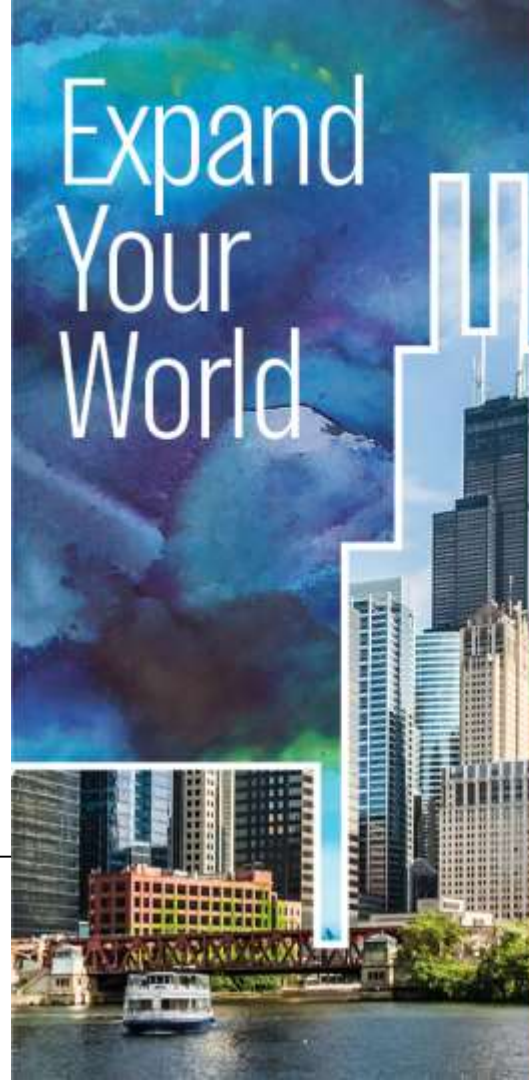




Leading with Trust: Five Skills Every Leader Must Master

ANDREA P. HOWE
GARY S. JONES

To access these slides, please go to
Presentations.shrm.org



#SHRM18



What are your most memorable moments as a leader?



(Be honest)

What are your
most memorable
moments
as a leader?



HR knows trust failures too well

FAST COMPANY

Why We Hate HR

In a knowledge economy, companies with the best talent win. And finding, nurturing, and developing that talent should be one of the most important tasks in a corporation. So why does human resources do such a bad job — and how can we fix it?



Harvard Business Review

JULY 2012
100 The Most Innovative
Sony's Michael Lynton
on the Hacking Debate
100 The Big Ideas
Intel's Employer-Led
Health Care Revolution
Michael A. Weisbach et al.
100 Managing Innovation
Job Search: Ace
the Assessment
Renee Chatterjee-Pomato



IT'S TIME TO BLOW UP

HR

AND BUILD SOMETHING NEW.

HERE'S HOW

PAGE 53



1.

5.

2.

6.

3.

7.

4.

8.

What are the
benefits of
leading with
trust?





1. Greater engagement

5. Earlier involvement

2. Increased productivity

6. Receptivity

3. Proceeding w/ confidence

7. Less double-checking

4. Innovation

8. Candor

Which benefits did you identify?

Trustworthy leadership is learnable

Awareness



+

Practice



By 11:15 you will:

Have **2** tips for boosting your exec presence

Know **4** ways to be a more courageous leader

Uncover **1** hidden driver of influence

Learn **3** collaboration best practices


Discover **1** leadership habit that trumps all others

Incentive to stay 😊



Let's make this real

Bring a stakeholder to mind where trust isn't what it could be.

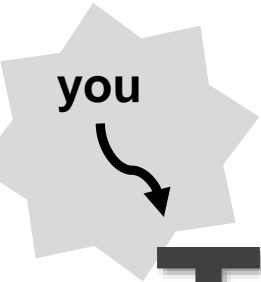
- His/her name is  _____.
- The trust-building challenge/opportunity is _____.

“Bad news insight”

Leading with
trust starts
with *you*.



An equation can help



$$T = \frac{C + R + I}{S}$$



T trustworthiness

C credibility

R reliability

I intimacy

S self-orientation

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

“Yes!”



C

Skill #1: Improvise

Why it matters:

“You HR people are always focused on process.”



Your choice:

Option A

“Here lies a
great process
person.”



Option B

“Here lies a
dynamic
leader.”

Here's the pathway to Option B

FROM TO

Rigidity ... Ease

Perfection ... Vulnerability

Hesitancy ... Confidence

Controlling ... Trusting others



2 tips for boosting your executive presence thru improv



E

1 “Yes, and ...”

2 Think out loud

Paradoxically, improv boosts C

$$T = \frac{C + R + I}{S}$$

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

Check



2 tips for boosting your executive presence

4 ways to be a more courageous leader

1 hidden driver of influence

3 collaboration best practices

1 leadership habit that trumps all others

Practices for your team

IMPROV-ING TEAMWORK


THREE ESSENTIAL PRACTICES FOR EARNING YOUR TEAM A STANDING OVATION

1. **“Yes, but ...” or “Yes, and ...”?** Divide the group in half. Given them the task of planning a company party, where one half always says, “Yes, and ...” after each team member suggestion and the other half always says, “Yes, but ...” (5 minutes). In the debriefing, discuss who was most successful in the short time period and why.

The learning: Even at a basic level, finding common ground with your colleagues is important. An antagonistic relationship benefits no one and the judgment of a “Yes, but ...” stifles team members. Collaboration, creativity, and results grow out of an environment that is positive and affirming.

Tip: Stand in a circle and use “Yes, and ...” every time you want to re-energize your brainstorming. Be consistent and persistent with it.

2. **Are You Tuned In or Tuned Out?** Divide people into pairs. Have them introduce themselves to each other (or say hello if they’re already acquainted) and conduct a short conversation to discover three things they have in common (three minutes). Then, direct them turn their backs on each other and remain silent. During the silence, the leader/facilitator asks group members increasingly difficult questions about how much they noticed about their partner, such as: “What color are their eyes? Their pants/skirt? Their shoes?”



Download
w/ no strings
(DWNS)

Let's talk about risk



With a partner, say two things out loud:

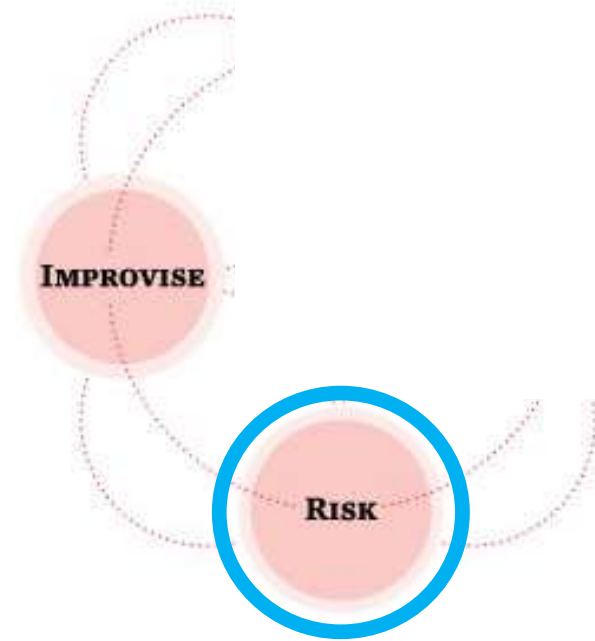
1. “One of the riskiest things I’ve ever done is _____.”
2. “One of the riskiest things I’ve ever done *as an HR professional* is _____.”

C

Skill #2: Risk

There is no trust
without risk.

Period.



Risk-taking especially matters for HR professionals



Are you ready for the big reveal?



2 tips for boosting your executive presence



4 ways to be a more courageous leader

1 hidden driver of influence

3 collaboration best practices

1 leadership habit that trumps all others



4 ways to “just do it”

4. Take responsibility for your mistakes
3. Be willing to express your own emotions
2. Acknowledge uncomfortable situations
1. Say what needs to be said

Introducing ... the caveat



A short phrase
that serves as a
warning or
cautionary detail.





Well, this is embarrassing.

Firefox is having trouble recovering your windows and tabs. This is usually caused by a recently opened web page.

You can try:

- Removing one or more tabs that you think may be causing the problem
- Starting an entirely new browsing session

Restore Windows and Tabs

✓  Window 1

✓  Facebook

Caveats

“Mommy, I have to tell you something that makes my tummy hurt ...”

“I may be completely missing the mark ...”

“There’s really no easy way to say this ...”

“At the risk of embarrassing myself ...”

“This is awkward ...”

“I’m going to go out on a limb ...”

“You’re not going to like what’s coming ...”

Let's put it together

4. Take responsibility for your mistakes

"At the risk of embarrassing myself ... I screwed this up."

1. Say what needs to be said

"There's really no easy way to say this ... your performance is an issue."

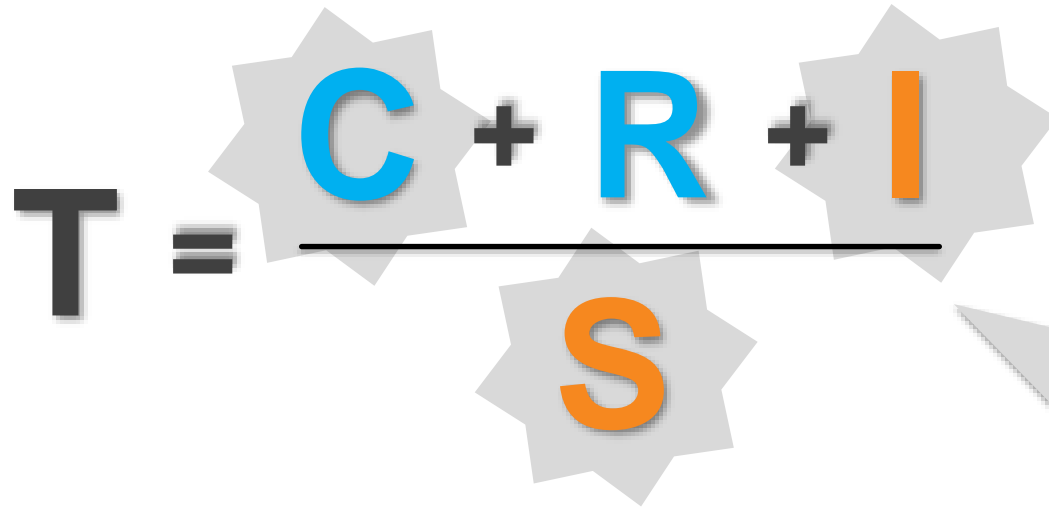
"This is awkward ... looks like we're competing for the same job"

2. Acknowledge uncomfortable situations

3. Be willing to express your own emotions

"I'm going to go out on a limb ... I was frustrated when I got your email."

You've just won the trust trifecta



The diagram illustrates the Trust Trifecta formula. On the left is a large black letter 'T'. To its right is an equals sign. Following the equals sign is a horizontal line. Above this line are three interlocking gears. The first gear is light blue and contains a large blue letter 'C'. The second gear is light blue and contains a large blue letter 'R'. The third gear is light orange and contains a large orange letter 'I'. Below the horizontal line is a single light orange gear containing a large orange letter 'S'. The entire formula is represented as $T = \frac{C + R + I}{S}$.

T trustworthiness

C credibility

R reliability

I intimacy

S self-orientation

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

Your turn

- Which risk is **hardest for you** in general? Tell on yourself. (That's risky.)
- Which one would **make the biggest difference** with your stakeholder?

4. Take responsibility for your mistakes

"At the risk of embarrassing myself ... I screwed this up."

3. Be willing to express your own emotions

"I'm going to go out on a limb ... I was frustrated when I got your email."

"This is awkward ... looks like we're competing for the same job."

2. Acknowledge uncomfortable situations

1. Say what needs to be said

"There's really no easy way to say this ... your performance is an issue."

Bonus: 2 more ways to take risks

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[ASSOCIATES LLC]

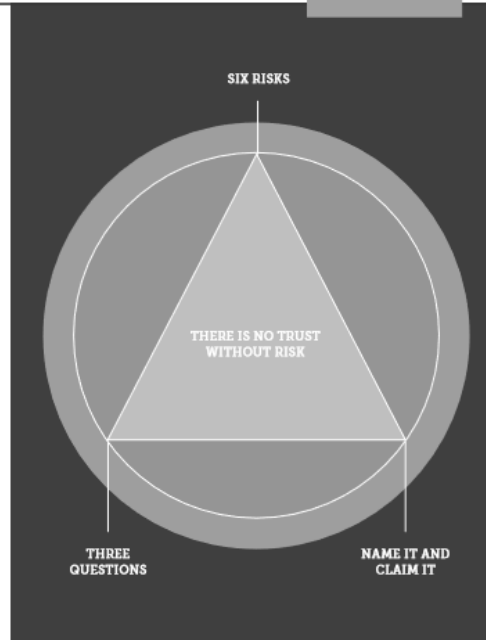
RECEIVE A FREE
TRUST QUOTIENT
DIAGNOSTIC
(\$30 value) *

Six Risks YOU SHOULD TAKE TO BUILD TRUST

Abstracted from *The Trusted Advisor Fieldbook: A Comprehensive Toolkit for Leading with Trust*, by **Charles H. Green** and **Andrea P. Howe**. John Wiley & Sons, Inc. October, 2011.
© 2011 by Charles H. Green and Andrea P. Howe. All rights reserved.

* Receive a free Trust Quotient diagnostic (\$30 value) when you pre-order *The Trusted Advisor Fieldbook* before October 31, 2011 midnight EST. Send your receipt to bookoffer@trustedadvisor.com. We'll send you access to discover your trust strengths and weaknesses.

(Abstracted from *The Trusted Advisor Fieldbook*)
Six Risks You Should Take to Build Trust



DWNS

In-the-moment survey:

Raise your hand if you've ever given good, solid advice only to have it not be taken.

Why did that happen?

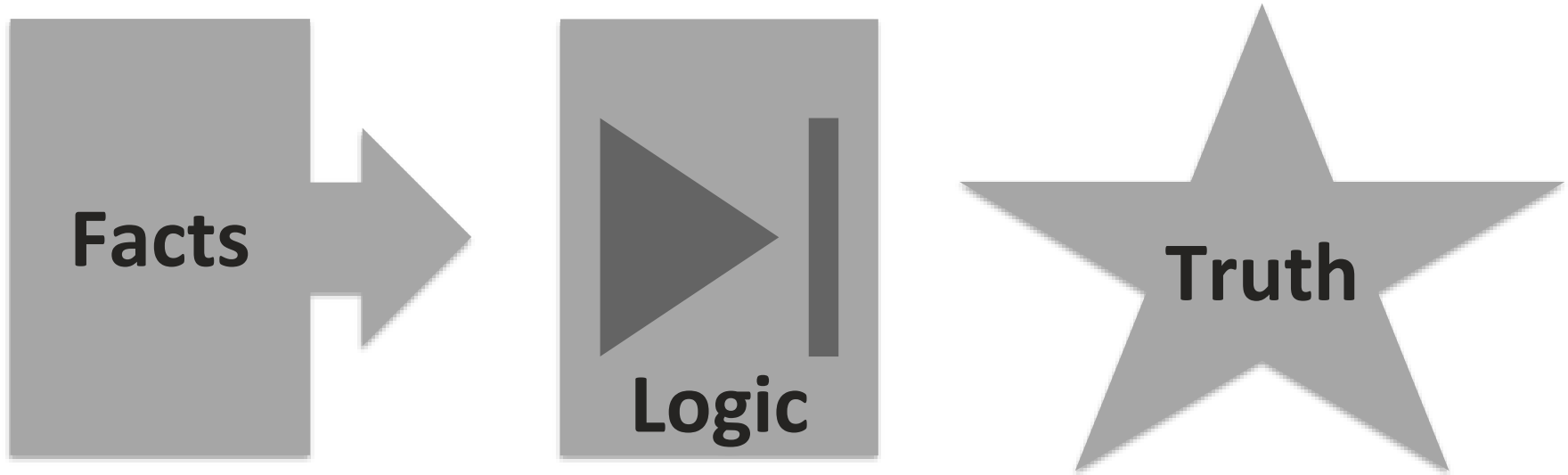


Why *did* that happen?

Three common replies:

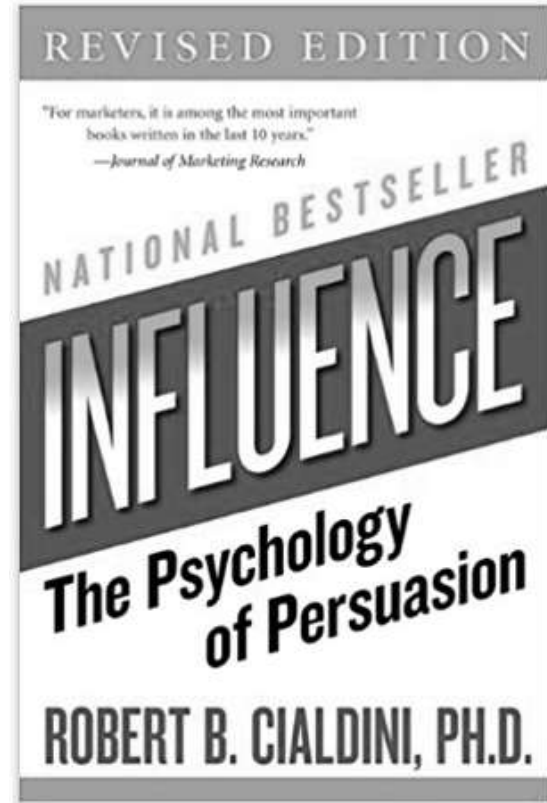
- “My case wasn’t **compelling** enough”
- “They weren’t being **rational**”
- “They weren’t **smart** enough”

Influence is also misunderstood



What *really* drives influence might surprise you

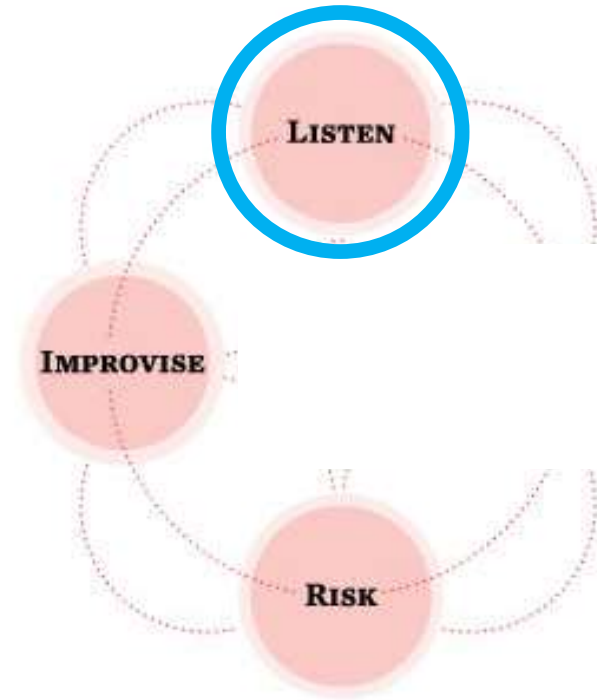
reciprocity



C

Skill #3: Listen

Influence is a
function of listening,
not talking.



The hidden driver is listening



2 tips for boosting your executive presence



4 ways to be a more courageous leader



1 hidden driver of influence

3 collaboration best practices

1 leadership habit that trumps all others

So if you had your hand up ...



... there's a good
chance you were the
problem.

(Sorry!)

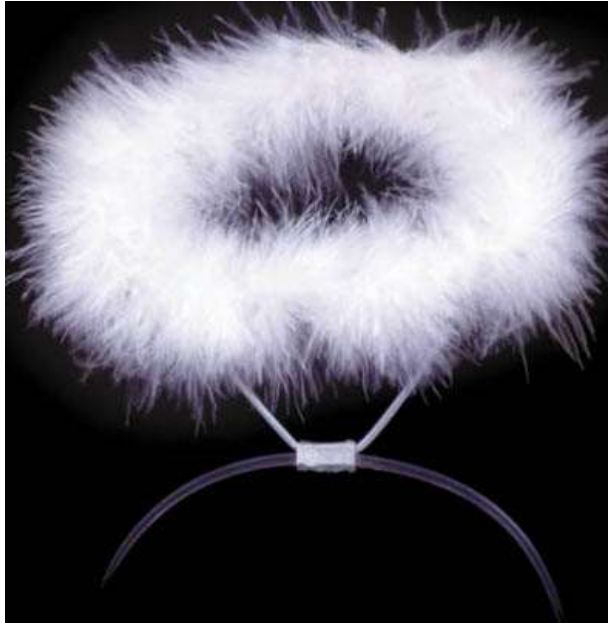
It's not enough to be right



You have to
earn the right
to be right.



And now ... a demo



“Listening is the willingness to change”— *Some Wise Man*

Dave Morris
The Way of Improvisation



Let's get real



Your stakeholder:

- What haven't you been willing or able to **hear**?
- What might you **listen for**?
- How might you show **empathy** in your response?

Masterful listening works your I and S muscles

$$T = \frac{C + R + I}{S}$$

T trustworthiness
C credibility
R reliability
I intimacy
S self-orientation

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000



The Point of Listening Is Not What You Hear, but the Hearing Itself

October 26, 2007 / 3 Comments / in Uncategorized / by Charles H. Green

In the category of “Things We Find Completely Obvious—But Aren’t True,” number one—the classic in this category—was “The Earth Is Flat.”

Number 27 is: “Listen to Customers to Identify their Needs and Wants.”

Seems obvious. Listen to learn, so that you can then:

- tweak what you’re selling to fit what they need, or
- find someone else who can give the customer what they need, or
- change the problem definition so you can help them get something else they need.

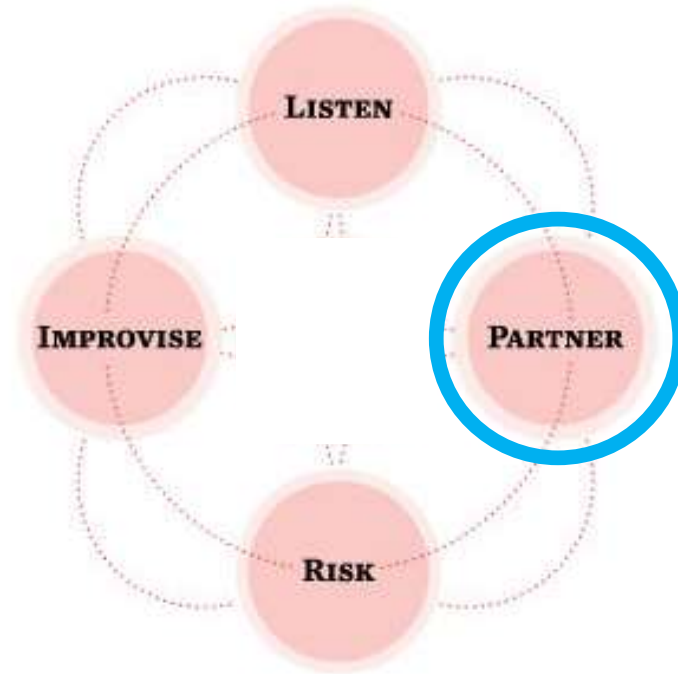
That’s what just about any sales book will tell you.

But—just like Flat Earth—it turns out to be wrong. Or, to be clear—less than 100% right. Way less.

DWNS

C

Skill #4: Partner



“Yes!”
(new take)

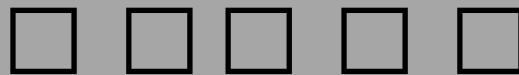


Be honest:



J

Competition



Collaboration

An overdeveloped
ability to criticize



A balanced
perspective of
positive and
negative

Discomfort
with conflict



Comfort with
conflict

Three practices that will have even your most difficult stakeholders want to collaborate with you

K

Competition

“Yes!”


An overdeveloped
ability to criticize

“Thank you.”

Discomfort
with conflict

“Oh good, we see that differently!”

Another box checked!



IMPROVISE

2 tips for boosting your executive presence

RISK

4 ways to be a more courageous leader

LISTEN

1 hidden driver of influence

PARTNER

3 collaboration best practices

1 leadership habit that trumps all others

Make it real

- Which of the three presents your greatest opportunity?
- How might you apply the best practice?
- Will you?

Three best practices that will have even your most difficult stakeholders want to collaborate with you

Competition “Yes!”

An over-developed ability to criticize

“Thank you.”

Discomfort with conflict

“Oh good, we see that differently!”

Knowing your own strengths and weaknesses is the first stop on the road to improving your partnering skills. Try rating yourself on each of the following factors.

- The middle point on the five-point scale is the neutral point. It represents neither strength nor weakness.



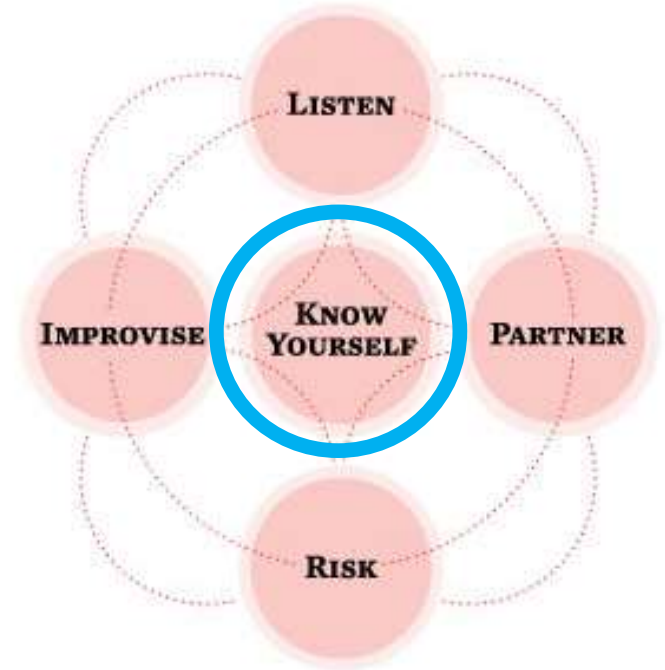
DWNS

C


Skill #5: Know yourself

self -

^ Knowledge
is power



It's the best way to “get off your ‘S’”

$$T = \frac{C + R + I}{S}$$


T trustworthiness

C credibility

R reliability

I intimacy

S self-orientation

Source: *The Trusted Advisor* by Maister, Green, and Galford, The Free Press, 2000

Leadership is habit-forming

“We are what we repeatedly do.
Excellence, then, is not an act,
but a habit”

—Aristotle

There's one leadership habit that trumps all others

Source: m-w.com



¹experiment 

noun | ex-per-i-ment | \ik-'sper-ə-mənt also -'spir-\

SAVE POPULARITY



: a scientific test in which you perform a series of actions and carefully observe their effects in order to learn about something

: something that is done as a test : something that you do to see how well or how badly it works

Try a 30-day experiment



Sharing is caring 😊

TrustedAdvisor ASSOCIATES LLC



Leading with Trust: Your 30-Day Experiment

GOAL

To develop a new habit in an area of trustworthiness where you have the most room to improve.

SPECIFICS

Focus on your greatest opportunity: choose either [Credibility](#), [Reliability](#), [Intimacy](#) or [Self-Orientation](#).

TIPS


- Make your experiment simple and FUN
- Choose one thing to try; don't pile on
- Be very specific about what you're going to practice—"Be a better listener" is too general
- Work the muscle every day, or twice a week, or 8 times in the next 30 days—you decide, just commit and stick to it
- It's ok to experiment on/with people outside of work. The goal is to form the habit; it doesn't really matter how and with whom

SOME EXAMPLES



DWNS

BAM!



IMPROVISE

2 tips for boosting your executive presence

RISK

4 ways to be a more courageous leader

LISTEN

1 hidden driver of influence

PARTNER

3 collaboration best practices

KNOW
YOURSELF

1 leadership habit that trumps all others

Get 30+ worksheets

Chapter 10: Know Yourself

Introspection, the act of looking within, helps you lead with trust. Knowing yourself makes it possible to adjust to people and situations, facilitates empathy by making it easier to relate to others and be related to, and paves the way for more rewarding working relationships. *Chapter 10: Know Yourself* offers practical ways to increase your self-knowledge with guidance on how to look inward, turn blind spots into insights, and experiment regularly. We also suggest ways to use expanded self-awareness to increase your integrity and build trust.



DWNS

Worksheet: Self-Knowledge Is Power

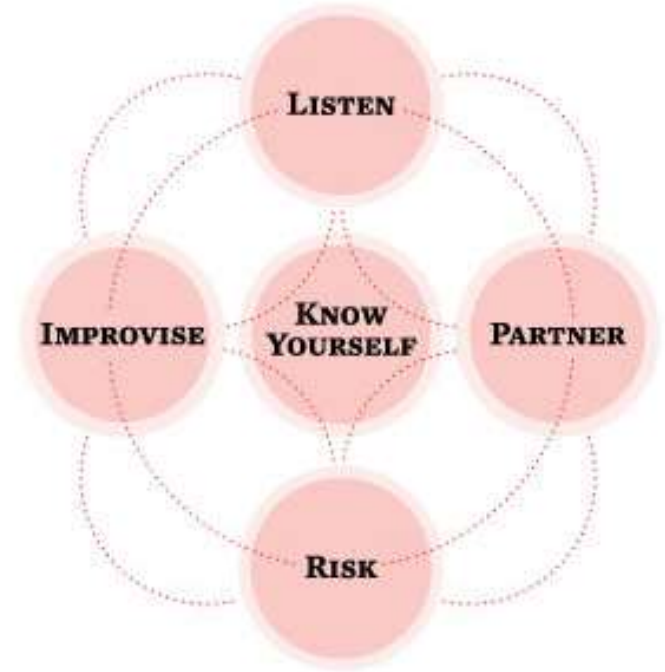
This chapter identifies three approaches to expanding your self-knowledge: look inward, turn blind spots into insights, and experiment regularly. For each, choose one practice based on the ideas provided. What specifically will you do to achieve a level of self-awareness that, paradoxically, will lower your self-orientation and improve your ability to connect with others?

Approach	Description	Your Actions
Look inward.	There are myriad tools to help you profile yourself. Use them. Discover your values, preferences, strengths, and weaknesses. Get familiar with your inner voice—a critical	

A case study pulls it all together

The Performance Management Story

DWNS



If you missed something ...

DWNS

Leading with Trust: Five Skills Every Leader Must Master	
Key Takeaways	
<p>A. The BIGGEST BENEFITS of leading with trust are:</p> <div style="display: flex; justify-content: space-between;"> <div> <ol style="list-style-type: none"> Greater engagement Increased productivity Proceeding with confidence Innovation </div> <div> <ol style="list-style-type: none"> Earlier involvement Receptivity Less double-checking Candor </div> </div>	
<p>B. A STAKEHOLDER where trust isn't what it could/should be:</p> <p>Name: _____</p> <p>Challenge/Opportunity: _____</p>	<p>FREE DOWNLOADS:</p> <ul style="list-style-type: none"> Improving Teamwork: Three Ways to Earn Your Team a Standing Ovation (handout) Six Risks You Should Take to Build Trust (eBook) The Point of Listening is Not What You Hear, but the Hearing Itself (article) The Trusted Advisor Fieldbook on Partnering (Chapter 7 excerpt) Leading with Trust: Your 30-day Experiment (worksheet) The Trusted Advisor Fieldbook Worksheet Series (book excerpt) Reinventing Performance Management at Grizzard: The Five Trust Skills in Action (transcribed interview with Gary Jones)
<p>C. The FIVE SKILLS every trustworthy leader must master are:</p> <p>Improvise</p> <p>Risk</p> <p>Listen</p> <p>Partner</p> <p>Know yourself</p>	
<p>D. Four variables of TRUSTWORTHINESS are:</p> <p>Credibility</p> <p>Reliability</p> <p>Intimacy</p> <p>(Low) Self-orientation</p>	$T = \frac{C + R + I}{S}$
<p>E. Two tips for boosting your EXECUTIVE PRESENCE are:</p> <ol style="list-style-type: none"> "Yes, and ..." Think out loud 	<p>F. Four ways to be a MORE COURAGEOUS LEADER are:</p> <ol style="list-style-type: none"> Say what needs to be said Acknowledge uncomfortable situations Be willing to express your own emotions Take responsibility for your mistakes <p>◀ Circle the one that's hardest for you</p> <p>◀ Star the one that would make the biggest difference with your stakeholder.</p>

<p>G. A CAVEAT is a short phrase that serves as a warning or cautionary detail.</p>	
<p>H. IT'S NOT ENOUGH TO BE RIGHT. You have to <u>earn the right to be right</u>.</p>	
<p>I. The hidden driver of INFLUENCE is <u>listening (yours)</u>.</p>	
<p>J. As an HR practitioner, where would you place yourself on these PARTNERING SCALES?</p> <div style="display: flex; justify-content: space-between;"> <div> <p>Competition <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> <p>An overdeveloped ability to criticize <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p> </div> <div> <p>Collaboration</p> <p>A balanced perspective of + and -</p> <p>Discomfort with conflict <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Comfort with conflict</p> </div> </div>	
<p>K. Three practices that will have even your most difficult stakeholders want to COLLABORATE with you are:</p> <div style="display: flex; justify-content: space-between;"> <div> <p>Competition: "Yes!"</p> <p>An overdeveloped ability to criticize: "Thank you."</p> <p>Discomfort with conflict: "Oh, good! We see that differently!"</p> </div> <div> <p>◀ Circle the one that presents your greatest opportunity.</p> </div> </div>	
<p>L. The ONE LEADERSHIP HABIT that trumps all others is: <u>A 30-day experiment</u></p>	
<p>M. My BIGGEST TAKEAWAY from today is:</p>	
<p>N. BONUS: ONE ACTION I will take to be a more trustworthy leader with my stakeholder is:</p>	

Here's to a brighter picture

FAST COMPANY

Why We ~~Hate~~ ^{LOVE} HR

In a knowledge economy, companies with the best talent win. And finding, nurturing, and developing that talent should be one of the most important tasks in a corporation. So why does human resources do such a bad job — and how can we fix it?



Harvard Business Review

JULY 2012
2012 The 2012 Innovation
Sony's Michael Lynton
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Intel's Employer-Led
Health Care Revolution
Michael A. Weisbach et al.
2012 Managing Innovation
Job Search: Ace
the Assessment
Renee Chatterjee-Pomato



~~CELEBRATE~~

IT'S TIME TO ~~BLOW UP~~

HR

AND BUILD SOMETHING NEW.

HERE'S HOW

PAGE 53

What value did you get?



“My biggest takeaway from today is _____.”



BONUS: “And one action I will take with my stakeholder is _____.”

That promise ...



GET REAL
17 WAYS TO
TRANSFORM
YOUR CLIENT
RELATIONSHIPS

- Experiment for 30 days
- Tell us how it went **by July 18th**
- Be one of three to win



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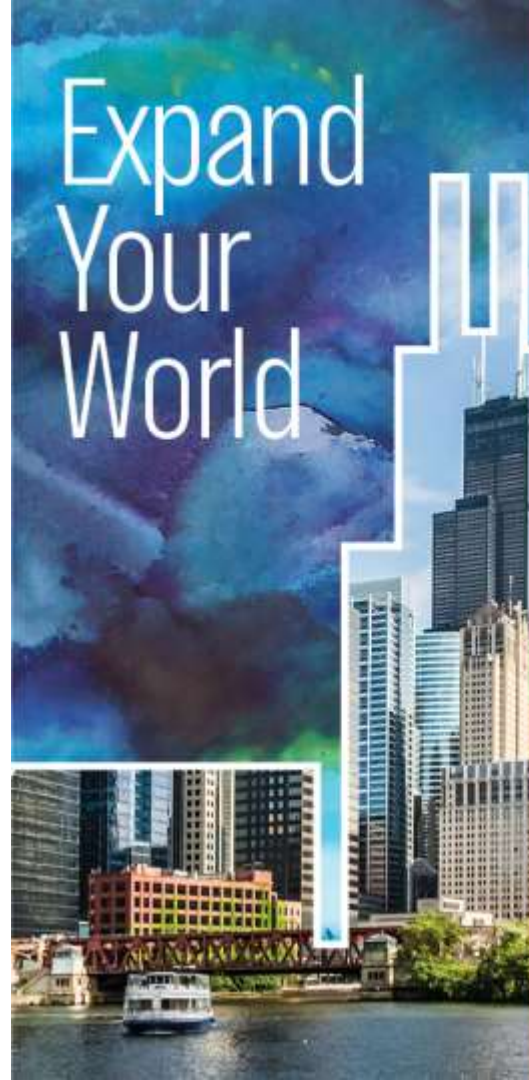
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#SHRM18

