

Leading Teams

This ebook is designed to give you more knowledge about trust, and to get you thinking about how well your team(s) is doing with trusting one another.

Defining and Understanding Trust

In order to build trust, we must first be able to define it and understand what trust is

Three Levels of Trust

by Randy Conley, Trust Practice Leader, Ken Blanchard Companies

Deterrence based trust

This is the most fundamental, base level of trust in all relationships. Deterrence based trust means that there are rules in place that prevent one person from taking advantage of, or harming another person. In society we have laws that govern our behavior in personal and business settings. When we engage in business we have contracts that ensure one party can trust another to hold up their end of the bargain. In organizations we have policies and procedures that provide boundaries for how we interact and treat each other, and if we violate those rules, usually there are consequences involved.

Knowledge based trust

This level of trust means that I've had enough experience with you and knowledge of your behavior that I have a pretty good idea of how you will react and behave in relationship with me. We've had enough interactions over time where there has been a consistent display of trustworthy behavior that I believe I can trust you with the everyday type issues we experience together. This is the level of trust that most of our day-to-day professional relationships experience.

Identity-based trust

This level of trust, which is the most intimate level, means that you know my hopes, dreams, goals, ambitions, fears, and doubts. I trust you at this level because over the course of time I have increased my level of transparency and vulnerability with you and you haven't taken advantage of me. You've proven yourself to be loyal, understanding, and accepting.

Trust Busters

Identifying the issues and behaviors that will destroy trust in organizations and relationships

With your small group, make a list of different ways that trust can be broken

1	11
2	12
3	13
4	14
5	15
6	16
7	17
8	18
9	19
10	20

Can you fix it? If so, how can you fix it?

Building Trust with Ourselves

To build trust with others, we must first trust ourselves

Here are a few items to help you determine your level of self trust.

Do you Trust Yourself?

by Peter Shallard

Lack of faith in oneself shows up in the way we make ourselves do things. It's the difference between being your own worst enemy, versus your own best friend. If you spend a lot of time regretting things you've done or decisions you've made, you don't trust yourself.

If you beat yourself up, if you think you're not doing good enough, or if you constantly feel like you've got under utilized potential then you don't trust yourself. It really comes down to is this: You're afraid that if you were to feel totally happy about your life, your motivation to actually do things might vanish.

People who don't trust themselves are terrified of allowing themselves to feel good. They're afraid that if they do feel good, their motivational drive will disappear – they don't trust that they'll still want to create, give or grow.

People who don't trust themselves create self-perpetuating cycles of stress and anxiety to ensure they never get to that place where they're happy or satisfied. This ensures they never run out of whips to crack over their own back.

So, as an untrusting adult, you do everything you can to make sure you don't give yourself an inch:

Even though you're creating success in your life, you never seem to escape your "problems". You weirdly plateau your income right at the place where it's "just barely enough" – so accurately that it's damn spooky! You tend to forget your biggest successes but you persistently dwell on your worries.

You don't trust yourself because you weren't always trustworthy
Like all great psychological truths, the answer to this particular conundrum lies deep in our pasts. Our childhoods. So stretch out on the chaise lounge and get ready to regress.

You don't trust yourself now, because you were born into a world determined to make you do things that you don't want to do. Things no human would want to do. Things you couldn't be trusted to do without being coerced.

The adult world forces children to take action on all kinds of stuff without rationale: Study hard. Put money in your piggy bank. Eat your veggies. Because you have to. Because that's just the way it is. Because that's what everyone does. Because life isn't fair.

As children we endure the experience of our teachers, parents and superiors all bludgeoning us into doing the "right" things, not the things we want to do. This is just the way it is – I'm not attempting to change or even criticize this process. You just need to understand that this is happening and what it's done to your mind.

As you grow into an adult, you start to develop your own rationale. Do you remember the point where you really saw the value in saving money? Or when it really clicked that eating your vegetables would be a smart move, or when you realized that focus, commitment and finishing what your start are all good ideas.

As the old joke goes, the older you get the smarter your parents become. It's true and it happens because adulthood exposes us to the real world, giving us the all powerful Why. We unearth our own reasons for doing all that hard work and discipline stuff. We see the light.

How Much do you Trust Yourself?

By Cynthia Wall

If you were frequently shamed, betrayed, or suffered significant loss as a child, you may have difficulty knowing when to trust your own feelings. This often causes simple misunderstandings to flood you with self-doubt. Changing old beliefs that undermine your self-confidence is a necessary step toward developing more self-trust.

Take the following quiz to find out how you balance self-doubt and self-trust. Give yourself a score of 0 to 5 for each statement. 0 means it doesn't apply at all, and 5 reflects a thought or feeling that affects you often enough to be troublesome.

- ____ I often sacrifice my own needs for others.
- ____ I feel ashamed when I have strong reactions like anger, fear, and depression.
- ____ I worry there is something wrong with me, even if I don't know what it is.
- ____ I am not as capable or "good" as others think I am.
- ____ I play down my mistakes, fearing others will think less of me.
- ____ I am out of control about food, spending, drugs, or alcohol, and too ashamed to seek help.
- ____ I often think I'm being selfish when I resent that others are not contributing what I think is their fair share of work or money.
- ____ I believe that others are more open and honest about what they think and feel.
- ____ I want to do something big, like write a book, go back to school, or relocate, but can't speak of it or explore how to proceed.
- ____ I am afraid of failing this quiz.

Scoring: This quiz points to aspects of self-confidence you may want to strengthen or change in some way. It is not another means to fail! Wait a month and take it again. You will be surprised how much just taking this quiz can boost your self-trust. Here are what the numbers mean:

31-50 Distrust of yourself is destroying your self-confidence.

20-30 Indicates a level of honest self-doubt. More confidence would be nice.

0-19 You are independent and confident, but do you sometimes feel lonely?

13 Behaviors of High Trust

by Stephen M. R. Covey

Thirteen behaviors that build high trust in organizations. (from his book *the Speed of Trust*)

- 1. Talk Straight** Say what is on your mind with tact.
- 2. Demonstrate Respect** The behavior is acting out the Golden Rule.
- 3. Create Transparency** Tell the truth in a way that can be verified. Transparency is based on principles of honesty, openness, integrity and authenticity.
- 4. Right Wrongs** To right a wrong is much more than apologizing. It involves making restitution. With customers it may include that free gift along with the sincere apology.
- 5. Show Loyalty** Give Credit, Speak about others as if they were present.
- 6. Deliver Results** The fastest way to build trust with a client is to deliver results. Results give you instant credibility and trust.
- 7. Get Better** When others see you continually learning and adapting to change, they become more confident in your ability to lead into the future.
- 8. Confront Reality** Be honest about the difficult issues and are addressing them head-on.
- 9. Clarify Expectations** It is important to focus on a shared vision of success up front. This is a preventative measure. When expectations are not clearly defined up front, trust and speed both go down. A lot of time is wasted due to leaders not clearly defining expectations.
- 10. Practice Accountability** Great leaders build trust by first holding themselves accountable then holding others accountable.
- 11. Listen First** Listening before prescribing, builds trust. Trying to give advice before knowing all the facts is a waste of time and simply not fair.
- 12. Keep Commitments** Covey refers to this as the “Big Kahuna” of all the trust behaviors. When you make a commitment you build hope. When you keep a commitment you build trust. Be careful when making commitments. Make only the commitments you can keep. Also, don’t be vague when making commitments. This applies to Implicit and explicit commitments.
- 13. Extend Trust** The other behaviors help you become a trusted leader; this behavior helps you become a trusting leader. We should extend trust to those who have earned it. Be willing to extend trust to those who are still earning it. Be wise in extending trust to those who have not exemplified a character worth trusting.

Building Trust with Others

To run an effective organization, we must have trust with our team, our sponsors and our superiors

In order to have that trust, we must first measure current levels and then determine are desired levels and then we can put together a game plan on how to get there.

Measuring Current Levels

How do you measure the level of trust?

What is the current level of trust...

- in Kiewit as a whole
- in Kiewit between Senior and Middle management
- in Kiewit between management and staff
- between you and your team
- between your team and your sponsors
- between you and your sponsors
- between Kiewit management and your sponsors

Determining Desired Levels

Determining our desired level of trust with others

What is the desired level of trust with...

- Kiewit as a whole
- Kiewit between senior and middle management
- Kiewit between management and staff
- between you and your team
- between your team and your sponsors
- between you and your sponsors
- between Kiewit management and your sponsors

Trust Building Tools

Here is an assortment of tools to help build trust to your desired levels with employees, superiors and sponsors.

Win/Win

Eliminate the elephant in the room, a template to have honest, tactful conversations

What I Noticed that I appreciate / What I Noticed that I am challenged by

What I Need from you

Five Eyes

To build trust, we must be able to see things from multiple perspectives.

Eye #1

Eye #2

Eye #3

Eye #4

Eye #5