

The Evolved Leadership Team: 6 Essential Trust Drivers to Enhance Organisational

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By Marie-Claire Ross, CEO & Founder, Trustologie



Trustologie[®]

BUILDING TRUST LEADERSHIP



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“Since the workshop with our senior leader’s team, there has been about a 20-25% improvement to date. Your workshop has addressed areas they hadn’t thought of previously and helped them to recognise better ways of communicating concerns and issues to each other. Leaders are now more inclined to share issues and work through them together to find solutions. There is a much clearer understanding of the requirements of other leaders and meeting deadlines, as well as respecting each other’s opinions, which is something they work on in regular meetings now.”

Midsize Company

BUSINESS CONTEXT



Businesses must adapt and change to stay relevant. Constant reinvention.



So must the people within the organisation. But people don't like change.



56% of Australian CEOs are concerned about a lack of trust in business.

Why is Trust Important?



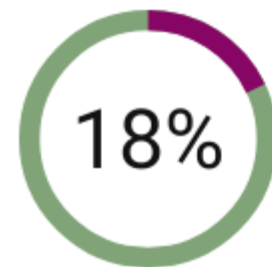
for high trust
organisations
versus low trust.



Half the employee turnover



Less burnout



More productivity



More employee engagement

Trust Is Foundational for Relationships and High Performance

- Provides a sense of safety to explore and understand our world.
- Enables us to undertake truth-seeking conversations, commit, take action, make decisions faster and buy into a big vision.

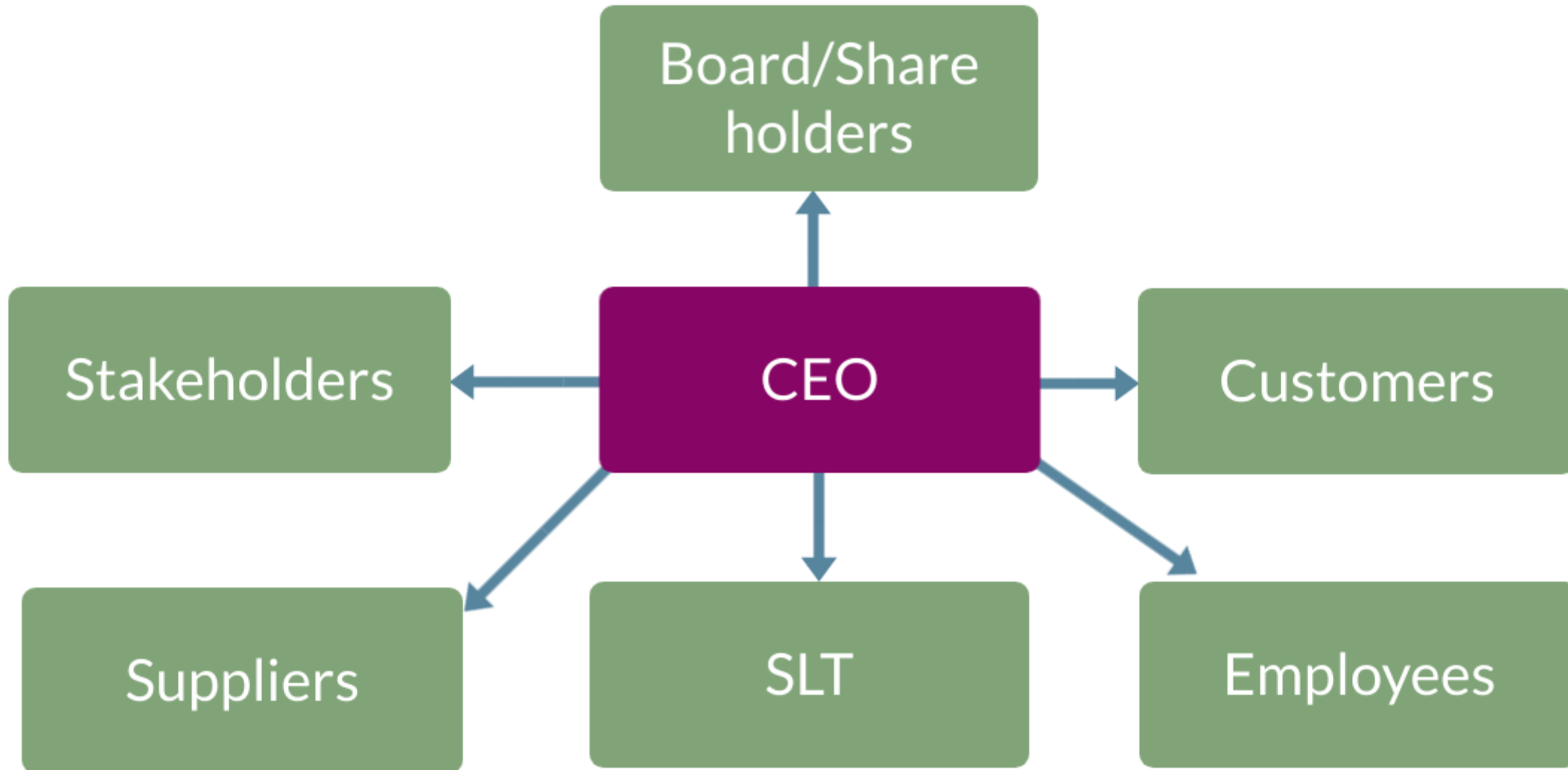
Trust at Work Definition

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The ability for everyone in an organisation to **confidently rely on (and predict)** that others will do the **right thing** and make good on **promises.**

Marie-Claire Ross

INSPIRING TRUST



Discussion

A

Currently, which stakeholder groups are you spending the most time on building trust with and why?

Organisational Trust

Systems that protect
business



Consistent action/good intent



Brand reputation/customer
promise/social license



Amplifier of what what's
happening at
senior/board level



Leaders

How decisions get made

Model the right trust
behaviours

Remuneration/
accountability



Trust is the Fuel that Enables High Performance Leadership Teams



Teams

Anti-social behaviours



Lack of accountability



Group identity



Behavioural Issues with Low Trust Leadership Teams

- Siloed behaviours.
- Disengaged from the direction of the organisation.
- Disengagement between staff and leadership team.
- Executives are in their comfort zones, unwilling to truly advance the organisation.
- Think they're modelling the right behaviours and being relationship driven.
- Not pushing each other to achieve inspiring goals.

Business Issues

- Stagnant.
- Loss of focus on customer base (eg: lose key contract/market share/margin erosion).
- Lack of ideas and innovation.
- Low motivation to change/missed market opportunities.
- High turnover/disengaged workforce.
- Increased costs (eg: duplication, rework etc).

Current State

1

Using a rating scale of 1-10, where 1 equals extremely poor and 10 extremely high, how would you rate your management team in terms of trusting each other?

What challenges are you facing that are causing trust issues?

Where it All Began...



We are Designed to be with People

Feel pride when on a team
that's going somewhere



Feeling is from serotonin



We want people's
approval & serotonin
makes us accountable to
the numbers



Trust Begets Trust

The happy feeling is from
OXYTOCIN



We feel love and trust and it
make us perform acts of
generosity




When we cooperate, we look out
for others & we're rewarded with
feelings of security



Lights up the reward part of our
brain & we trust others and help
them out.





Getting work done/visuals

Produces dopamine, reason why
accomplishment makes us feel
satisfied

But can make us addicted to making
the numbers, that we forget about
working with others

Reaching Goals



Psychological Safety

- Google researched high performance teams

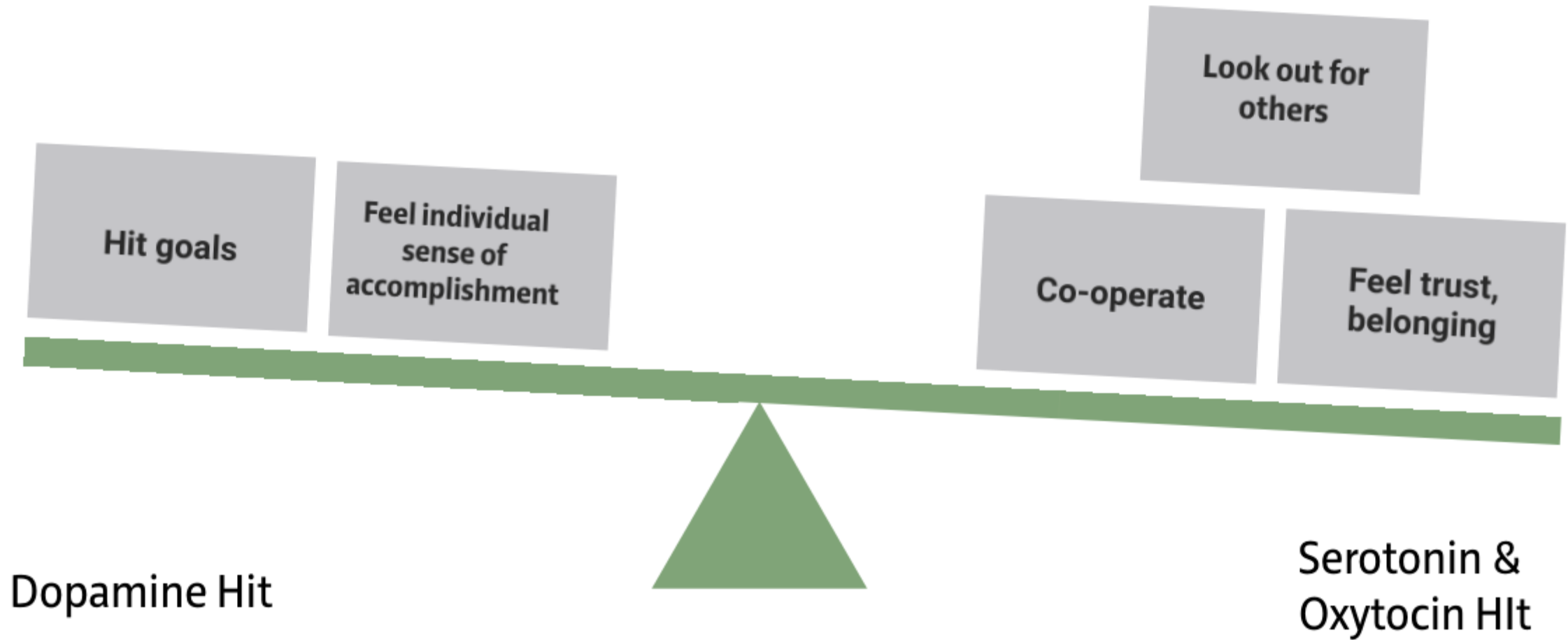
- **How** the team interacts, more important than **who**.

- Starts with leaders who model and extend trust

- Highest reported errors

BALANCING ACT

We can get more done TOGETHER than working alone



3/2

FUTURE STATE: Describe the ideal future of how you need your leadership team to act.

What are the implications of getting it right?

GAP: Looking back at the rating you gave above, what 2-3 behaviours need to shift with leaders?

What are the drawbacks of not changing or improving?

Your Challenge



- Influencing your leadership team that they can achieve the vision
- Resetting behavioural norms
- Improving leadership self-reflection



SUPPORT

These six essential trust drivers are used to diagnose and customise the best management interventions, in order to ensure everyone is working together for the good of the whole organisation.

Leaders who care, get the most from people

How much do leaders care about each other?
What are you doing to show how much you support them?



UNITED TO SOLVE CUSTOMER PROBLEMS

People relate to each other through commonality?

How quickly does the leadership team resolve issues?
How can you unite them around the customer or people problems?



CLARITY

Reduces uncertainty

How clear are your executives on the strategy?
What can you do to provide clarity around the future direction?



CANDOUR

Transparency is the hallmark of high performance

Are people openly discussing performance issues, concerns & challenges? What can you do to make people feel safe to speak up?



EMPOWERED TO GROW

Growing a company means growing people

Are your leaders growing their capabilities?
What are you doing to encourage group and individual training?



DEPENDABLE

Top companies rely on relationships to get work done

Are your leaders thinking from an enterprise wide perspective?
How can you reduce silo/delivery only thinking?



SUPPORT

Leaders who care, get the most from people

When people don't feel supported, they rein in commitment and energy.



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Action Plan:

4

What do you believe are the 2-3 priorities that the management team need to work on to support a high-functioning collective?

Lessons Learned

1. Hard to change mindsets internally/Executives don't know what they don't know.
2. Show executives data to convince them for the need to change.
3. Let go of executives that "aren't going to make it."
4. You have to work on the six trust drivers with each of your team members.
5. Championing a "one team" ethos is key.
6. Have regular out of office off-sites to connect, learn new things together and work on strategy/Undertake a 'safe' session early in the offsite to get people collaborating.

This is a JOURNEY



Complimentary Resources



Executive Briefing

Briefing with CEO, board, leadership team on the insights from our leadership team research.



Executive Team Trust Assessment

Find out how well your top team work together

To access TXT me on:

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