BUILDING TRUST IN THE WORKPLACE: ARE YOU MAKING DEPOSITS OR WITHDRAWALS WITH YOUR COLLEAGUES?

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LEARNING OBJECTIVES

• By the end of this **workshop** you should be able to:
  
  – Identify the benefits of building high performing teams
  – and the costs if we do not
  
  – Understand the importance of your role in building respect and trust in the workplace
  
  – Discuss the economics of trust and how making deposits – not withdrawals – with your colleagues can pay dividends
EXERCISE: GREAT TEAMS!

• Think of a high performing or great team you belonged to:
  – What made it such a great team?
  – Who was the “coach/leader”?
  – What did they do to make it such a great team?
  – What qualities or characteristics made the team great?
THE “TEAM” CONCEPT

• Individual:
  – Focus is on task and self
THE “TEAM” CONCEPT

• Group:
  – Number of individuals assembled together or having some unifying relationship
  – Focus is on goal and self
THE “TEAM” CONCEPT

• Team:
  – A number of individuals associated in some joint action (goal)
  – Focus is on goal and each other (team)
  – “The whole is greater than the sum of its parts”
THE FUNDAMENTALS: TEAM DYNAMICS
BENEFITS TO BUILDING HIGH PERFORMING TEAMS?

Team
• Better communication
• Equal stakes in outcome
• Increased trust
• Greater efficiency
• Greater productivity
• Increased engagement

Organization (college)
• Motivated colleagues
• Knowledgeable & independent
  – More delegation
  – Greater flexibility
• Innovation
• Better culture
COSTS TO LOW PERFORMING OR DYSFUNCTIONAL TEAMS?

Team
• Confusion about roles and responsibilities
• Failure to accomplish tasks
• Over-dependence upon leader (lack of autonomy)
• Inattention to results

Organization
• Hard costs (turnover)
• Soft costs
  – Strained resources
• Lower productivity/attendance issues
• Impact on brand
• E&O Claims
COMMON TEAM DYSFUNCTIONS

• Lack of trust
• Poor communication/lack of healthy and relevant debate
• Lack of commitment
• Avoidance of accountability
• Ego/inattention to team results
THE IMPORTANCE OF RESPECT

• It is difficult (if not impossible) for team members to work well together if they do not treat each other with respect.

“The most important single ingredient in the formula of success is knowing how to get along with people.”
—Theodore Roosevelt
THE IMPORTANCE OF RESPECT

• Why is workplace fertile ground for conflict?
  – Diverse individuals
    • Age, gender, nationality, upbringing, background, family situation, personal circumstances, etc.
  – Differing priorities and work styles
  – Interdependence and close quarters
• But a workforce is enriched by diversity
  – Strong teams include individuals with unique backgrounds, experiences, and perspectives
THE IMPORTANCE OF YOUR ROLE

“LIFE IS NOWHERE”
THE INFLUENCE OF MANAGERS

• Unfortunately, managers often have no idea how to lead people
  – Most managers weren’t promoted because they are natural born leaders
  – Bad relationships are the single biggest driver of employment lawsuits

» People leave people - not jobs
LEADERSHIP

• Difference between management & leadership

• People attempt to lead others as they want to be lead

• Situational leadership is key
THE IMPORTANCE OF CHARACTER
THE IMPORTANCE OF CHARACTER

• Personal character is by far the most important leadership quality
  – Cannot develop trust without strong personal character

• Character and values are expressed through behaviors
  – Colleagues evaluate character based on behaviors they observe
CONVERSATION DRIVES CHARACTER

Character $\rightarrow$ Behavior

Behavior $\rightarrow$ Character

*Watch your thoughts, they become words.*
*Watch your words, they become actions.*
*Watch your actions, they become habits.*
*Watch your habits, they become your character.*
*Watch your character, it becomes your destiny.*

– Unknown
CHOOSING OUR RESPONSE

• When faced with an event, the goal is to choose a response that reflects the character we want to project.

Event ➔ Character ➔ Response

Event ➔ Response ➔ Character

• We control the conversation by making the right choices that, in turn, drive trust.
FACILITATING TEAM DYNAMICS
EXERCISE:

EVALUATION OF TRUST
THE IMPORTANCE OF TRUST

• Trust determines two outcomes:
  – Speed and cost

• Trust ↓ Speed ↓ Cost
  – Airport security after 9/11
  – NSA Verizon Spying Order

_The Speed of Trust – The One Thing that Changes Everything_,
by Stephen M.R. Covey
THE IMPORTANCE OF TRUST

• The level of trust (high or low) directly impacts the effectiveness of your communications.

  – **High trust or confidence**: you can say the wrong thing and people will still get your meaning.

  – **Low trust or suspicion**: you can be clear and precise, yet people will still misinterpret you and think you are hiding something.
THE IMPORTANCE OF TRUST

• The level of trust (high or low) also directly corresponds to employee morale, productivity and morale.
  – 48% employees surveyed will be looking to leave their current employer due to lack of trust in their employers
  – Reasons cited include how business and operational decisions were handled during recession

• Ethics & Workplace Survey, Trust in the Workplace, Deloitte, LLP
THE IMPORTANCE OF TRUST

Talk straight:

– *Do’s*

• Use clear communication

• Read AND re-read an email before you hit “send”

– *Don’ts*

• Use labels or stereotypes

• Engage in (active or passive) gossiping
THE IMPORTANCE OF TRUST

Listen first:

– Do’s

• Genuinely listen and seek to understand before being understood

• Consider multiple perspectives and motivation – help give perspective

– Don’ts

• Deny someone the opportunity to tell their side/perspective

• Make assumptions
Putting your phone away & Paying attention to those talking to you? There’s” an App for that its called “RESPECT,” Incredible.
THE IMPORTANCE OF TRUST

Demonstrate respect:

– *Do’s*

• Show genuine concern for others—not just those you need something from
• Recognize the contributions of others—not just in front of them

– *Don’ts*

• Use email or voicemail to have “difficult conversations”
• Say “it is nothing personal”
THE IMPORTANCE OF TRUST

Show loyalty:

– *Do’s*
  
  • Speak respectfully about team members and do not disparage
  
  • Speak about people as though they are present

– *Don’ts*
  
  • Take credit for work or ideas that are not yours
  
  • Correct or degrade in a public setting
THE IMPORTANCE OF TRUST

Confront reality:

– **Do’s**

  • Tackle the tough issues head-on and do not ignore them in the hope that they will go away
  
  • Lead courageously in conversations even if the news is uncomfortable or bad

– **Don’ts**

  • Wait too long to address workplace issues
  
  • Avoid having difficult conversations
THE IMPORTANCE OF TRUST

Practice accountability:

– **Do’s**

  • Hold team members accountable for meeting expectations and deadlines

  • Hold yourself accountable for and above all others (don’t point fingers)

– **Don’ts**

  • Say “that is not in my job description”

  • Assume you have no responsibility or ownership in an issue
INSIGHT INTO ACTION!

• People often say “motivation does not last.” And, I say, neither does bathing and that is why we recommend it every day.

  • Zig Ziglar
QUESTIONS
THANK YOU