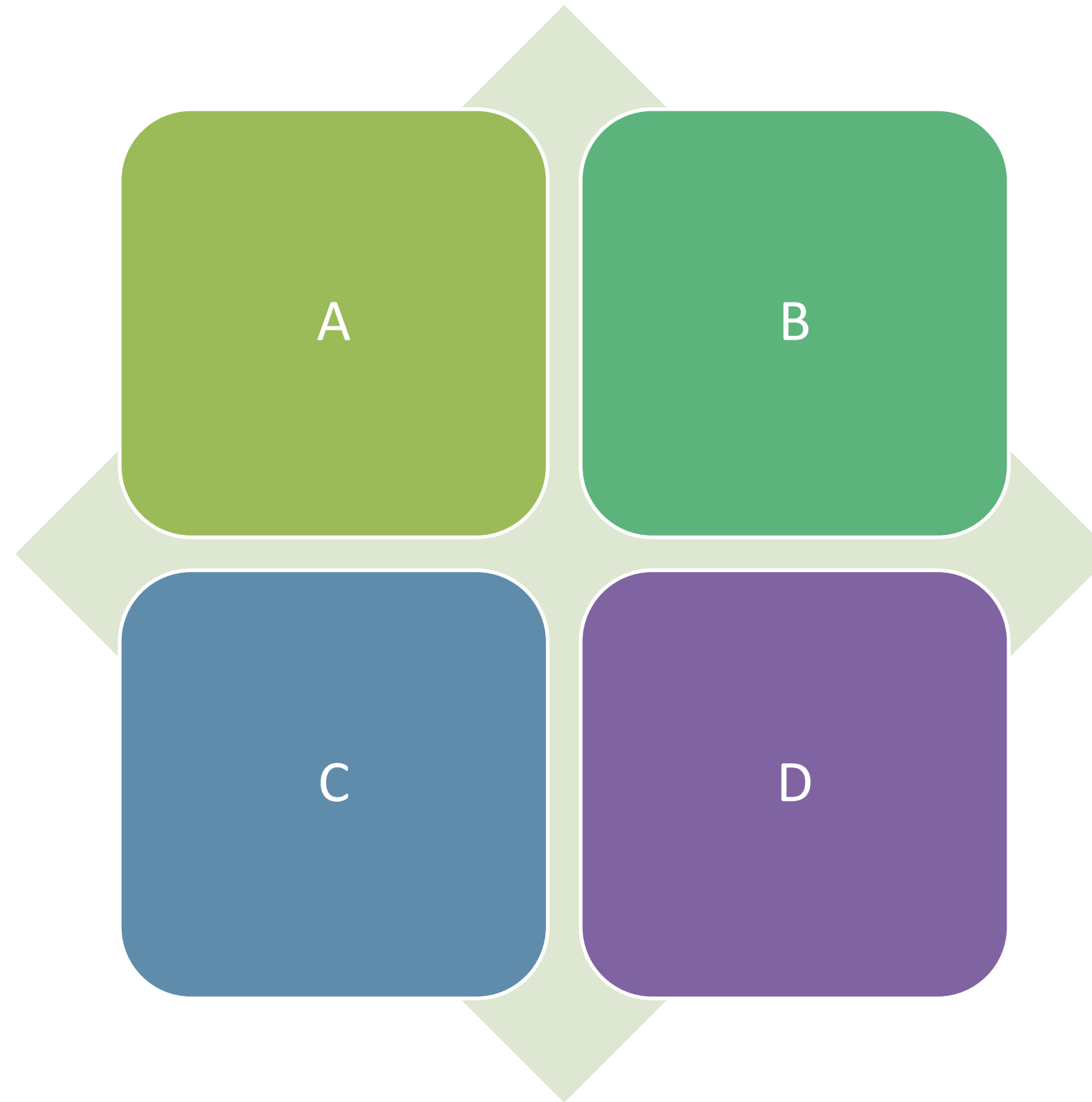
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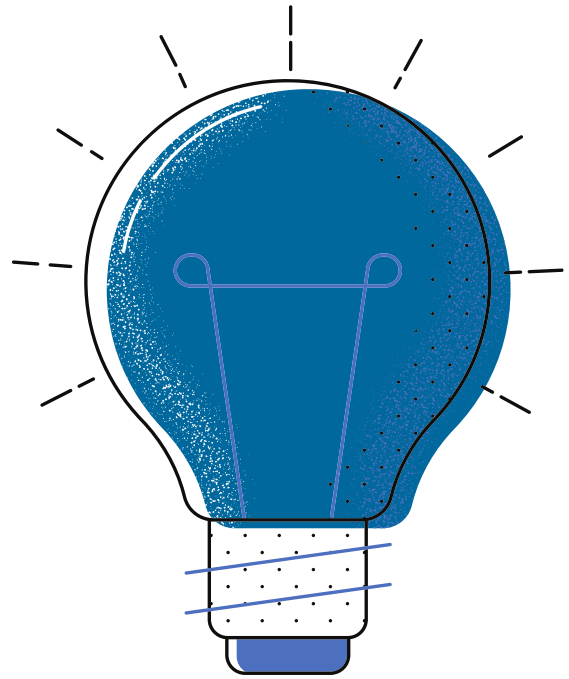


DEPENDABLE:
I honor commitments.

Three Practices of Dependable Leaders

- (1) MAKE CLEAR COMMITMENTS
- (2) FOLLOW THROUGH
- (3) COMMUNICATE WHEN THINGS
CHANGE

Apply to Your Relationship



Think about the person you chose earlier.

What are they currently counting on you for?

What do you need to deliver, clarify, renegotiate, or follow up on?

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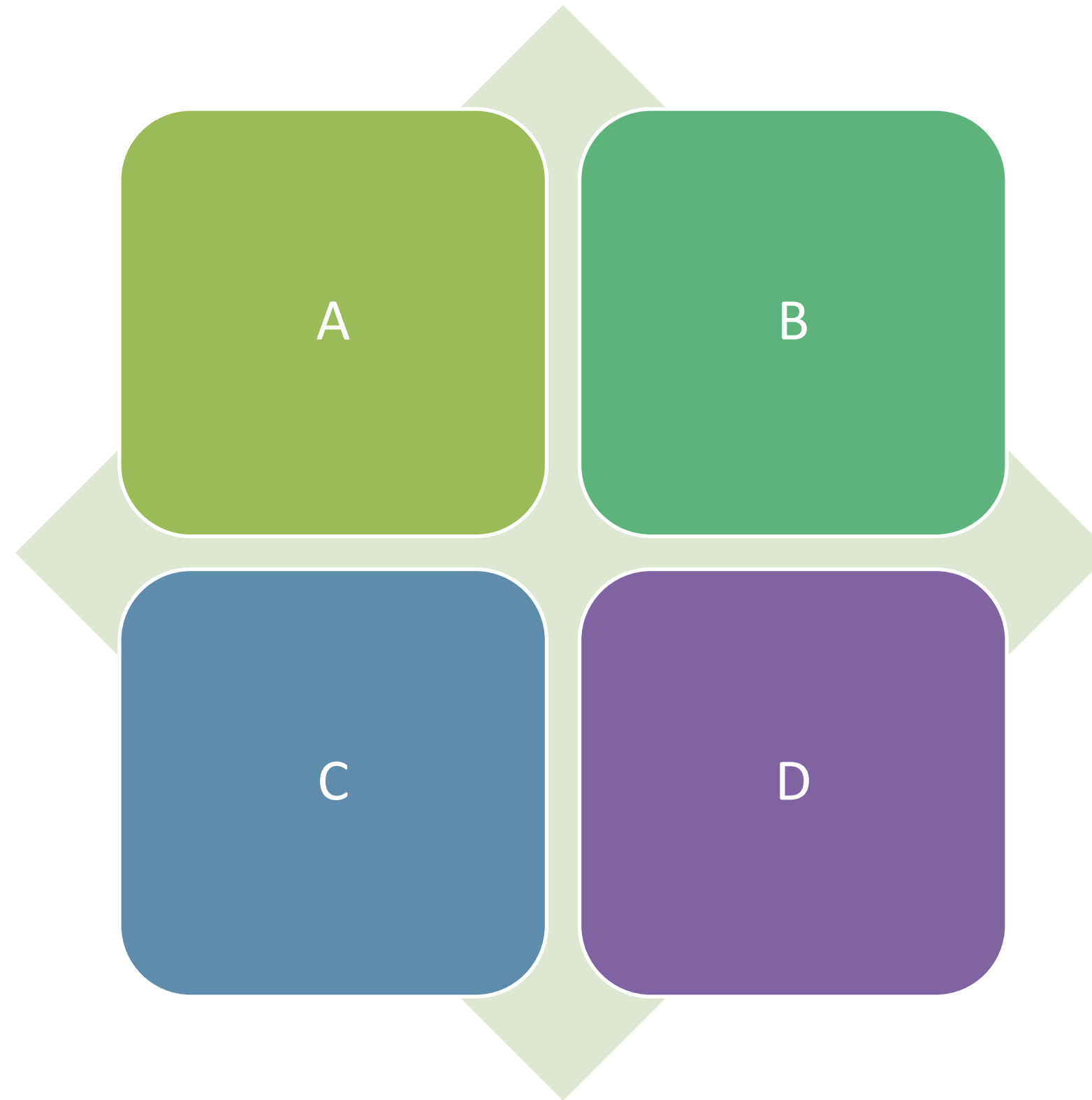
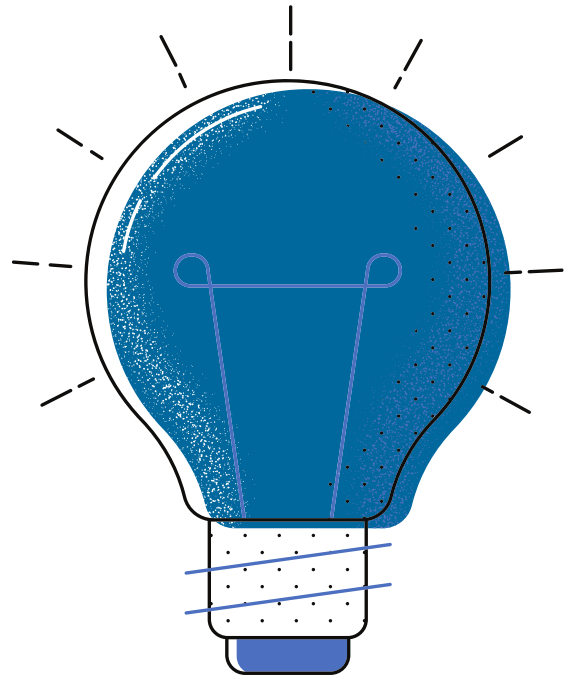


Table Application



Suppose you're stepping into a new role, joining a new unit, or inheriting a new team. People don't have much experience with you yet. How could you intentionally give them evidence of each of the four dimensions?

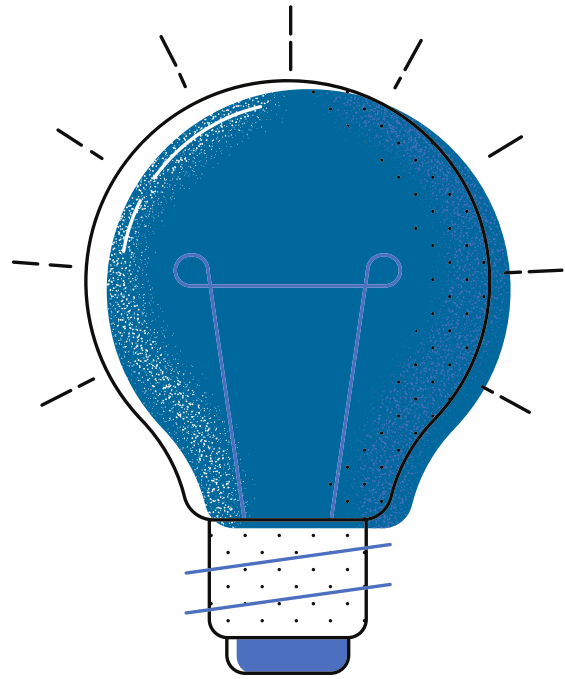
Able: what would they need to see?

Believable: what would they need to see?

Connected: what would they need to see?

Dependable: what would they need to see?

Apply to Your Relationship



Think about the person you chose earlier.

Where am I strongest (ABCD)?

Where might this person have reason to hesitate?

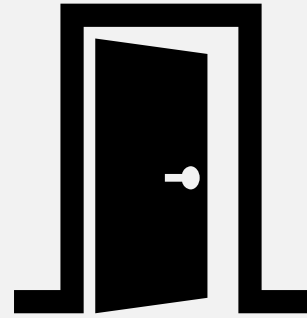
Which dimension—Able, Believable, Connected, or Dependable—most needs my attention?

What is required of me to instill trust now?

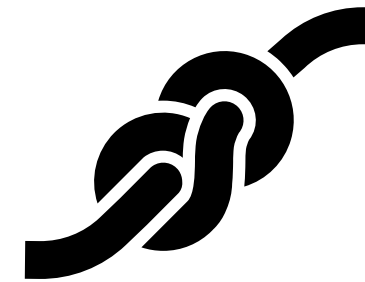
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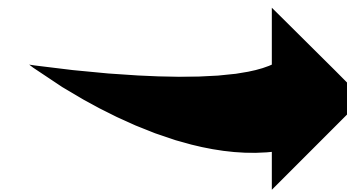
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TRUST



PART 2: BE
VULNERABLE



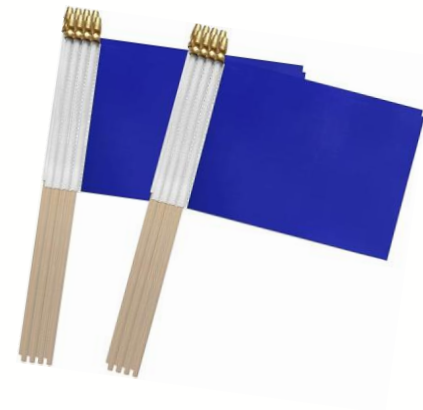
PART 3:
REPAIR
TRUST



Takeaways

FLAG poll

PRACTICE: In what year did TDMHSAS get its current name?



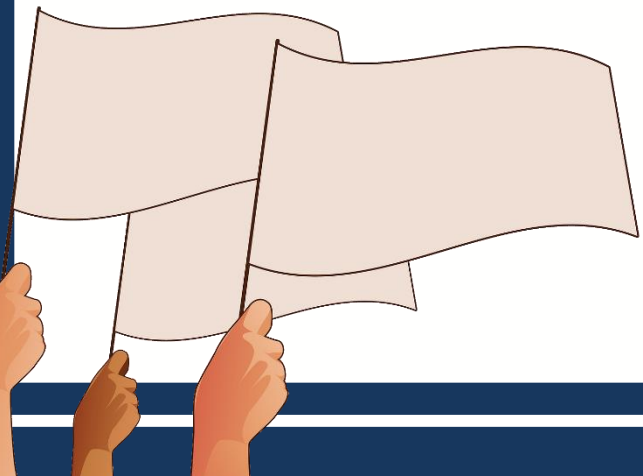
Blue
1692



White
2003

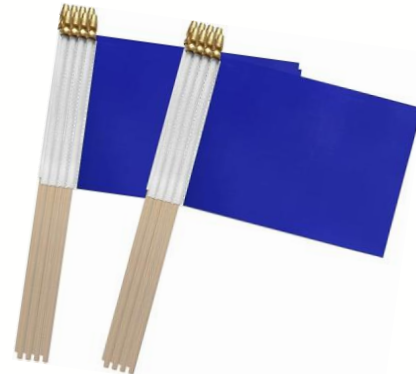


Green
2012



FLAG poll

#1: Which **type of trust** is needed for a team to work together cohesively?



Blue

An irrevocable trust



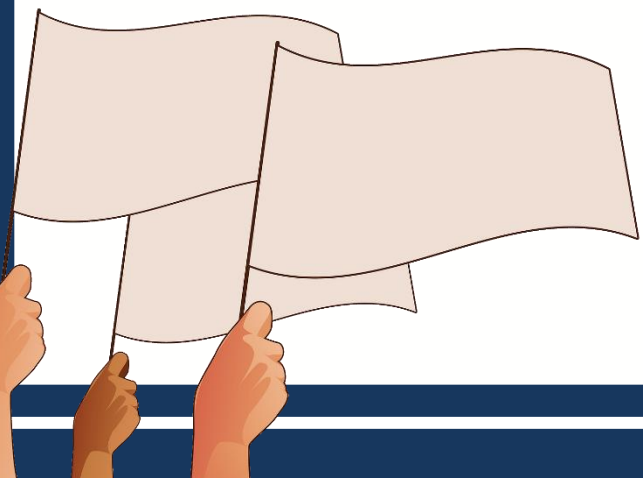
White

Vulnerability-based trust



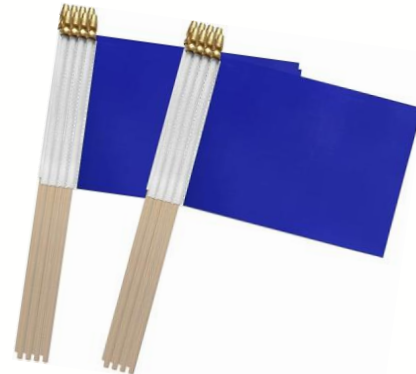
Green

Predictive trust



FLAG poll

#2: Which of the following best describes
vulnerability-based trust?



Blue

The ability to predict a person's behavior.



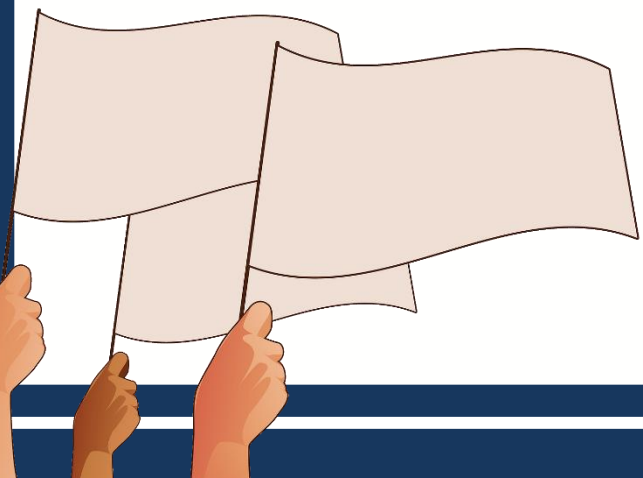
White

Trusting that my team members will use my vulnerabilities against me.



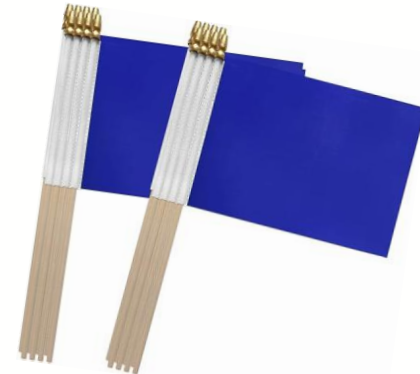
Green

Team members are genuinely open with one another about mistakes and weaknesses.



FLAG Poll

#3: When we are exhibiting **vulnerability-based trust**, our energy is focused on:



Blue

Finding the best solutions and making the best decisions for the team.



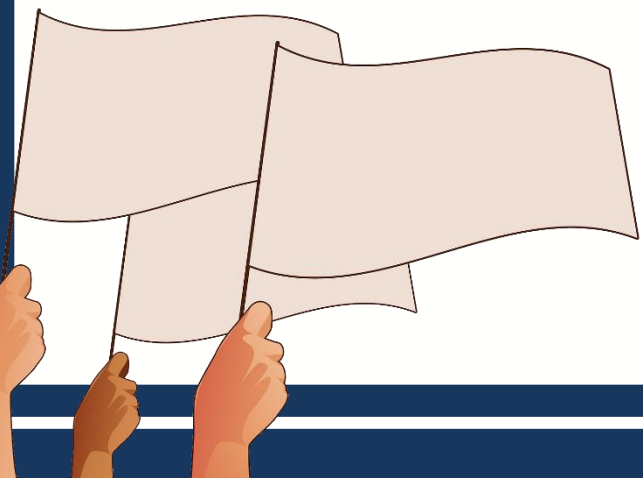
White

Managing my behaviors and interactions with the group so they will have the right effect.



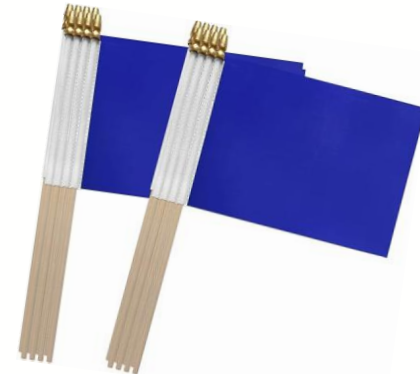
Green

Concealing my vulnerabilities and weaknesses.



FLAG poll

#4: Which of the following statements DO NOT demonstrate **vulnerability-based trust**?



Blue

John always gets his work done.



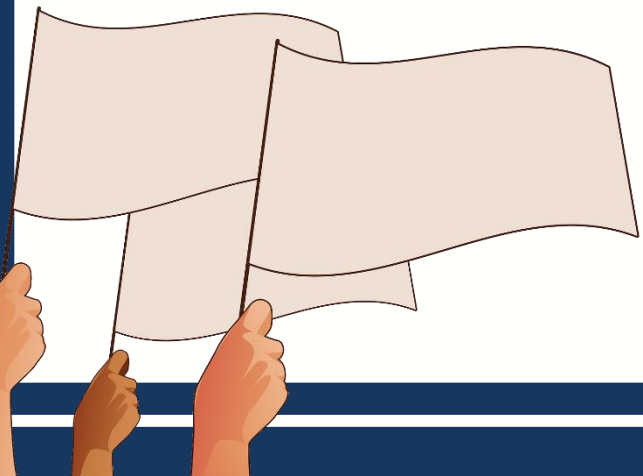
White

I'm sorry. I was wrong.



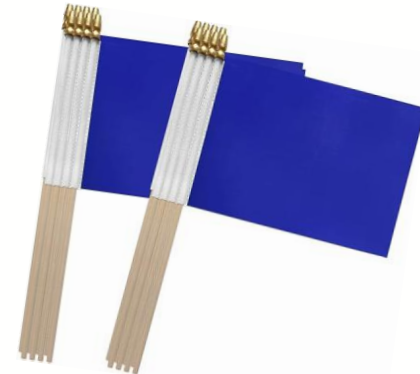
Green

I have a crazy idea.



FLAG poll

#5: What is a **likely outcome** when a team regularly practices vulnerability-based trust?



Blue

Fail to take advantage of the best ideas and opportunities.



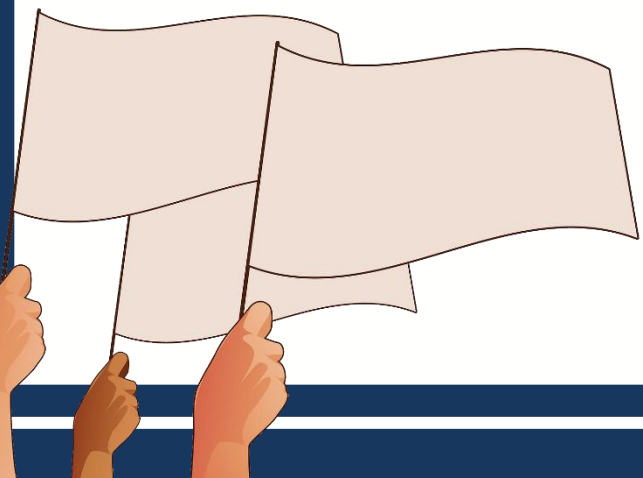
White

Spends more time on important issues and less time on politics or unnecessary turbulence.



Green

Waste more time in meetings.



What Vulnerability-Based Trust Sounds Like

I was wrong

I made a
mistake

I need help

I'm not sure

You are better
than I am at
that.

I am sorry

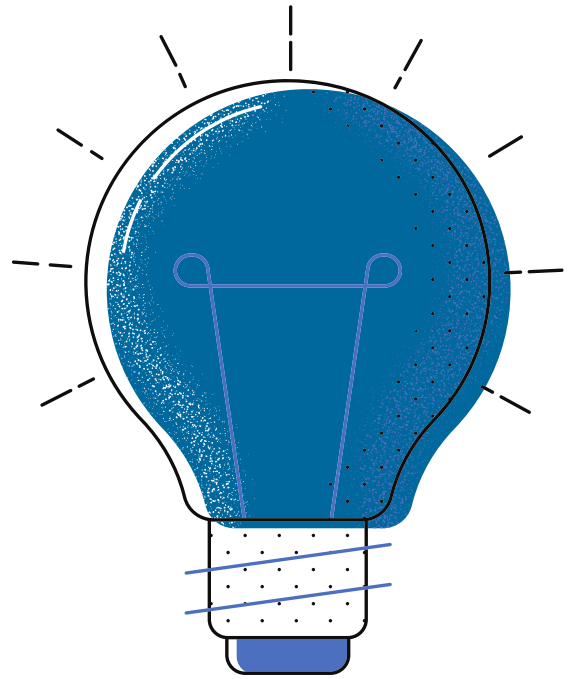
APPLICATION

Pair Up

Pair up with one other person and share the following:

1. What tends to hold you back from being vulnerable with your team.
2. An example from the past 30 days of how *what holds you back* has manifested itself at work.
3. The trust behavior you want to strengthen.

Apply to Your Relationship



What might you need to say, ask, admit, or acknowledge that requires you to be vulnerable?

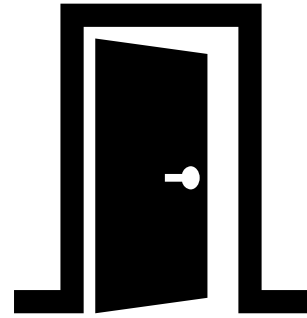
What's getting in the way?

What is required of me to instill trust now?

Our Agenda



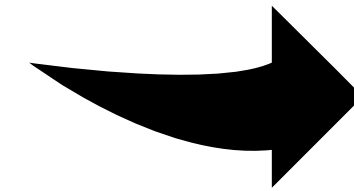
PART 1: EARN
TRUST



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VULNERABLE



PART 3:
REPAIR
TRUST



Takeaways

I DAMAGED TRUST

SOMEONE HAS DAMAGED MY TRUST

TRUST HAS BEEN DAMAGED BETWEEN PEOPLE I LEAD

WHEN I DAMAGED TRUST

OWN IT

What happened? What's my part?

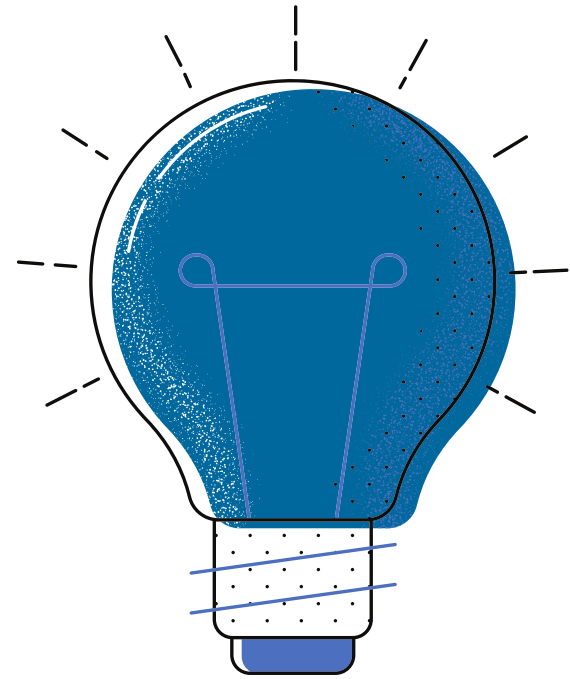
ADDRESS IT

What needs to be acknowledged, discussed, apologized for, or repaired?

PROVE IT

What does this person need to experience from me going forward?

Apply to Your Relationship



Is there anything you need to own, address, or prove?

WHEN SOMEONE HAS DAMAGED MY TRUST

ADDRESS IT

If the issue matters, don't just carry it. Put what happened and its impact into the conversation.

GET CURIOUS

Ask questions and hear their perspective.

Separate what happened from what you've concluded about why it happened.

BE CLEAR ABOUT WHAT YOU NEED

What needs to be different going forward?

Don't make the other person guess.

ALLOW NEW EVIDENCE TO MATTER

Trust doesn't have to return immediately.

But if their behavior changes, be willing to let that new experience matter.

WHEN TRUST
IS DAMAGED
BETWEEN
PEOPLE I
LEAD

Two capable members of your team worked together on an important project that went badly.

Each believes the other let them down.

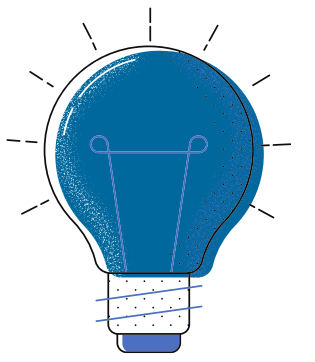
They're still professional with each other, but you've noticed some changes.

They're avoiding each other. They're copying you on emails that wouldn't normally include you. They're withholding information from one another.

And both have begun coming to you separately to complain about the other person.

The work is beginning to suffer.

Groups of Three Scenarios



Answer the following question in groups of three for the scenario:

What is your responsibility as their leader?

What should you do?

What should you NOT do?

WHEN TRUST IS DAMAGED BETWEEN PEOPLE I LEAD

SURFACE IT

Don't ignore damaged trust simply because people are still being polite?

HELP THEM TALK TO EACH OTHER (WHEN APPROPRIATE)

Resist becoming the permanent go-between.

FOCUS ON BEHAVIOR AND IMPACT

Move the conversation away from character judgments and assumptions about motives.

WHEN TRUST IS DAMAGED BETWEEN PEOPLE I LEAD

CLARIFY WHAT NEEDS TO CHANGE

Repair requires more than understanding what went wrong.

FOLLOW UP

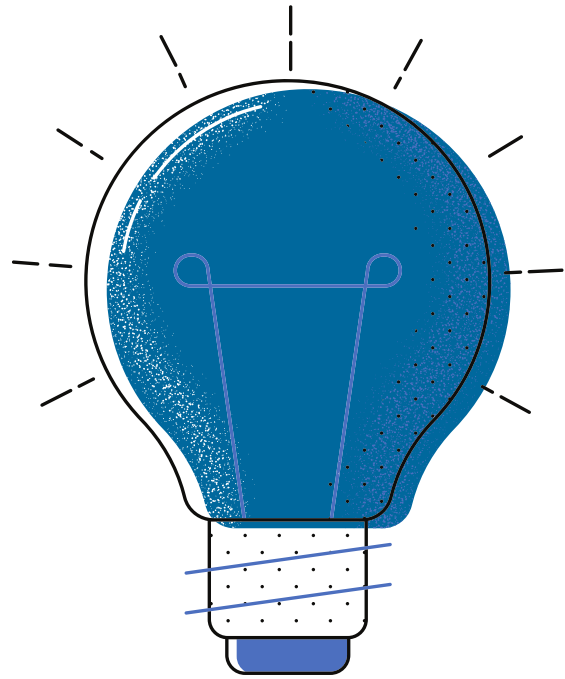
One good conversation doesn't necessarily restore trust.

What are some things leaders do in these situations that can actually make damaged trust worse?

- Take sides too quickly
- Become the messenger between people
- Allow repeated complaining without encouraging direct conversation
- Tell people to “just move on”
- Force an apology
- Demand that people trust each other
- Ignore the problem because they're still getting their work done
- Focus on personalities rather than behavior
- Assume one conversation has fixed it

Apply to Your Relationship

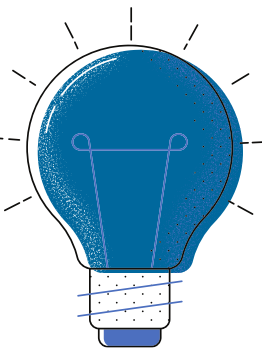
You may not have anything significant that needs to be repaired. That's okay.



Consider:

1. Have I done anything that I need to own, address, or prove through different behavior?
2. Has this person done something that I need to address rather than continue carrying?
3. Is there anything between us that we've simply been working around rather than working through?
4. What is required of me to instill trust now?

Coaching Lab



Partner job: Don't solve the situation for your partner. Ask the questions, listen, and help them get clearer. Ask:

(1) EARN:

- What does this person need to be able to trust you for?
- What are they currently experiencing from you?
- Which ABCD dimension deserves more attention?

(2) BE VULNERABLE:

- Is there something you need to say, ask, admit, or acknowledge?
- What's making that difficult?

(3) REPAIR:

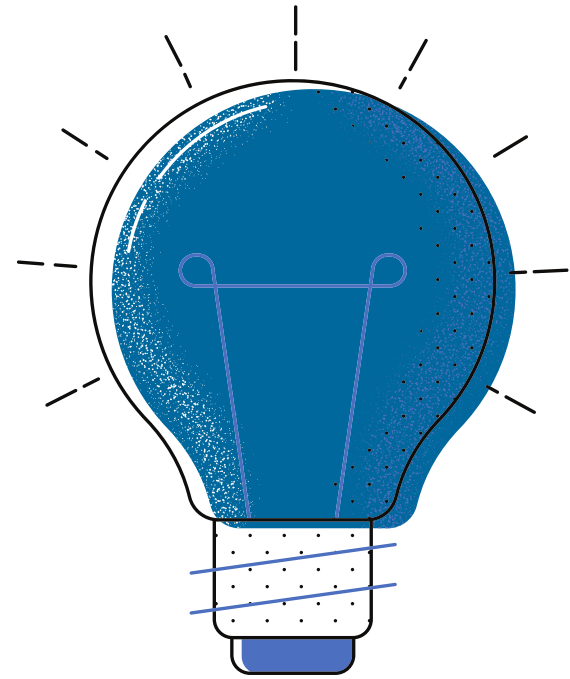
- Is there anything that needs to be addressed or repaired?
- What would this person need to experience differently from you?

FINAL QUESTION:

What is required of you to instill trust now?

Refine Your Response

Based on the coaching conversation:

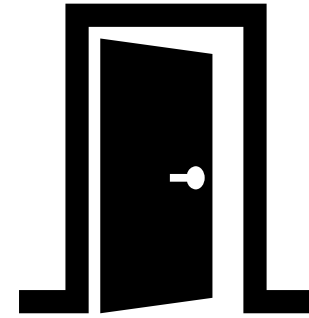


1. What will I do?
2. What will I say or ask?
3. What will I do consistently afterward?

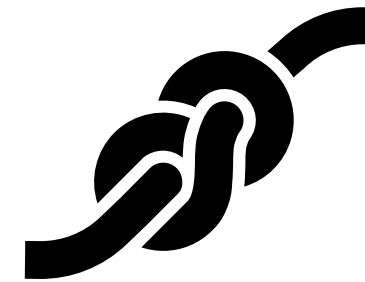
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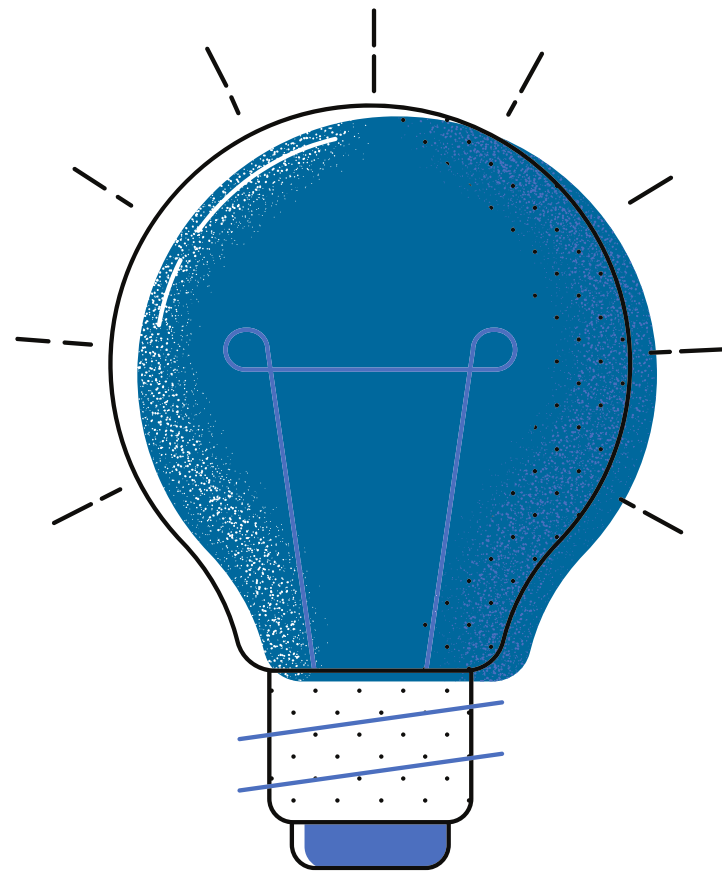


PART 3:
REPAIR
TRUST



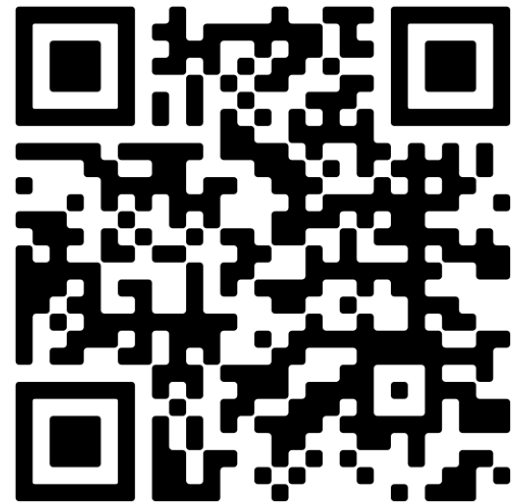
Takeaways

“Speed Takeaways”



On your own, write down the following:

1. One insight from today that challenged or changed my thinking about trust.
2. One thing from today I want to take back to my team.
3. What will I do to instill trust.



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Weekly
Team Tips

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Instills Trust

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