

PEOPLE LEADERS PROGRAM

Module 2 – Takeaway Toolkit

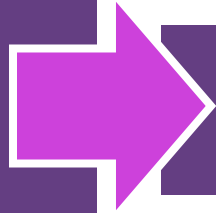
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&



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HELLO AIRTRUNK FRIENDS!
I HOPE THE PROGRAM WAS
USEFUL.
STAY IN TOUCH!

PEOPLE of
Influence

www.peopleofinfluence.com.au



Connect on LinkedIn



Shaun Kenny

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Michelle Rushton

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Visit us on YouTube



peopleofinfluence.com.au/videos

SOME VIDEOS TO ENJOY...

Here's a selection of our fast-paced (sometimes funny) videos on being a leader and building teams. For more videos visit: peopleofinfluence.com.au/videos

How to Avoid Your
Next Public Speaking
Meltdown



How to Have
Unshakeable
Confidence at Work



How Leaders Can
Influence Effortlessly



8 Ways for Leaders to
Build Trust in Teams



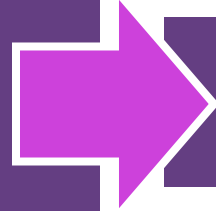
Does Using Jargon Make
You Look Insecure?



Why Your Job as a
Leader is to be Liked



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WHAT

What is the Smiling
Ox Paradox®?



HOW

Strategies for
Warmth and
Strength



WHAT

What is the Smiling
Ox Paradox®?



HOW

Strategies for
Warmth and
Strength

“TO BE SURE, WE NOTICE PLENTY OF OTHER TRAITS IN PEOPLE, BUT THEY’RE NOWHERE NEAR AS IMPACTFUL AS



WARMTH

AND

STRENGTH.



INSIGHTS FROM THE FIELD OF PSYCHOLOGY SHOW THAT THESE TWO DIMENSIONS ACCOUNT FOR MORE THAN 90% OF THE VARIANCE IN OUR POSITIVE OR NEGATIVE IMPRESSIONS WE FORM OF THE PEOPLE AROUND US.”

Professor Amy Cuddy, Harvard Business School



smiling

WARMTH

**WHAT ARE THIS PERSON'S
INTENTIONS TOWARDS ME?**

OX



STRENGTH

**DO THEY HAVE THE ABILITY TO
CARRY OUT THOSE INTENTIONS?**

WHAT'S THE PARADOX?



The Paradox is that for most people, if they are perceived as high in one of these qualities, they are seen as relatively low in the other. Those who are perceived as equally high in both qualities are rare, but they are universally admired, respected and influential across cultures.



smiling

Components of WARMTH

- Likability (sociability dimension)
- Trustworthiness (morality dimension)
- Giving (reciprocity dimension)

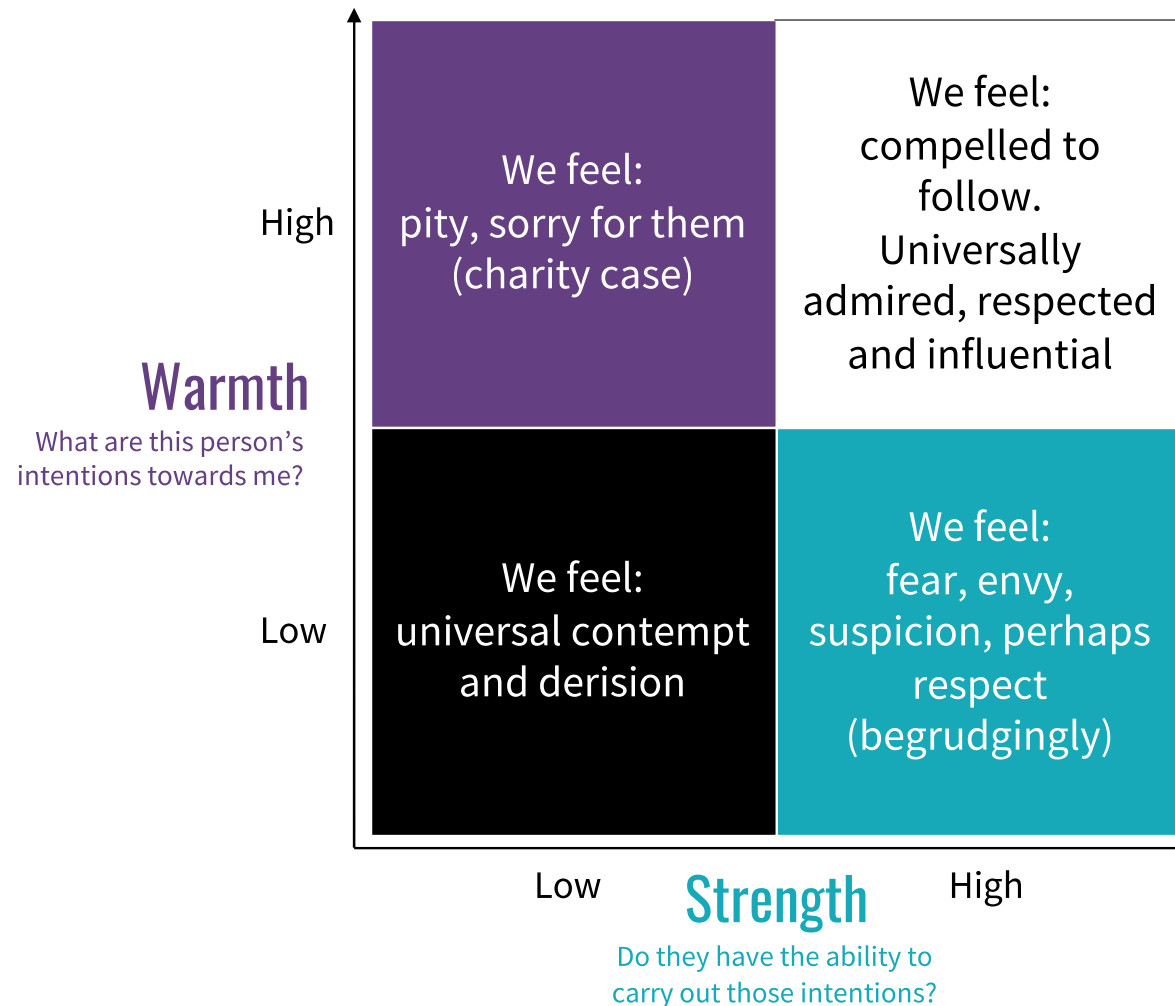
OX



Components of STRENGTH

- Competence (able)
- Commitment (willing)
- Composure (able & willing under pressure)

HOW DO THEY MAKE US FEEL?





WHAT

What is the Smiling
Ox Paradox®?



HOW

Strategies for
Warmth and
Strength

Warmth Signals

What does it look like when someone is high in Warmth?

If you think you need to show up with more Warmth, use the below as a checklist of options.

How you communicate:

You make others feel special. You relish their company, you smile, laugh, you ask lots of questions and are fully present. You give compliments. You lift others up. You focus on *them*.

How you behave:

You care. You are giving and generous with your time, your help, your service. You help others be successful. You show appreciation for their efforts, you congratulate them on their achievements.

Under pressure:

You check in with others to make sure they are OK. You stay people-focused, not just task-focused or outcome-focused. You don't let stress undermine your sensitivity and care for others.

Strength Signals

What does it look like when someone is high in Strength?

If you think you need to show up with more Strength, use the below as a checklist of options.

How you communicate:

You stand tall, you stand strong. You move with control, purpose and energy. You speak with certainty. You are direct, to the point. You speak with passion. In group settings: you speak up, ask questions, are willing to be candid.

How you behave:

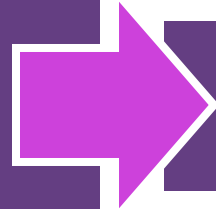
You set big goals. You attack those goals with enthusiasm, passion and you stop at nothing to achieve them. You pro-actively take ownership and accountability for outcomes. You are 100% reliable. You do what you say you will do, every time.

Under pressure:

You are calm and controlled, not rushed. You make decisions and act decisively.

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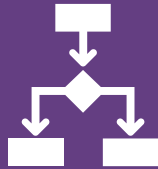
DIFFICULT CONVERSATIONS

1



WHAT
IS A
DIFFICULT
CONVERSATION?

2



HOW
TO **STRUCTURE** THE
CONVERSATION

3



HOW
TO REDUCE
THREAT

4



HOW
TO MANAGE
DIFFICULT
EMOTIONS

1



DIFFICULT CONVERSATIONS

PEOPLE of
Influence

| CONVERSATION | GOAL | DRIVEN BY WHOM |
|---------------------------------------|--|--|
| EXPECTATION- SETTING CONVERSATIONS | Align and commit to tasks/goals (WHAT), deadlines (WHEN), quality standards, ways of working, behaviours (HOW) | MANAGER |
| COACHING CONVERSATIONS | Either help someone solve a problem or achieve a goal , for themselves | COACHEE |
| FEEDBACK CONVERSATIONS | Either get someone to change a behaviour or repeat a behaviour | FEEDBACK GIVER |
| DIFFICULT CONVERSATIONS | Reach a mutually acceptable solution | EITHER PARTY |
| DELEGATION CONVERSATIONS | Either efficiency (allocating tasks more efficiently according to will and skill) or Professional Development (not just the sh*t tasks!) | EITHER PARTY (MORE OFTEN DELEGATOR) |
| TRAINING CONVERSATIONS | Increase knowledge and/or skill | EITHER PARTY |

1



WHAT IS A DIFFICULT CONVERSATION?

What makes it
difficult?

A difficult conversation is usually considered difficult because one of two conditions holds:

- there are **difficult emotions** involved (one or both parties)
or
- each party has (seemingly) mutually **incompatible goals**.

Sometimes both conditions hold. These can be particularly difficult! Think Middle East peace negotiations or a bitter divorce.

Leaders and professionals are required to have many types of conversations if they are to get results with and through other people.

Difficult conversations are not mutually exclusive from any of these other conversations.

Any of these different types of conversation can be 'difficult' if one or both of the aforementioned conditions holds.



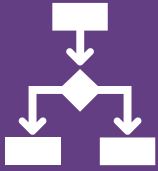
1



AIRTRUNK - THE TYPES OF DIFFICULT CONVERSATIONS YOU WANTED TO WORK ON:

- Get a better position for myself. Raise a difficult issue.
e.g. ask for pay rise, career opportunity, raise issue of workloads, over-stress, under-recognised, unfairness etc.
- Raise performance issue.
e.g. pre-empting the possibility of going on a performance improvement plan (PIP), putting someone on a PIP
- Managing difficult emotions – mine, theirs. Separating myself from those emotions.
- Keeping composure when there is resistance, push-back to change
- Sideways difficult conversations (without authority)

2



THE THREE STORIES TECHNIQUE

Structuring the
conversation

The Three Stories Technique is a conceptual framework to help navigate difficult conversations. It is not as simple as a “just follow these steps” process like the GROW framework in coaching. It is a way of understanding the difficult dynamics at play in taking a difficult conversation in a productive direction.

1.

Agree on a shared third story

Start with something you know that you both agree on that also allows you to segue into sharing your story. “I think you’d agree that...Which brings me to what I want to talk with you about...”

2.

Share your story:

- your intentions (what they are and are not)
- your feelings (what they are and are not)

3.

Open it up for their story

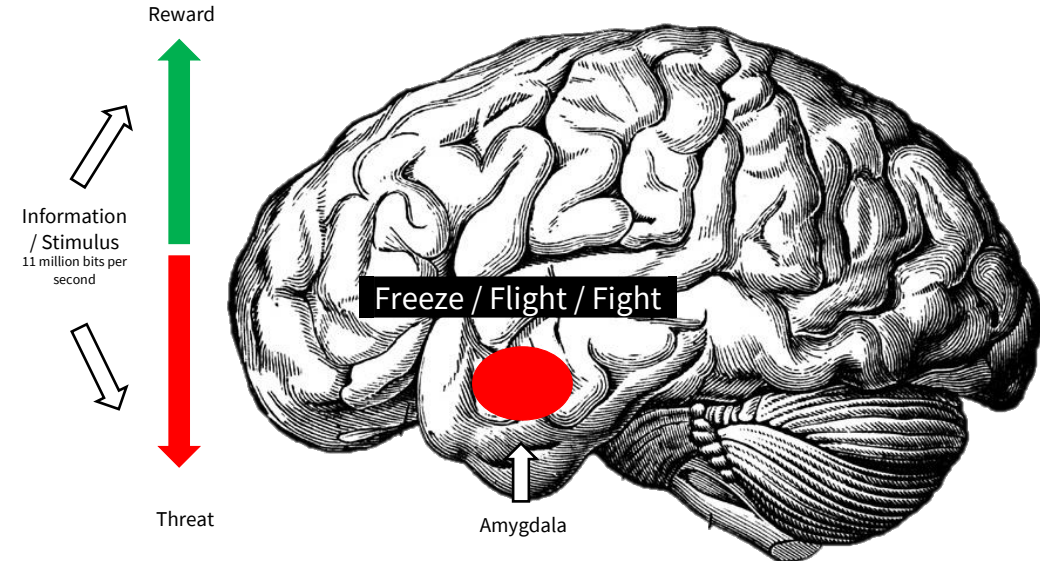
For deeper reading we highly recommend *Difficult Conversations* by Douglas Stone et al.



REDUCING THREAT

Triggering threat is the number one barrier to difficult conversations being successful

In simple terms, our brains classify everything in one of two categories: threat or reward. When we classify something as a threat we experience a ‘moving away’ emotional state. When we experience something as a reward we experience a ‘moving towards’ emotional state.



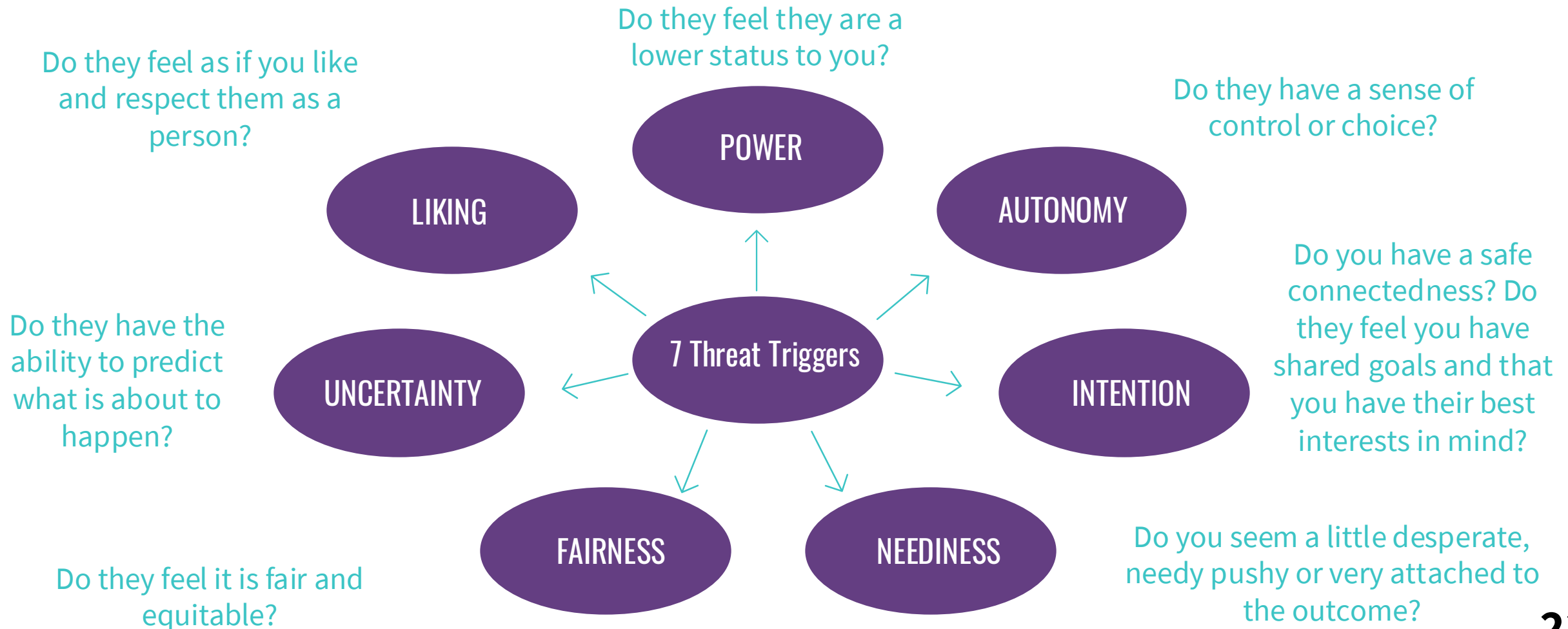
In the moment we experience a situation or person as a threat, we lose access to key areas of our brain required for generating insights. The research shows that when we are in a threat state we are less creative, collaborative, engaged, intelligent and more defensive. Thus, reducing a sense of threat and fostering a ‘moving towards’ emotional state is critical.

Here’s the challenge: when attempting to have quality conversations leaders will often inadvertently create conditions that trigger a threat response. Thus, without knowing it we are massively reducing our chances for success.



THREAT TRIGGERS: P.A.I.N.F.U.L.

These are the top threat triggers to avoid if you want difficult conversations to be *less* PAINFUL!





STRATEGIES TO REDUCE THREAT

POWER

Reducing power/status imbalance

Neutral location or one they are most comfortable with

Body language – open, listening, engaging, eye-to-eye, equal (don't stand over them, not behind a desk)

Tone – warm and friendly

Language – Better, Improve, Learn, Yet (Growth Mindset)
– "we" instead of "you", "us" instead of "I"
– low power language (sometimes)

Not using threats

Ask them for feedback, advice, or help. This could be during the conversation, at the end of the conversation, or it could be the whole point of the conversation



STRATEGIES TO REDUCE THREAT

AUTONOMY

Giving them a sense of control or choice

Let them pick the place and time

Let them pick who else might attend (support person or even the whole team if appropriate)

Reduce the urgency (if you can)

Be interested and receptive to what they think should happen next. Don't insist but negotiate.

3



STRATEGIES TO REDUCE THREAT

INTENTIONS

Feeling like you have shared goals, and their interests in mind

Send them your reasoning WHY you want to meet ahead of time, but ensure the reasoning is one that they will understand, have buy-in and feel you are on the same team.

Have the best possible outcome in mind and don't get distracted by petty goals or anything that will be counter-productive to achieving that outcome

Be as explicit as you can all through the conversation about your intentions – what they ARE and what they are NOT



STRATEGIES TO REDUCE THREAT

NEEDINESS

Reducing feelings of desperation, pushiness, or attachment to your point of view

Being secure in your own point of view and know that you CAN do this successfully.
Don't be looking for validation, for them to like you or approve of you.

No rushing

Don't apologise. That is, don't be sheepish or feel guilty for having a difficult conversation when it is justified or required.

Trust in the process and your own capabilities



STRATEGIES TO REDUCE THREAT

FAIRNESS

Creating a feeling of fairness and equal treatment

Be consistent with this person over time

Be consistent with everyone. Equal standards for everyone.

Be honest

Don't use other employees as comparison

Fact-based

Try to remove biases or pre-conceived ideas - be open to their viewpoint

Be proportional in your response. Something little should get a little response. Something large should be approached with more seriousness.



STRATEGIES TO REDUCE THREAT

UNCERTAINTY

Increasing their ability to predict what's next

Agenda, topic or purpose ahead of time – give them time to prepare

Reassurance

Timing

If there has to be uncertainty, reduce the amount of time there

Get to the point



STRATEGIES TO REDUCE THREAT

LIKING

Ensuring they feel that you like and respect them as a person

Build a personal connection (not just in the conversation, but on an ongoing basis in your relationship). Knowing them personally

Focus on the task and the behaviour. Don't make comments on their personality or make it personal.

If you are going to express negative or uncomfortable feelings or emotions, don't blame them for the feelings. Own your own feelings.

Compliments, positive feedback, appreciation. The more you do these over time, the easier a difficult conversation can be when the time comes.

4



MANAGING DIFFICULT EMOTIONS

Sometimes, despite your preparation and best intentions, a difficult conversation can start to go off the rails. How fun! What do you do?

Step #1

MANAGE YOURSELF

This is ***always*** Step 1. If you haven't been successful at managing yourself, don't try to manage them. Manage yourself first.

Option #1 = Watch your Breath

Remember the Iceman story?

This is simple, but not easy. The moment you sense difficult emotions arising or the conversation getting awkward, become very present. **Become aware of your breath.**

This short circuits the physiological cascade of adrenaline, cortisol, heart rate racing etc. started by the threat response.

Option #2 = Take a Time Out

It is within your rights to remove yourself from a situation when you think you might not be at your best.

This is often a smart strategy. Best not say something you'll regret!

Step #2

MANAGE THEM

There is no rush to *react*. Take your time before you *respond*.

Strategy = L.A.E.R.

If you sense *they* are reacting with a threat response (they get defensive, aggressive, emotional etc.) try this process:

Listen

Acknowledge – “I hear that you're frustrated with...”

Explore (ask questions) – “Just to clarify...?”

Respond – 3 options → Address the issue now
→ Postpone, get back on track
→ Take a time out entirely



Manage Them: De-escalate the Conversation



L

LISTEN

Just stop and listen.

If you feel yourself getting reactive, **Watch your breath**. Become very present with yourself.

Remember: There is no rush to respond. Take your time.



A

ACKNOWLEDGE

- "I hear you, and I get why this would be upsetting."
- "Thank you for sharing this with me; it's important that we address it."
- "You hear your concerns, and I'm here to help."



E

EXPLORE

So I can respond adequately, can I ask you a couple of questions?

- "Can you walk me through the events that led up to this?"
- "Is there something else on your mind that you'd like to share?"
- "How would you like to see this situation resolved?"
- "Can you help me understand what outcomes you're hoping for?"



R

RESPOND

(1) ADDRESS THE ISSUE
NOW

e.g. "Based on what you've shared, here's what I suggest we do next."

(2) POSTPONE, GET BACK
ON TRACK

e.g. "It's important we address that. Let's do that later. For now, can we return to the issue of..."

(3) TAKE A TIME OUT
ENTIRELY

e.g. "How about we take a time out. We can reconvene later."

GOLDEN RULES OF DIFFICULT CONVERSATIONS

Manage yourself first. As soon as you sense threat, defensiveness or discomfort, intercept your own physiological threat response as quickly as possible. Watch your breath!

There is no rush. Take your time. Stay present.

Always assume they have positive intent.

Be crystal clear on your own intentions. What do what from this conversation? Be explicit about your intentions.

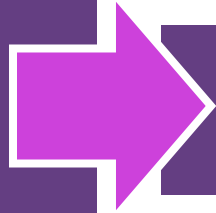
Think ahead about how to avoid triggering their threat response. Use the P.A.I.N.F.U.L. model to help.

Position yourself to be on the same team as them. Agree on a shared third story. Reinforce what you both want and what you both have in common.

If things get too heated, it's OK to remove yourself from the conversation. You can both re-engage later with clearer, calmer minds.

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EXPECTATION-SETTING CONVERSATIONS



1 

YOUR **FIRST CONVERSATION**

(SETTING EXPECTATIONS FOR HOW YOU WILL MANAGE PEOPLE DIFFERENTLY)



2 

YOU SETTING EXPECTATIONS FOR OTHERS



3 

SETTING **MUTUAL EXPECTATIONS**

(EMPLOYEE USER MANUAL)

EXPECTATION-SETTING CONVERSATIONS

| CONVERSATION | GOAL | DRIVEN BY WHOM |
|-----------------------------------|--|--|
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| TRAINING CONVERSATIONS | Increase knowledge and skill | EITHER PARTY |

1



YOUR FIRST CONVERSATION

I'd like to talk to you about my role as your manager. It is my responsibility to ensure that I am *challenging and supporting you to do your best work.*

In order to do this, I need to:

1. Be 100% clear on **expectations**. The expectations for your role as well as the expectations for any tasks or projects you undertake.
2. Give **feedback** to you regularly. Both positive feedback on things you can continue and feedback on things that you might consider changing.
3. Have regular **coaching** conversations with you to help you solve day to day problems, grow as a person and thrive in your career.

I know I can improve in these areas. So here is what I propose →

1



YOUR FIRST CONVERSATION

Expectations

As a starting point, let's have a conversation to clarify the expectations for your role. Let's ensure we are on the same page as to what your goals are and also our values and standards of behaviour.

Coaching

When you have challenges or goals that you want my help with, I am going to resist the urge to always give you my opinion or try to solve the problem for you. I know you are capable and resourceful, so instead I am going to try to take a coaching approach where I ask you questions and support you in solving the problem for yourself.

Feedback

In our one on ones I will bring you two pieces of feedback. Something that I'd love to see you continue doing and something I'd like you to consider.

I want you to do the same: bring me two pieces of feedback each week to help me adjust and improve.

2



EXPECTATION- SETTING CONVERSATIONS

How do you set clear expectations?

The power of Expectation-Setting Conversations is that they can prevent the need for other types of conversations down the line (coaching, feedback, difficult conversations).

These conversations can be about expectations for a Job Role, a Project or a Specific Task.

Below is a check-list to consider when having these conversations:

| | |
|-----------|---|
| WHAT? | Address one or more of these questions: <ul style="list-style-type: none">• What's the goal?• What's the problem that needs to be solved?• What would success look like? |
| WHY? | Why is this important? |
| HOW? | <ul style="list-style-type: none">• Action – What actions are required? By when?• Behaviour – What behaviours are required? What is expected? What is unacceptable?• Skills – what skills and knowledge are required? |
| OBSTACLES | What might get in the way? Ask <i>them</i> . Are there any reasons this might not be possible for you? How do we address these issues up front? |
| AGREEMENT | Are we in agreement? What needs clarifying? |

EMPLOYEE USER MANUAL FOR:

What motivates me most at work:

e.g. When are you at your best? When are most engaged and motivated? What demotivates you?

How I like to receive feedback:

e.g. How is it delivered? How often? When is best?

How I react to conflict:

e.g. Do you relish the challenge? Do you withdraw?
Do you get agitated?

When I bring my manager a problem, challenge or decision to be made, how I like them to respond:

e.g. Do you want advice from me? Do you want me to help you solve the challenge for yourself?

What I'd like out of 1:1s with my manager:

e.g. What do we cover? How is it done? How often?
What would make them most valuable?

Advice to my manager to get the best out of me:

...

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HOW TO BUILD YOUR TEAM

Why Build an Extraordinary Team?

The difference between an Extraordinary Team and a group of extraordinary individuals, is that in an Extraordinary Team the whole is greater than the sum of its parts, by some margin. In our work we have observed that few teams ascend to the altitude of Extraordinary (or High Performing for that matter) and for those that do, few can maintain it for long.

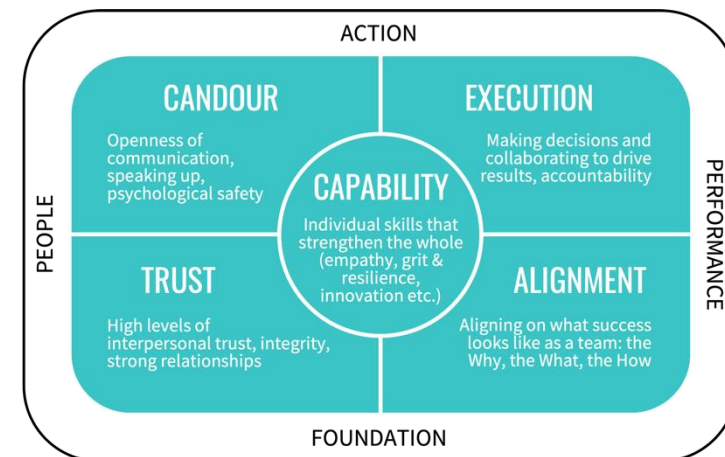
The Ladder to Extraordinary

| TEAM PERFORMANCE | FEELS LIKE | RESULT | OUTPUT | |
|------------------|--------------|-------------|--------------------------|-------------|
| Extraordinary | Exhilarating | Exceptional | Whole > Sum of the Parts | $1+1+1 = 9$ |
| High Performing | Exciting | Excellence | Whole > Sum of the Parts | $1+1+1 = 6$ |
| Functional | Exertion | Execution | Whole = Sum of the Parts | $1+1+1 = 3$ |
| Dysfunctional | Exhausting | Existing | Whole < Sum of the Parts | $1+1+1 = 2$ |
| Disintegrating | Excruciating | Exiting | Whole < Sum of the Parts | $1+1+1 = 1$ |

How Do We Build an Extraordinary Team?

Our experience with hundreds of teams and over a decade of study has told us that there are five key components of building an extraordinary team. These are summarised in our Extraordinary Teams model.

The Extraordinary Teams Model™

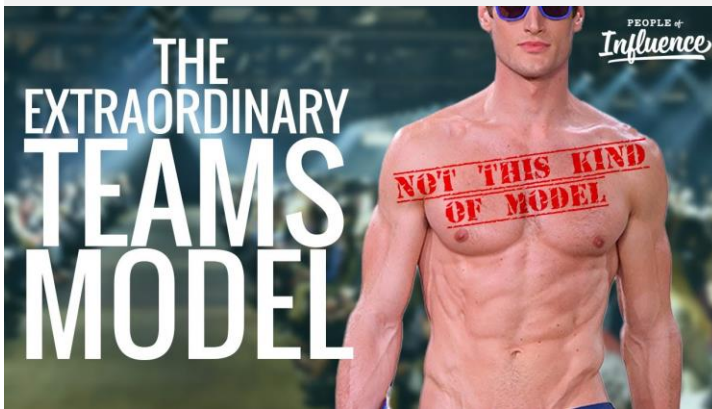


This model is underpinned by research by Amy Edmondson (Psychology, Harvard Business School), Paul Zak (Neuroeconomics, Claremont Graduate University), Anita Woolley (Organizational Behavior, Carnegie Mellon), Thomas Malone (Collective Intelligence, MIT) and a number of others.

HOW TO BUILD YOUR TEAM

Watch some of our videos on how to turn your team into an Extraordinary Team.

5 Steps to Build an Extraordinary Team



Michelle Rushton (and her friend Aristotle) explain our Extraordinary Teams Model.

How to build trust - a risky strategy



Shaun Kenny explores a surprising perspective on building trust in teams.

2 Steps to Change Team Culture



Michelle Rushton unpacks how team culture forms and how to change it.

For more of our videos becoming a more inspirational leader and building an extraordinary team visit: peopleofinfluence.com.au/videos

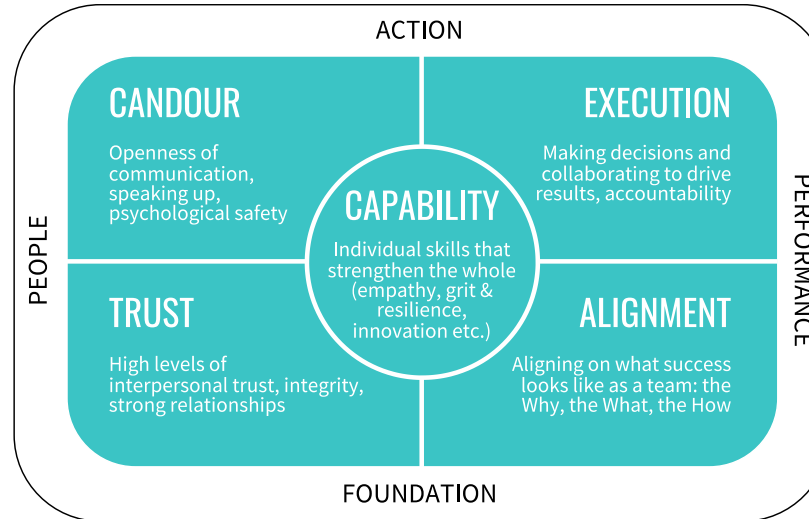
CANDOUR

- **Compassionate Candour** – we feel safe speaking up. We challenge directly, but with empathy and sensitivity.
- **Responding with Safety** – colleagues respond and communicate in a way that encourages candour
- **Communication** – communication behaviours that increase engagement, openness and effectiveness
- **Leading Candour** – the leader engages in behaviours that increase candour and psychological safety

TRUST

- **Purpose-driven work** – the work the team does feels meaningful and links to a purpose
- **Trust in Colleagues** – team members have high levels of trust & respect for each other
- **Relationships** – there are strong, inclusive relationships between all team members, that create belonging and connection
- **Leading Trust** – the leader engages in behaviours that foster high levels of trust

How is your team currently doing on these elements?



CAPABILITY

- **Current Capability** - team members collectively have the competence and commitment to create high team performance and achieve our targets
- **Invest in Talent** – we do a great job at developing skills, knowledge, experience and providing stimulating opportunities

EXECUTION

- **Decision making** – decision making is effective and efficient
- **Commitment** – all team members fully commit to team decisions and team success (creating a united front even if we disagreed with a decision).
- **Collaboration** – team members effectively work together to achieve results
- **Accountability** – team members and the team leader hold each other to account to ensure performance and behaviour is exemplary

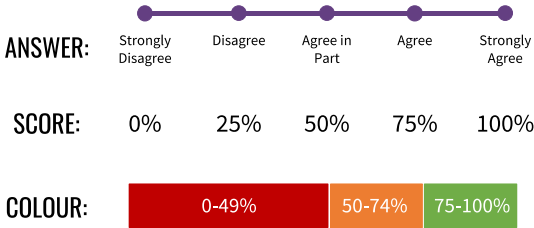
ALIGNMENT

- **Team Purpose** – team members are aligned on why the team exists
- **External Expectations** – there is alignment between the expectations of external stakeholders and the team
- **Objectives** – we are aligned on what success looks like as a team.
- **Ways of Working & Behaviours** – team members are aligned on how they need to work together to be successful

| Candour | Score/100 |
|--|-----------|
| Compassionate Candour - we feel safe speaking up. We challenge directly, but with empathy and sensitivity | |
| Responding with Safety – colleagues respond and communicate in a way that encourages candour | |
| Communication behaviours are effective: they increase engagement, openness and effectiveness | |
| Leading Candour – the leader engages in behaviours that increase candour and psychological safety | |

RATE YOUR TEAM

RATING SCALE



| Trust | Score/100 |
|---|-----------|
| Purpose-driven work – the work the team does feels meaningful and links to a purpose | |
| Trust in Colleagues – team members have high levels of trust in each other | |
| Relationships – there are strong, inclusive relationships between all team members, that create belonging and connection | |
| Leading Trust – the leader engages in behaviours that foster high levels of trust | |

| Execution | Score/100 |
|--|-----------|
| Decision making – decision making is effective and efficient | |
| Commitment – all team members fully commit to team decisions and team success (creating a united front even if we disagreed with a decision). | |
| Collaboration – team members effectively work together to achieve results | |
| Accountability – team members and the team leader hold each other to account to ensure performance and behaviour is exemplary | |

| Capability | Score/100 |
|--|-----------|
| Team members collectively have the competence and commitment to create high team performance and achieve our targets | |
| Invest in Team Talent – we do a great job at developing skills, knowledge, experience and providing stimulating opportunities | |

| Alignment | Score/100 |
|---|-----------|
| Team Purpose – team members are aligned on why the team exists | |
| External Expectations – there is alignment between the expectations of external stakeholders and the team | |
| Objectives – we are aligned on what success looks like as a team (and aligned to company targets). | |
| Ways of Working & Behaviours – team members are aligned on how they need to work together to be successful | |

WHY TRUST?

According to research, teams in the Top quartile of trust vs teams in the bottom quartile:

1. 106% more energy
2. 76% more engaged at work
3. 50% more productive
4. 50% more of those working at high-trust organisations planned to stay with their employer over the next year (loyalty)
5. 88% more said they would recommend their company to family and friends as a place to work
6. enjoyed their jobs 60% more
7. 70% more aligned with their companies' purpose
8. 66% closer to their colleagues, 11% more empathy for their workmates, depersonalised them 41% less often
9. experienced 40% less burnout from their work
10. 41% greater sense of accomplishment
11. earned an additional 17% more



HOW TO LEAD TRUST

Below is an excerpt from The Smiling Ox Paradox Handbook on trust.

INSIDE-OUT STRATEGIES



To get trust → Trust them first

If two people don't trust each other, something needs to change. Someone needs to take the first step! *Someone needs to trust first.* When we demonstrate that we trust someone they recognise the *interpersonal risk* that we have taken by doing so. In turn, they are likely to reciprocate and trust us back.

So the first step in building trust is demonstrating that we trust others.

By the way, the flipside is also true. If you are someone who is slow to trust others (these people say "trust needs to be earned") then other people are unlikely to see you as trustworthy.

OUTSIDE-IN STRATEGIES



Trust Behaviours

- *Trust others:* Assume positive intent. Assume others are trustworthy up front. Assume others are competent up front.
- *Trust others (managers specifically):* If you're a manager there are additional ways you can demonstrate you trust others. a) Provide autonomy to your team. This shows you trust them. Sure, agree on goals, provide direction and hold people accountable, but don't micromanage them. b) Be open with information about work, strategy, plans and the company. Err on the side of oversharing rather than under-sharing. c) Allow team members to play a role in shaping their goals, targets and, if possible, their job description. This is known as job crafting. d) Invest in their learning and development.
- *Be trustworthy:* Act with integrity at all times. Before any decision ask 'Should we? Is this the right thing to do?' Tell the truth. Do what you say you will do. Don't gossip. Support others, don't undermine them. Keep confidential information confidential. You know what to do! No need to preach on this one.

WHAT IS PSYCHOLOGICAL SAFETY?

“ Psychological safety is a shared belief held by members of a team that the team is safe for interpersonal risk-taking. ”

In practical terms, we are talking about the ***behaviour of candour***: people speaking up, sharing their ideas, asking questions, testing assumptions, voicing concerns, being vulnerable, admitting weakness and being their true selves.



—
AMY EDMONSON
Harvard University

WHY CANDOUR & PSYCHOLOGICAL SAFETY?

BENEFITS OF CANDOUR & PSYCHOLOGICAL SAFETY

- 1 Without psychological safety you cannot have a high performing team
- 2 Strongly associated with objective performance (e.g. sales revenue)
- 3 Strongly associated with subjective performance (e.g. ratings of team performance by team members and managers, customer satisfaction with team products)
- 4 Greater employee engagement
- 5 Faster adoption of new technologies (process innovation)
- 6 Faster adaptation to new market circumstances and customer requirements, the early identification of potentially catastrophic risks.
- 7 Greater innovation e.g. faster development of innovative products

WHY

CANDOUR &

PSYCHOLOGICAL

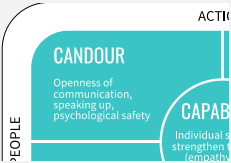
SAFETY?

There are many reasons you might hold back from speaking up:

- Your manager and how they might respond
- Your colleagues and how they might respond
- You're introverted or shy sometimes
- You couldn't be bothered
- You wanted to share, but didn't think anything would change, so you didn't
- You didn't think there was the forum to speak up
- You didn't know anyone wanted you to speak up
- You don't like confrontation

Regardless of the reason, the behaviour we want to foster is candour.

HOW TO LEAD CANDOUR



Step 1

SET THE STAGE



RESPONSIBILITY:
THE TEAM

A team agreement as to **why** being frank and fearless is so important and **what** specifically is expected of each team member.

Step 2

INVITE PARTICIPATION



RESPONSIBILITY:
LEADER

In conversations and team meetings the leader **invites** participation from everyone. When appropriate, advance notice is given.

Step 3

SPEAK UP



RESPONSIBILITY:
THE INDIVIDUAL

Individuals muster the **courage** to speak up and do so in a **respectful** manner.

Step 4

RESPOND APPROPRIATELY



RESPONSIBILITY:
LEADER & TEAM MEMBERS

“Thank you! Tell me more.” This is perhaps the most important part of the equation. Responding in a way that **encourages further candour**.

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