

## Leading with Trust: Five Skills Every Leader Must Master

### Key Takeaways

#### A. The **BIGGEST BENEFITS** of leading with trust are:

1. Greater engagement
2. Increased productivity
3. Proceeding with confidence
4. Innovation
5. Earlier involvement
6. Receptivity
7. Less double-checking
8. Candor

#### B. A **STAKEHOLDER** where trust isn't what it could/should be:

Name:

Challenge/Opportunity:

#### FREE DOWNLOADS:

- Improv-ing 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)

#### C. The **FIVE SKILLS** every trustworthy leader must master are:

Improvise

Risk

Listen

Partner

Know yourself

#### D. Four variables of **TRUSTWORTHINESS** are:

Credibility

Reliability

Intimacy

(Low) Self-orientation

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

#### E. Two tips for boosting your **EXECUTIVE PRESENCE** are:

1. "Yes, and ...
2. Think out loud

#### F. Four ways to be a **MORE COURAGEOUS LEADER** are:

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

← Circle the one that's hardest for you

← Star the one that would make the biggest difference with your stakeholder.

G. A **CAVEAT** is a short phrase that serves as a warning or cautionary detail.

H. **IT'S NOT ENOUGH TO BE RIGHT.** You have to earn the right to be right.

I. The hidden driver of **INFLUENCE** is listening (yours).

J. As an HR practitioner, where would you place yourself on these **PARTNERING SCALES**?

Competition ☐ ☐ ☐ ☐ ☐ Collaboration

An overdeveloped ability to criticize ☐ ☐ ☐ ☐ ☐ A balanced perspective of + and -

Discomfort with conflict ☐ ☐ ☐ ☐ ☐ Comfort with conflict

K. Three practices that will have even your most difficult stakeholders want to **COLLABORATE** with you are:

Competition: "Yes!"

An overdeveloped ability to criticize: "Thank you."

Discomfort with conflict: "Oh, good! We see that differently!"

← Circle the one that presents your greatest opportunity.

L. The **ONE LEADERSHIP HABIT** that trumps all others is: A 30-day experiment

M. My **BIGGEST TAKEAWAY** from today is:

N. **BONUS: ONE ACTION** I will take to be a more trustworthy leader with my stakeholder is: