

BOOK 2
JULY 2010
TRUST

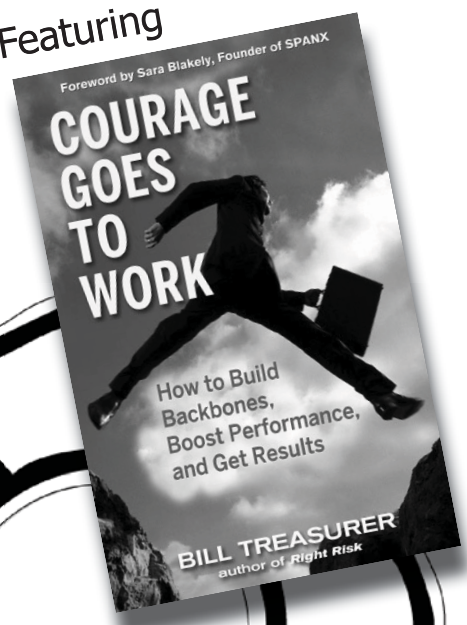
QUEST FOR

COURAGE

勇氣



Featuring



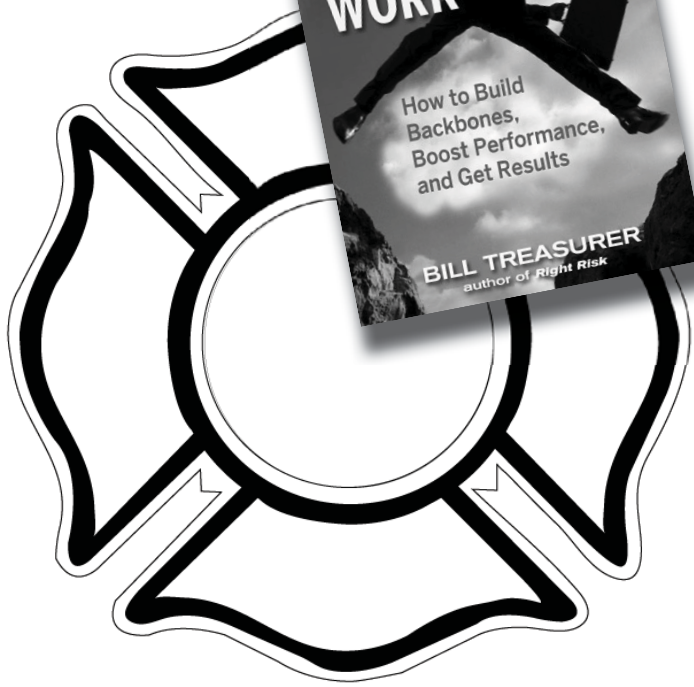
Everyone has the capacity to be courageous.

Employees perform better when they are working courageously.

Courage is a learnable and teachable skill.

The key to putting courage to work is the regimen of things you regularly do before challenging situations present themselves.

The entire workforce benefits when everyone is showing up to work with more courage.



When workers have high TRUST Courage they are:

Got it! No problem.



Receptive to your directions

Hmmmm, I didn't see that solution before. Thanks!



Open to your feedback

Oh. Okay.



Mature in how they handle your criticisms

I'll just rework that paragraph.



The opposite of trust is distrust. When workers' trust buckets are empty they spend too much time and energy:

The new manager doesn't like me, she gives me the applications that take forever to process.



Worrying about 'secret motives' for assigning them difficult tasks

What does she mean *she'll check the reports?* Never had to have my reports checked before!



Trying to read between the lines

This place has me so upset I can't even think straight!



Not able to get on with the work at hand

Human Relations —

author unknown

6 The six most important words:
"I admit I made a mistake."

5 The five most important words:
"You did a good job."

4 The four most important words:
"What is your opinion."

3 The three most important words:
"If you please."

2 The two most important words:
"Thank you,"

1 The one most important word: "We"

0 The least important word: "I"

TRUST Courage...
You gain it
as you give it.

Why is it so difficult for employees to trust managers?

Ask yourself...
"Do my employees trust me?"

Think about your employees: What do you do to engender their trust?

"I used to think that running an organization was equivalent to conducting a symphony orchestra. But I don't think that's quite it; it's more like jazz. There is more improvisation."

— Warren Bennis

Pouring courage into an employee's bucket is the best way to ensure that they follow your leadership.

What fills an employee's Trust Bucket?

1. History of promises kept
2. Credibility gained through a proven track record
3. Positive reputation
4. Honesty - you trust people who are honest with you. The truth doesn't matter if it isn't delivered with respect. Honesty, when delivered with brutality, tears trust down.



How do you fill an employee's trust bucket?

1. Match honesty with courtesy - Words and actions matter; and when they are used to control, subjugate, punish or harm they only serve to obliterate trust.
2. Practice respectful management - you'll get deeper levels of loyalty and trust from employees. Some managers use power to control the behavior of others but loyalty produced by fear is unsustainable.
3. Build TRUST courage from the Get-go - managers who

clarify the expectations they have of each team member helps to create a trusting environment. Establish ground rules with regard to keeping confidences as well as your expectations regarding professionalism in the way in which employees communicate and treat each other.

Be a role model!

Low trust impacts everything from the cohesiveness of your team to the earnestness to which employees commit to assignments.

Distrust is a byproduct of betrayal.

Harbored resentments, moody behaviour and abrasive communications are all examples of what happens when distrust, consciously or unconsciously, imbues relationships. Distrust can take many forms:

1. uncooperative behaviour
2. passive or active resistance to company directives
3. sabotaging agency goals



Leadership Matrix Survey - Questionnaire

Below is a list of statements about leadership behavior. Read each one carefully, then, using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible.

never sometimes always
0 1 2 3 4 5

1. _____ I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.
2. _____ Nothing is more important than accomplishing a goal or task.
3. _____ I closely monitor the schedule to ensure a task or project will be completed in time.
4. _____ I enjoy coaching people on new tasks and procedures.
5. _____ The more challenging a task is, the more I enjoy it.
6. _____ I encourage my employees to be creative about their job.
7. _____ When seeing a complex task through to completion, I ensure that every detail is accounted for.
8. _____ I find it easy to carry out several complicated tasks at the same time.
9. _____ I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. _____ When correcting mistakes, I do not worry about jeopardizing relationships.
11. _____ I manage my time very efficiently.
12. _____ I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. _____ Breaking large projects into small manageable tasks is second nature to me.
14. _____ Nothing is more important than building a great team.
15. _____ I enjoy analyzing problems.
16. _____ I honor other people's boundaries.
17. _____ Counseling my employees to improve their performance or behavior is second nature to me.
18. _____ I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

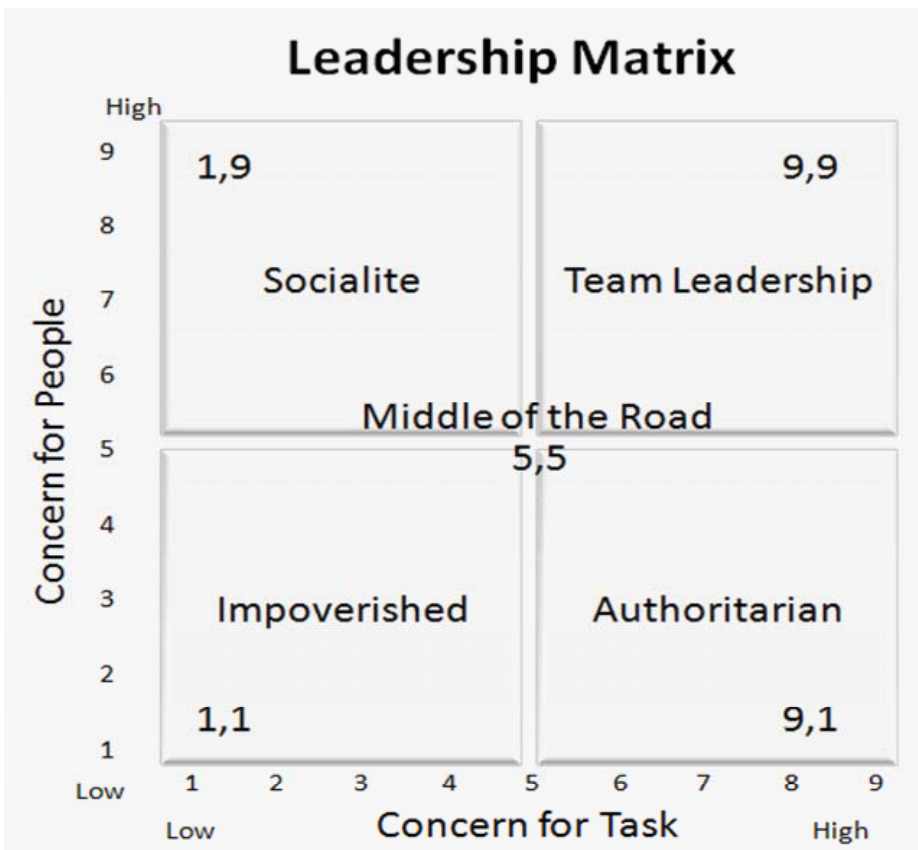
Scoring Section

After completing the Questionnaire, transfer your answers to the spaces below:

People	Task
Question	Question
1. _____	2. _____
4. _____	3. _____
6. _____	5. _____
9. _____	7. _____
10. _____	8. _____
12. _____	11. _____
14. _____	13. _____
16. _____	15. _____
17. _____	18. _____
TOTAL _____	TOTAL _____
X 0.2 = _____	X 0.2 _____
(multiply the Total by 0.2 to get your final score)	(multiply the Total by 0.2 to get your final score)

Matrix Section

Plot your final scores on the graph below by drawing a horizontal line from the approximate people score (vertical axis) to the right of the matrix, and drawing a vertical line from the approximate task score on the horizontal axis to the top of the matrix. Then, draw two lines from each dot until they intersect. The area of intersection is the leadership dimension that you operate from.



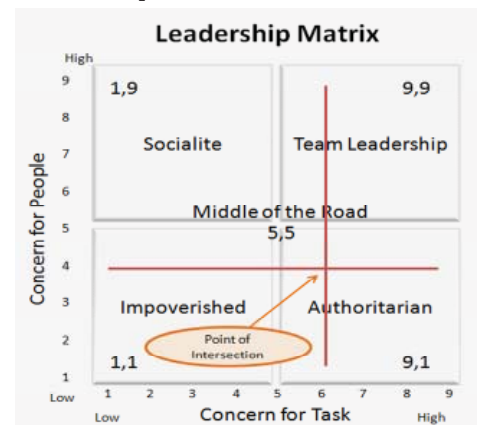
Results

This chart will give you an idea of your leadership style:

- Impoverished (1,1 to 4,4): weak on both tasks and people skills
- Authoritarian (people - 1 to 4 and task - 5 to 9): strong on tasks, weak on people skills
- Socialite (people - 5 to 9 and task 1-4): strong on people skills, weak on tasks
- Team Leadership (6,6 to 9,9): strong on both tasks and and people skills
- Middle-of-the-Road (5,5): in the middle of the chart, but with more experience and skills can display good team leadership

However, like any other instrument that attempts to profile a person, you have to take in other factors, such as, how your manager and employees rate you as a leader, do you get your job done, do you take care of your employees, are you helping to "grow" your organization, etc.

Example



So what's it mean?

Most people fall somewhere near the middle of the two axes — Middle of the Road. But, by going to the extremes, that is, people who score on the far end of the scales, we come up with four types of leaders:

- Authoritarian — strong on tasks, weak on people skills
- Country Club — strong on people skills, weak on tasks
- Impoverished — weak on tasks, weak on people skills
- Team Leader — strong on tasks, strong on people skills

The goal is to be at least in the Middle of the Road but preferably a Team Leader — that is, to score at least between a 5,5 to 9,9.

Authoritarian Leader (high task, low relationship)

People who get this rating are very much task oriented and are hard on their workers (autocratic). There is little or no allowance for cooperation or collaboration. Heavily task oriented people display these characteristics: they are very strong on schedules; they expect people to do what they are told without question or debate; when something goes wrong they tend to focus on who is to blame rather than concentrate on exactly what is wrong and how to prevent it; they are intolerant of what they see as dissent (it may just be someone's creativity), so it is difficult for their subordinates to contribute or develop.

Team Leader (high task, high relationship)

This type of person leads by positive example and endeavors to foster a team environment in which all team members can reach their highest potential, both as team members and as people. They encourage the team to reach team goals as effectively as possible, while also working tirelessly to strengthen the bonds among the various members. They normally form and lead some of the most productive teams.

Country Club Leader (low task, high relationship)

This person uses predominantly reward power to maintain discipline and to encourage the team to accomplish its goals. Conversely, they are almost incapable of employing the more punitive coercive and legitimate powers. This inability results from fear that using such powers could jeopardize relationships with the other team members.

Impoverished Leader (low task, low relationship)

A leader who uses a "delegate and disappear" management style. Since they are not committed to either task accomplishment or maintenance; they essentially allow their team to do whatever it wishes and prefer to detach themselves from the team process by allowing the team to suffer from a series of power struggles.

Best case scenario...

The most desirable place for a leader to be along the two axes at most times would be a 9 on task and a 9 on people — the Team Leader.

However, do not entirely dismiss the other three. Certain situations might call for one of the other three to be used at times. For example, by playing the Impoverished Leader, you allow your team to gain self-reliance. Be an Authoritarian Leader to instill a sense of discipline in an unmotivated worker. By carefully studying the situation and the forces affecting it, you will know at what points along the axes you need to be in order to achieve the desired result.

You should review the statements in the survey and reflect on the low scores by asking yourself, "If I scored higher in that area, would I be a more effective leader?" And if the answer is yes, then it should become a personal action item.

TRUST Courage is at the Heart of Every Productive Team...

A lack of leadership is often seen as a roadblock to a team's performance. As Stewart and Manz (1995, p.748) put it, "More specifically, work team management or supervision is often identified as a primary reason why self-management teams fail to properly develop and yield improvements in productivity, quality, and quality of life for for American workers."

Rather than focusing on ineffective teams, Larson and LaFasto (1989) looked in the opposite direction by interviewing excellent teams to gain insights as to what enabled them to function to such a high degree. They came away with the following conclusions:

- **A clear elevating goal — they have a vision**
- **Results driven structure — visions have a business goal**
- **Competent team members with the right number and mix**
- **Unified commitment — they are a team, not a group**
- **A collaborative climate — aligned towards a common purpose**
- **High standards of excellence — they have group norms**
- **Principled leadership — the central driver of excellence**
- **External support — they have adequate resources**

Clark, D.R. (2010), Leadership Matrix Survey, Retrieved July, 2010 <http://nwlink.com/~donclark/>

TOP FIVE BEHAVIORS...

...affecting trust in relationships between a manager and employee:

TRUST BUILDING

- Communicates openly & honestly without distorting any information
- Shows confidence in employee abilities by treating them as skilled, competent associates
- Keeps promises & commitments
- Listens to & values what employees say, even though he or she may not agree
- Cooperates with employees and looks for ways in which employees and leadership can help each other

TRUST REDUCING

- Acts more concerned about his or her own welfare than anything else
- Sends mixed messages so that employees never know where he or she stands
- Avoids taking responsibility for actions ('passes the buck' or 'drops the ball')
- Jumps to conclusions without checking the facts first
- Makes excuses or blames others when things don't work out ('finger pointing')

A Survey of Trust in the Workplace, Executive Summary - Paul Bernthal, DDI

Assignment

Attempting TRUST Courage...

Consider the behaviors listed above that either build or reduce trust. Develop a plan of action designed to activate the TRUST Courage in your area. Define your action plan and include obstacles and expected outcomes.

An Example: Delegate a unique task to an employee. Give them instruction, but don't hover. Check their progress but don't interfere. What did you learn about yourself through this assignment? What did you learn about the employee?

Use your TRY Courage to fill your area with TRUST Courage!

Please follow this link and take a brief evaluation survey and let us know what you think about the class:

<http://www.surveymonkey.com/s/JDYT5SZ>



Questions about today's presentation can be directed to the Center for Strategic Innovation.