

# **Why Trust is Essential To Successful Leadership**



## **2013 EEOC EXCEL TRAINING CONFERENCE**

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### **Presenter:**

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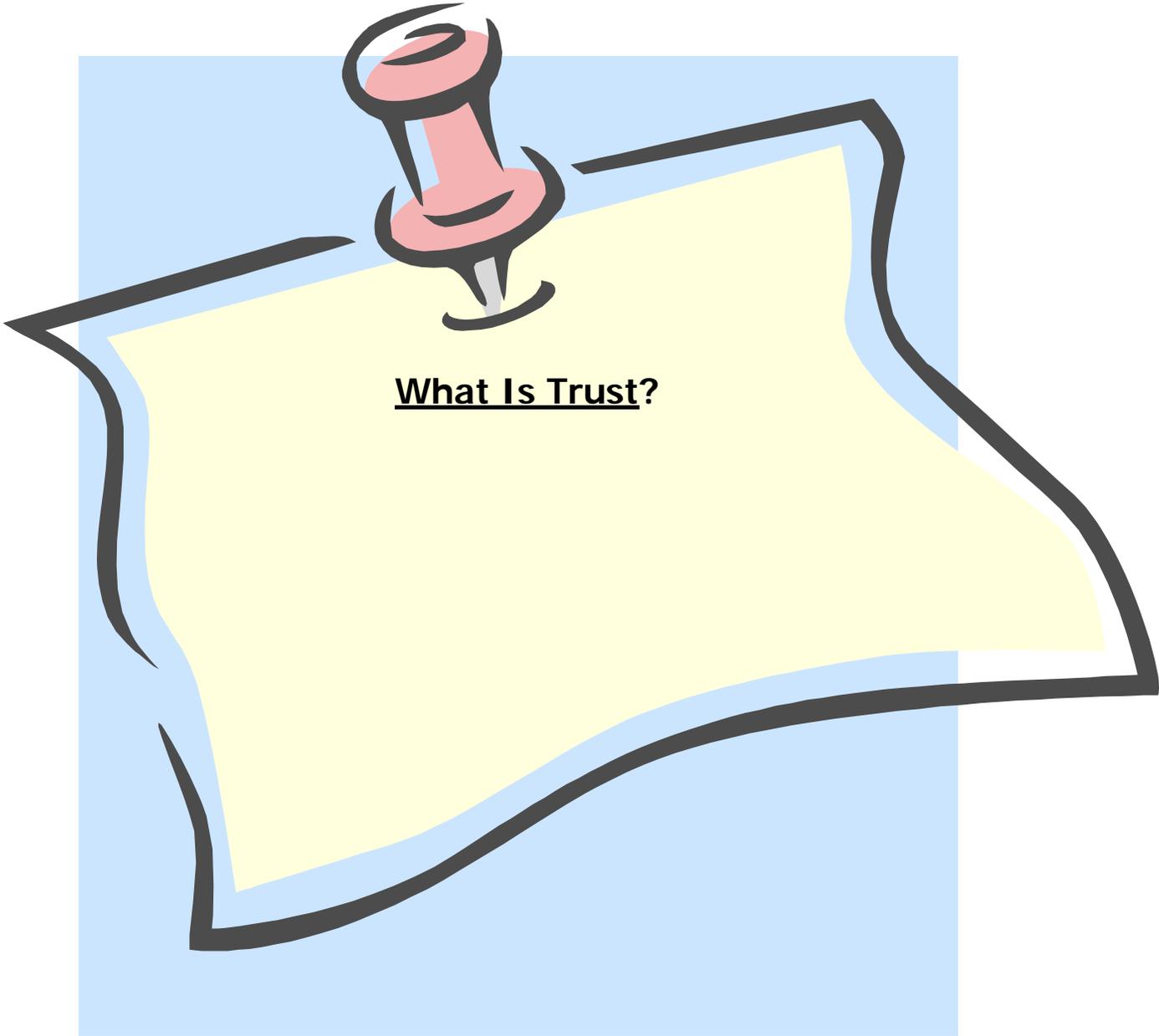
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**The contents herein are solely intended as general guidelines and, therefore, are limited in content and scope. You should contact the appropriate designated personnel within your organization for advice and/or guidance regarding any specific situation.**



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## What Is Trust?

### What Trust is Not:

- Blind Trust
- Total Confidence
- Predictability Alone
- Mechanical Cooperation

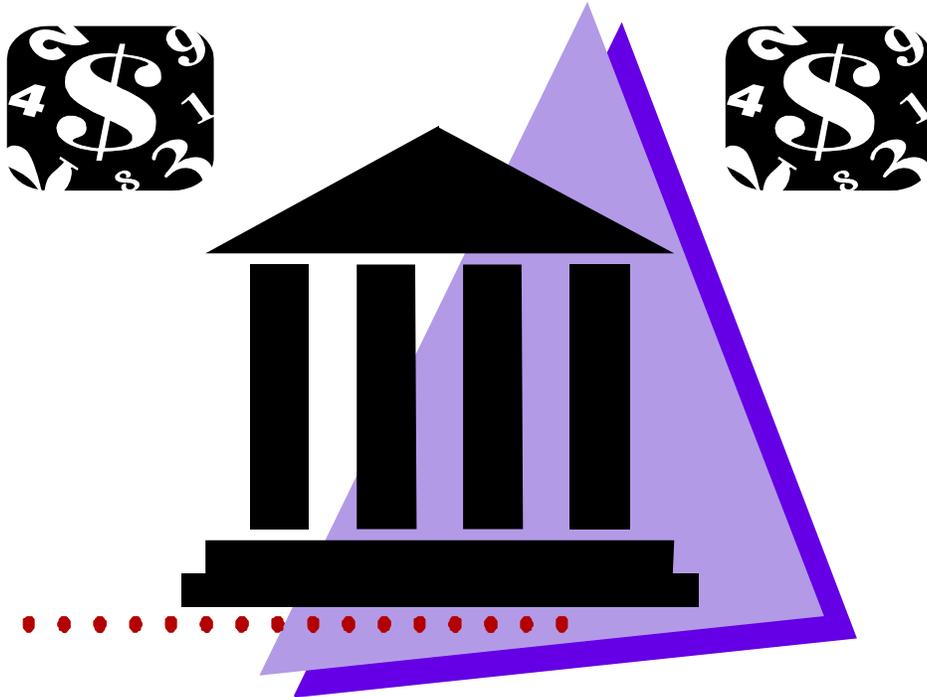


## Why Trust Is Important to Successful Leadership

- It is the basis of leadership, supervision and management.
- Trust is an essential component of effective teamwork.
- Yields positive outcomes that are associated with a highly productive workplace.
- Distrust often leads to a lack of communication, increased gossip, increased quality problems and reduced productivity.
- People resist being influenced by leaders who they don't trust or who don't trust them.



# TRUST BANK



**Trust takes time to develop. However, it can be lost in an instant.**

Notes: \_\_\_\_\_

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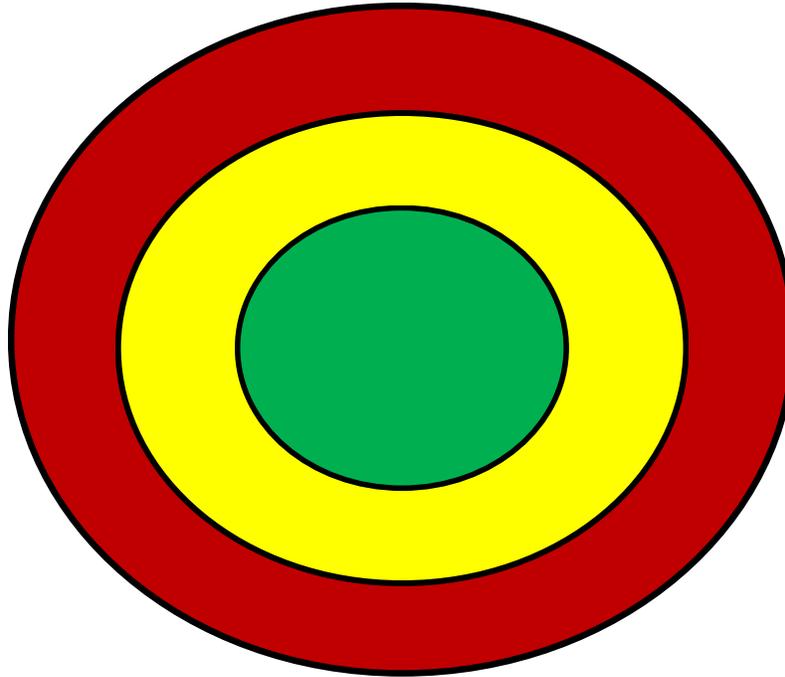
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## The Bullseye Tool™



"In the Green" means your actions are *appropriate* as it builds trust.

***HIT THE MARK!***

"In the Yellow" means your actions are *risky* as it does nothing to build trust.

***Missed the Mark! Don't Go Here!***

"In the Red" means your actions are *inappropriate* as it does not build trust and/or erodes trust.

***Missed the Mark! Don't Go Here!***

***Do your actions hit or miss the mark?***

## Identifying Action that Erode and/or Build Trust

Let's Practice!



Hit The Mark    Missed the Mark

(1) Supervisor Sam is best friends with Frankie. Sam always gives Frankie the easiest job tasks and assignments that have high visibility in the department. Supervisor Sam is also known to occasionally overlook when Frankie comes to work late because Frankie is a good employee with a high level of productivity and efficiency.

(2) Yesterday, Manager Pat got into a heated argument with Mike in front of others in a department meeting. To end the argument, Manager Pat says: "I am your supervisor so ultimately I get to decide who does what. If you continue to argue with me and not follow my instructions you are going to be written up for insubordination!"

(3) As a leader in the organization you always make sure that whenever you promise to "get back" to someone with requested information that you do so when promised, or if you can't, that you inform the person of a realistic time and/or date of when you can "get back" to them.

(4) During a meeting with the Executive Team, Department Manager Steve admits he and Paul (an employee he supervises) had provided erroneous information in a department report that had high visibility in the organization. Paul was not at this meeting. When asked why this had occurred Steve blamed Paul and stated he had not actually reviewed the report before it was circulated, and instead, had

*Do your actions hit or miss the mark?*

## Identifying Actions that Erode and/or Build Trust

Let's Practice!



Hit The Mark    Missed the Mark

(5) Three (3) months ago Manager Manuel was advised that there will be a reallocation of work responsibilities in his Department that would increase each employee's work load. Manuel waits until this morning's team meeting to inform his employees of the budget cuts and that the reallocation of job responsibilities would take effect immediately.

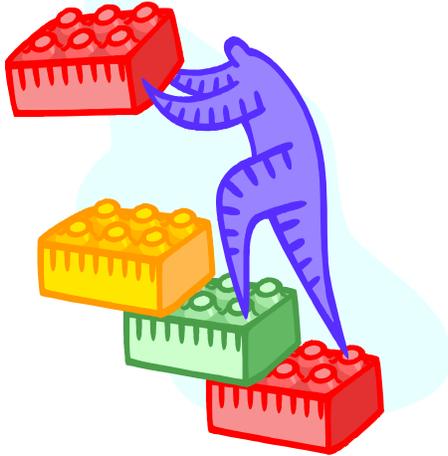
(6) Supervisor Jack frequently tells each of the employees he assigns work to about what is expected of them on the job. Jack also has no problem providing feedback to an employee regarding when he or she is not meeting expectations and/or completing job tasks incorrectly or inefficiently.

(7) Management has requested that Supervisor Scott recommend a few new processes and procedures to be implemented to ensure that certain work tasks are completed more efficiently in his Unit. As a result, Scott is more observant of employees' work habits and practices before recommending the changes. Scott knows that when these changes are implemented it will cause some employees to be upset, especially those that like doing it "the old way."

(8) Mitchell informed Supervisor John he is upset and embarrassed because he had an affair and his girlfriend is now pregnant. He is also worried that his wife of 20 years will now divorce him. John then confidentially tells Supervisor Sam this information and tells him to "cut Mitchell some slack" on the job.

*Do your actions hit or miss the mark?*

## Performance Improvement Plan To Boost Trust



Building trust is hard work.

To boost the level of trust in your work relationships there are probably some changes you can consider making in your daily interactions with others.

The following actions will help you think about the changes you can make in order to boost trust in your work relationships.

**(1) Act with integrity.** Make sure your actions are consistent with words. Walk the talk. Show pride in your work and the accomplishments of the organization. Support your internal and/or external customers.

**(2) Make realistic commitments and then keep them.** Follow through on commitments and keep your promises. Honor your agreements.

**(3) Create and maintain a respectful work environment.** Be sensitive and respectful of others. Practice civility, promote respect. Speak and interact with others in a courteous manner. Don't wield your supervisory authority like a sword.

**(4) Promote fairness and equality.** Create a consistent "playing field." Judge substance not image.

**(5) Provide effective coaching.** Be clear about expectations. Provide feedback to those that you supervise (both positive and negative). Recognize the individual efforts and contributions of your employees and/or those that you work with.

## Performance Improvement Plan to Boost Trust

**(6) Begin appreciation with listening.** Listen and get feedback (positive, negative and neutral) from others. Involve employees and/or others in decisions. Develop camaraderie with those you work with.

**(7) Act in the best interests of others.** Protect the interests of others you work with. Don't throw others "under the bus." Be honest and take ownership of your actions/inactions.

**(8) Share information.** Maintain open communication. Offer status reports and forecasts. Keep others informed about actions and future plans.

**(9) Confront tough issues.** Don't duck difficulties or sweep unpleasantness under the rug. Open a dialogue on tough issues and allow employees to vent their fears and frustrations. Deal with past issues openly.

**(10) Accept responsibility for one's own actions and words.** Readily admit mistakes. Take responsibility for your behavior and any consequences thereof.

**(11) Respect and honor confidentiality.** Protect sensitive information. Avoid gossip and/or spreading rumors.

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